



## HOUSING ADVISORY BOARD

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Meeting to be held in the Civic Hall, Leeds on  
Tuesday, 28th January, 2014 at 5.00 pm

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### MEMBERSHIP

Councillor P Gruen(Chair)

Councillor J Bentley

Councillor B Anderson

Councillor A Lowe

Councillor K Maqsood

Councillor P Truswell

### Tenant/Leaseholder

David Atkinson

Ted Wilson

Jo Hourigan

### Independent Representative

Timothy Woods

Matthew Walker

Andrew Feldhaus

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

3

### **LATE ITEMS**

To identify any items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes)

4

### **DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct

5

### **APOLOGIES FOR ABSENCE**

To receive any apologies for absence (If any)

6

### **MINUTES**

1 - 6

To note the minutes of the Shadow Housing Advisory Board held on 4<sup>th</sup> December 2013

(Copy attached)

7

### **MATTERS ARISING FROM THE MINUTES**

To consider any matters arising from the minutes

8

### **GOVERNANCE ARRANGEMENTS - HOUSING ADVISORY BOARD**

7 - 16

To consider a report by the Head of Governance Services which sets out the Governance arrangements for the Housing Advisory Board.

(Report attached)

9

**FINANCIAL POSITION STATEMENT 2013/14  
HOUSING PERIOD 8**

17 -  
20

To consider a report by the Head of Finance Environments and Housing which provides the 2013/14 financial position for the Housing Revenue Account (HRA)

(Report attached)

10

**HOUSING LEEDS CAPITAL PROGRAMME  
2014/15**

21 -  
36

To consider a report by the Director of Environment and Housing which sets out the proposed Housing Leeds HRA Capital Programme 2014/15, and request the Board to endorse the Programme for approval by Executive Board in February 2014.

The report also invites Members to consider the need for revisions to the Leeds Decent Home Standard and in particular to take account of the need to address energy efficient requirements.

(Report attached)

11

**PROPOSAL FOR MAXIMISING THE USE OF  
COUNCIL HOMES**

37 -  
48

To consider a report by the Director of Environment and Housing which proposes a new incentive scheme to facilitate moves which enhance use of council stock and deliver improved outcomes for customers.

The report was considered by the Executive Board at its meeting on 22<sup>nd</sup> January 2014

(Report attached)

12			<p><b>MEARS - SERVICE IMPROVEMENT AND MODERNISATION PLAN</b></p> <p>To receive a presentation from David Miles and Colin Middlemass from the Mears Group on the Service Improvement and Modernisation Plan</p>	
13	Burmantofts and Richmond Hill; Chapel Allerton; Gipton and Harehills; Killingbeck and Seacroft		<p><b>HRA FUNDED ENHANCED STREET CLEANSING PILOT</b></p> <p>To consider a report by the Director of Environment and Housing which provides some initial outcomes of a pilot project to deliver enhanced street cleansing in the city, trialling a new approach using temporary staff and a new job description.</p> <p>(Report attached)</p>	49 - 62
14			<p><b>IMPLEMENTATION OF THE REVIEW OF HOUSING MANAGEMENT SERVICES</b></p> <p>To consider a report by the Director of Environment and Housing which provides an update on progress with the delivery of Housing Management Review outcomes.</p> <p>(Report attached)</p>	63 - 70
15			<p><b>ANY OTHER BUSINESS</b></p> <p>To consider any other business (If any)</p>	
16			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>To confirm a date for the next meeting of the Advisory Board</p>	

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## HOUSING ADVISORY BOARD

WEDNESDAY, 4<sup>TH</sup> DECEMBER, 2013

**Present** Councillor Peter Gruen (PG) (Chair)

**Councillors:** B Anderson (BA), J Bentley (JB), A Lowe (AL), K Maqsood (KM),

**Board Members:** C Clelland (CC), A Feldhaus (AF), J Hourigan (JH)

**LCC Officers:** N Evans (NE), L Cook (LC), S Costigan (SC), R Ellis (RE), S Hunt (SH), M Long (ML), C Simpson (CS), J Statham (JS)

**In attendance :**

Item 6: Phil Reese (PR) [Housing Leeds]; Jane Hopkins (JH) [Employment and Skills]

	ACTION
<p><b>1. Welcome and Introduction</b></p> <p>Apologies: T Fielden, A Mann, Cllr P Truswell.</p> <p>Chair noted that this is likely to be the final meeting of the shadow Housing Advisory Board and thanked everyone for their hard work. The Board will be formally become part of the council structure in January 2014 following approval by Full Council.</p>	
<p>1.1 ML provided an update on recruitment to the formal Board:</p> <ul style="list-style-type: none"><li>• Independent members – position of independent board members was advertised in various media during November 2013, applicants have now been shortlisted and interviews will be held on 19<sup>th</sup> December.</li><li>• Tenant members – Area Panels are in the process of electing their members.</li><li>• Leeds Tenants Federation (LTF) – has implemented a process to elect their representative and David Atkinson was successful.</li><li>• The third tenant member will be drawn from the Multi Storey arrangements, discussed at item 8.</li></ul>	
<p><b>2. Exempt Information</b></p> <p>Item 10 - Proposed JNC structures for Housing Leeds.</p>	
<p><b>3. Minutes of the meeting held on 08 October 2013 and Matters Arising</b></p>	
<p>3.1 Agreed as a true record of the meeting with the exception of Item 5.1 – ‘rent to buy’ should read ‘right to buy’.</p>	
<p>3.2 Item 6 - JS has met with the Chairs of the Area Panels and they are working through the Terms of Reference and getting to know each other. Next meeting is 18<sup>th</sup> December. JS is meeting with Tenants Area Panels on Friday to run through the procedures.</p>	
<p><b>4. Performance Update</b></p> <p>LC provided an update on performance against the six housing priorities.</p>	

Key points to note:

- 4.1 P1 – Preventing Homelessness through joint working & effective letting:
- Footfall at Leeds Housing Options increased from 17,000 in 2012/13 to forecast 32,000 in 2013/14
  - Homeless prevention outcomes have risen from a monthly average of 266 in 2012/13 to 507 in October 2013
  - Temporary accommodation placements have been reduced by 60% since July 2012: 346 households placed per night to 142 currently
  - Placements with private providers have reduced from 178 in July 2012 to 1 currently
  - There are no households placed in bed and breakfast accommodation
- 4.2 P2 - 30 day void turn round
- The gross average re-let time in days is 38.18 days and continues a downward trend over the year. The number of void properties in week has increased for the week but annual trends show this is traditional. Overall the number of properties in void still remains at an all-time low. Void rent loss has reduced by a total of £418k over the two quarters compared to last year.
  - Cllr Jonathan Bentley thanked the group for the graph analysis but asked why there was such a difference between areas. SH stated that differences reflect different contractual arrangements and on the whole the performance across the areas is improving. Latest position shows a big improvement in former WNW and AVH areas, and Housing Leeds is working across the three areas to ensure improvement is maintained and best practice rolled out across the city.
- 4.3 P3 – Maximise Rent Collection
- Current rent collection is 96.27%. Arrears levels have improved on last year's figures. Leeds is performing much better than other core cities and national trend, in large due to the proactive work that has been undertaken across the city.
- 4.4 P4 - Maximise Support to tenants impacted by Welfare Changes
- Significant work has been undertaken across Leeds to minimise the impact of welfare change on tenants which has included visits to all tenants impacted by the social sector size criteria and individualised tailored support to tenants being developed in addition to promotion of mutual exchange.
- 4.5 P5 - Annual Tenancy Visits
- As of the 4 November 28,692 annual tenancy visits have been undertaken in the City, which equates to 49.82% of tenancies. There are a proportion of visits where there is no access.
- 4.6 P6 - The capital programme is covered in a separate report on this agenda.
- 4.7 PG stated that it has been worthwhile concentrating on the 6 priorities and thanked everyone for their contribution. A massive contributor has



been the concentration of efforts on Welfare Change.

- 4.8 JH asked if an existing tenant wanted to swap properties with a management let would this be possible. PG is aware of the case and LC stated that priority would be given to people who were experiencing difficulties as a result of Welfare Change so we have to look at how we maximise this. NE stated that we would be bringing a paper in the new year on how to maximise stock with regards to Welfare Change. SC has been doing analysis and 147 mutual exchanges have taken place as a result of Welfare Change, which is really positive.

## **5. HRA Financial Position**

RE provided the Board with the position of HRA at the end of period 7

- 5.1 Current projections forecast a surplus of £905k

5.2 Key variances include:

- Rental income - £404k on dwelling rents due to loss of income on Right to Buy Properties.
- Other income – grants – £5,456m

5.3 Key areas of expenditure:

- Employee costs down by £655k due to the vacancy factor.
- Disrepair cases - an additional £159k put aside.
- Capital – u/spend £836k due to base budget assumes we put aside £3m – reflects a slippage and reduction on the unitary charge.
- Right to Buys – to the end of October there were 275 completed sales. Current projections based on live applications are that 450 properties will be sold in 2013/14, generating sales receipts of £18.8m of which LCC can retain the sum of £13.5m.

## **6. Housing and the Jobs and Skills Agenda**

CS introduced a discussion paper requested by the Chair to look at the jobs and skills agenda in relation to council tenants in the city. PR and JH attended to outline what their respective services currently offer and how they could better work together in future.

- 6.1 Many initiatives are being used to encourage tenants to use the services of Employment and Skills and it is felt that even more could be done by creating closer links.

6.2 The Employment and Skills delivers and commissions employment and skills activity across the city. Tenants benefit from the links Employment and Skills have formed with both internal and external organisations.

6.3 Employment and Skills Service has a targeted approach that broadly matches the geography of local authority housing tenancies. This will be enhanced by a targeted pilot approach to specific tenants impacted by welfare reforms and planned outreach activity through the integration of functions within community hubs. These interventions, including the planned outreach activity should be targeted to priority areas / client groups through an intelligence led approach. This is best enabled by joint working between the services and delivered through multi-disciplinary

teams. It is suggested therefore, that in practice, staff involved in employment support within Housing Leeds remain embedded in Housing Leeds but additionally, benefit from professional direction from Employment and Skills as appropriate. In this way, they will be able to connect to and use intelligence outlined in the report to maximise outcomes for tenants.

6.4 PG stated that the City Deal is all around jobs and skills and not certain that we are fully exploiting the funding available by way of grants. PG would like to see the new Housing Leeds working with the Worklessness agenda to exploit what it can provide.

6.5 PG requested that officers work with Cllr Maqsood who is employment lead and for a further paper to be brought back to a future meeting of the Board.

6.6 Points of discussion

- The extent to which a connection is made between homeless and unemployed people in order that services are joined up.
  - Work on the Housing Needs assessment is exploring a more holistic approach to encompass jobs which will be fed into the Housing Needs work-stream.
- The chair noted that we are not in a position to outline what resources are available for this work at present but he would expect that the outcomes being delivered would continue.

## 7. **Tenant Involvement**

SC presented a report on Tenant Involvement aiming to clarify existing work and providing consistency during a period of transition.

7.1 Since the creation of the ALMO's in Leeds, Housing Leeds has developed a robust model for engagement through three local Community Engagement Teams in partnership with Leeds Tenants Federation (LTF) which operate at a City wide level and provides an opportunity to engage on a national platform to discuss a full range of housing issues. LTF provides support for 115 groups and has a membership of approximately 1500. Across Housing Leeds the tenant involvement teams support approximately 130 registered tenant groups which involves funding and officer support. We undertake a range of activities where we engage people through formal mechanisms, including the social media.

7.2 We are looking at what we currently provide with current resources. Looking at best practice models through engagement. Work is on-going with Area Panels to share experiences across the City. Meetings have been held with the three existing Tenants Scrutiny Panels. A meeting is being held on Friday with the Chairs of the panels. A Scrutiny Panel report is being presented to tenants and panels on the 18<sup>th</sup> of December.

7.3 Members received a draft involvement update showing information communicated to tenants, such as how we have responded to tenant questions; a calendar of forthcoming events; a tenant's survey form.

CS/PR/  
JH

7.4	Much current work is already good practice but there is a need to combine good practice across Housing Leeds to form a consistent model. Information will go out to tenants forums being held over the next 6 weeks, and will undertake a tenants survey to assess requirements.	
7.5	Discussion points	
7.5.1	The work-stream currently comprises officers with plans to include tenants. A <b>strong recommendation</b> to make use of the talents and rich experience of councillors.	SC
7.5.2	Concern that the Chairs of Local Housing Advisory Panels needed support and training for officers to ensure that they maximise their time and focus on coherent, strategic issues to best represent tenants at Housing Advisory Board. SC to ensure this is picked up in developing support for tenant involvement.	SC
7.5.3	Need to reach and engage a greater proportion of tenants using a wider range of media and other activity to do so. Board members to propose innovative ways of doing so.	SC
7.5.4	The importance of Chairs representing the views of tenants – and the need for training and support to enable them to do so.	SC
7.5.5	The need also for training and support to be available for tenants so that they can actively engage.	SC
<b>8.</b>	<b>Multi-Storey Tenant Working Group Options Paper</b>	
	The Board received a Multi-Storey Tenant Working Group – Options Paper.	
8.1	The board <b>approved</b> the recommendations of this report, namely that: <ul style="list-style-type: none"> <li>• A strategic umbrella group for multi storey housing be established, comprising of 6 tenants, along with officers from planned and responsive maintenance, LASBT and housing management.</li> <li>• Tenants will be chosen for the panel following a similar process to that used to appoint members of the Local Housing Advisory Panels.</li> <li>• Further discussion is needed to determine how members of this group could best link into the work of local housing advisory panels.</li> </ul>	CS
8.2	CS to develop plan for taking this work forward and bring to the April meeting of the Board.	CS
8.3	It was noted that a cross-Council group around Sheltered Housing already exists.	
<b>9.</b>	<b>Capital Programme Update</b>	
9.1	SH updated the Board on the current position with the Capital Programme. <ul style="list-style-type: none"> <li>• 2013/14 programme is on track. Currently projecting three quarters of a million pounds overspend which is reducing as predicted. Broadly running at £54.8m against a target of £54m.</li> <li>• 2014/15 programme – report went to Exec board in November,</li> </ul>	SH

outlining programmes for next year that address city wide priorities. The report was signed off after some debate, but the approach was agreed. SH will circulate an update following RE's announcement that £2.3m of extra funding is available from RTB receipts.

