

**BROMSGROVE DISTRICT COUNCIL**

**PERFORMANCE MANAGEMENT BOARD**

**17TH MARCH 2009**

**BROMSGROVE DISTRICT HOUSING TRUST- ANNUAL MONITORING REPORT**

Responsible Portfolio Holder	Councillor Peter Whittaker
Responsible Head of Service	David Hammond

**1. SUMMARY**

1.1 This report is the annual monitoring report that sets out the progress that Bromsgrove District Housing Trust has made since Large Scale Voluntary Transfer took place in March 2004. The report monitors three key areas of performance:

- Progress made in the past twelve months on the outstanding promises to tenants made at the time of transfer (29 March 04).
- BDHT's contribution to meeting the four key priorities in the Council's Housing Strategy 2006-11.
- BDHT's performance in managing homelessness and other services for the Council under the Housing Agency Agreement.

**2. RECOMMENDATION**

2.1 That the content of the report be noted.

**3. BACKGROUND**

3.1 This report is the third annual report to be made to members and covers the three key areas of BDHT's performance referred to in 1.1 above. These are dealt with in turn in the following sections of the report and further detail is set out in the Appendices.

**4. PROGRESS BY BDHT AGAINST PROMISES MADE TO TENANTS PRIOR TO LARGE SCALE VOLUNTARY TRANSFER**

4.1 Progress against the commitments made to tenants at the time of Large Scale Voluntary Transfer has been previously reported in 2006 and 2007. Appendix 1 indicates the ongoing progress that has been made

against the timescales original set out in the transfer consultation documentation.

4.2 BDHT have made good progress against these promises.

4.3 Appendix 1 sets out progress against the promises made:

- In the left hand column the service or property Improvement and timescale within which completion was promised.
- Right Hand column – progress made during 2007/8.

**5. THE CONTRIBUTION BEING MADE BY BDHT IN ASSISTING THE COUNCIL TO MEET THE FOUR KEY PRIORITIES SET OUT IN THE COUNCIL'S HOUSING STRATEGY 2006-2011**

5.1 Since stock transfer took place, the Council has worked closely with BDHT and other partner agencies in the District including Baseline and CAB to ensure that an efficient and effective service is provided to homeless clients and those threatened with homelessness. Equally important has been the development of joint partnership working with BDHT to help achieve the Council's other three Strategic housing priorities which include delivering affordable housing, enabling vulnerable client groups to live independently and improving the standard and availability of private sector housing as a viable alternative to social housing options.

5.2 Over recent years there have been a number of groups and forums set up where the Council's Strategic Housing Officers work in partnership with BDHT and others. These include

- The Homelessness Strategy Steering Group - a multi agency group overseeing the delivery of the Homelessness Strategy Action plan and taking a holistic to developing a wide range of support and prevention services for homeless clients.
- Hostel Decommissioning/Remodelling of Temporary Accommodation Working Group – A task and finish group formed to develop a strategy for the improving the quality of temporary accommodation for homeless clients, increasing community sustainability and improving the experience of those who become homeless. This group has achieved its objective and has recently been dissolved.
- Gilbert Court Extra Care Housing Scheme - working with BDHT to provide an additional 27 units of accommodation for rent/shared ownership to address the need for flexible accommodation that meets the increasing support needs of the District's ageing population and

provide enhanced services that promotes the health and well being of residents.

- RSL Liaison Group - officers work closely with the Council's partner RSLs and in particular BDHT to meet the Council's Strategic target to deliver 400 new properties over the 5 years of the Councils Housing Strategy.
- Frontline Housing Liaison Group – were partner agencies responsible for the delivery of frontline services met to review service delivery and implement improvements to services.
- Charford Regeneration Group – Formulated and led by BDHT, the group includes BDC officers, tenants and other organisations aimed at improving and regenerating the Austin Road part of the Charford Estate. Work is due to start on site in August 08
- Support providers group which works in partnership to ensure that clients can be referred to other agencies that have capacity rather than remaining on a waiting list.

In November last year, the Strategic Housing and Principal RSL Partner Consultation Group was formed. The Group includes BDHT and West Mercia Housing Group CEOs and Development Officers in monthly strategic planning meetings with Strategic Housing and Planning Portfolio Holders, The Corporate Director, Head of Planning & Environment and the Strategic Housing Manager. The Group has continued to meet monthly and has been well supported by officers and embers. A representative of the County Council Estates Office now also attends to enable an ongoing review of the availability and use of County land for affordable housing. The formulation of this group has greatly assisted the understanding of the housing priorities of each of the organisations involved and promoted joined up working to achieve positive outcomes and overcome obstacles that have previously hampered the delivery of affordable housing in the district.

5.3 The table attached at Appendix 2 sets out examples of how BDHT continues to actively work in partnership to support the Council's Housing Strategy. In particular, over the past 12 months, a number of major steps forward have been taken, most notably:

- Progress in closing three of the Council's hostels without any impact upon the use of Bed and Breakfast accommodation.
- Extended options appraisal and homelessness prevention services being provided when applicants first present as homeless.
- Support to Strategic Housing Staff in managing Private tenancy (Rent Deposit Scheme) and Spend To Save schemes to both

prevent homelessness and provide access to privately let accommodation.

- Achieving the reduction in numbers of people residing in temporary accommodation and enabling the Council to achieve Government targets two years ahead of schedule.
- Close working with Strategic Housing Officers upon the planning and implementation of Choice Based Lettings.
- Increasing delivery of affordable housing units in the district.
- Researching models of housing for older people and tackling under occupancy.

## **6.0 PERFORMANCE IN MANAGING HOMELESSNESS AND HOUSING SERVICES FOR THE COUNCIL**

6.1 BDHT provides a service to the homeless on behalf of the Council under a Service Level Agreement. This is encompassed in the Housing Agency Agreement that has been in place since LSVT and which covers the Council's homelessness duty, maintenance of the housing register and management of the remaining Council Hostel, the dispersed temporary accommodation (that has replaced the three hostels that have been closed) and the management of the Traveller Caravan site at Wythall.

6.2 The performance of BDHT under the Housing Agency Agreement is key to delivery of one of the most important services provided by the Council namely the duty towards clients who are homeless or threatened with homelessness. In order to monitor performance, a range of local PIs have been developed (local and national). Monthly finance meetings and quarterly homeless performance meetings are held between the Council's Strategic Housing Performance Officer and BDHT officers. The Strategic Housing Manager also meets on a monthly basis with the BDHT Director of Operations to monitor ongoing improvement in the provision of services and the relationship between staff of the respective organisations.

