



## HOUSING ADVISORY BOARD

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Meeting to be held in Civic Hall, Leeds on  
Tuesday, 3rd June, 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

Ted Wilson  
Andy Liptrot  
Madeline Hunter

#### Independent Representative

Timothy Woods  
Matthew Walker  
Andrew Feldhaus

#### Co-opted Member

David Glew  
Jo Hourigan

# 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 consireation.

(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

6

**MINUTES OF THE PREVIOUS MEETING**

11 -  
24

To approve as a correct record the minutes of the Housing Advisory Board held on 8<sup>th</sup> April 2014.

(Copy attached)

7

**MATTERS ARISING FROM THE MINUTES**

25 -  
28

To consider any matters arising and to note actions from the previous minutes.

(Report attached)

8

**HOUSING LEEDS CAPITAL FINANCIAL POSITION OUTTURN 2013/14**

29 -  
32

To consider a report by the Director of Environment and Housing which provides a financial position statement on the Housing Leeds Capital programme Outturn for the financial year 2013/14.

(Report attached)

9

**HOUSING REVENUE ACCOUNT - 2013/14  
OUTTURN**

33 -  
36

To consider a report by the Director of Environment and Housing which provides an update on the 2013/14 draft outturn position on the Housing Revenue Account (HRA). The report also includes details of RTB sales and arrears.

(Report attached)

10

**PROGRESS ON DELIVERING THE COUNCIL  
HOUSING GROWTH PROGRAMME.**

37 -  
54

To consider a report by the Director of Housing and Environments which provides an update on the Council Housing Growth Programme and the sites that have been identified for development.

(Report attached)

11

**HOUSING STRATEGY UPDATE AND HOUSING  
ADVISORY BOARD WORKING  
ARRANGEMENTS**

55 -  
64

To consider a report by the Director of Environment and Housing which sets out the current arrangements for the Housing Advisory Board to engage on areas of work in which it has interest and influence, in order to fulfil its functions as a Council Advisory Committee in accordance with its Terms of Reference.

The report also provides an update on the arrangements being made on the development of a new Housing Strategy for Leeds.

(Report attached)

12

**TENANT ENGAGEMENT UPDATE**

65 -  
80

To consider a report by the Director of Environment and Housing which provides an update the development of the Housing Leeds tenant engagement service.

(Report attached)

13

**HOUSING LEEDS MULTI-STOREY FLATS CCTV NETWORK**

81 -  
86

To consider a report by the Director of Environment and Housing which provides an update on the Housing Leeds plans to work with the Council's Leeds Watch service to extend the existing multi-storey flat monitored CCTV system to all cover blocks within the West of the City. This will result in all of the City's blocks having monitored CCTV services in place.

(Report attached)

14

**HOUSING CONSTRUCTION APPRENTICESHIPS**

87 -  
94

To consider a report by the Director of Environment and Housing which provides an update on work being done to increase the numbers of construction apprenticeships offered directly by the Council and by Contractors undertaking major works projects within the City, particularly those that have a housing element.

(Report attached)

15		<p><b>IMPLEMENTATION OF THE REVIEW OF HOUSING MANAGEMENT SERVICES: UPDATE REPORT</b></p> <p>To consider a report by the Director of Housing and Environments which provides an update on the on progress with the delivery of Housing Management Review outcomes.</p> <p>(Report attached)</p>	95 - 104
16		<p><b>HOUSING ADVISORY BOARD - WORK PROGRAMME 2014</b></p> <p>To note /amend the contents of the Housing Advisory Board Work Programme 2014.</p> <p>(Copy attached)</p>	105 - 106
17		<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>To note that future meetings of the Board will take place as follows:</p> <p>Tuesday 9<sup>th</sup> September 2014  Tuesday 11<sup>th</sup> November 2014  Tuesday 3<sup>rd</sup> February 2015  Tuesday 7<sup>th</sup> April 2015</p> <p>All meetings to take place at the Civic Hall, Leeds commencing at 5.00pm</p>	

### **Third Party Recording**

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.

#### **Use of Recordings by Third Parties– code of practice**

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
  
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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## HOUSING ADVISORY BOARD

TUESDAY, 8TH APRIL, 2014

**PRESENT:** Councillor P Gruen in the Chair

Councillors B Anderson, J Bentley,  
K Maqsood and P Truswell

### **Tenant / Leaseholder**

Madeline Hunter  
Ted Wilson  
Andy Liptrot

### **Independent Representative**

Timothy Woods  
Matthew Walker  
Andrew Feldhaus

### **Co-opted Member**

David Glew  
Jo Hourigan

## **18 Chair's Opening Comments**

The Chair welcomed everyone to the second meeting of the Housing Advisory Board.