- Looking to inject more funding into Adaptations; CCTV, hard to reach energy efficiency schemes. Schemes have been set up following defects in MSFs were identified. SH suggested this item be a regular one in order to update progress. Looking to introduce a rolling programme to gain a steady steer on work.

9.2 Points discussed:

- Priority is to be given to single glazed properties and partially heated properties.
- No longer constrained by "decency" work and we can redefine what we can do to properties.
- Would be useful to have a more in depth discussion around the capital programme at the next meeting.

10. **Update on the JNC Structure (Confidential item)**

Officers were asked to leave for this item.

- NE introduced a report outlining the proposed restructure of the JNC senior management structure for Housing Leeds, and set out the rationale for the changes, and implications for the existing workforce.
- PG outlined the process for recruiting to the Chief Officer posts.
- The consensus from the Board was that this was the right approach. There was also a view that the next stage of the restructure should be completed as quickly as possible so staff know what position they are in. The aim is for the restructure to be completed by 31 March 2014.

11. **Any Other Business**

None

**Date of next meeting**

Tuesday 28<sup>th</sup> January, 2014 at 5pm

Members to contact Chair with any issues they would like raised at this future board meeting.

SH

**Report of the Head of Governance Services**

**Report to Housing Advisory Board**

**Date: 28<sup>th</sup> January 2014**

**Subject: Governance Arrangements - Housing Advisory Board**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary of main issues**

This report outlines the governance arrangements for the Housing Advisory Board which were approved by full Council at its meeting on 15<sup>th</sup> January 2014.

At that meeting Full Council resolved to:

- (a) To appoint a Housing Advisory Board to discharge the functions as set out in the terms of reference attached at appendix 2;
- (b) To appoint six Elected Members to the Housing Advisory Board;
- (c) To agree that the Housing Advisory Board may select up to three non-voting co-optees, with some specialist skill or knowledge which would be of assistance to the Housing Advisory Board, to be appointed for a term of office which relates to a particular issue;
- (d) That the quorum for the Board be 4, including two Councillors and 1 tenant/leaseholder voting co-opted member.

The report considered by Council is attached at Appendix 1. Membership of the Board, terms of office, together with voting arrangements is contained within sections 4 & 5 of the report. The terms of reference are set out at Appendix 2

The Advisory Board are asked to consider the following:

**Recommendations**

- (i) To note the governance arrangements approved by full Council for the Housing Advisory Board
- (ii) To note the terms of reference for the Board as set out in Appendix 2
- (iii) To note that initial appointments for co-optees is for the remainder of this municipal year, and that longer term staggered appointments would be made by full Council at its annual meeting in June.
- (iv) To consider if further appointments should be made to the Board (Up to three non- voting co-optees)

**Report of the City Solicitor/Director of Housing and Environment**

**Report to Council**

**Date: 15 January 2014**

**Subject: Recommendations from General Purposes Committee - Housing Advisory Board**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

- 1 This report sets out recommendations of the General Purposes Committee relating to the appointment of a Housing Advisory Board, as an advisory committee. The terms of reference for the new Board are set out in appendix 1 to the report.
- 2 It also sets out proposals in relation to appointing members to the Board. The recommendations of the General Purposes Committee were that appointments of co-optees were initially on a staggered 1, 2 and 3 year basis, and thereafter for 3 years, to promote continuity. However, to align terms of office with the municipal year, it is proposed that initial appointments are for the remainder of this municipal year, and that the longer term staggered appointments are made by full Council at its annual meeting in June.

**Recommendations**

- 3 General Purposes Committee recommend that full Council resolve:
  - (a) To appoint a Housing Advisory Board to discharge the functions as set out in the terms of reference attached at appendix 1;
  - (b) To appoint six Elected Members to the Housing Advisory Board;
  - (c) To agree that the Housing Advisory Board may select up to three non-voting co-optees, with some specialist skill or knowledge which would be of assistance to the Housing Advisory Board, to be appointed for a term of office which relates to a particular issue;

(d) That the quorum for the Board be 4, including two Councillors and 1 tenant/leaseholder voting co-opted member.

4. Full Council are asked to appoint the following Members to the Housing Advisory Board:

<b>Labour</b>	<b>Liberal Dem</b>	<b>Cons</b>
Cllr P Gruen (Chair)	Cllr Jonathan Bentley	Cllr Barry Anderson
Cllr Alison Lowe		
Cllr Kamila Maqsood		
Cllr Paul Truswell		

5. Further to the recommendation of General Purposes Committee that full Council co-opt

- Three tenants/leaseholders
- Three people who are independent of the Council

as voting members of the Housing Advisory Board for the terms of office indicated in the report submitted to that committee, full Council are asked to co-opt those named in the table below as voting members of the Housing Advisory Board, with a term of office up to the annual meeting in 2014 (with the intention that the terms of office will be reviewed at that meeting):

<b>Tenant/Leaseholder</b>	<b>Independent representative</b>
David Atkinson	Timothy Woods
Ted Wilson	Matthew Walker
Jo Hourigan	Andrew Feldhaus



## **1 Purpose of this report**

- 1.1 This report presents recommendations from the General Purposes Committee to full Council, relating to the appointment of a Housing Advisory Board.
- 1.2 It asks full Council to appoint the Board, and also appoint the members of the Board.

## **2 Background information**

- 2.1 The Executive Board on 19 June 2013 resolved to integrate housing management within the Council's Environment and Housing directorate. The meeting considered a report from Director Environment and Housing setting out implementation arrangements and outlining the proposed governance structures to be put in place, which included a Housing Advisory Board.
- 2.2 General Purposes Committee is authorised to proposals to amend the constitution and make recommendations to full Council. At their meeting of 11 November 2013, the General Purposes Committee (after considering a report from the Director of Housing and Environment, which set out recommendations from the Executive Board) resolved to recommend to full Council to appoint a Housing Advisory Board.

## **3 Main issues**

- 3.1 It is proposed that a Housing Advisory Board is appointed by the Council as an advisory committee under Section 102(4) Local Government Act 1972.
- 3.2 The role of the proposed Board would be to consider and make recommendations to the Executive about major decisions and policies regarding the housing management service. All major decisions and policies regarding the new housing management service will be directed through the Board who will in turn make recommendations to the Executive for agreement. The Director of Environment and Housing will also seek direction from the Board on major decisions affecting the service. The terms of reference for the Board are set out in appendix 1 to this report.
- 3.3 The Director of Housing and Environment advised that the principles which will inform the work of the Board will include:
  - The best quality housing service should be delivered to all Council tenants;
  - the service should be built around the needs of tenants, with a more locally focused approach to delivery where possible
  - There should be clear accountability in decision making;
  - Services will provide value for money;
  - Services will be informed by, and be responsive to, local need;
  - There will be consistency in policy direction;
  - There will be no or minimal duplication of front line services; and
  - Services will draw on the best expertise available.
  - A commitment to driving real action and change to improve services in

communities;

- Openness and transparency in the way in which the Board carries out its work;
- Inclusiveness in the way that it engages with tenants, other service users and the public.

3.4 It is proposed that full Council appoint six Elected Members to the Board. Advisory committees are subject to political proportionality provisions.

3.5 It is also proposed that following are appointed as co-opted voting members of the Board:

- Three tenants/leaseholders
- Three people who are independent of the Council and who can bring particular experience to the Board.

3.6 The recommendations of the General Purposes Committee were that appointments of these co-optees were initially on a staggered 1,2 and 3 year basis, and thereafter for 3 years, to promote continuity. However, to align terms of office with the municipal year, it is now proposed that initial appointments are for the remainder of this municipal year, and that the longer term staggered appointments are confirmed by full Council at the annual meeting in June.

## **4 Corporate Considerations**

### **4.7 Consultation and Engagement**

The Director of Housing and Environment advised that as well as consideration by the Executive Board, consultation was carried out with a number of citywide strategic partners including a shadow Housing Advisory Board, which includes relevant Executive Members and tenant representatives. This helped shape the role of the Board and the process for nominating members.

### **4.8 Equality and Diversity / Cohesion and Integration**

4.8.1 As a local authority committee, the Housing Advisory Board will have to meet public sector equality duties.

### **4.9 Council policies and City Priorities**

4.9.2 The Director of Housing and Environment advised that the Board will help drive delivery of best council and City Priority Plan objectives. It will have a role to play in developing an enterprising council and will link closely to existing partnership bodies.

### **4.10 Resources and value for money**

4.10.1 The Director of Housing and Environment advised that the proposed governance structure is based on the right arrangements to deliver high quality, efficient services that offer value for money to Leeds' taxpayers and tenants.

### **4.11 Legal Implications, Access to Information and Call In**

4.11.1 The Director of Housing and Environment advised that the recommendation takes full account of the updated guidance for Councils considering the future of their ALMO housing management services, published by the Communities and Local Government Department (CLG) in December 2011.

4.11.2 The usual access to information provisions and procedural provisions will apply to the Board, as a formal council advisory committee. Meeting decisions will be made by simple majority, with the chair having a casting vote in the event of an equality of voting.

4.11.3 The appointments to the Board will be made in accordance with arrangements under S17 Local Government and Housing Act 1989.

4.11.4 This report does not contain any exempt or confidential information. It is not subject to call-in.

#### **4.12 Risk Management**

4.12.1 The Director of Housing and Environment advised that the Board will develop its own risk register.

### **5 Conclusions**

5.1 The Director of Housing and Environment advised that a Housing Advisory Board will provide strong leadership and support to housing management policy and practice. Full Council are asked to consider the recommendations of the General Purposes Committee, in this respect.

### **6 Recommendations**

6.1 General Purposes Committee recommend that full Council resolve:

(a) To appoint a Housing Advisory Board to discharge the functions as set out in the terms of reference attached at appendix 1;

(b) To appoint six Elected Members to the Housing Advisory Board;

(c) To agree that the Housing Advisory Board may select up to three non-voting co-optees, with some specialist skill or knowledge which would be of assistance to the Housing Advisory Board, to be appointed for a term of office which relates to a particular issue; and

(d) That the quorum for the Board be 4, including two Councillors and 1 tenant/leaseholder voting co-opted member.

6.2 Full Council is asked to appoint the following Members to the Housing Advisory Board:

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6.3 Further to the recommendation of General Purposes Committee that full Council co-opt

- Three tenants/leaseholders
- Three people who are independent of the Council

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<b>Tenant/Leaseholder</b>	<b>Independent representative</b>
David Atkinson	Timothy Woods
Ted Wilson	Matthew Walker
Jo Hourigan	Andrew Feldhaus

**7 Background documents<sup>1</sup>**

7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## ADVISORY COMMITTEE

### Housing Advisory Board<sup>1</sup>

In relation to the authority's role as housing authority<sup>2</sup>, the Housing Advisory Board is authorised:

1. To consider and respond to the Executive in respect of proposals or consultations relating to:
  - The Housing Investment Plan and the Housing Service Plan;
  - The Key Lettings policy; and
  - Major projects under the capital programme.
2. To advise the Executive on the strategic direction of housing management;
3. To carry out such policy development tasks as may be requested by the Executive or the Council;
4. To review performance and make recommendations to the Executive as appropriate; and
5. To consider and advise on any other issue referred to the Housing Advisory Board by the Executive.

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<sup>1</sup> Appointed by the Council as an advisory committee under Section 102(4) Local Government Act 1972

<sup>2</sup> Excluding those functions which the authority has agreed, with the approval of the Secretary of State, that another person should exercise as agent of the authority.

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## Report of Head of Finance Environments and Housing

### Report to Housing Advisory Board

**Date: 28<sup>th</sup> January 2014**

### **Subject: Financial Position Statement 2013/14 Housing Period 8**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### Summary of main issues

1. At the request of Housing Advisory Board, the purpose of this report is to provide a financial position statement on Housing at period 8 of the financial year 2013/14.
2. The attached information has been provided by the relevant Head of Finance for the Board's consideration in relation to:-
  - Housing Revenue Account (section 3)
  - Housing Leeds Capital programme (section 4)

### 3. Housing Revenue Account

3.1 From 1<sup>st</sup> October 2013 the management of the council's housing stock was integrated into the Directorate of Environment and Housing. In line with this, HRA financial reporting now reflects the total financial position in respect of Housing Leeds.

3.2 At the end of Period 8 the HRA is projecting a surplus of £(419)k. This is after absorbing an additional recharge of £1m from Adult Social Care in respect of supporting people to remain in their own homes. Savings are projected in relation to employees, supplies and services (utilities, marketing and office consumables), legal recharges. Also additional income from capitalisation is anticipated due to the projected increase in RTB sales (316 more than budget).

### 3.3 Rent arrears

Rent arrears continue to be closely monitored. Overall, arrears for current tenants are £6.1m compared to £4m at the end of 2012/13, an increase of £2.1m. However £1.1m of this increase is simply due to in year timing differences between when the weekly rent is due and when the rent is actually received from tenants through monthly standing orders and direct debits. Of the rest of the increase £0.3m has arisen due to welfare change in connection with under occupancy.

Collection rates to the first week in November were 97.4% for dwelling rents, compared to 98% at the end of 2012/13. This compares favourably with collection performance in 2011/12 and 2010/11 which was 97.65% and 97.42% respectively.

### **3.4 Right To Buy (RTB) sales**

To the end of November 2013 there were 322 completed sales. Current projections based on live applications are that 450 properties will be sold in 2013/14, generating sales receipts of £19.4m. In accordance with the Government's formula, LCC can retain the sum of £14.2m.

Of this, £5.9m is likely to be passported to Registered Social Landlords (RSLs) as a grant. This is to fund 30% of the cost of building new housing stock, and must be match-funded by a 70% contribution from the RSL. A further £6.3m can be retained for 'allowable debt' which can be used either to repay debt or to fund other capital expenditure; current proposals are that this income will be used to fund capital expenditure. The remaining sum of £2.0m will be retained corporately to fund the General Fund's Capital Programme.

## **4. Capital Programme**

### **4.1. Capital Programme – Housing Leeds Services**

- From October Housing Leeds Services will deliver the refurbishment programme for the remainder of 2013/14 and are reporting spend and commitments to date of £31.1m. Of the £6.1m accruals made in 12/13 at period 8, £1.5m still remain unmatched. Projected outturn at period 8 is expected to be delivered within revised available resources of £55.2m. In November a further £2.2m was slipped to the 2014/15 programme.
- Planned works are running to target across the city in most areas. In the Aire Valley area £3.8m has been slipped to 2014/15, £2.8m on the Malverns and Waverleys refurb and £1m on Manor Park enveloping. In East North East works to Multi Storey Flats £830k, Moorhaven Court conversion £450k and some demolitions work £270k have all slipped to 2013/14.
- Responsive works - low levels of spend on voids programmes could equate to an underspend across the city in 2013/14 but we are awaiting more robust projections and will report back at period 9.
- Adaptations no issues of concern and we're planning to spend on budget.