6.3 **Overview of performance during 2007/8** - Performance during the 2007/8 period has been consistently high following the difficulties that arisen during 2006/7 that had impacted upon the level of service that had been provided during that year.

6.4 Staff changes made at BDHT in March 2007 enabled much closer partnership working to take place with the Council's Strategic Housing staff in resolving many of the concerns that had been raised in the 2006 Audit Commission Inspection report about the fragmentation of the service. A transformation has taken place in the way homeless approaches are now dealt with through the implementation of Housing Options Interviews at the first point of contact with a client who is homeless or threatened with homelessness. This has enabled the BDHT service to make a stepped change from simply processing homeless applications to being more actively involved in preventing homelessness.

The change has allowed us to review of the service provided by CAB and allowed a subsequent reduction in cost to BDC as a result of it now only being necessary to refer cases requiring specialist assistance to CAB. As a result, CAB has been able to maximise their area of expertise, such as debt advice & negotiation with landlords, towards those clients who will most benefit. Clients are now accessing a more focused, streamlined and appropriate service.

- 6.5 During 2007/8 BDHT successfully kept all client groups from using B & B thus maintaining the target of zero use of B & B for 16-17 yrs old which we are required to achieve by 2010.
- 6.6 Furthermore, the appointment of a designated Temporary Accommodation Officer at BDHT has helped the Council to achieve the 50% reduction in the use of temporary accommodation by 2010, that is the Government target for all local authorities, two years early.
- 6.7 BDHT officers have worked closely with Council officers in 2007/8 to deliver a number of new initiatives particularly for young people. These include working with Redditch Nightstop to provide a Nightstop service in Bromsgrove and working with landlords to provide private tenancies for clients who are able to access the private sector. The use of Spend to Save has proved so successful that BDHT have now taken over the management of the scheme thus freeing up BDC Strategic Housing Officers to develop other new joint initiatives such as the Education Initiative and the Under-Occupation survey.
- 6.8 As a result of the sustained improvements in the delivery of the service we have now achieved:
  - A more efficient and seamless service for the homeless.
  - Additional support, home visiting and front line homelessness prevention and options appraisal services.
  - A reduction in the number of homeless reviews with no decisions being overturned during the year.
  - More focussed and efficient use of CAB's expertise in debt advice and landlord negotiation.
  - A pro-active approach to moving formally homeless clients on from temporary accommodation into permanent housing as soon as possible.
  - Good joined up working relationships between BDHT, BDC and CAB staff.
  - Currently zero use of B&B and reduced use of hostel accommodation.
  - Active approach to developing better solutions for homeless people and provision of good standard, self contained, dispersed temporary accommodation for those experiencing homelessness.
  - A positive and improved approach to customer care.

- A significant contribution to the Council achieving a 'Fair' report with 'Promising prospects for Improvement' from the Audit Commission following the re-inspection in February this year.

6.9 Below is a table showing performance figures for 2007/8 only one of which is marginally below target. However, the service is not just about targets and figures but a more holistic approach to homelessness and customer care, which is now embedded in the way the service is being delivered

<b>Local Performance Indicator</b>	<b>Target</b>	<b>Actual 2005/6</b>	<b>Actual 2006/7</b>	<b>Actual 2007/8</b>
<b>% of homeless applications dealt with within 33 days</b>	97%	97.31%	92.27%	100%
<b>Length of time to nominate to RSLs</b>	5 days	4.92 days	3.58 days	3.62 days
<b>% of new applications entered on to the waiting list within 10 days</b>	80%	96.19%	83.59%	99.79%
<b>% of amendments to the housing register made within 10 days</b>	100%	95.04%	96.35%	100%
<b>Number of homeless appeals &amp; outcomes</b>		5	18 homeless appeals. 13 of which were upheld.	3 appeals 2 upheld & 1 withdrawn.
<b>No of BDHT lettings made to BDC waiting list &amp; homeless applicants</b>	75%	80.34% (184)	82.72%  (7.72% more than required under the SLA )  (182)	90.59%  (15.59% more than required under the SLA)  (212)
<b>Hostel fees collection</b>	Guaranteed min	92.7%	100.77%	93.44%

<b>rate</b>	92%			
<b>Caravan site licence fee collection rate</b>	Guaranteed min 92%	94.82%	101.57%	117.61%

## 7.0 APPENDICES

- Appendix 1 Performance against promises made to tenants  
Appendix 2 BDHT's Strategic assistance in supporting the Council's Housing Strategy

## 13. BACKGROUND PAPERS

None

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## Appendix 1

Commitment	Progress Against Commitment 2008
<b>Modernisation of Homes &amp; Planned Maintenance</b>	
<p><b>Within 3 years:</b></p> <ul style="list-style-type: none"> <li>• Upgrade communal TV aerials to digital.</li> </ul> <p><b>Within 5 years</b></p> <ul style="list-style-type: none"> <li>• Double glazed windows for 300 homes without them;</li> <li>• full central heating to those homes that do not have it;</li> <li>• Double glazed front and back doors to over 2,500 properties</li> </ul>	<p>All existing systems have been upgraded to digital compatibility (set top box use only)</p> <p>All homes are now double glazed</p> <p>Full central heating installed to all BDHT homes (except where specifically refused by individual tenants). On-going programme of renewals.</p> <p>New front and back doors fitted to 1,054 properties. New doors will be fitted to a further 218 properties during 2008/09 and 145 properties in 2009/10. Target to complete 2,500 homes within 5 years will not be achieved. Recent stock analysis highlighted other property elements to be in more urgent need of replacement</p>