It was reported that a number of Membership changes had occurred following the first meeting of the Board with Madeline Hunter and Andy Liptrot being elected to the Board. Existing Board Member Jo Hourigan was standing down from her temporary position following Mr Liptrot's appointment.

The Chair welcomed Mrs Hunter and Mr Liptrot commenting that their contributions to future debates would be most welcome.

In paying tribute to Jo Hourigan, the Chair said Jo had served as a Member of the Shadow Housing Advisory Board and made some valuable contributions and it would be disappointing to lose such a valued Member.

The Chair reported that he had spoken to Jo about the possibility of remaining on the Board and had received a favourable response.

The Chair proposed that Jo Hourigan be appointed as a Co-opted Member to the Board.

Draft minutes to be approved at the meeting  
to be held on Tuesday, 3rd June, 2014

Board Members were supportive of the proposal

**RESOLVED** – That Ms Jo Hourigan be appointed as a Co-opted (Non-voting) Member of the Board

**19 Appeals Against Refusal of Inspection of Documents**

There were no appeals against the refusal of the Inspection of Documents

**20 Exempt Information - Possible Exclusion of the Press and Public**

There were no formal late items identified where it was considered necessary to exclude the press or public from the meeting due to the confidential nature of the business to be considered

**21 Late Items**

There were no formal late items submitted

**22 Declaration of Disclosable Pecuniary Interests**

There were no declarations of any disclosable pecuniary interest

**23 Apologies for Absence**

Apologies for absence were received from Councillor A Lowe

**24 Minutes of the Previous Meeting**

The minutes of the previous meeting held on 28<sup>th</sup> January 2014 were submitted for comment / accuracy.

Referring to Minute No. 9 David Glew ask for a minor correction to indicate that he represented Leeds Metropolitan University and not Leeds University

**RESOLVED** – That with the inclusion of the suggested amendment, the minutes of the previous meeting held on 28<sup>th</sup> January 2014 were accepted as a true and correct record

**25 Matters Arising**

The following Matters Arising from the Minutes were highlighted:

Housing Leeds Capital Programme 2014/15 (Minute No. 11 refers) – Referring to recommendation (ii) “to develop a Leeds Decent Homes Standard which gives greater prominence to thermal efficiency requirements”. Councillor Truswell suggested that this needs to tie in with the Housing Design Standard, space standard was a vital element

Mears – Service Improvement and Modernisation Plan (Minute No.13 refers)  
– Andy Liptrot sought clarification as to how tenant satisfaction was monitored.

In responding Steve Hunt, Chief Officer, Property and Contract said that targets would be set for a 6 month period and would be measured by performance indicators. Both Mears and Housing Leeds had their own performance indicators to evaluate performance

## **26 Housing Advisory Panels**

The Director of Environment and Housing submitted a report which provided an update on the creation of Housing Advisory Panels (HAPs) and highlighted some of the development areas which would be included in the emerging forward work programme.

The report also sought approval of the Terms of Reference for both the Housing Advisory Panels (HAPs) and the Cross City Chairs Group (CCCG)

Appended to the report were copies of the following documents for the information/ comment of the meeting:

- Draft Terms of Reference Local Housing Advisory Panels – (Appendix 1 refers)
- Draft Terms of Reference Cross City Chairs Group – (Appendix 2 refers)

Ian Montgomery, Customer Involvement Manager, Housing Leeds, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- The need for an effective level of governance and financial control
- The need to provide clarity and consistency of operation
- The need to develop a forward work programme to address a range of issues including the future level of resources available to the panels, financial protocols, marketing and communications, training and development, reporting processes and recruitment to ensure they work productively.

Commenting on paragraph 2.9 of the draft terms of reference for the Local Housing Advisory Panel, Councillor Anderson said that Elected Members would be nominated via the Community Committees Not Area Committees as referred to in the report

In conclusion the Chair welcomed the report suggesting it was a step in the right direction

**RESOLVED –**

- (i) To approve the Terms of Reference of the Housing Advisory Panels;
- (ii) To approve the Terms of Reference for the Cross City Chairs Group; and
- (iii) To support the creation of a forward work programme, developed and monitored with the CCCG, to ensure consistent working practices and appropriate operational and financial controls.