### **4.2. Capital Programme - Strategic Landlord (HRA)**



- At period 8 Strategic Landlord actual spend is £201k. Resources available in 2013/14 have been revised to £1.53m this now allows for £0.5m additional boiler replacement works and £150k works to communal aerials in multi storey flats. A programme of works will be put in place and this will determine if there is any more slippage to come in 2013/14.. .
- The Council Housing Growth programme is underway and has a number of strands within it: new build properties; purchase of new properties from developers and the acquisition and refurbishment of long term empty properties to bring them back into use as council housing. The first phase of delivery has commenced - a planning application has been submitted for the first new build site at East End Park which will deliver 30 properties and anticipated to start on site in January and design work has started for a second site at The Garnets in Beeston; the opportunity to acquire new properties “off plan” from a developer is currently being appraised and will deliver 25 new properties at Thorn Walk Gipton which it is anticipated will be ready for occupation in December 2014. Further phases will include the delivery of a purpose built Extra Care scheme providing specialist housing for older residents which also has the benefit of additional grant funding from the Homes and Communities Agency.

## **5. Recommendation**

5.1. Housing Advisory Board are asked to note the projected financial position at period 8 of the financial year 2013/14.

## **6. Background documents<sup>1</sup>**

6.1.5. No documents referred to.

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report author: Steve Hunt

Tel: x76004

**Report of Director of Environment and Housing**

**Report to Housing Advisory Board**

**Date: 28<sup>th</sup> January 2014**

**Subject: Housing Leeds Capital Programme 2014/15**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report and accompanying Appendix sets out the detail of the proposed Housing Leeds HRA (Housing Revenue Account) Capital Programme 2014/15.
2. The programme has been based on the priorities agreed by Executive Board on 6 November 2013.
3. The Board is being asked to consider the detail in the report and endorse the proposed capital programme for approval by Executive Board in February 2014.
4. The Board is also being asked to consider revisions to the Leeds Council House Standard and in particular to consider the need to address thermal efficiency requirements.

**Recommendations**

5. The Housing Advisory Board is recommended to consider the detail in the report and Appendix and endorse the proposed Housing Leeds HRA Capital Programme 2014/15 for approval by the Executive Board in February 2014.
6. The Board is also asked to consider revisions to the Leeds Decent Homes Standard and in particular to give thermal efficiency requirements greater prominence.

## **1 Purpose of this report**

- 1.1 The purpose of the report is to present details of the proposed Housing Leeds HRA Capital Programme 2014/15, and ask the Board to endorse the Programme for approval by Executive Board in February 2014.
- 1.2 The Board is also being invited to consider the need for revisions to the Leeds Decent Homes Standard and in particular to take account of the need to address energy efficiency requirements.

## **2 Background information**

- 2.1 Through the work of the ALMOs over the last decade the Council has brought almost all of its housing stock up to the Decent Homes Standard devised by central Government. Whilst this addressed some major component provision and replacement (principally roof, wiring, heating, windows and doors, kitchens and bathrooms) it did not cover structural and thermal efficiency works. Next year's programme sees some shift in order to address the latter issues but in the main it focuses on maintaining the Decent Homes Standard at 96% as previously agreed by the Council.
- 2.2 Executive Board on 6<sup>th</sup> November 2013 agreed a new approach to setting the HRA Capital Programme for 2014/15 using the four priorities of: existing commitments, legal/regulatory requirements, strategic priorities (essential investment) and strategic priorities (sustainable investment). This approach forms the basis for the programme outlined in the Appendix to this report.

## **3 Main issues**

- 3.1 Since the Shadow Housing Advisory Board received the last report on the proposed Capital Programme for next year, some changes have been made:
- 3.2 Some initial budget reductions have been re-instated where required e.g.
  - Malverns and Waverleys +£182.5k;
  - Farrar Lane remodelling +£230k (over 2 years);
  - Adaptations +£450k;
  - CCTV – West North West +£700k;
  - Highways Multi storey flats +£1,000k
- 3.3 Some schemes have had budgets increased as more details have come to light regarding potential budget requirements, e.g.:
  - Clydes District Heating scheme +£800k - the final figure will depend on specification and ability to lever in supporting funding – ECO (Energy Companies' Obligation) and RHI (Renewable Heat Incentive);

- Random re-wires – West North West +£1,000k (to cover £1,000k of existing referrals from West North West – may be delivery difficulties);
- Random Window and Doors +£150k (to cover £128k of existing referrals from West North West);
- Kitchen and Bathroom referrals +£2,500k (to cover £867k of existing referrals from West North West plus referrals arising from voids etc.). This was originally shown as being funded from overall £8,500k for kitchens and bathrooms but the majority of this looks to be needed on actual schemes (subject to surveys);
- Asbestos removals related to the two bullets above +£265k;
- East End Park/Nevilles Highways Works +£131k.

3.4 Area Panel budgets increased in line with proposals to strengthen roles +£275k.

3.5 Some new schemes have been added that have come to light since the initial proposals were developed, e.g.:

- Roker estate single glazing and partial central heating upgrades +£131k;
- Remaining 76 properties with both single glazing and partial central heating +£438.5k;
- Bawn CPO (Compulsory Purchase Order) and demolition of arson-damaged properties +£130k;
- Wimpey H Block upper floor panel remedials +£1,500k (discovered through surveys – one panel fell off this year);
- Other multi-storey flats structural repairs identified via surveys +£1,500k (the amount required could be around £3m per annum for the next five years if all blocks are of similar condition to those surveyed)
- Electrical heating replacements +£250k (this was not covered by the £7.2m allocated for boiler replacements).

### **3.6 Future Investment Need**

3.6.1 Post Decency, it has been identified that major investment is needed to particular types of properties that have structural or thermal efficiency issues. The Council owns and managed 115 multi-storey blocks, 3647 low/medium rise flat blocks, 5228 non-traditional build homes (PRC and System Build properties) and 1596 back to back properties (including properties in the PFI (Private Finance Initiative areas). These 'hard to treat' properties have had Decent Homes Standard investment but there remains some fundamental issues with the structures that have not been fully addressed. The multi-storey blocks in particular have major investment needs related to their communal components such as lifts, electrical supply and emergency services.

- 3.6.2 In addition, achieving the Decent Homes Standard on traditional properties has not always addressed some of the 'liveability' issues that are present. As an example, the Council has many properties that only have 'partial' central heating. This usually comprises heating to the 'living' rooms but not the bedrooms and this type of system was installed through previous Government funding schemes. Whilst it meets the Decent Homes Standard as controllable heating is provided to two or more rooms, it is inefficient. The City also has a lot of properties that have upvc single glazed windows installed, mainly in the 1970s before double glazing became the norm. Whilst these windows also meet the Decent Homes Standard, their combination with partial heating almost always results in issues with condensation and black mould in unheated rooms.
- 3.6.3 The Council's back to back properties were all built before 1919, mainly with solid brick wall construction (no or minimal cavity) and a slate roof under which the roof space has usually been converted into a dormer bedroom. The thermal efficiency of these properties is usually poor, although only usually to the front elevation and roof. With generally small room sizes in this type of property, any insulation internally can reduce liveable space quite substantially unless existing finishes are removed. The insulation work required is disruptive and practically only possible when a property is unoccupied.

### **3.7 Towards a Leeds Housing Standard**

- 3.7.1 At the end of the Decent Homes programme, over 96% of the Council's housing stock met the Standard. Nationally the position was that Councils were deemed to have met the Standard if more than 90% of their stock complied with the requirements. For the future, we undertake an annual assessment over a five-year time frame of the components that will need to be checked to ensure that they continue to meet the Standard. Those components that are confirmed through surveys to have failed have been programmed in for 2014/15.
- 3.7.2 For 2015/16, the intention is to make revisions to the Standard as it is applied to Leeds homes to give thermal efficiency more prominence. With increasing fuel prices which will result in increased fuel poverty, it is considered that thermal efficiency should become the number one consideration for future investment of the stock. It is proposed that the following measures are adopted:
- All properties that have a cavity wall or hollow block construction will have the cavity or hollow filled with insulation. This will include multi-storey flats and non-traditional properties where possible;
  - Energy company funding will be accessed to provide external insulation on non-traditional housing with any structural work being undertaken as part of the process (both multi-storey flat blocks and family houses);
  - All partial central heating systems will be upgraded to full heating. With gas systems this will be achieved by adding radiators and (if necessary) upgrading boilers. With electric systems (mainly in multi-storey flats), alternative solutions such as District Heating will be considered;

- All single glazed windows will be upgraded to double glazing, either through replacement glazing/beading where possible or primarily by full replacement with more units;
- Back to back properties will be provided with internal thermal boarding and upgraded roof insulation when they become void;
- The boiler upgrade programme will continue until all of the less reliable units have been replaced.

3.7.3 In addition to the above thermal efficiency factors, the former Decent Homes Standard component failure test will still be applied but with a lower target applied of 90% of the stock being at the Standard.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 The 2014/15 draft Capital Programme has been developed in accordance with the priorities identified in the HRA Business Plan approved by Executive Board in February 2012, and the HRA Business Plan update to Executive Board in February 2013 and this involved extensive engagement of officers from a number of service areas across Housing Leeds to identify particular areas of investment need and then to prioritise the schemes. The draft Capital Programme has also been considered by the Shadow Housing Advisory Board. The draft Capital Programme is due to be considered by Executive Board in February 2014 and the purpose of this report is to seek the views of the Housing Advisory Board.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 An Equality, Diversity, Cohesion and Integration screening has already been carried out to support previous Executive Board decisions, and this confirmed that a full Equality Impact Assessment was not required.

### **4.3 Council policies and City Priorities**

4.3.1 The Housing Leeds Capital Programme supports the following City Priorities:

- Increasing the number of properties with energy efficiency measures
- Increase the number of properties to achieve and maintain the Decency Standard
- Increase the number of long-term empty properties brought back into use
- Reduce carbon emissions
- Reduce the overall crime rate
- Reduce the rate of admissions to hospital/residential care

4.3.2 The Capital Programme also contributes to two of the six Best Council objectives 2013 – 17

- Ensuring High Quality Public Services
- Becoming an Efficient and Enterprising Council

#### **4.4 Resources and value for money**

4.4.1 The draft Capital Programme is managed through effective programme and contract management. A Planned Maintenance Category Management Plan is currently underway which will deliver efficiencies through clear work specifications and improved business processes. This will then inform the future procurement of contractors to deliver investment programmes as efficiently as possible.

4.4.2 Work is also being done with the Sustainable Development Unit to maximise opportunities to access Green Deal/ECO funding to support investment to improve energy efficiency of non-traditional Council House stock. This in turn will reduce levels of HRA resources required to deliver such energy efficiency improvements to stock.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The draft Capital Programme has been developed to take account of contractor liabilities to contractors used to deliver capital investment. It has also been developed to ensure that the directly employed workforce within the internal contractor are fully productive.

#### **4.6 Risk Management**

4.6.1 The draft Capital Programme is based on the four priorities agreed by Executive Board and reflects a risk management approach. For example, priority has been given to the need to meet legislative or regulatory requirements in full, except where efficiencies can be made, and other schemes have been prioritised to address any potential health and safety risks to tenants, or where failure to invest would jeopardise the HRA e.g. capitalisation of voids.

4.6.2 On-going risk management will take place as part of investment programme delivery procedures.

### **5 Conclusions**

5.1 The proposed Leeds HRA Capital Programme 2014/15 as set out in the Appendix follows the four priorities approved by Executive Board in November 2013. The report also outlines the need to revise the Leeds Decent Homes Standard, particularly in relation to thermal efficiency requirements.

### **6 Recommendations**

6.1 The Housing Advisory Board is recommended to consider the detail in the report and Appendix and endorse the proposed Housing Leeds HRA Capital Programme 2014/15 for approval by the Executive Board in February 2014.



6.2 The Board is also asked to consider revisions to the Leeds Decent Homes Standard, particularly the need to give thermal efficiency requirements greater prominence.