<ul style="list-style-type: none"> <li>• A range of security measures to general needs and sheltered housing;</li> <li>• New electrical wiring and sockets to over 3000 homes:</li> <li>• Mains operated hard wired smoke detectors to over 3000 homes at the same time as the rewiring programme.</li> </ul> <p><b>Within 10 years</b></p> <ul style="list-style-type: none"> <li>• Around 1800 full fuel efficient central heating systems or replacement boilers with a package of insulation measures;</li> <li>• Around 2,800 modern kitchens;</li> <li>• Around 1900 new bathrooms (tenants to be given choice of</li> </ul>	<p>and, therefore, the door replacement programme has been revised for completion over 10 years.</p> <p>New doors installed to Secure by Design standards.</p> <p>Electrical upgrades being carried out as part of Kitchen and Bathroom upgrades. Those who refuse have electrical checks/upgrades as required.</p> <p>Smoke detectors being installed with Kitchen and Bathrooms work.</p> <p>New fuel efficient boilers fitted to 792 homes.</p> <p>Promise completed but programme of renewals in place to maintain Decent Homes Standard and upgrade homes where works refused by previous tenants.</p> <p>Promise completed but programme of renewals in place to maintain Decent Homes Standard and upgrade homes where works refused by previous tenants.</p>
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<p>colour and design);</p> <ul style="list-style-type: none"> <li>• Modern insulation to 1400 homes;</li> <li>• Conversion of small bed-sits into one bedroom properties.</li> <li>• Tenants consulted on all modernisation proposals.</li> <li>• Tenants to be involved in decisions about the specifications of the improvements (e.g. kitchens).</li> <li>• Tenants can refuse improvements unless health and safety issues, e.g. gas servicing.</li> <li>• No extra increases in rent to pay for modernisation works.</li> <li>• De-canting of tenants in special circumstances with costs of</li> </ul>	<p>98% of BDHT properties meet the government standard, the remaining 2% will be completed by 31<sup>st</sup> March 2009.</p> <p>Total of 46 flats upgraded at Windsor Gardens and Willow Court.</p> <p>Tenants consulted individually on kitchen and bathroom details and given choice of front door styles.</p> <p>Tenants continue to be involved in development of specification through Working Group of the Residents Forum.</p> <p>Tenants can refuse improvements (but not health and safety tests, such as annual gas servicing).</p> <p>Rent has only been increased in accordance with agreed formula – see below.</p> <p>Remodelled flats at Windsor Gardens carried out by decanting – removal costs paid by BDHT.</p>
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<p>disturbance met.</p> <p>On-going commitment to;</p> <ul style="list-style-type: none"> <li>• Planned and cyclical works to replace kitchens every 20 years.</li> <li>• Servicing Gas Appliances</li> <li>• External painting.</li> <li>• Work with Council to make sure tenant's homes are adapted where needed.</li> <li>• Trust &amp; council will set aside money to carryout adaptations in line with pre-transfer policy.</li> </ul>	<p>As at 31/3/2008 98% of BDHT property met the Decent Homes Standard. Codeman planned maintenance software used to plan renewals and ensure 100% compliance with DHS achieved on a "just in time" basis.</p> <p>As at the 31<sup>st</sup> March 2008 valid CP12 Certificates were held in respect of 99.8% of BDHT stock. Court injunctions to enforce access in respect of all tenants (5) failing to provide access to engineers in place.</p> <p>Ongoing commitment to reduce requirement for external painting through use of pvc-u.</p> <p>Policy in place to undertake aids and adaptations up to value of £700 without referral for funding to BDC. BDHT have reviewed policy and procedure relating to aids and adaptations and now fund an additional occupational therapist post at the PCT in order to speed up the referral process for aids and adaptations of all values.</p> <p>As above</p>
<b>Estate Improvement</b>	
<p><b>Within 10 years</b></p> <ul style="list-style-type: none"> <li>• £2 million Estate improvement and environment works (such as</li> </ul>	<p>With partner agencies and residents BDHT has identified the Austin Road area of the Charford Estate as an area for a major regeneration programme. This area</p>

<p>fencing programmes, improved lighting, car parking and environmental works).</p> <ul style="list-style-type: none"> <li>• Consult and involve individual tenants and tenant groups on proposals to improve neighbourhoods.</li> <li>• Involve tenant groups in developing any new estate services within available resources.</li> </ul> <ul style="list-style-type: none"> <li>• Dedicated budget to pay for additional play facilities</li> <li>• Where possible provide additional parking spaces on estates.</li> </ul>	<p>comprises Wimpey “no fines” concrete flats with poor thermal insulation and associated condensation problems. This is also the area of highest deprivation in the Bromsgrove District and a local crime “hot spot”.</p> <p>During 2006 a Regeneration Plan was produced with partner agencies and local residents to address the structural deficiencies of the properties and to improve security by design and estate re-modelling.</p> <p>Work on the installation of whole house ventilation systems commenced during 2007/08 with the full Re-generation Plan commencing in August 2008 with completion due in January 2010. During this time investment will total <b>£4.053 million</b>.</p> <p>In accordance with the BDHT Asset Management Strategy an annual Investment Sustainability Matrix was completed in January 2008 at a meeting of resident representatives, staff, BDC and West Mercia Police. All BDHT estates were scored to determine the investment needed. From this emerged the priority for further investment in areas in and around the Sidemoor and Catshill estates because of relatively high levels of crime.</p> <p>The Charford Regeneration scheme includes the provision of play facilities for 5 – 10 year olds.</p> <p>Increased provision for car parking is a key component of the Charford Regeneration Scheme.</p>
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<ul style="list-style-type: none"> <li>• Consult tenants about grass cutting;</li>   <li>• Improve the grass cutting and landscape maintenance service.</li>   <li>• Look at introducing extra services for all tenants such as box cutting, hedge trimming and extra grass cutting (free in communal areas, small charge at individual properties).</li>   <li>• Review all garage areas and plan to improve or refurbish each site as necessary.</li> </ul>	<p>Customer perception surveys have been undertaken in September 2006 and July 2007 using VMS. When asked in July 2007 to rate the overall standard of the grounds maintenance service provided by BDHT, tenants scored an average of 7.87/10. Comments from previous surveys were used to refine the service for the 2007/08 cutting season.</p> <p>Immediately following stock transfer BDHT introduced an enhanced grass cutting and landscape maintenance service by doubling (to 16) the frequency of grass cuts during the growing season and introducing box cutting (i.e. collecting and disposing of grass cuttings). Hedges and shrub beds are cut back/pruned twice each year.</p> <p>With effect from the 2007 growing season the service has been further refined with a specialist team of two maintaining on a two week cycle the communal landscaped areas of sheltered schemes with communal gardens.</p> <p>During 2006 all garage sites were assessed in accordance with the Trust's Asset Management Strategy scoring matrix to determine the future of each site to:</p> <ul style="list-style-type: none"> <li>• Improve and refurbish, or</li> <li>• Re-develop.</li> </ul> <p>A Garage Strategy was developed from this with structural works commencing in 2007/08 and continuing during 2008/09.</p>
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**Response Repairs**