**27 HRA Capital Financial Position Period 11**

The Director of Environment and Housing submitted a report which provided the financial position statement on the Housing Revenue Account Capital Programme at period 11 of the financial year 2013/14

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- The delivery of a refurbishment programme 2013/14 reporting spend commitments of £43.6m
- Projected outturn at period 11 was expected to be delivered within revised available resources of £53m
- Strategic Landlord actual spend was £456 (Period 11) Resources available in 2013/14 were £1m

**RESOLVED –** To note the projected financial position at period 11 of the financial year 2013/14

**28 HRA Financial Update - Period 11 (February 2014)**

The Director of Environment and Housing submitted a report which provided an update on the financial position of the Housing Revenue Account (HRA).

The report included details of Right to Buy; sales and arrears

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- The Housing Revenue Account was projecting a surplus of £2.0m (Period 11)

- Right to Buy Sales projected to be 450 by the end of the year, 316 more than budget

Referring to paragraph 5.2 of the submitted report, Councillor Anderson queried the figure for rent arrears for under occupiers

In providing clarification the Head of Finance confirmed that the figure of £710,000 was the correct figure

Madeline Hunter sought clarification on the period of time that should elapse before a tenant who had purchased a Council property could sell it on

The Head of Finance reported that currently it was 5 years before a property could be sold on, but from January 2015 the amount of time would reduce to 3 years

**RESOLVED** – To note the projected year-end financial position of the Housing Revenue Account, Right to Buy sales and arrears

## 29 Towards a New Housing Strategy

The Director of Environment and Housing submitted a report which provided an overview of the review, production and implementation of the Local Authority's revised Housing Strategy.

The report also set out the timeframe, resources, challenges and actions required to revise and develop a new strategy to enable the authority to fulfil its ambition of being the best city and Council in the UK

Appended to the report was a copy of the Housing Strategy (2014) Outline (Appendix A refers)

Rob McCartney, Head of Housing Support, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- The need to undertake relevant research and consultation to identify key themes
- To acquire an understanding of the housing needs and aspirations of local communities
- An understanding of demographic projections
- Potential implications in terms of health and wellbeing, social care, community safety and other needs
- An awareness of the nature and condition of all housing stock and how it correlates with identified need

In offering comment Matthew Walker welcomed the report and suggested the right priorities had been identified.

David Glew questioned how relevant research and consultation to identify key themes would be undertaken

In responding Rob McCartney suggested this would be achieved using existing resources

Mr Glew said Leeds Metropolitan University may be able to offer support in terms of the research element of the strategy

Members and Officers welcomed the offer of research support from Leeds Metropolitan University.

The Chair said officers would make the necessary approach

Councillor Bentley also welcomed the report, in offering comment he said the timescales appeared to be quite ambitious but hoped they would be deliverable. He suggested that the delivery of the strategy needs to be tested.

Andy Liptrot suggested that there appeared to be no tenant involvement in the strategy and expressed the view that topics such as Crime and Health were areas where useful contributions could be made.

Councillor Truswell also welcomed the report suggesting there was a clear idea of the consultation process required and the strategy contained the necessary components.

In offering comment, the Director of Environment and Housing referring to the consultation process said it was important that tenants and Community Committees identified priorities which would guide investment; this would also set the direction for future years

Referring to Section 3 of the submitted report and the five priority themes:

- Housing Growth
- Improving Housing Conditions
- Enabling Independent Living
- Housing and Health
- Creating Sustainable Communities

The Chair requested Board Members to provide an indication as to which priority theme they would wish to contribute to, and which could involve establishing a Working Group/Groups to oversee development, implementation and production of a strategy.

Board Members responded as follows:

### **Housing Growth**

Matthew Walker  
Cllr Barry Anderson  
Tim Wood

Draft minutes to be approved at the meeting  
to be held on Tuesday, 3rd June, 2014

David Glew  
Andrew Feldhaus  
Cllr Paul Truswell

### **Housing and Health**

Matthew Walker  
Jo Hourigan  
Ted Wilson  
Andy Liptrot  
Cllr Paul Truswell

### **Enabling Independent Living**

Tim Wood  
David Glew  
Madeline Hunter  
Cllr Alison Lowe

### **Improving Housing Conditions**

Matthew Walker  
Cllr Barry Anderson  
Jo Hourigan  
Andy Liptrot

### **Creating Sustainable Communities**

Matthew Walker  
Cllr Barry Anderson  
David Glew  
Jo Hourigan  
Cllr Jonathan Bentley  
Cllr Kamila Maqsood

(Chair to be ex-officio on the groups)