## **7 Background documents<sup>1</sup>**

7.1 Appendix: Proposed Capital Programme 2014/15 spreadsheet

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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'New' Resources	2014/15 Original	2014/15 Additional Resources	2015/16	2016/17*
HRA Self financing confirmed	51,008.0		57,893.0	60,708.0
HRA Reserves		10,000.0		
<b>Sub-Total</b>	<b>51,008.0</b>	<b>10,000.0</b>	<b>57,893.0</b>	<b>60,708.0</b>

\* Resources as per HRA BP - to be confirmed by Finance

Existing Resources - Slipped from 2013/14				
WNW RCCO for Farrar Lane	2,300.0			
ENE RCCO for Moorhaven Court	450.0			
HRA RCCO to Malverns and Waverleys	1,825.0			
Uncommitted capital resources	100.0			
<b>Sub-Total</b>	<b>4,675.0</b>	<b>-</b>	<b>-</b>	<b>-</b>

TOTAL RESOURCES AVAILABLE	55,683.0	10,000.0	57,893.0	60,708.0
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Scheme No.	Proposed Capital Schemes	2014/15 Original	2014/15 Additional Resources	2015/16	2016/17	RAG	Procurement Route	Lead Officer (responsible for producing addresses, brief and specifications)	Comments
<b>PRIORITY 1 - EXISTING/OUTSTANDING COMMITMENTS</b>									
1	Malverns and Waverleys - Refurbishment	1,642.5	-	-	-	G	Efficiency North	Neil Diamond	Refurbishment of former PFI properties - approved by July DP. NPS drawing up detailed designs. Reinstatement of initial resource reduction. Funded from additional £10m
		-	182.5	-	-				
2	Little London Community Hub NHO	252.0	-	-	-	G	N/A	Mandy Dove	Budget provision only. Scheme managed and delivered by City Development.
3	Clydes MSF - ERDF District Heating System	467.0	-	-	-	A	tbc	Paul Clarke. Mick Foster/ George Munson	ARUP drawing up detailed costings and scheme proposals. Sustainable Development Unit looking at potential additional funding options (Green Deal/ECO/RHI). PPPU to project manage. Exact costs still tbc. LCC contribution may have to increase significantly if ECO and/or RHI not available.
		-	800.0	-	-				
4	Farrar Lane - sheltered housing remodelling and refurbishment	1,575.0	-	495.0	-	A	Tender required	Darren Leech	Scheme details currently being drawn up by NPS. Currently at RIBA stage D. Working dwgs & tender docs due end Jan 14. 6 month minimum procurement required. SOS Aug 14. Will run into 15/16.
		-	175.0	55.0	-				Reinstatement of initial resource reduction. Funded from additional £10m
5	East End Park / Nevilles - Energy Efficiency works	200.0	-	-	-	R	tbc	Mandy Askham/Claire Pickering	Details tbc. Works may no longer be required.
6	East End Park / Nevilles - Environmental improvements	600.0	-	200.0	-	A	tbc	Mandy Askham/Claire Pickering	Groundworks producing options for consultation. Procurement exercise may be required.
7	East End Park / Nevilles - Highways Works	200.0	-	-	-	R	N/A	Mandy Askham/Claire Pickering	ENE contribution to scheme being carried out by Highways dept.
8	Sanctuary Scheme (for victims of domestic violence)	200.0	-	200.0	200.0	G	N/A	Rob McCartney/ Anthony Hodgkinson	Budget provision only. Scheme managed and delivered by Housing Needs. Budget drawn down as and when needed.
9	Eurolock replacements	150.0	-	175.0	175.0	A	CASAC?	Tony Butler	Replacement of vulnerable door locks. Differing views as to extent of work required in different areas. Clarification required for budget amounts, years and contractor.
10	Extensions to foster carer properties	100.0	-	100.0	100.0	G	N/A	LCC - tbc	Budget provision only. Scheme managed and delivered by Adult Social care. Budget drawn down as and when needed.
11	Area Panel Schemes	275.0	-	550.0	550.0	G	tbc as/when schemes are identified by panels	ENE - Steve Vowles SSE - Neil Diamond WNW - Darren Leech	Need to agree standard amount for each panel. Budgets increased as part of extension of powers as per John Statham.
		-	275.0						
12	Westwood porches	84.0	-	84.0	-	G	Mears	John Metcalf	2014/15 scheme - Addresses identified. Spec ready. 2015/16+ still tbc.
13	Garages - ENE	100.0	-	-	-	G	ISP - Property Maintenance	Claire Pickering	Addresses identified. Spec ready.

14	Roker estate single glazing & partial c/h upgrades	-	130.6	-	-	R	Mears?	tbc	Asper Steve Hunt. Budgets based on 56 x windows + 1 c/h upgrade.
15	Bawn estate CPO of arson property and demolition of adjoining fire damaged semi	130.0	-	-	-	A	ISP - Property Maintenance	tbc	CPO of arson damaged private property and demolition of fire damaged adjoining HRA property.
<b>Priority 1 Sub-total</b>		<b>5,975.5</b>	<b>1,563.1</b>	<b>1,859.0</b>	<b>1,025.0</b>				
<b>PRIORITY 2 - STATUTORY STANDARDS</b>									
16	Adaptations	4,050.0	-	4,050.0	3,645.0	G	ISP - Property Maintenance & Construction Services	N/A	Budget provision only. Responsive service. No programme required.
		-	450.0	-	-				Reinstatement of initial resource reduction. Funded from additional £10m
17	DDA	175.0	-	-	-	A	Mears	Darren Leech	Budget request from WNW to complete DDA to MSFs.
18	Fire safety works - future years	-	-	3,555.0	3,490.0	A	tbc	Pat Gibbons	2015+ details in separate programme.
19	Fire safety - Flat Door Replacements - Cottingley Heights & Towers	300.0	-	-	-	A	Mears	Pat Gibbons	Addresses not finalised. Spec ready.
20	Fire safety - Flat Door Replacements - Sheltered blocks - SSE	100.0	-	-	-	A	Mears	Pat Gibbons	Addresses not finalised. Spec ready.
21	Fire safety - Communal Area & Flat Door Replacements - High Rise, Sheltered, Low Rise - ENE	200.0	-	-	-	A	ISP - Construction Services	Pat Gibbons	Addresses not finalised. Spec ready for flat doors but not communal doors.
22	Fire safety - Communal Area & Flat Door Replacements - High Rise, Sheltered, Low Rise - WNW	400.0	-	-	-	A	Mears	Pat Gibbons	Addresses not finalised. Spec ready for flat doors but not communal doors.
23	Fire safety - emergency lighting - ENE	70.0	-	-	-	R	ISP - Construction Services	Pat Gibbons	Addresses not finalised. Spec not ready yet.
24	Fire safety - emergency lighting - WNW	70.0	-	-	-	R	ISP - Construction Services	Pat Gibbons	Addresses not finalised. Spec not ready yet.
25	Fire Safety - Care Ring Sheltered Housing Fire Detection	1,100.0	-	-	-	R	tbc	Pat Gibbons	Addresses not finalised. Spec not ready yet.
26	Fire Safety - Fire Stopping	1,000.0	-	-	-	R	tbc	Pat Gibbons	Addresses not finalised. Spec not ready yet.
27	Fire Safety - Safe Condition Signage - ENE	50.0	-	-	-	A	ISP - Leeds City Signs	Pat Gibbons	Addresses not finalised. Spec ready.
28	Fire Safety - Safe Condition Signage - SSE	20.0	-	-	-	A	ISP - Leeds City Signs	Pat Gibbons	Addresses not finalised. Spec ready.
29	Fire Safety - Safe Condition Signage - WNW	80.0	-	-	-	A	ISP - Leeds City Signs	Pat Gibbons	Addresses not finalised. Spec ready.
30	Fire Safety - Sheltered Housing Scooter Parks - ENE	20.0	-	-	-	R	ISP - Construction Services	Pat Gibbons	Addresses not finalised. Spec not ready yet.
31	Fire Safety - Sheltered Housing Scooter Parks - SSE	100.0	-	-	-	R	Mears	Pat Gibbons	Addresses not finalised. Spec not ready yet.
32	Fire Safety - Sheltered Housing Scooter Parks - WNW	180.0	-	-	-	R	Mears	Pat Gibbons	Addresses not finalised. Spec not ready yet.
33	Fire Safety - Electric Meter Cabinet Replacement - ENE	50.0	-	-	-	A	ISP - Construction Services	Pat Gibbons	Addresses not finalised. Spec ready.
34	Fire Safety - Electric/Gas Meter Cabinet Replacement - SSE	100.0	-	-	-	A	Mears	Pat Gibbons	Addresses not finalised. Spec ready.
35	Fire Safety - Electric Meter Cabinet Replacement - WNW	50.0	-	-	-	A	Mears	Pat Gibbons	Addresses not finalised. Spec ready.
36	Fire Safety - Fire Detection in Dwellings - ENE	60.0	-	-	-	R	ISP - Construction Services	Pat Gibbons	Addresses not finalised. Spec not ready yet.
37	Fire Safety - Fire Detection in Dwellings - SSE	50.0	-	-	-	R	Mears	Pat Gibbons	Addresses not finalised. Spec not ready yet.
38	Fire Safety - Fire Detection in Dwellings - WNW	90.0	-	-	-	R	Mears	Pat Gibbons	Addresses not finalised. Spec not ready yet.
39	Fire Safety - Ventilation & Glazing - 3-storey walk-ups - WNW	60.0	-	-	-	R	Mears	Pat Gibbons	Addresses not finalised. Spec not ready yet.
40	Fire Safety - Cable Entanglement - High Rise Citywide	25.0	-	-	-	R	ISP - Property Maintenance	Pat Gibbons	Addresses not finalised. Spec not ready yet.
41	Fire Safety - Fire Doors to low & medium rise properties	400.0	-	-	-	A	Tender required	Claire Pickering	Addresses not finalised. Spec ready.
42	Random & planned rewires (identified from S&I, voids & day-to-day R&M)	-	-	1,200.0	1,200.0	A	Use of existing arrangements	Mark Grandfield	Addresses identified in year. Spec ready.
43	Random & planned rewires (identified from S&I, voids & day-to-day R&M) - ENE	300.0	-	-	-	A	ISP - Construction Services	Mark Grandfield	Addresses identified in year. Spec ready.

44	Random & planned rewires (identified from S&I, voids & day-to-day R&M) - SSE	650.0	-	-	-	A	Mears	Mark Grandfield	Addresses identified in year. Spec ready.
45	Random & planned rewires (identified from S&I, voids & day-to-day R&M) - WNW	400.0	-	-	-	A	Mears	Mark Grandfield	Addresses identified in year. Spec ready.
46	Random & planned rewires (identified from S&I, voids & day-to-day R&M) - WNW	-	1,000.0	-	-	R	Mears	Mark Grandfield	Addresses identified. Spec ready. WNW originally requested £1,400 for 15/16, although PE subsequently advised that have only ever been able to deliver c£300-400k in previous years. Consideration needed as to whether to add additional funds.
47	Capitalised Repairs	2,000.0		1,900.0	1,800.0	G	Use of existing arrangements	Tony Butler	Responsive service. No programme required.
48	Beckhills Maisonettes- demolition	100.0	-	500.0	-	A	Tender required	Mandy Askham/Claire Pickering	Addresses identified. Spec to be developed. Leaseholder property being bought back.
49	Wimpey H-Block Upper Floor Panel Remedials	-	1,500.0	-	-	R	tbc	tbc	As advised by NPS - panels under windows are potentially unsafe. 15 blocks in city (excluding 2 that are PFI). Budget cost and spec to be developed. Current budget is very rough estimate, based on £100k per block.
<b>Priority 2 Sub-total</b>		<b>12,250.0</b>	<b>2,950.0</b>	<b>11,205.0</b>	<b>10,135.0</b>				
<b>Priority 1 + 2 Combined Sub-total</b>		<b>18,225.5</b>	<b>4,513.1</b>	<b>13,064.0</b>	<b>11,160.0</b>				

Scheme No.	Proposed Capital Schemes	2014/15 Original	2014/15 Additional Resources	2015/16	2016/17	RAG	Procurement Route	Lead Officer (responsible for producing addresses, brief and specifications)	Comments
<b>PRIORITY 3 - STRATEGIC PRIORITIES (Essential Investment as per HRA Business Standard)</b>									
<b>Decency:</b>									
50	Windows & Doors	200.0	-	7,080.0	7,080.0	G	Use of existing arrangements	Mark Grandfield	No planned schemes in 14/15. 2015+ budget figures based on 'blank page' analysis. £128k of referrals already from WNW. Additional funds due to high level of existng referrals.
		-	150.0	-	-				
51	Roofing	1,319.50	-	8,929.00	8,929.00	G	Use of existing arrangements	Addresses - For planned schemes - Rebecca Mell  For random referrals etc - AVH - John Metcalf ENE - Rob Goor WNW - Mina Soi-Westby  Spec - AVH - Alan Naylor ENE - Bob Munden WNW - Paul Rounding.	No planned schemes. Surveys revealed no work required at present in areas prioritised for 2014/15. Citywide referral process to be finalised (MA/CP leading). £92k of referrals already from WNW. 2015+ budget figures based on 'blank page' analysis.
52	Kitchens & Bathrooms	-	-	15,700.0	15,700.0	G	Use of existing arrangements	Addresses - For planned schemes - Rebecca Mell  For random referrals etc - AVH - John Metcalf ENE - Rob Goor WNW - Mina Soi-Westby  Spec - AVH - Alan Naylor ENE - Bob Munden WNW - Paul Rounding.	Stock condition surveys required to build up detailed address lists. 2015+ budget figures based on 'blank page' analysis.
53	Kitchen & Bathroom Referrals	-	2,500.0	2,500.0	2,500.0	G	Use of existing arrangements	AVH - John Metcalf ENE - Rob Goor WNW - Mina Soi-Westby	WNW already have list of referrals totalling £868.3k for 14/15..
54	Kitchens & Bathrooms - Bramley Town St - WNW	1,175.9	-	-	-	G	Mears	Paul Rounding	As per surveys completed to date.
		297.9	-	-	-				Allowance for no access properties. Assumes 32% will need work, in line with survey results to date. 119 No Access props x £7822 = £930,818 £930,818 x 32% = £297,861.
55	Kitchens & Bathrooms - Woodhouse - WNW	1,159.3	-	-	-	G	Mears	Paul Rounding	As per surveys completed to date.
		279.2	-	-	-				Allowance for no access properties. Assumes 34% will need work, in line with survey results to date. 105 No Access props x £7822 = £821,310 £821,310 x 34% = £279,245.
56	Kitchens & Bathrooms - Cottingley - SSE	1,051.7	-	-	-	G	Mears	Alan Naylor	As per surveys completed to date.
		184.6	-	-	-				Allowance for no access properties. Assumes 20% will need work, in line with survey results to date. 118 No Access props x £7822 = £922,996 £922,966 x 20% = £184,599.
57	Kitchens & Bathrooms - Harehills Gipton South - ENE	250.3	-	-	-	A	ISP - Construction Services	Bob Munden	Budget estimate based on old stock con data. Details tbc from surveys.
58	Kitchens & Bathrooms - Moor Grange - WNW	180.8	-	-	-	A	Mears	Paul Rounding	Budget estimate based on old stock con data. Details tbc from surveys.
59	Kitchens & Bathrooms - Oulton - SSE	386.9	-	-	-	A	Mears	Alan Naylor	Budget estimate based on old stock con data. Details tbc from surveys.
60	Kitchens & Bathrooms - Westwood - SSE	526.2	-	-	-	A	Mears	Alan Naylor	Budget estimate based on old stock con data. Details tbc from surveys.
61	Kitchens & Bathrooms - Athas - SSE	13.9	-	-	-	A	Mears	Alan Naylor	Budget estimate based on old stock con data. Details tbc from surveys.