<ul style="list-style-type: none"> <li>• £3.2 million programme of outstanding catch up repairs within 5 years.</li> <li>• Improve on pre-transfer response repairs performance.</li> <li>• Improved response times</li> </ul>	<p>Catch-up repairs have been completed.</p> <p>The quality of the response repairs service is measured through VMS Customer Surveys. The target average score set for VMS Surveys is 7.8/10. Response repairs scored an average of 8.4/10 for 2007/08</p> <p>With effect from June 2007 BDHT revised target completion timescales for each repair category:</p> <p>Emergencies – from 24 hours to 12 hours</p> <p>Urgent – from 7 calendar days to 5 calendar days</p> <p>Routine – from 30 calendar days to 20 calendar days.</p> <p>Completions against target have remained top quartile (against last available reported national top quartile). The percentage of response repairs completed within target has improved in the four years since stock transfer. Performance for the last three years is set out in the table below.</p> <table border="1" data-bbox="974 1024 2063 1197"> <thead> <tr> <th rowspan="2">Repair Category</th> <th colspan="3">% of response repairs completed in target</th> </tr> <tr> <th>2005/06</th> <th>2006/07</th> <th>2007/08</th> </tr> </thead> <tbody> <tr> <td>Emergency</td> <td>99.60</td> <td>99.96</td> <td>99.86</td> </tr> <tr> <td>Urgent</td> <td>95.90</td> <td>98.50</td> <td>99.85</td> </tr> <tr> <td>Routine</td> <td>90.60</td> <td>97.60</td> <td>97.66</td> </tr> </tbody> </table>	Repair Category	% of response repairs completed in target			2005/06	2006/07	2007/08	Emergency	99.60	99.96	99.86	Urgent	95.90	98.50	99.85	Routine	90.60	97.60	97.66
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<ul style="list-style-type: none"> <li>• Free phone service for reporting repairs</li> </ul>	<p>Free phone service now extended to all service enquiries.</p>																			

<ul style="list-style-type: none"> <li>• Appointments service for urgent and non urgent repairs</li> <li>• Consider introducing extra services such as a handy person service and gold service.</li> <li>• Introduce new ways to report a repair, e.g. by internet.</li> </ul>	<p>An appointment system for all routine repairs will be introduced by August 2008 to compliment the existing appointment system for emergency and urgent repairs.</p> <p>Following consultation with tenants BDHT introduced a Handy person service from 1<sup>st</sup> June 2007.</p> <p>To reward tenants who comply with the conditions of their tenancy BDHT operates a number of rewards,</p> <ul style="list-style-type: none"> <li>• a quarterly prize draw for tenants who are not in rent arrears or tenants who are in arrears but maintaining re-payment plans, and,</li> <li>• an annual prize draw for tenants providing access for annual gas servicing.</li> </ul> <p>BDHT has, with members of the Residents Forum, evaluated options to introduce a “Gold Service”. Members of the Forum considered that an “individual” based reward scheme would in general be too expensive to operate and did not represent good value for money. They have opted to retain the rewards described above to be supplemented by:</p> <ul style="list-style-type: none"> <li>• individual access to a free “handyman” service for tenants meeting agreed criteria, and;</li> <li>• a community reward scheme supporting local neighbourhood initiatives.</li> </ul> <p>Following “lean processing” of the response service it has been decided that Graphical Repairs Ordering software will not provide a cost effective solution and that a revised repair ordering process using a simplified Schedule of Rates will provide a better VfM resolution.</p>
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<ul style="list-style-type: none"> <li>• Priority repairs to be completed within 12 working days (rather than 15 working days) and by appointment.</li> <li>• Monitor performance against pre-set targets.</li> <li>• Seek to raise performance year on year.</li> <li>• Provide tenants with information on performance annually.</li> </ul>	<p>See above.</p> <p>Monitoring systems are in place using Business Objects reporting software. Repairs performance is monitored monthly by EMT with quarterly exceptions report to Board.</p> <p>See above. Performance on all repair categories has improved year-on-year and remains top quartile.</p> <p>BDHT Annual Report and website.</p>
<b>Sheltered Housing</b>	
<p>Improvements to homes and community rooms within sheltered housing schemes.</p> <ul style="list-style-type: none"> <li>• To provide services to the same standard as the Council and aim to improve them.</li> <li>• Continue to meet needs of older people.</li> <li>• Use floating support workers in addition to wardens.</li> </ul>	<p>The recommendations from the Best Value Reviews of both sheltered and very sheltered housing support services have now been implemented providing a modern, flexible team based service to over 900 residents.</p> <p>Resultant improvements within the sheltered housing service were recognised in June 2007 when the service gained Centre for Sheltered Housing Services (CSHS) accreditation. This is an industry recognised standard and “passported” the service through Supporting People (SP) inspection.</p> <p>SP strategy is to move support provision for the majority of elderly residents from scheme based support and towards a floating service based upon the individual need of residents. With effect from April 2009 BDHT will commence a new contract with Supporting People based upon the provision of a floating support</p>



<ul style="list-style-type: none"> <li>• Continue to provide existing amenities such as laundry, common rooms, window cleaning and grounds maintenance subject to a service charge.</li> <li>• Determine and pay particular attention to investment needs of homes and community rooms in sheltered housing schemes.</li> <li>• Programme of consultation with tenants with the aim of providing where needed new or upgraded door entry systems, programme of security and insulation work, modernisation of sheltered housing schemes including refurbishment and conversion of</li> </ul>	<p>service and no longer linked to the tenure or type of property occupied by the individual receiving support. With the introduction of the new contract, those tenants in sheltered housing who do not need support will not attract SP funding and the individual tenant will not be liable for a support service charge, instead the service will be directed to those tenants who need support including those who do not want to live in a sheltered housing scheme.</p> <p>The Gilbert Court Extra Care Scheme is being developed with partners, including BDC and is due to open in November 2008. With the opening of this scheme existing very sheltered schemes will be re-designated as sheltered housing in line with revised Supporting People funding arrangements.</p> <p>These services continue to be provided.</p> <p>BDHT Decent Homes Policy in place detailing additional issues for supported housing needs. A 5 year programme of upgrades to community rooms including complete re-decoration and fitment of new carpets, curtains and light fittings is being delivered following consultation with residents at each scheme. Work is being undertaken to 3 schemes during 2008/09.</p> <p>Following consultation with residents the emergency alarm call equipment within the sheltered housing schemes is being upgraded during 2008/09 from the existing hard wired system to a modern dispersed "Smart Call" service for all residents in sheltered housing requesting the service. This system allows for the provision, where required, of additional sensors including "wandering sensors", flood detectors, fall sensors and pill dispensers.</p>
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<p>some bed-sits and a programme of improvements to communal rooms and facilities including gardens.</p> <ul style="list-style-type: none"> <li>• Continue to provide access to a community alarm service.</li> </ul>	<p>Emergency Alarm call provision has continued through the Bromsgrove Lifeline service (BDC).</p>
<b>Development</b>	
<p>Within 5 years:</p> <ul style="list-style-type: none"> <li>• 70 additional homes for rent.</li> </ul>	<p>Since transfer BDHT has:</p> <ul style="list-style-type: none"> <li>• acquired 19 new homes through “buy-back” of properties from the existing housing market;</li> <li>• built 26 new homes</li> <li>• a committed development programme to deliver 97 new homes within the next two years.</li> </ul>
<b>Tenant Participation</b>	
<p>A Tenant participation policy.</p> <ul style="list-style-type: none"> <li>• Adopt and develop the Council’s Tenant Participation Compact.</li> <li>• Tenants given opportunity to participate at various levels that suit them.</li> </ul>	<p>The Resident involvement strategy was reviewed with customers and a new Strategy was agreed by the BDHT Board in June 2007.</p> <p>BDHT has developed a variety of ways in which tenants can become involved. This approach is designed to provide tenants with a range of flexible options for involvement reflective of tenants varied lifestyles, time commitments and degree to which they wish to be involved. Options include:</p> <ul style="list-style-type: none"> <li>• Area Panels – residents meet with officers focusing on estate based issues</li> <li>• Residents Forum – residents meet with members of the senior and</li> </ul>