### **RESOLVED –**

- (i) To welcome the offer of support from Leeds Metropolitan University
- (ii) To approve the process, timescales and priorities as outlined in Section 3 of the submitted report
- (iii) That the Housing Advisory Board to act as a Project Board to oversee the production and future monitoring of the Housing Strategy

## **30 Right to Buy - Cessation as Mortgage Lender in Last Resort**

Draft minutes to be approved at the meeting  
to be held on Tuesday, 3rd June, 2014

The Director of Environment and Housing submitted a report which sought the agreement / views for the Council to cease to act as Lender in Last Resort in the provision of voluntary mortgages for tenants wishing to buy their home under the Right to Buy scheme.

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- With effect from April/May 2014 there would be an increase in the maximum discount percentage for houses increasing from 60% to 70%
- The qualifying period for Right to Buy was proposed to be reduced from 5 years to 3 years
- There was also a proposal to increase the maximum discount of £75,000 by an allowance for inflation each year
- The government intention to provide further support for the Right to Buy by introducing Right to Buy agents to help buyers complete their home purchase, and provide £100 million to increase Right to Buy sales by improving applicants' access to mortgage finance

Referring to paragraph 2.2.1 of the submitted report and the figure of 24,489 on the housing waiting list, Councillor Anderson expressed caution about using that number as a baseline figure

Members were supportive of the proposals with the exception of Councillor Anderson who indicated he could not support the proposal

#### **RESOLVED –**

- (i) That the contents of the report be noted
- (ii) To support the cessation of the Council acting as Lender in Last Resort, subject to the formal approval of the Environment and Housing Panel

### **31 Affordable Housing Growth and Investment through the Affordable Homes Programme**

The Director of City Development and Environment and Housing submitted a report which provided an update on the delivery of affordable housing, particularly in the context of the Homes and Communities Agency's Affordable Homes Programme (AHP)

The report provided an overview of how the Council had responded to the 2015 – 2018 Affordable Housing Programme from the Homes and Communities Agency and how the Council aims to maximise development of affordable housing units throughout the programme



Appended to the report were copies of the following documents for the information/ comment of the meeting:

- Tranche 1 Sites marketed to Registered Providers (Appendix 1 refers)
- Tranche 2 Affordable Housing Sites for Disposal to Registered Providers (Appendix 2 refers)
- Future Affordable Housing Development Sites (Appendix 3 refers)

Neil Evans, Director of Environment and Housing, presented the report and responded to Members comments and queries.

It was reported that the report had been considered and approved by the Executive Board at its meeting on 2<sup>nd</sup> April 2014

Detailed discussion ensued on the contents of the report which included:

- The importance of a mixed economy of housing provision in Communities across the city;
- Emphasis was placed upon the need for the proposed provision of Affordable housing to be delivered within a 5 year period as part of the Council's 5 year land supply;
- The quality standards required for any new housing provision in Leeds.
- Enabling report to promote growth, £46m Plan to spend, funding for 1200 properties

In offering comment Councillor Truswell welcomed the report suggesting it would create affordable rent across a mixture of tenures

In summing up the Chair suggested Members appeared to be supportive of the proposals

**RESOLVED** – That the contents of the report be noted and welcomed

### **32 Review of Tenancy Management Policies on keeping pets in Council Homes, Electric Mobility Scooters and Installing Satellite Dishes**

The Director of Environment and Housing submitted a report which sought approval for the following Tenancy Management Policies:

- Keeping Pets in Council Homes
- Electric Mobility Scooters
- Installing Satellite Dishes

The report also sought approval for the Council to work towards achieving the RSPCA's Gold Standard Community Animal Welfare Footprint award

Appended to the report were copies of the following documents for the information/ comment of the meeting:

- Policy of Keeping Pets in Council Houses (Appendix 1 refers)
- Policy on Electric Mobility Scooters (Appendix 2 refers)
- Policy on Installing Satellite Dishes (Appendix 3 refers)
- Equality Impact Assessment – Pets Policy (Appendix 4 refers)
- Equality Impact Assessment – Electric mobility Scooters Policy (Appendix 5 refers)
- Equality Impact Assessment – Installing Satellite Dishes Policy (Appendix 6 refers)

Liz Cook, Chief Officer, Housing Management, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- The revised Policy on Keeping pets in Council Homes
- The new Policy on Keeping Electric Mobility Scooters
- The Policy on Installing Satellite Dishes

In offering comment Ted Wilson said that tenants enter into a Tenancy Agreement, when disputes occur tenants expect the Tenancy Agreement to be followed