62	Kitchens & Bathrooms - Glen - SSE	194.7	-	-	-	A	Mears	Alan Naylor	Budget estimate based on old stock con data. Details tbc from surveys.
63	Kitchens & Bathrooms - Upper Wortley - WNW	202.5	-	-	-	A	Mears	Paul Rounding	Budget estimate based on old stock con data. Details tbc from surveys.
64	Kitchens & Bathrooms - Bramhope WNW	79.0	-	-	-	A	Mears	Paul Rounding	Budget estimate based on old stock con data. Details tbc from surveys.
65	Kitchens & Bathrooms - Spen - WNW	714.5	-	-	-	A	Mears	Paul Rounding	Budget estimate based on old stock con data. Details tbc from surveys.
66	Kitchens & Bathrooms - St Matthias - WNW	549.2	-	-	-	A	Mears	Paul Rounding	Budget estimate based on old stock con data. Details tbc from surveys.
67	Kitchens & Bathrooms - Poplars - WNW	571.0	-	-	-	A	Mears	Paul Rounding	Budget estimate based on old stock con data. Details tbc from surveys.
68	Kitchens & Bathrooms - Holt Park & Adel Mop-up	144.3	-	-	-	A	Mears	Paul Rounding	Addresses identified. All are no access properties from scheme run in 2013/14.
69	Asbestos Removals (for capital works noted above)	948.14	265.00	3,420.90	3,420.90	G	N/A	N/A	Works associated with other capital programmes (roofing, w&d, k&b etc). No programme required.
70	Capitalised Voids	6,000.0	-	6,000.0	6,000.0	G	Use of existing arrangements	Tony Butler	Responsive service. No programme required.
<b>Energy efficiency &amp; related (incl structural works):</b>									
71	Commercial heating plant replacements/legionella prevention	180.0	-	180.0	180.0	G	Use of existing arrangements	AVH - Mick Field ENE - Anne Benson WNW - Adam Crampton	Spec in place. Addresses identified through S&I failures and CMP team.
72	Boiler replacements & new installations	7,200.0	-	7,200.0	7,200.0	G	Mears (for SSE & WNW) Efficiency North - ENE	Mark Grandfield	Some replacements done on a random basis resulting from servicing & inspection.  Programmed replacement proposals to be developed by Category Management Plan team.
73	Electrical heating replacmeents	250.0	-	250.0	250.0	G	tbc	AVH - Mick Field ENE - Anne Benson WNW - Adam Crampton	Indicative budget allocation to pick up heating replacmeents not ocvered elsewhere (gas, commercial, district heating etc).  Awaiting confirmation from MF.
74	Single glazing and partial c/h upgrades	-	438.5	500.0	500.0	R	tbc	???	As per Steve Hunt. Initial budget allocation for 14/15 based on 76 properties city wide with single glazing and partial c/h.  2015/16+ figures indicative only.
<b>Communal</b>									
75	Lift replacements	325.0	-	1,425.0	1,100.0	A	tbc	Addresses - Rebecca Mell  Spec - Vince Beattie	Clyde Grange (1 xblock). To be done AFTER district heating scheme. 2nd Clyde block currently programmed for 2015/16.  Lift section have provided prioritised list of 31 blocks requiring lift replacements totalling £8.3m. 2015/16+ provision follows programme, at average cost/year (with 2nd Clyde Grange block as additional).
<b>Other Essential Investment</b>									
76	Maintenance of Commercial Assets	130.0	-	130.0	130.0	G	ISP - Property Maintenance	Patrick Powders	Primarily shop parade canopy replacements.
77	Maintenance of Leased HRA Assets	100.0	-	100.0	100.0	G	tbc	Mandy Dove	Mostly responsive when properties are returned at end of lease, or when repairs issues are identified.
78	MSFs CCTV Server Upgrades	250.0	-	-	-	R	tbc	ENE - tbc	Scheme details tbc.
79	CCTV - WNW	80.0	-	-	-	R	tbc	Darren Leech	Budget is for works to link Clyde Court and Grange and Raynville Court and Grange to the ENE control room.
		-	700.0	-	-				Reinstatement of initial resource reduction. Funded from additional £10m
80	Controlled Access - WNW	100.0	-	-	-	R	tbc	Ryan Dempsey	Scheme details tbc.
81	Entrance refurbishment - WNW	80.0	-	-	-	R	tbc	Darren Leech	Scheme details tbc.
82	Landing floor replacements	80.0	-	-	-	R	Mears	Lynne Hamshaw	Scheme details tbc.
83	EASEL - demolition and homeless	50.0	-	-	-	A	ISP - Property Maintenance	Mandy Askham/Claire Pickering	Demolition of remaining EASEL properties.
84	Office Buildings	50.0	-	-	-	A	tbc	tbc	Budget allocation only. Depends on any officie works being required as outcome of HMR restructure etc.
85	Mains upgrades - WNW	300.0	-	-	-	R	tbc	Ryan Dempsey	Scheme details tbc.

86	MSF Structural Repairs	-	1,500.0	3,000.0	3,000.0	R	tbc	tbc	Imminent structural repairs identified from NPS surveys.
<b>Associated works - O/Hs, salaries etc</b>									
87	Capitalisation of salaries (ALMO staff)	1,610.0	-	1,610.0	1,610.0	A	N/A	N/A	2015/16+ currently assumed to be same as 2014/15. Will require updating once new structures and extent of capitalisation agreed.
88	Capitalisation of salaries (ABCL staff)	1,568.0	-	1,568.0	1,568.0	A	N/A	N/A	2015/16+ currently assumed to be same as 2014/15. Will require updating once new structures and extent of capitalisation agreed.
89	MFS Overheads	4,711.9	-	4,711.9	4,711.9	A	N/A	N/A	2015/16+ currently assumed to be same as 2014/15. Will require updating once all contracting arrangements for programme are agreed and O/H can be calculated.
<b>Priority 3 Sub-total</b>		<b>33,494.4</b>	<b>5,553.5</b>	<b>64,304.8</b>	<b>63,979.8</b>				
<b>Priority 1, 2 + 3 Subtotal</b>		<b>51,719.9</b>	<b>10,066.6</b>	<b>77,368.8</b>	<b>75,139.8</b>				



Scheme No.	Proposed Capital Schemes	2014/15 Original	2014/15 Additional Resources	2015/16	2016/17	RAG	Procurement Route	Lead Officer (responsible for producing addresses, brief and specifications)	Comments
<b>PRIORITY 4 - STRATEGIC PRIORITIES (Sustainability Investment)</b>									
<b>Energy efficiency &amp; related (incl structural works):</b>									
90	Green Deal ECO + associated structural works to low rise non traditional stock	550.0	-	600.0	600.0	A	Green Deal/ECO contract or LCR Green Deal contract	AVH - Neil Diamond ENE - Mandy Askham/Claire Pickering WNW - Darren Leech	Need to determine city-wide requirements & approach & then programme in.
91	Highways MSF - External wall insulation and structural remedials	200.0 1,000.0	- -	- -	- -	R	Green Deal/ECO contract or LCR Green Deal contract	Bob Munden	Addresses identified. Detailed scope and structural solution to be finalised. Reinstatement of initial resource reduction. Funded from additional £10m
92	West Park Drive District Heating / CHP	250.0	-	-	-	R	tbc	Mandy Askham/Claire Pickering	Need to determine city-wide requirements & approach & then programme in.
<b>Older people's housing:</b>									
93	Moorhaven Court Refurbishment	450.0	-	-	-	R	tbc	Mandy Askham/Claire Pickering	Addresses identified. NPS considering feasibility options (refurb or declassification of sheltered flats - bungalows will remain).
94	Sheltered housing re-modelling	-	-	2,000.0	2,000.0	R	tbc	tbc	Indicative budget values for 2015+. Schemes included and detailed sperscs to be drawn up following completion of strategic option appraisal on older peoples housing.
<b>Priority 4 Sub-total</b>		<b>2,450.0</b>	<b>-</b>	<b>2,600.0</b>	<b>2,600.0</b>				
<b>TOTAL</b>		<b>54,169.9</b>	<b>10,066.6</b>	<b>79,968.8</b>	<b>77,739.8</b>				

BITMO Capital Programme - to be determined	1,670.0	-	1,670.0	1,670.0
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<b>Overall Under / (Overspend)</b>	<b>(157)</b>	<b>(67)</b>	<b>(23,745.8)</b>	<b>(18,701.8)</b>
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**Report of Director of Environment and Housing**

**Report to Executive Board**

**Date: 22 January 2014**

**Subject: Proposal for Maximising the Use of Council Homes**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary of main issues**

In June 2012 Executive Board temporarily suspended the council's under occupation incentive scheme for tenants and recommended proposals for a new scheme be developed in response to the welfare changes introduced from April 2013.

After evaluating the previous scheme, the council proposes to formally end and replace it with a new incentive scheme.

The incentive scheme will promote moves that deliver sustainable lettings and maximise use of council stock by releasing high demand properties and encouraging moves to properties experiencing lower demand.

The council also proposes to use the flexibility within the current lettings policy to allow households to move to properties larger than their assessed housing need, provided the letting is affordable.

The report outlines an investment programme and management review of multi storey blocks with a view to making rooms more attractive.

**Recommendations**

- 1.1 That Executive Board notes the success of the council's under occupation scheme and the mutual exchange incentive scheme.

- 1.2 That Executive Board approve the formal closure of the council's previous under occupation incentive scheme.
- 1.3 The Executive Board earmarks £200,000 from the Housing Revenue Account for 2014/15 to fund a new incentive scheme to operate from April 2014 – March 2015, based on the principles outlined in sections 4.16 – 4.37 of this report.
- 1.4 That a new scheme is developed by the Chief Officer, Statutory Housing in conjunction with officers from Housing Leeds Housing Management to be launched from 1 April 2014.

## **2 Purpose of this report**

- 2.1 This report proposes a new incentive scheme to facilitate moves which enhance use of council stock and deliver improved outcomes for customers.
- 2.2 The report includes:
  - an evaluation of the under occupation incentive scheme which was suspended to new applicants in June 2012 and the mutual exchange incentive scheme
  - a summary of changes in demand for council homes resulting from the welfare changes introduced in April 2013
  - an outline of the types of properties the council wishes to free up and the property types the council wishes to stimulate demand for through the scheme, and
  - proposals for a new incentive scheme to promote sustainable lettings
  - proposals to enhance attractiveness of multi storey flats

## **3 Background information**

- 3.1 In June 2008, Executive Board approved a scheme offering council tenants £1,000 cash payment for each bedroom released when they moved to a smaller property. The scheme ran from July 2008 to March 2013, and assisted 527 tenants to downsize.
- 3.2 Executive Board temporarily suspended the under occupation incentive scheme in June 2012 pending a review of the impact of the Department for Work and Pensions' new Housing Benefit rules, with a view to a new scheme being developed once the impact of the new Housing Benefit rules was known. The scheme was suspended to new applications from June 2012, but the council honoured its commitment to tenants who had already been accepted onto the scheme before this date, provided they move before the end of the financial year.

3.3 Partly as a result of the Housing Benefit changes, the council has experienced changes in the patterns of demand for different property types, outlined in section 4.6 of this report.

3.4 Following an evaluation of the under occupation scheme, the council proposes to formally close down the original scheme and develop a more flexible scheme to deliver positive outcomes for tenants and customers from all communities in Leeds.

## **4 Main issues**

### **4.1 Evaluation of the under occupation incentive scheme**

4.2 The under occupation scheme assisted 527 council tenants move to a smaller property, releasing a total of 888 bedrooms. On average each move released 1.7 bedrooms. 83% of the 527 properties released under the scheme were let to customers in housing need (Band A or Band B on the housing waiting list), including overcrowded and homeless households.

4.3 In 2011 the council conducted a small survey of tenants who had moved under the scheme. The most common reasons given for moving were wanting a home on one level and the current home being difficult to maintain. The majority of tenants stated they wanted to move anyway regardless of the incentive payment but it assisted them to make the move.

4.4 Tenants gave positive feedback about the support they received from the local Housing Office, the length of time it took to find a new home, and the condition of their new home.

4.5 In part due to the benefit changes introduced in April 2013 there is now a declining demand for large properties and a correspondent increase in demand for one bedroom properties. Combined, these changes make a scheme based purely on the release of bedrooms inappropriate. Instead the Council needs to look at ways to incentivise moves which make best use of stock and deliver moves to sustainable tenancies, irrespective of bedroom size.

### **4.6 The impact of the Housing Benefit under occupation changes for Quarters 1 and 2**

4.7 At the end of Quarter 2, 2013/14, 5,684 working age under occupying council tenants were affected by the Housing Benefit changes.

4.8 Since April 2013, demand for 1 bedroom properties has increased, but demand for 2 bedroom multi story flats (MSFs) has reduced by 45%, to an average of 22 bids for 2 bedroom MSFs, and 13 bids for 3 bedroom MSFs. Demand varies depending on the area of the city, for example, demand remains steady in Burmantofts and Little London but has decreased in Moortown. There has also been a reduction in demand for 2 bedroom maisonettes. Demand for 2 bedroom houses has remained static, but demand for 3 bedroom properties has fallen.

- 4.9 The number of properties available to let in the first six months of 2013/14 has increased by 46% for 3 bed MSFs (from 6 to 13 properties) by 26% for 2 bed MSFs (from 181 to 228 properties).
- 4.10 There has been an increased demand for non-sheltered 1 bedroom properties since the Housing Benefit changes were introduced. The majority of tenants affected by the Housing Benefit changes require a 1 bedroom property, but the council only lets an average of 1,500 non-sheltered one bedroom properties each year. Demand for 1 bedroom properties has also increased due to fewer 2 bedroom flats being let to single people or couples in order to prevent lettings being made at less than full occupancy.
- 4.11 While other social landlords have reported dramatic reductions in demand for 3+ bedroom houses, Leeds is still able to let these property types. However, the council needs to attract more demand for 3+ bedroom properties to enhance the sustainability of lettings.
- 4.12 Types of move the council wishes to encourage**
- 4.13 The new incentive scheme will seek to encourage moves which will release the following property types:
- 1 bedroom properties (non-sheltered)
  - 2 bedroom houses
  - properties which have been significantly adapted where the tenant no longer requires the adaptations
- 4.14 The council wishes to promote interest in properties experiencing reduced demand, provided they can be re-let at full occupancy or to customers who are able to afford the full rent, including:
- 2+ bedroom flats, including multi story flats and maisonettes
  - 3+ bedroom houses
- 4.15 In response to the current and future challenges presented in high rise living, Housing Leeds has established a High Rise Working Group to develop a consistent city-wide approach to the future investment and management of high rise properties in Leeds. The Working Group will consider issues relating to high rise living including tenant perceptions and consultation, housing management practices, investment needs and lettings policies which aim to increase demand for properties alongside the incentive scheme

#### **4.16 Proposals for a new incentive scheme**

#### **4.17 Mutual exchange**

4.18 Mutual exchange offers council tenants the opportunity to exchange their homes with other secure tenants or assured tenants of housing associations. The council subscribes to House Exchange, a national mobility scheme which allows tenants to search for exchange properties across the UK. Council and partner housing association tenants in Leeds can register on the website for free.