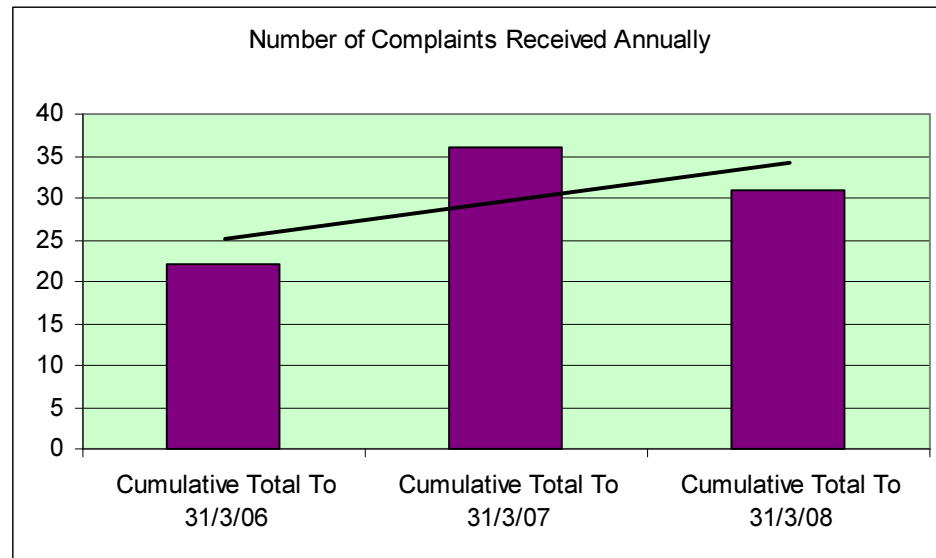
	<p>executive management team to influence BDHT strategic direction and policy.</p> <ul style="list-style-type: none"><li>• Armchair Panel developed to allow participation from customers who do not wish to attend meetings.</li><li>• “Chatterbox” Group developed for residents aged 12-21. This successful consultation group has provided the Trust with valuable insights into the key issues for this often difficult to reach group.</li><li>• Tenant Mystery Shoppers – monthly “shops” testing if services are being delivered in accordance with published service standards. Results are presented to Executive Management Team and Service Improvement Team.</li><li>• Business Plan Working Groups – comprising members of the Residents Forum working with officers of the Trust to develop and implement the Residents Forum Business Plan.</li><li>• Estate Walkabouts, BDHT publishes an annual schedule of estate walkabouts undertaken by Estate Officers with invitations to Area Panel members and tenants to participate.</li><li>• Customer Surveys, BDHT undertook a Status Survey of all tenants during 2006, this is being repeated in 2008 and annually thereafter. Status surveys are supported by a number of service specific surveys.</li><li>• The “Big Consult” – BDHT surveyed all tenants asking for their views on their priorities for the next five years. The wider community was also consulted through a wrap around with feedback form in the</li></ul>
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<ul style="list-style-type: none"> <li>• Regular information to tenants, including regular newsletter.</li>   <li>• Regular performance report.</li>   <li>• Actively support and develop local residents groups.</li>         <li>• Continue to work with Tenants representatives.</li> </ul>	<p>Bromsgrove Advertiser. Over 400 residents responded to these surveys.</p> <ul style="list-style-type: none"> <li>• The BDHT Choice magazine continues to be produced quarterly for BDHT tenants and the Leaseholder magazine is issued twice yearly. Scheme based bi-monthly newsletters are now distributed to each sheltered housing scheme.</li>   <li>• BDHT measures the impact of resident involvement each year and publishes the results in a Resident Involvement Impact Assessment (September 2007).</li> </ul> <p>BDHT Annual Report. In addition performance information is posted onto the BDHT website.</p> <p>Resident involvement continues to develop and grow. Between March 2007 and March 2008 the number of residents actively involved through the Residents Forum, Area Panels and “Armchair Panel” has grown by almost 70% to 112 members.</p> <p>The number Tenants able to undertake monthly “mystery shops” has risen during 2007/08 by 71% to 12.</p> <p>The “Chatterbox” group for residents aged 12-21years now has 28 members, a rise of 56% during 2007/08.</p> <p>With support from BDHT 7 of our older residents have formed the “Silver Hoodies” singing group. The aim of this group is to break down age barriers with younger residents. The scheme has been so successful that it has been short</p>
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<ul style="list-style-type: none"> <li>• Establish Area committees.</li>   <li>• Recognise need for local representation.</li>   <li>• Focus groups made up of managers and tenants. Quality housing services working Group and repairs Improvement working Group will continue to be involved.</li> </ul>	<p>listed in a national housing awards scheme.</p> <p>BDHT has worked with members of the Residents Forum to develop their understanding of the business to enable residents to scrutinise our activities rigorously. Members of the forum have developed a Residents Forum Business Plan identifying 22 top priorities which have been fed into the BDHT Business Planning process. Members of the Residents Forum now present reports to Board.</p> <p>With residents BDHT have established a “Task &amp; Finish” group to review current governance structures to further enhance resident led-scrutiny of BDHT. This group is due to report in December 2009</p> <p>Area Panels are now supported by regular Estate Walkabouts where members of each Panel and other residents can identify with officers areas of concern and any works required. The issues identified at each “walkabout” are fed back to the next panel meeting so that an ethos of “you said...we did” is built up.</p> <p>This approach is being developed further through the development of Area Panel Manifestos. Each Area Panel will publish a list of commitments to improve an area by BDHT based on residents priorities determined by analysis of feedback received via Estate Walkabouts, the “Big Consult”, 2008 Status Survey, and PACT meetings . Each manifesto will be sent to every BDHT tenant in that locality. BDHT performance against promises will be fed back to every tenant via a progress report every 6 months. The first Area Panel Manifestos will be published in November 2008.</p> <p>Residents continue to be involved in service review groups, for example tenants sat on the Response Repairs Working Group (which agreed the reduction in target times for each repair category) and the Customer Care &amp; Access to Services Strategy review group which, amongst other things, has led to the</p>
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<ul style="list-style-type: none"> <li>• Satisfaction Surveys to tenants every three years. (STATUS)</li> <li>• Other regular surveys.</li> <li>• Tenants able to become Board members (5 out of 15 places on board for tenants).</li> </ul>	<p>introduction of more flexible operating times to meet the needs of working tenants.</p> <p>Residents also serve on the Service Improvement Team which examines the results of customer perception surveys to identify areas where services can be further improved and delivering continuous “small step” service improvement.</p> <p>A number of Resident Advisory Groups have been established during the last year to inform and monitor the delivery of BDHT Equality Schemes and associated Action Plans on Disability, Gender and Race.</p> <p>BDHT are required to undertake a standardised customer perception survey known as the “Status Survey” at least once every three years. BDHT undertook the last survey in 2006, a follow up survey is currently being undertaken by the Feedback Service of the National Housing Federation on behalf of BDHT.</p> <p>BDHT continue to carryout service specific surveys to ensure continuous improvement in all service areas. Following a review of survey methodology BDHT is now using Snap software and following Status scoring regime to ensure alignment and comparison with Status results</p> <p>BDHT maintains five Tenant board members, now accounting for 42% of Board membership (following the reduction of BDC nominees from five to two).</p>
<b>General Customer Services</b>	
<ul style="list-style-type: none"> <li>• Simple clear complaints procedure to be available.</li> <li>• Customer care and Complaints Policy.</li> </ul>	<p>BDHT has a well established simple complaints procedure that is well advertised at reception, at community rooms and via the website. Details on how to complain have been published and distributed to all tenants. BDHT has published service standards on dealing with complaints which have been distributed to all tenants.</p>

- Designated officer to deal with complaints.
- Step-by-step procedure to complain.



BDHT Board receive a quarterly report detailing:

- The number of complaints received;
- The number of cases resolved;
- The number of complaints justified or partially justified;
- Changes to policy or procedure made as a result of learning from complaints
- Satisfaction of complainants on closure of complaint;
- Diversity analysis

This information is fed back to tenants in summary form on a quarterly basis through the BDHT “Choice” magazine.

The Customer Care & Access to Services Strategy identified the need for a

- Customer care training

<ul style="list-style-type: none"> <li>• Quality and performance improvement training</li> </ul>	<p>bespoke customer care training package to be delivered to all staff, this training is being deployed during 2008 and 2009.</p> <p>BDHT continues to support the professional development of staff through corporate sponsorship. Training is commissioned based on an annual training needs assessment for each team member and includes vocational training, legal updates and best/innovative practice courses. Average training spend per employee per annum is £407.00 rising to a projected spend of £487.00 per employee for 2008/09.</p>
<b>Community Work</b>	
<ul style="list-style-type: none"> <li>• Work closely with public bodies such as OT, Education Service, Police, health authority, GPs and voluntary agencies.</li> </ul>	<p>BDHT continues to work closely with the Police and the Community Safety Partnership to tackle incidents of anti-social behaviour. BDHT participates in the county wide Hate Crimes initiative and has become a local hate crimes reporting centre.</p> <p>BDHT officers continue to regularly attend PACT meetings covering areas of BDHT operation.</p> <p>BDHT officers work closely with local schools on housing and community issues including participation in the Young Enterprise Scheme.</p> <p>BDHT officers have developed the “Considering Housing” scheme. Through this scheme BDHT officers deliver sessions for 13 -15 year olds at local high schools looking at their future housing options and linkages between housing options and career choices.</p> <p>BDHT works closely with Social Services and service users to meet the needs of a range of vulnerable groups including the frail elderly (for example provision of Extra Care at Gilbert Court) and customers with mental illness and learning disabilities.</p>



<ul style="list-style-type: none"> <li>• With Employment Service to tackle social exclusion and support neighbourhood renewal initiatives.</li>   <li>• Consult with tenants about the need to recruit specialist staff to try to help tenants improve the quality of life on estates, for example by tackling neighbour nuisance or offering advice and assistance with benefit claims.</li> </ul>	<p>BDHT works closely with voluntary agencies such as Baseline to provide support for young homeless people and New Start in the provision of furniture for vulnerable tenants and the Multi-Agency Resource Centre.</p> <p>BDHT are members of the Homelessness Strategy Group led by BDC.</p> <p>With financial support from BDC and Supporting People BDHT has developed a Floating Support Service for vulnerable adults over 25 years of age to ensure chaotic lives can be stabilised in order to help clients sustain their tenancy and provide a platform to return to work wherever possible.</p> <p>BDHT has developed an economic engagement strategy to assist economically disadvantaged members of the community get into or return to work. BDHT are working with key statutory partners including BDC to support local strategies.</p> <p>BDHT has created a two-year housing trainee post with funding from Supporting People to provide an employment opportunity for a disadvantaged young person.</p> <p>BDHT has also received Supporting People funding to deliver a “Confidence Building and Ready to Work” scheme for homeless people.</p> <p>BDHT has introduced two specialist teams to deal with:</p> <ol style="list-style-type: none"> <li>a). Nuisance, Anti-Social Behaviour &amp; Estate Management, and</li> <li>b). Rent payment, rent arrears and debt management.</li> </ol> <p>In consultation with residents BDHT has developed the following strategies:</p> <ol style="list-style-type: none"> <li>a) Respect Strategy setting out how BDHT will deal with anti-social</li> </ol>
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	<p>behaviour, and</p> <p>b) Income Management Strategy, which includes BDHT’s strategic approach to preventing tenant indebtedness.</p> <p>BDHT has also now developed a Financial Inclusion strategy to further assist residents to minimise the affects of the “credit crunch”.</p>
<b>Anti-social behaviour and racial harassment</b>	
<ul style="list-style-type: none"> <li>• Committed to taking decisive action to tackle asb, nuisance and racial harassment</li>   <li>• Work closely with tenants and other agencies to develop strategies tailored to the needs of individual estates.</li> </ul>	<p>With tenants BDHT has developed a strategy, policy and procedure to deal with anti-social behaviour, nuisance and disputes. BDHT has developed a specialist team to respond to such issues. BDHT met and signed up to the Respect Standard for Housing Management.</p> <p>BDHT works closely with residents and other agencies to deal with ASB, including the local police, local authority Community Safety Team, youth groups and parish councils.</p> <p>BDHT officers undertake quarterly “estate walkabouts” with members of the local Area Panels and Community Safety Officers. Issues raised are acted upon and results reported back to Area Panel meetings. Issues identified include:</p> <ul style="list-style-type: none"> <li>• unkempt drying areas – a planned programme of improvements have been agreed and are being implemented through the Asset Management Team.</li> <li>• Condition of boundary fences on alley ways and garage sites – incorporated into and on-going programme of fence repair and replacement.</li> </ul> <p>BDHT is represented by officers at all area PACT meetings.</p> <p>BDHT is a Hate Crime reporting centre and has developed a Hate Crime policy covering all diversity strands.</p>