4.19 The council used funding received from Department of Communities and Local Government (DCLG) to promote cross tenure mutual exchanges, offering under occupying tenants an incentive of £200 per move.

4.20 30 tenants received a payment of £100 and 101 tenants a payment of £200 (the incentive payment was increased from £100 to £200 to encourage take up of the scheme by under occupiers). The incentive payment for mutual exchanges ran until summer 2013 when DCLG funding ended.

4.21 The number of exchanges has increased from 514 in 2012 to a projected 648 for 2013. This projection is based on the number of exchanges completed in the first two quarters of 2013/14. Interest in exchanges may fall due to the lack of an incentive payment, but Housing Leeds is actively promoting exchanges through publicity and tenant 'swap shops'. This compares with a typical month where the council would let 416 properties through the waiting list.

4.22 A move through an exchange can resolve under occupation or overcrowding quickly without the tenant being in a priority band on the housing waiting list. When an exchange takes place neither property goes into void, meaning there is no loss of rent or council tax liability. The costs of transfers through mutual exchanges are significantly less for the council than for properties let through the waiting list.

4.23 The council is developing a citywide strategy to promote exchanges between council and Registered Provider tenants. There is potential to increase exchanges further as part of the new incentive scheme.

#### **4.24 Additional Measures**

4.25 While Leeds' under occupation scheme succeeded in releasing over 500 houses at an average cost of £1,685 per move, an analysis of current demand for council housing highlights the need for the new scheme to focus less on under occupation and instead tackle new demand pressures resulting from welfare changes.

4.26 It is proposed the council earmarks £200K for 2014/15 to help tenants with the financial costs of moving. Typical items include removal costs, redirection of mail, payment of 'handyman' services, reconnection of cookers and washing machines or refitting of carpets.

4.27 The council's new incentive scheme will assist tenants with financial costs, with a particular focus on releasing 1 bedroom properties (non-sheltered), 2+ bedroom

houses in areas of the city with limited supply of social housing, and homes which have been adapted significantly where the tenant no longer requires the adaptations.

- 4.28 The council will identify tenants living in 1 bedroom houses and flats who are overcrowded in order to assist them with a move to a suitably sized property. The council will also consider requests from single people and couples living in 1 bedroom accommodation who would like to move to a 2 bedroom flat, provided they are able to afford the full rent.
- 4.29 The council will seek to release 2 bedroom houses by identifying overcrowded and under occupying tenants and supporting them with a move.
- 4.30 In order to minimise void costs and reduce turnaround times, the council will seek to promote moves through mutual exchanges in preference to moves through the housing waiting list, although additional priority and / or a direct let will also be considered. Properties will be inspected before a move made under the mobility incentive scheme to check the extent of repairs required.
- 4.31 The council also wishes to promote interest in properties experiencing reduced demand, including 2+ bedroom flats, multi-story flats and maisonettes. Under the new scheme the council will provide incentives to move into designated properties of this type, for example, through the payment of decoration grants, removal costs, help obtaining furniture and other practical assistance. In the longer term, the council recognises the importance of refurbishment and capital investment to offer an enhanced lettings standard in certain property types such as high rise flats.
- 4.32 To ensure the funding for the new incentive scheme is targeted effectively, the council will continue to monitor demand for properties and identify tenants who could benefit from a move through Annual Tenancy Visits.
- 4.33 In certain circumstances the council will allow moves where tenants have minor rent arrears or where the condition of property would normally prevent a move, for example, permitting moves which will alleviate financial hardship to tenants and waiving recharges under £500 to allow a transfer provided there has been no wilful damage to the property (the tenant would still be liable to pay any former rent arrears / recharges).
- 4.34 Sustainable lettings**
- 4.35 Under the current lettings policy there is flexibility to allow an additional bedroom in certain circumstances. The council will expand this approach and advertise some properties as suitable for customers with a range of bedroom requirements. Provided the affordability of a larger property is not an issue for the customer the council will allow a degree of under occupation. For example, a 5 bed room house could be advertised as suitable for a household with an assessed requirement for 5 or 4 bedrooms. This will increase customer choice and tenancy sustainability because tenants will not need to move home due to growth of a family. Households with a child approaching a relevant threshold age which would entitle them to an additional bedroom will benefit from this flexibility.



#### **4.36 Multi storey flats**

4.37 Leeds City Council owns and manages over 100 multi storey blocks across the city. These blocks are concentrated in the east and west of the city, with a small number in the south. Typically, management and maintenance of blocks under the 3 ALMO model resulted in different approaches across the city. Through the Housing Management Review Leeds City Council are developing a more consistent approach to housing strategy, management and investment in the city.

4.38 In order to respond effectively to future challenges the Council is reviewing the management of its high rise stock and has established a High Rise Project Group which is currently working on establishing a high rise evidence base which the Council can use to:

- Understand and prepare the city for the current and future challenges presented by high rise housing;
- Outline the future choices that Leeds City Council has in terms of planning future investment and the management of high rise across the city.

4.39 Over a long period, the Council has sought to avoid placing families at height. The result of this policy is that many people without families under the retirement age, are now experiencing reduction to their benefit due to their under occupation of 2 and 3 bedroom flats. The incentive scheme outlined in this paper is unlikely to be enough to persuade people who can cover the costs (people over the age of retirement, in particular) to move into this accommodation unless the standard is superior to the home they are currently occupying.

4.40 This provides additional reason for the Council to rethink its strategy on multi-storey blocks, ensuring they are both well run and further invested in.

4.41 It is a priority for Housing Leeds over the next 5-10 years to increase the standard of housing in multi storey flats through increased investment to ensure that modern, energy efficient housing is provided which is attractive to tenants. Measures planned to improve the blocks include:

- better security, particularly through CCTV
- investment on lifts, to ensure access for older and disabled people
- investment on energy efficiency to reduce the heating bills, against the costs of running a typical home
- an enhanced standard of void relet, offering a high quality of accommodation

4.42 Not all of this can be achieved quickly. This year however we plan to invest £7m as part of the capital programme in improving blocks. This will include £1.6m to install a district heating system to 2 multi storey blocks, £3m on structural repairs, £1.2m on refurbishing 1 block, including the installation of external wall insulation, £325k on lift replacements and £950k on installation of CCTV.

## **5 Corporate Considerations**

### **5.1 Consultation and Engagement**

5.1.1 The council proposes to implement the new incentive scheme from April 2014 and has not undertaken formal consultation with tenants; however, the proposed scheme has considered an evaluation and feedback from the original incentive scheme. In addition, internal consultation has taken place with officers from Housing Leeds. They are supportive of assisting tenants to move to make best use of council homes, and have provided feedback on the new scheme, summarised below:

- The scheme should incorporate flexibility in terms of matching customers to properties under the lettings policy.
- The council should promote the benefits of moving to a smaller property, e.g. reduced utility bills and garden maintenance etc.
- Local knowledge of housing officers is required to conduct assessments
- There is recognition that, whilst positive, any increased mobility will incur additional costs
- The council should recoup outstanding rent arrears
- Clear eligibility criteria is needed

### **5.2 Equality and Diversity / Cohesion and Integration**

5.2.1 Under occupation in council tenancies affects a number of groups. The main impact is on older people aged over 60 where under occupation arises during the lifetime of the tenancy when grown up children grow leave home. Downsizing offers tenants the opportunity to move to more suitable accommodation such as sheltered housing or level access accommodation. Partly as a result of the changes introduced under the Welfare Reform Act, a higher proportion of tenants aged under 60 are seeking to downsize.

5.2.2 Helping under occupiers assists younger families with children by releasing larger homes, and tenants who are unemployed or on low incomes.

5.2.3 The majority of tenants who moved on the under occupation incentive scheme, were White British, but a higher proportion of customers who moved into the released properties were from BME groups, reflecting the fact that BME households are more likely to be living in overcrowded conditions.

5.2.4 Customers with dependent children will benefit from the opportunity to move to a property larger than their strict entitlement. This will help reduce overcrowding and promote healthy living. It will also increase sustainability and community cohesion because families will not need to move to a new property due to the natural growth of the household.

5.2.5 Freeing up adapted homes which are no longer required by the current tenant will increase the supply of suitable homes for disabled customers and reduce waiting times.

### **5.3 Council policies and City Priorities**

5.3.1 The introduction of a new incentive scheme will assist in meeting the best council outcomes of:

- Improving the quality of life for residents, particularly those who are vulnerable or in poverty. This will be achieved by supporting people in financial hardship to move to a more affordable home, and assisting households in need to move to a larger home.
- Achieving the savings and efficiencies required to continue to deliver frontline services. This will be achieved by releasing family houses for households in need of a larger home, including homeless and overcrowded families.

5.3.2 The scheme supports the following best council objectives for 2013 – 17:

- Ensuring high quality public services – promoting mobility improves the housing offer by increasing the choices available to council tenants looking to move to more appropriate housing. The scheme will help older and disabled people to live independently in suitable housing and will improve the economic well-being of local people by releasing housing stock to those in need.
- Building a child friendly city – the incentive scheme will help release larger family sized houses for customers with younger children to live in, helping reduce the number of children living in overcrowded and unsatisfactory living conditions.
- Promoting sustainable and inclusive economic growth – the incentive scheme will assist council tenants to move closer to work or to take up employment and training opportunities
- Becoming an efficient and enterprising council – the incentive scheme will help deliver efficiencies by mitigating the adverse impact of benefit changes, both on individuals affected by Housing Benefit changes and to the council as a social landlord in terms of rent loss due to under occupation. Releasing adapted properties will reduce the council's capital expenditure on new adaptations which could result in significant financial savings. Promoting moves through mutual exchanges will help reduce void times and associated costs to the council.

### **5.4 Resources and value for money**

5.4.1 The original financial incentive scheme released 527 family houses at an average cost of £1,685 per move and £177 was paid to each tenant who moved under the mutual exchange scheme (£354 total per move). Based on this, a package between £500 and £1000 per move would incentivise a move. This

would be used to fund the cost of a move (post redirection, reconnection of appliances etc) rather than as a direct cash payment to the tenant.

- 5.4.2 The under occupation incentive scheme averaged 113 moves per year. Based on a maximum payment of £1,000, a scheme budget of £200,000 would support 200 moves in 2014/15.
- 5.4.3 The council proposes funding moves up to £1,000 which compares favourably with the cost of building a new unit of affordable housing. The council will earmark £200,000 from the Housing Revenue Account for 2014/15 to fund an incentive scheme.
- 5.4.4 The new scheme encompasses a wider range of moves which will enhance the sustainability of lettings. Supporting under occupation moves and sustainable lettings will help reduce the number of tenants in rent arrears.

## **5.5 Legal Implications, Access to Information and Call In**

- 5.5.1 There is no legal obligation for the council to operate a tenant mobility incentive scheme. Any financial assistance offered under the scheme would be funded through the Housing Revenue Account, and would be solely for the benefit of council tenants.
- 5.5.2 However, good practice is for the council to operate a scheme to assist social housing tenants in Leeds who wish to move to a smaller property, to release properties in high demand and to support sustainable lettings. A more detailed scheme will be drawn up by Housing Leeds with clear eligibility criteria and be implemented from April 2014.

## **5.6 Risk Management**

- 5.6.1 The impact of welfare changes pose a risk to the council's rental income stream, which in turn could impact on the sustainability of the Housing Revenue Account Business Plan.
- 5.6.2 The new scheme needs to be financially sustainable given that approximately 6,000 working age council tenants are affected by the Housing Benefit measure, in addition to over 60 year olds who may wish to downsize.
- 5.6.3 There is also a risk that incentivising moves may result in an increase in voids, leading to higher repair costs, rent loss and council tax liability. A key priority for 2013/14 and beyond is to reduce the void period, but additional voids will make this target harder to achieve. To mitigate this risk the scheme's eligibility criteria will include reference to the condition of the property and encourage mutual exchanges and chain lets made through direct offers.
- 5.6.4 Applicants who have recently moved due to Housing Benefit changes who have not received any financial incentive may feel the introduction of an incentive scheme is unfair, particularly if they are expected to repay former tenancy arrears.

## **6 Conclusions**

- 6.1 The key priorities in terms of promoting moves which make best use of stock are:
- To free up non-sheltered 1 bedroom properties, 2 bedroom houses and adapted properties
  - To increase demand for 2 and 3 bedroom multi-story flats and maisonettes and larger houses from customers who can afford to pay the full rent and who will fully occupy the property

6.2 The council has evaluated the under occupation incentive scheme which operated between August 2009 and June 2012. Since April 2013 when the new under occupation Housing Benefit rules came into effect the council has seen increased demand for 1 bedroom properties but a reduction in demand for 2 bedroom multi story flats and larger properties.

6.3 To promote sustainable lettings, the council proposes to use the flexibility within the current lettings policy to allow households to move to properties larger than their assessed housing need, provided the letting is affordable.

## **7 Recommendations**

7.1 That Executive Board notes the success of the council's under occupation scheme and the mutual exchange incentive scheme.

7.2 That Executive Board approve the formal closure of the council's previous under occupation incentive scheme.

7.3 That the Executive Board earmarks £200,000 from the Housing Revenue Account for 2014/15 to fund a new incentive scheme to operate from April 2014 – March 2015, based on the principles outlined in sections 4.16 – 4.37 of this report.

7.4 That a new scheme is developed by the Chief Officer, Statutory Housing in conjunction with officers from Housing Leeds Housing Management to be launched from 1 April 2014.

## **8. Background documents<sup>1</sup>**

8.1 None.

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report author: Debra Scott

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## Report of Director of Environment and Housing

### Report to Housing Advisory Board

**Date: 28 January 2014**

**Subject: HRA funded Enhanced Street Cleansing Pilot**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Chapel Allerton, Gipton & Harehills, Burmantofts & Richmond, Killingbeck & Seacroft		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

### Summary of main issues

1. The report highlights the outcomes of work done to deliver an Enhanced Street Cleansing Pilot project using HRA funding, and focuses in on some of initial outcomes being seen in the East area of Leeds.
2. This involved appointing temporary staff to undertake a wide variety of work under a new job description which is being piloted.
3. Details contained in the appendix to this report show that the pilot is starting to demonstrate some success and that feedback from people in the locality has been positive. The work will continue until March 2014.