	<p>During 2007/08 the Tenancy Services Team completed 114 investigations into complaints of anti-social behaviour, annoyance and nuisance. All victims are contacted at the end of the process to record their perception of the service they have received. 47 clients responded (41% response rate). 87% of respondents stated that they were satisfied with the way in which their complaint was handled.</p>
<b>Gold Service</b>	
<ul style="list-style-type: none"> <li>• Consult tenants on how to introduce a “gold service”.</li> </ul>	<p>Following consultation with tenants BDHT introduced a Handy person service from 1<sup>st</sup> June 2007.</p> <p>To reward tenants who comply with the conditions of their tenancy BDHT operates a number of rewards,</p> <ul style="list-style-type: none"> <li>• a quarterly prize draw for tenants who are not in rent arrears or tenants who are in arrears but maintaining re-payment plans, and,</li> <li>• an annual prize draw for tenants providing access for annual gas servicing.</li> </ul> <p>BDHT has, with members of the Residents Forum, evaluated options to introduce a “Gold Service”. Members of the Forum considered that an “individual” based reward scheme would in general be too expensive to operate and did not represent good value for money. They have opted to retain the rewards described above to be supplemented by:</p> <ul style="list-style-type: none"> <li>• individual access to a free “handyman” service for tenants meeting agreed criteria, and;</li> <li>• a community reward scheme supporting local neighbourhood initiatives.</li> </ul>
<b>Supported Housing</b>	
<ul style="list-style-type: none"> <li>• Consult with tenants and investigate providing support</li> </ul>	<p>With financial support from BDC and Supporting People BDHT has developed a Floating Support Service for vulnerable adults over 25 years of age to ensure</p>

<p>workers for new tenants using available Government funding.</p>	<p>chaotic lives can be stabilised in order to help clients sustain their tenancy and thus prevent homelessness. These officers support up to 17 clients at any one time. As well as supporting clients who have become homeless, during 2007/08 these officers prevented 6 households from actually becoming homeless in addition to the 77 preventions achieved by the BDHT Housing Options team who provide a housing advice service for BDC.</p>
<p><b>Allocating Homes</b></p>	
<ul style="list-style-type: none"> <li>• Only let to people in housing need.</li> <li>• Nomination rights to applicants on Council Register.</li> <li>• Transfer List for existing tenants to be able to move.</li> </ul>	<p>BDHT is a partner with BDC in the regional “Home Choice Plus” Choice Based Letting scheme. This scheme operates through a common allocation policy agreed by both BDHT and BDC. The scheme maintains the ability of existing social housing tenants to move by “transfer” to alternative accommodation. The scheme is scheduled to “go live” in October 2008.</p> <p>During 2007/08 85% of lettings made by BDHT were to new tenants with 15% to existing (transfer) tenants.</p> <p>Of the lettings to new tenants, 90% were to applicants on the BDC Housing Register.</p>
<p><b>Rent</b></p>	
<ul style="list-style-type: none"> <li>• Guarantee that Rent increases annually limited to rate of inflation plus ½% plus £2.00 per week in any year.</li> <li>• After 2012 rent increase by inflation plus ½%</li> </ul>	<p>Annual rent increases have been in accordance with this formula.</p>

<ul style="list-style-type: none"> <li>• Service charges separated from rent charges.</li> <li>• Continue to be able to pay rent in the same way, (including cash office and rent collector).</li> <li>• Only seek end a tenancy for rent arrears as a last resort.</li> <li>• Grounds for eviction will be the same as for the Council.</li> </ul>	<p>Service charges are identified separately from rent charges.</p> <p>BDHT has further promoted the use of Direct Debit for payment of rent with a further monthly date provided to offer greater choice to tenants. Approximately 30% of tenants now pay rent by this means.</p> <p>At BDHT we are also now able to take rent payments from tenants using debit cards by phone.</p> <p>Through the use of All Pay BDHT tenants can now pay rent by internet and at local post offices and Pay Zones as well as via the internet.</p> <p>BDHT arrears policy states that eviction will be sought only as a last resort.</p> <p>The transferring tenant's agreement only allows BDHT to use those grounds that were available to the Council, i.e. they cannot use ground 8 – mandatory possession for arrears over 8 weeks.</p>
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## Appendix 2

COUNCIL STRATEGIC HOUSING PRIORITY	PROGRESS BY BDHT IN CONTRIBUTING TOWARDS THE COUNCIL'S FOUR STRATEGIC HOUSING PRIORITIES DURING 2007 / 2008
<ul style="list-style-type: none"> <li>▪ <b>PRIORITY 1 – ADDRESSING THE SHORTAGE OF AFFORDABLE HOUSING</b></li>   <li>▪ Focusing on achieving a well balanced Housing Market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available</li> </ul>	<ul style="list-style-type: none"> <li>• During 2007 / 08 BDHT purchased a further 10 Buy Back properties, with financial assistance from BDC, to help meet the needs of homeless families in the district and for use as dispersed self contained temporary accommodation enabling the closure of three of the Council's homeless hostels at Wythall, Rubery and Sidemoor</li>   <li>• Four Two bedroom bungalows were delivered at Morris Walk, Charford.</li>   <li>• Six new build two bedroom shared ownership homes and 8 houses for rent were completed in Rubery in May 2008</li>   <li>• Planning permission has been granted by BDC Planning Committee for BDHT to develop 20, two and three bedroom affordable homes at Hopwood.</li>   <li>• A further planning application has been granted and Housing Corporation funding approved for the development of 19 homes on the site of the Former Redgrove School in Stoke Prior.</li>   <li>• Properties in Flavel Rd, Charford have been acquired for redeveloped to provide 9 two bed and 8 one bed flats which are due to be delivered by March 2009.</li>   <li>• BDHT have converted Gateway Refuge into five self contained units of accommodation for clients fleeing domestic abuse. Due for completion in September 2008.</li> </ul>

	<ul style="list-style-type: none"> <li>• BDHT have worked with BDC and Bromford Housing Group officers to successfully achieve the closure of Hamilton House Supported Accommodation Scheme which they will now upgrade to provide 4 one bedroom self contained flats due for completion in March 09.</li> <li>• To prevent any further delay, Development of five two bedroom houses for shared ownership on the site of the former Wythall Hostel has now been taken over by BDHT from Servite Houses (RSL) who are temporarily restricted by the Housing Corporation.</li> <li>• Work is now underway to convert Rubery and Sidemoor hostels into a total of 10 self contained flats for general needs letting.</li> <li>• BDHT have jointly funded with the Council and other partner RSL's the commissioning of a Housing Market Study to provide further more detailed information on the housing need and balance of the market in the district.</li> <li>• BDHT allocation policy is based on an assessment of housing need in the same format as that of the Council's policy. Excellent joint working by BDHT officers with Strategic Housing Officers of the Council has taken place to launch and implement the South Housing market Area Choice Based Letting Scheme using a shared allocation policy. The Government approved method of allocating social housing is due to be implemented in October 2008.</li> <li>• At the time of LSVT it was negotiated that BDHT grant nomination rights to BDC of 75% of new lettings. In 2007/08 90% of all new BDHT lettings were to applicants on the BDC Register.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>PRIORITY 2 –</b></li> </ul>	<ul style="list-style-type: none"> <li>• BDHT has adopted a BDHT Decent Homes Standard (DHS) which is an</li> </ul>

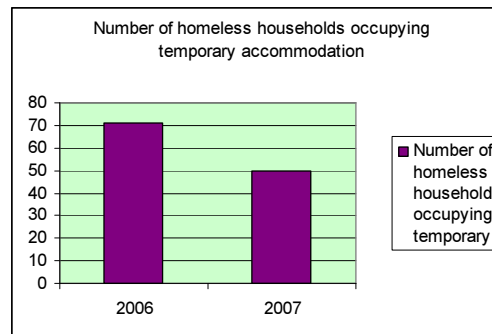
<p><b>IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING</b></p> <ul style="list-style-type: none"> <li>▪ To achieve sustained decent housing conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice.</li> </ul>	<p>enhancement of the basic Government prescribed DHS. Improvements to tenants homes undertaken by BDHT resulted in 100% of BDHT homes meeting the DHS at the 31<sup>st</sup> March 2007. Asset Management software allows BDHT to plan future improvements on a “just in time” basis to ensure homes continue to meet the DHS.</p> <ul style="list-style-type: none"> <li>• Improved energy efficiency is a key BDHT target toward reducing costs for tenants in running their homes and reducing environmental impact. At the 31<sup>st</sup> March 2007 the SAP rating (a measure of a property’s energy efficiency) was 74.</li> <li>• Performance against DHS and SAP is top quartile.</li> <li>• BDHT is assisting and supporting the BDC Private Tenancy Scheme by finding and encouraging landlords to participate in the scheme. BDHT officers have taken over the day to day running of the Council initiated Spend to Save scheme thus freeing up BDC officer time to work on new initiatives.</li> <li>• Closer working has developed between BDC private sector housing officers and BDHT to improve response to requests by BDHT tenants for disabled persons adaptations.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>PRIORITY 3 – ADDRESSING HOMELESSNESS</b></li> <li>▪ Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an</li> </ul>	<ul style="list-style-type: none"> <li>• With financial support from BDC and Supporting People BDHT has developed a Floating Support Service for vulnerable adults over 25 years of age to ensure chaotic lives can be stabilised in order to help each client sustain their tenancy and thus prevent homelessness. The service employing two full time support officers can support 17 clients at anyone time with 3 hours support provided for each client each week.</li> <li>• BDHT has worked closely with BDC to close BDC hostel accommodation. To date one hostel has closed (Wythall) with Rubery Lodge and Holly Lodge hostels due to</li> </ul>



improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation. The strategy also focuses upon providing an improved standard and type of temporary accommodation where it has to be used, offering dispersed self contained housing.

close by January 2008.

- To replace the hostel accommodation BDHT has procured a total of ten additional properties with funding support from BDC. The remodelling of Rubery Hostel and Holly Lodge has started and will provide a total of 10 additional units of accommodation one of which will be specially adapted for disabled clients. These units are due to be delivered in April 2009.



resulting in a big reduction in the number of homeless households occupying temporary accommodation over the last twelve months: at 31 March 08 the figure was 16, down from 63 on 31<sup>st</sup> March 07 and has since fallen further to 13 on 30 June 2008.

- BDHT has implemented an action plan to reduce the number of homeless households in temporary accommodation
- Since stock transfer the primary role of BDHT officers under the Homelessness Service Level Agreement has been the assessment of homeless applications. Since April 2007 BDHT officers have moved away from providing a signposting service on homeless prevention to a pro-active role, providing formal "Housing Options" interviews with potentially homeless clients and active prevention work.
- In 2007/8 BDHT officers prevented 85 households from becoming homeless.
- BDHT officers have worked with BDC colleagues to implement actions resulting from the Audit Commission inspection of strategic housing.

<ul style="list-style-type: none"> <li>▪ <b>PRIORITY 4 - ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY</b></li>   <li>▪ Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living, through improved housing conditions, home safety &amp; security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation.</li> </ul>	<p>BDHT has worked in partnership with BDC, County Council Supporting People and the Housing Corporation to secure capital and revenue funding for the development of the Extra Care housing scheme at Gilbert Court, Charford. The refurbishment existing homes and new building of the 27 additional units is due to be completed in autumn 2008.</p> <p>BDHT continue to work closely with the Police and through multi-agency PACT meetings to resolve estate and ASB issues and consult with BDC and tenants/residents upon estate refurbishment and regeneration projects.</p> <p>BDHT is a Hate Crime Reporting Centre as part of a countywide initiative to promote the reporting of such crimes.</p> <p>BDHT have a Respect fund (£7,000) to provide target hardening measures for victims of crime.</p> <p>BDHT work with the Police and other statutory agencies including the Probation Service to manage prolific offenders.</p> <p>BDHT work closely with Social Service departments to meet the needs of some of the most vulnerable in our community, for example, BDHT are part of multi-agency groups looking at the needs of customers suffering mental health issues and learning difficulties.</p> <p>BDHT also work with voluntary groups, church groups, parish councils and youth group to resolve issues around ASB (e.g. projects at Shawfields and at Charford) and with specialist providers such as ASB4 and mediation services to resolve issues.</p> <p>BDHT has implemented a Communities fund of £5,000 per annum to support local community groups, grants have so far been made to a local youth football team and a local youth cricket team.</p>
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	<p>BDHT works closely with other support providers such as Stoneham (DV) and Baseline (under 25s) to ensure new tenants receives support to sustain tenancies.</p> <p>Officers continue to work with school students through the Young Enterprise Scheme.</p>
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