### Recommendations

4. Members of the Housing Advisory Board are invited to note the contents of the report.

## **1 Purpose of this report**

- 1.1 The report presents some initial outcomes of a pilot project to deliver enhanced street cleansing in the city, trialling a new approach using temporary staff and a new job description.
- 1.2 Members of the Board are asked to note the contents of the report which highlights the approach taken and the outcomes starting to emerge.

## **2 Background information**

- 2.1 The pilot was set up to trial new job descriptions which allow an expanded range of duties to be undertaken.
- 2.2 HRA funding has been used to fund the pilot.

## **3 Main issues**

- 3.1 The pilot commenced in May and the new appointees commenced their duties in June/July.
- 3.2 The attached briefing note and appendices provides further details about the aims of the pilot and the trialling of new job descriptions, and some of the initial outcomes being seen in East Leeds.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The pilot was developed and is being undertaken with the agreement of the Area Committees and in consultation with Area Leaders. There has been positive feedback from local people in East Leeds who have received the enhanced services.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This is not a decision-making report and so an equality impact screening document is not required. The target neighbourhoods had been determined in conjunction with Area Committees in the light of intelligence about the specific cleansing challenges in their area.

### **4.3 Council policies and City Priorities**

- 4.3.1 Keeping the streets clean is a City Priority Plan objective and this pilot was designed to test out new approaches to delivering cleaner streets.

### **4.4 Resources and value for money**

- 4.4.1 The pilot was funded through additional funding from the HRA. The outcomes of the pilot will help to inform the development of more efficient and cost effective services.



#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no legal implications and no decision is being requested therefore there is no call-in period.

#### **4.6 Risk Management**

4.6.1 The purpose of the pilot was to test out a new approach and help to identify any issues that may surface during implementation in order to ensure that risks associated with rolling out the new approach can be identified and addressed.

#### **5 Conclusions**

5.1 The initial results of the pilot in the East area are set out in the appendix and show that the pilot is proving to be successful and the feedback from local people has been positive. The pilot is not due to finish until March 2014.

#### **6 Recommendations**

6.1 Members are asked to note the contents of the report.

#### **7 Background documents<sup>1</sup>**

7.1 Appendix: briefing note on the pilot and appendices

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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#### **Introduction**

The enhanced funding was used to recruit temporary teams or to carry out extra scheduled cleansing on estates identified through conversations with local Members and Area Leader colleagues. The teams became operational at various phases in June and July 2013. Posts created included entirely new posts with a significantly wider remit than the existing street cleansing job descriptions. Also, a chargehand role was introduced to allow local supervision of the crews. Additional temporary enforcement capacity was created in addition.

The temporary positions and teams have been used to model the new job descriptions and local supervisory arrangements which we are currently proposing the full Locality Team adopts.

#### **Focus on ENE.**

In ENE, additional Area Committee funding was secured to allow work in areas comprising mainly privately rented housing to be undertaken adjacent to the key Council estates identified for the additional resource through the HRA.

The Hot Spot Team were fully operational since 1<sup>st</sup> July 2013 and have worked in the following areas:

- Beckhills
- Harehills
- Chapeltown
- Ebors (Haslewoods)
- Tores
- Richmond Hill
- Cross Green
- Seacroft
- Lincoln Green

The team consists of 4 Clean Neighbourhood Officers and 1 Environmental Action Officer (Education and Enforcement) and the incumbents were both externally recruited and seconded from ENE homes. The feedback from residents and the community as a whole has been very positive, some of the local residents have spoken to the team, encouraged at their work completed and thanked staff for their efforts.

The teams operations were split into two phases:

Phase 1 – A period of “deep cleanse” where the team spent a few consecutive days at a time in each of the targeted neighbourhoods, over an eight week schedule/programme up to September.

Phase 2 - Since September, the teams have worked a fortnightly schedule whereby they have visited each targeted neighbourhood in turn, typically spending a day in each.

The team works alongside other services in Housing Leeds and are co-ordinated to work well with the regular street cleansing staff in their areas. The team have played a part in operational days organised by the neighbourhood managers, each time receiving very positive feedback from the public and other services.

The team has had a high visible presence in the areas and the public have acknowledged their work and have been fully receptive and appreciative. Publicity on the work of the teams has been included articles in the newsletter to ENE tenants .

Appendix 1 shows the types of work undertaken in areas & includes illustrations of the work of the team.

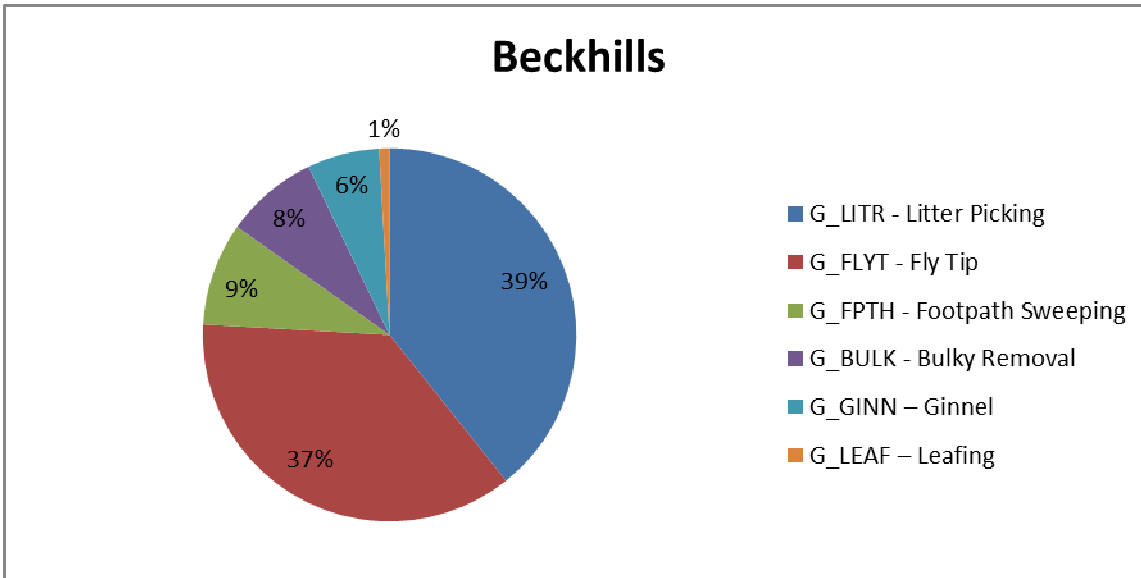
### **Measured Impact of the Enhanced work.**

Housing Leeds Officers completed a baseline assessment of the condition of estates in May 2013 at the commencement of the pilot. Areas were given a mark out of 5 across a range of issues such as litter, weeds, flytipping and graffiti.

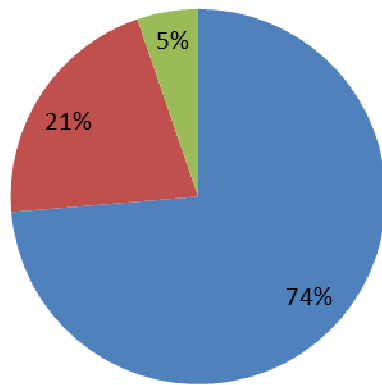
The same officers repeated the survey in September 2013. The intention is to undertake a further survey in March 2014 as the pilot comes to a close.

The results are shown at Appendix 2.

**Appendix 1. Work types undertaken and illustrations from ENE.**



## Cross Green

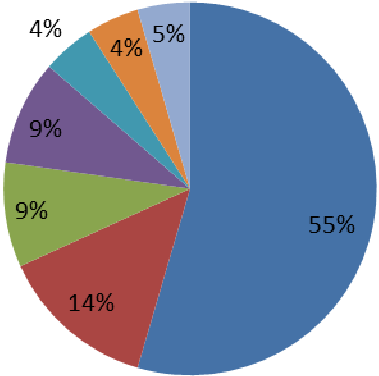


- G\_LITR - Litter Picking
- G\_FPTH - Footpath Sweeping
- G\_FLYT - Fly Tip





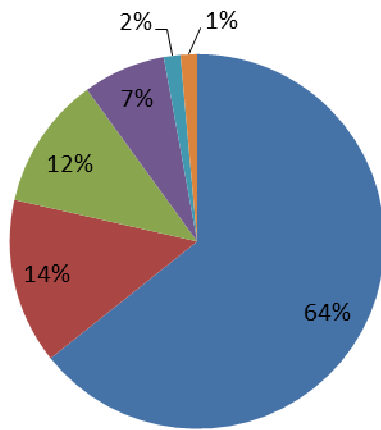
# Ebors



- G\_LITR - Litter Picking
- G\_FLYT - Fly Tip
- G\_BULK - Bulky Removal
- G\_LEAF - Leafing
- G\_BEMT - Litter Bin Empty
- G\_FPTH - Footpath Sweeping
- G\_GINN - Ginnel



# Lincoln Green



- G\_LITR - Litter Picking
- G\_FPTH - Footpath Sweeping
- G\_BEMT - Litter Bin Empty
- G\_FLYT - Fly Tip
- G\_BULK - Bulky Removal
- G\_LEAF - Leafing





## Appendix 2. Change in survey score May – Sept 2013.

### WNW Homes Area

#### Estate Gradings May to Sep 2013 - Change

	Bawns - Wortley 1	Bawns - Wortley 9	Heights - Wortley 15	Heights - Wortley 14	Broadleas - Bramely 6	Broadleas - Bramely 7	Broadleas - Bramley 13	Lovells - Little London 1	Carltons - Little London 2	Servias - Little London 4	Oatlands - Little London 5	Blenheims - Little London 8	Overall Average Rating
Fly Tipping and Bulky Waste	2	2	0	0	0	-1	0	2	1	0	-2	2	0.5
Litter and Street Cleansing Mechanical	1	3	-2	-1	0	0	-1	1	0	-1	-3	1	-0.2
Dog Fouling	2	3	3	0	4	2	4	0	0	-1	-1	1	1.4
Communal Green Space (Quality Grass and Hedges)	2	1	0	0	1	-1	-1	1	0	-1	0	1	0.3
Gardens and Resident Maintained Green Space	1	-1	0	2	0	-1	2	0	0	0	0	1	0.3
Excess Weeds in Paths and Pavings	1	1	-1	0	0	1	-1	1	3	0	0	1	0.5
Graffiti	-1	-2	1	1	1	0	1	0	-3	2	0	1	0.1
Vandalism & Disrepair	1	1	0	0	0	1	-1	0	0	-1	0	0	0.1
External Surfaces (e.g. paving, paths steps highway)	0	0	0	0	0	0	0	0	0	0	0	0	0.0
External Fencing, Walls and Boundaries	1	0	0	0	0	0	0	0	0	0	0	0	0.1
Garages Areas and Car Parking	0	-1	0	1	0	0	0	1	0	1	0	1	0.3
Overgrown Trees and Bushes	-1	0	1	1	0	0	-1	1	-1	-2	-1	0	-0.3
Ginnel Cleansing	3	3	1	-1	0	-2	0	0	1	-1	-1	1	0.3
Environmental Enforcement (gardens)	1	0	0	0	0	-1	0	1	-1	0	0	2	0.2
De-leafing	2	0	0	0	0	0	1	0	0	0	0	2	0.4
<b>Average Change</b>	<b>1.0</b>	<b>0.7</b>	<b>0.2</b>	<b>0.2</b>	<b>0.4</b>	<b>-0.1</b>	<b>0.2</b>	<b>0.5</b>	<b>0.0</b>	<b>-0.3</b>	<b>-0.5</b>	<b>0.9</b>	<b>0.3</b>

**ENE Homes Area**  
**Estate Gradings May to Sep 2013 - Change**

	Chapelton	Burmantofts-Torres&Ebors	East End Park/Cross Green	Lincoln Green	Seacroft South	Shakespearses	Harehills	Beckhills	Overall Average Rating
Fly Tipping and Bulky Waste	2	1	2	2	2	1	3	0	1.6
Litter and Street Cleansing Mechanical	2	3	3	1	2	1	2	1	1.9
Dog Fouling	2	0	2	2	1	1	2	1	1.4
Communal Green Space (Quality Grass and Hedges)	1	1	1	1	1	2	2	1	1.3
Gardens and Resident Maintained Green Space	2	1	1	1	1	1	2	1	1.3
Excess Weeds in Paths and Pavings	0	-1	1	0	0	1	0	0	0.1
Graffiti	3	2	1	1	0	1	3	1	1.5
Vandalism & Disrepair	2	1	2	1	0	0	1	1	1.0
External Surfaces (e.g. paving, paths steps highway)	2	1	2	0	0	0	1	0	0.8
External Fencing, Walls and Boundaries	1	1	2	1	1	1	2	0	1.1
Garages Areas and Car Parking	2	1	1	2	1	0	2	-1	1.0
Overgrown Trees and Bushes	1	0	1	2	2	1	1	-2	0.8
Ginnel Cleansing	1	1	2	3	2	1	2	1	1.6
Environmental Enforcement (gardens)	2	1	2	1	1	1	2	1	1.4
De-leafing	0	-1	-1	2	0	1	0	1	0.3
<b>Average Change</b>	<b>1.5</b>	<b>0.8</b>	<b>1.5</b>	<b>1.3</b>	<b>0.9</b>	<b>0.9</b>	<b>1.7</b>	<b>0.4</b>	<b>1</b>

**Aire Valley Homes Areas**  
**Estate Gradings May to Sep 2013 - Change**

Cottlingley Hall Estate	Middleton			Beeston Hill Area					Average Rating
	The Bodmins	Throstles	Sissons	The Malverns St Lukes	Cross Ingrams	Cardinals	Heathcrofts	Millshaws and D/Road	

Fly Tipping and Bulky Waste	2	3	3	3	4	2	3	4	1	2.8	
Litter and Street Cleansing Mechanical	0	2	1	0	2	0	1	-2	0	0.4	
Dog Fouling	0	0	1	0	1	2	1	2	2	1.0	
Communal Green Space (Quality Grass and Hedges)	0	1	0	-1	2	-1	1	-1	-2	-0.1	
Gardens and Resident Maintained Green Space	0	0	2	0	1	0	1	0	1	0.6	
Excess Weeds in Paths and Pavings	0	1	2	0	1	1	1	-1	2	0.8	
Graffiti	1	0	1	1	0	2	2	2	1	1.1	
Vandalism & Disrepair	-1	0	-2	-1	-1	-1	-2	0	-3	-1.2	
External Surfaces (e.g. paving, paths steps highway)	0	1	2	0	0	0	1	-1	1	0.4	
External Fencing, Walls and Boundaries	0	1	-1	0	0	0	0	1	0	0.1	
Garages Areas and Car Parking	0	1	2	0	0	0	1	0	0	0.4	
Overgrown Trees and Bushes	0	1	1	1	1	1	1	1	2	1.0	
Ginnel Cleansing	-1	0	0	-1	1	-1	-1	-1	-2	-0.7	
Environmental Enforcement (gardens)	0	1	1	0	1	0	0	0	-1	0.2	
De-leafing	0	0	2	2	1	1	3	1	2	1.3	
<b>Average Change</b>	<b>0.1</b>	<b>0.8</b>	<b>1.0</b>	<b>0.3</b>	<b>0.9</b>	<b>0.4</b>	<b>0.9</b>	<b>0.3</b>	<b>0.3</b>	<b>0.5</b>	

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Report author: Debra Scott and  
Martyn Long

Tel: x75951/214341

## Report of Director of Environment and Housing

### Report to Housing Advisory Board

**Date: 28 January 2014**

### **Subject: Implementation of the Review of Housing Management Services**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### **Summary of main issues**

1. The Executive Board on 19<sup>th</sup> June 2013 took a decision to bring the Council Housing Service back into the Council, following a review of the service and the consideration of options. A subsequent report set out the implementation arrangements and the governance structures that were to be put in place.
2. Arrangements were then made to integrate staff into the Council, disband the ALMO Boards, create a Shadow Housing Advisory Board and establish a Programme Board to manage the delivery of the implementation programme. Structural arrangements were also developed on functional lines: Housing Management, Property and Contracts and Strategic Housing, and Chief Officers were appointed just before Christmas to head up these functions and develop detailed staffing structures, and appoint to a JNC structure by end December 2013.
3. This report sets out the actions that have been taken to date, and future actions that are planned to deliver the changes, together with the anticipated savings that will accrue from these actions.

### **Recommendations**

4. Housing Advisory Board members are invited to note the progress being made to deliver the outcomes of the Review, and agree to receive further updates as the implementation plans progress.

## **1 Purpose of this report**

- 1.1 The purpose of the report is to update Members of the Housing Advisory Board on progress with the delivery of Housing Management Review outcomes.

## **2 Background information**

- 2.1 The Executive Board on 19<sup>th</sup> June 2013 took a decision to integrate housing management within the Council's Environment and Housing Directorate, and a subsequent report set out the implementation arrangements and governance structures that were to be put in place. Actions to date and planned activity is outlined below.
- 2.2 The former ALMO staff were transferred back to the Council on 1 October and the ALMO Boards have been disbanded. A shadow Housing Advisory Board was established to oversee the transition and an officer Programme Board was also set up to manage the detailed service re-design work streams.
- 2.3 A proposal to organise the service on functional lines was presented to the Shadow Housing Advisory Board on 5 September 2013, and it was agreed that further work would be undertaken to develop detailed staffing structures under each of the functional areas: Housing Management, Property and Contracts and Strategic Housing. The three areas would be headed by three Chief Officers, and appointments were due to be made to these posts before Christmas, along with the majority of the JNC level posts.
- 2.4 In parallel to the filling of senior posts, work had been done to start to redesign each function area based on pooled knowledge and identified best practice from across the service, and also look at other ways in which work done historically within ALMOs might be integrated into other functional areas across the directorate and the Council.
- 2.5 A Housing Advisory Board has now formally been established and the shadow Board has been stood down.

## **3 Main issues**

- 3.1 This report provides an update to Board members on the actions taken to date to implement the outcomes of the Housing Management Review, sets out what has already been delivered in terms of actual savings/projected savings, and goes on to outline future actions and other prospective savings that could be delivered.

### **3.2 Actions, Timescales and Savings**

- 3.2.1 Officers acted immediately after the call in period following the 19 June Executive Board decision to bring staff into the Council. A project team was put in place and a number of work stream leads were identified to take the work forward, reporting to a monthly Programme Board chaired by the Director of Environment and Housing. A shadow housing advisory board, chaired by the Executive Member for Neighbourhoods, Planning and Support Services was also established to overview the project and ensure that we continued to have

involvement from tenants and independents. A communication plan was designed to ensure that stakeholders, and most importantly tenants and staff, were kept up to date on a regular basis and given the opportunity to get involved as the project progresses. All ALMO staff were successfully transferred into the Council by the target date of 1 October with minimal impact on front-line delivery, which was a significant logistical exercise.

- 3.2.2 TUPE rules applied (Transfer of Undertakings Protection of Employment) and, under these rules, it was not possible to take any action on staffing structures prior to 1 October as the Council would have been deemed to have breached TUPE regulations and would be open to challenge. It would also have been inappropriate to act in advance of the transfer as this would have given the wrong impression about the transparency of the process.
- 3.2.3 Immediately after the 1 October transfer date, a new senior management structure was developed, with three Chief Officer posts established covering the three distinct functions: Housing Management, Property and Contracts and Strategic Housing (the Housing Service senior management structure is set out in the Appendix to this report). One of the Chief Officer posts is being filled on a temporary basis, and the two others were filled via Members Employment Committee appointments which took place just prior to Christmas. At the same time, a number of the JNC level staff were able to be slotted into posts on the new structure, and JNC interviews also took place 13 January to fill some of the remaining vacancies. The majority of the senior officer structure is now filled, with only 3 JNC 45% vacancies yet to fill (these will be dealt with through the Council's usual procedures).
- 3.2.4 This revised senior management structure takes out 11 JNC posts from the original ALMO management structures, representing a saving of around £600k, which already takes us a significant way towards the minimum savings estimate of £1.4m. Given that this is the first phase of a change that involves over 1,000 staff, there is reason to believe that the higher estimate of £2.4m should be achievable, but we will not know the exact levels of savings until detailed structural arrangements have been formulated – see para 3.2.6 below.
- 3.2.5 An important driver for the Review was the extent to which any changes could deliver financial savings in back officer or overhead costs. Work is being done by colleagues in HR and Finance to integrate support services into the Council, and other functions such as governance, performance management and communications are also being reviewed and integrated into the Directorate/Council. Given that there are no longer three separate organisations to support and that there are possibilities to streamline services and delayer management structures, it is anticipated that a significant proportion of the staffing savings will come from this process. Since the decision to integrate the former ALMOs into the Council was taken, a recruitment freeze was imposed on the ABCL while restructure proposals were being developed. This has led to a saving of around £400k against current budgets.
- 3.2.6 In parallel to this (i.e. in advance of structures having been agreed), work has been done to look at the functions and start to identify the models of operation

that will deliver the best outcomes. Work has been done to engage with staff from across Housing services and other parts of the directorate and Council to examine existing arrangements and identify best practice, and the outcomes of this activity are now being used to inform new structure proposals for each of the functions. Chief Officers have been asked to bring forward detailed structure proposals for their functional areas by end January. At this point it will be possible to do a more accurate forecast of savings.

- 3.2.7 This functional review work has also identified opportunities to integrate former ALMO functions with other parts of the Directorate and the Council (for example environmental teams) which should help to deliver more effective services as well as achieve further efficiencies.
- 3.2.8 In addition, it has been possible to realise ALMO reserves totalling £4.4m, and these are now being injected into the Capital Programme for use across the city to implement improvements for council tenants. There is a possibility that this may be higher once final costs are calculated. This is in addition to around £11.3m of further ALMO reserves which had already been identified to be returned to the Council to be redistributed. A further £8m of ALMO reserves has been allocated for existing works within the three former ALMO areas.
- 3.2.9 Additional savings of around £500k will accrue from the removal of the costs associated with maintaining three separate companies (for example payment of corporation tax), as well as savings in no longer requiring a client-side function. These savings will be delivered in the 2014/15 financial year once the ALMO companies are wound up and accounts closed.
- 3.2.10 Many of these savings are still indicative and are dependent on the final structures produced by Chief Officers in the next few weeks, but we are optimistic that implementation of the review will deliver savings towards the higher end of the range identified in the June Executive Board report. Immediate savings of £1.5m have already been built into the budgets for 2014/15, offset by costs associated with pay protection, ELI payments etc. in the first year. The remaining savings will be delivered over the next two years as structures are fully implemented.

### **3.3 Next Steps**

- 3.3.11 As indicated in para 3.2.6 above, detailed structures are to be developed by Chief Officers by the end of January. A set of principles have been developed and these, together with a timetable for consulting with staff and finalising arrangements for implementing the structures, have been agreed with the trades unions. A detailed implementation plan is being developed and this will be agreed at the point that structures are finalised.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**



- 4.1.12 Staff have been fully engaged in the development of the Housing Management Review through regular communications, staff briefings and key messages that have been issued through a range of media.
- 4.1.13 A Joint Consultative Committee has been established with the Trades Unions that will deal solely with matters connected with the implementation of the Housing Management Review.

## **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This is not a decision-making report and as such there is no need for an EIA screening document to be completed.
- 4.2.2 It is recognised that failure to deliver the changes quickly and effectively could have a negative impact on service performance and affect the delivery of equality and diversity/cohesion and integration. To date, indications are that performance levels are being maintained, but these will be closely monitored throughout the implementation and bedding-in period.

## **4.3 Council policies and City Priorities**

- 4.3.1 The changes are being delivered in line with the Council's policies and procedures and are designed to deliver an improved and more cost effective Housing service across the city. Delivery of the Review is a specific priority within the Best Council Business Plan.

## **4.4 Resources and value for money**

- 4.4.1 One of the outcomes of the return to the Council of the Housing service is the reduction in duplication of roles, and the details given in Section 3 above set out real and potential savings. Future service design and structural arrangements will maximise opportunities to take out duplications and streamline/optimize service delivery, allowing funds saved to be used to deliver an improved service for council tenants.

## **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 Legal Services have been fully involved in the process for the closure of ALMO companies and this process is being dealt with in accordance with Company Law.
- 4.5.2 All contracts and liabilities held by the ALMOs are being transferred to the Council, although the major contracts such as repairs and maintenance are already in the Council's name.
- 4.5.3 The original Executive Board decision was subject to call in.

## **4.6 Risk Management**

- 4.6.1 A Programme Board chaired by the Director of Environment and Housing is in place and programme activity is being delivered via a number of work streams. Governance arrangements exist to deliver the changes and manage any

associated risks. Regular reports will be taken to Housing Advisory Board which is chaired by the Executive Member for Neighbourhoods, Planning and Support Services.

## **5 Conclusions**

- 5.1 This report sets out the work that has been done within the legal constraints of TUPE to bring the staff of the former ALMOs back into the Council on 1 October 2013, and to develop new structural arrangements designed around three functional areas. It provides details of the progress that has been made since 1 October to appoint to senior posts, and to develop service structures and models of operation that are based on best practice and deliver efficiencies that can be used to provide better front-line services to council tenants.
- 5.2 It identifies the corresponding staffing savings that are being achieved to date and the prospect for further savings as new structural arrangements are rolled out.
- 5.3 It also identifies other savings that have been possible as a result of the dissolution of the ALMO companies and the capitalisation of reserves.

## **6 Recommendations**

- 6.1 Housing Advisory Board members are invited to note the progress being made to deliver the outcomes of the Housing Management Review.

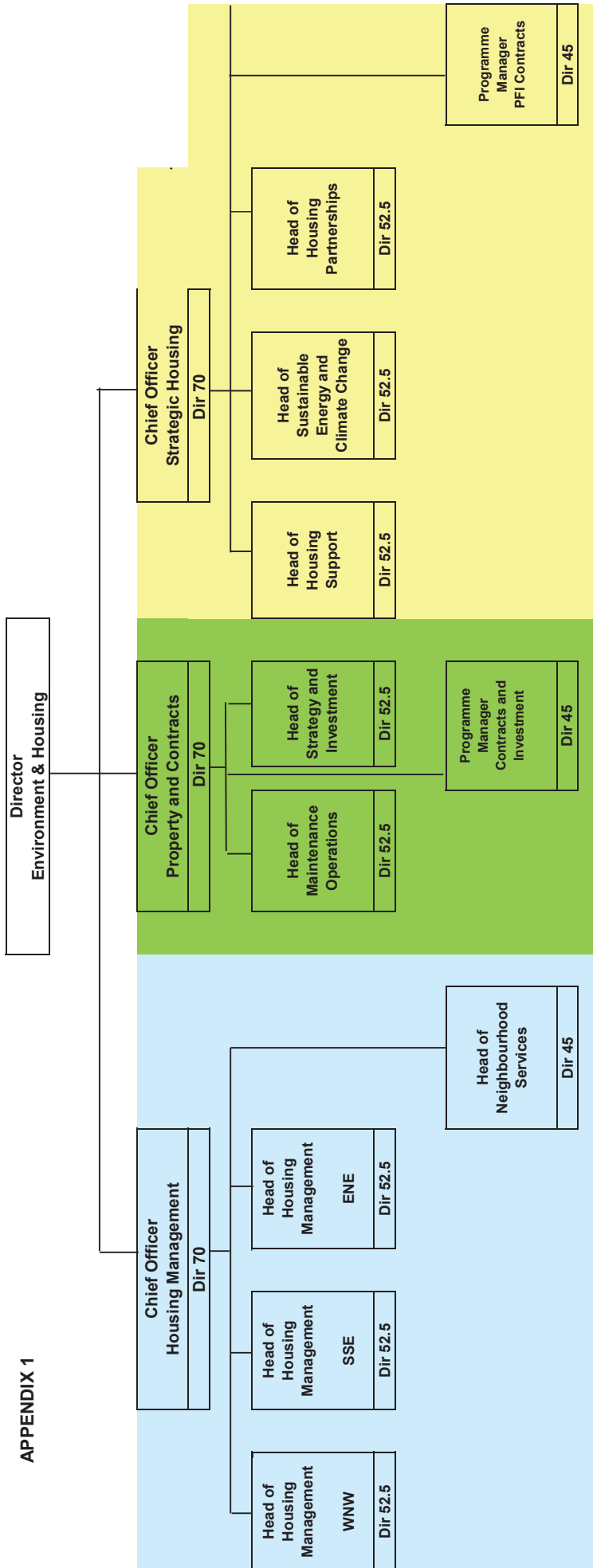
## **7 Background documents<sup>1</sup>**

- 7.1 Appendix 1: Housing Leeds Senior Management Structure.

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

APPENDIX 1



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