Responding to a question on Mobility Scooters Liz Cook said that some users received permission on health needs

In summing up the Chair suggested that Members had raised some useful comments but a Tenancy Agreement was there for a reason and the terms of that agreement had to be applied

#### **RESOLVED –**

- (i) That the new policies on keeping pets in Council homes, electric mobility scooters and installing satellite dishes as described in Appendices 1, 2 and 3 of the submitted report be approved
- (ii) That 'section 2' or Index Exempt Dogs are not permitted in Council properties.
- (iii) That the Council seeks to achieve the RSPCA's Gold Standard CAWF award in 2014/15.
- (iv) That in order for the Council to achieve the RSPCA's Gold Standard Award, the Orchard Housing Management system be amended to allow the Council to monitor the number and type of animals kept in council homes.

- (v) That the revised policies be publicised to tenants through tenants' newsletters giving feedback from the consultation.
- (vi) That housing staff be briefed on the revised policy prior to its implementation.

### **33 Housing Leeds Tenant Scrutiny Panel (South) Recommendations from the Complaints Inquiry**

The Director of Environment and Housing submitted a report which presented the Recommendations from the South's Tenant Scrutiny Panel's inquiry into the way housing related complaints are managed and the extent to which the service focusses on the quality of outcomes for customers.

The report also invited the Board to review and accept the officer action plan in response to the recommendations

Appended to the report were copies of the following documents for the information/ comment of the meeting:

- Tenants Scrutiny Panel Report – Complaints Inquiry (Appendix 1 refers)
- Leeds City Council Proposed Actions in Response to Tenant Scrutiny Panel's recommendations (Appendix 2 refers)

Ian Montgomery, Customer Involvement Manager, Housing Leeds, and John Gittos, tenant representative, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- The need for accurate recording of information
- The need to empathise with the complainant
- The need to ensure good communication between the customer, the City Council and the contractor
- The need to feedback to the customer at every stage of the process, using accurate data

In offering comment Councillor Truswell said that he welcomed the report suggesting the Enquiry demonstrated real value

#### **RESOLVED –**

- (i) To acknowledge the work of the Scrutiny Panel and their positive contribution to service improvement and delivering better outcomes for tenants.

- (ii) To review and accept the Officer Action Plan in response to the Tenant Scrutiny Panel's recommendations

### **34 STAR Survey 2014/15 - Method and Approach**

The Director of Environment and Housing submitted a report which provided a summary of what was learnt from STAR survey 2012, and how the services had changed as a consequence.

The report also proposed a method for carrying out a large city-wide customer perception survey of general needs tenants during 2014/15.

Frank Perrins, Research Manager, Environment and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included:

- An explanation of the method and approach to the survey
- A summary of the findings
- Proposals for the 2014/15 STAR Survey

Members welcomed the report and were supportive of the proposal for the survey to be accurate to ward level

#### **RESOLVED –**

- (i) To approve that a large scale tenant perception survey be carried out in 2014/15, by the internal Research Team, repeating the same approach as STAR 2012 and at the same time of year.
- (ii) To only produce an English language version of the survey (and versions for sight impaired customers)
- (iii) The survey to be accurate to each management areas (and BITMO), with improved reliability at WARD level, at an additional cost of up to £1500.
- (iv) That during the project planning phase a central function be agreed, through consultation with service managers, to coordinate and monitor planned service improvements across the city.

### **35 Housing Management Review - Update**

The Director of Environment and Housing provided an update on the delivery of the Housing Management Review

Draft minutes to be approved at the meeting  
to be held on Tuesday, 3rd June, 2014

It was reported that all Senior Management positions had been filled. Proposals for the remainder of the structure would be developed over the next few weeks. It was intended that the new structure would be finalised and implemented by the end of July 2014

**RESOLVED** – To note the progress being made in delivering the Housing Management Review

**36 Housing Advisory Board - Work Programme 2014**

Members considered the contents of the Housing Advisory Board Work Programme for 2014.

**RESOLVED** – That, subject to the inclusion of any additional items of business identified at this meeting, the contents of the Housing Advisory Board work programme be noted

**37 Date and Time of Next Meeting**

**RESOLVED** – To note that future meetings of the Board will take place as follows:

Tuesday 3<sup>rd</sup> June 2014  
Tuesday 9<sup>th</sup> September 2014  
Tuesday 11<sup>th</sup> November 2014

All meetings to take place at the Civic Hall, Leeds commencing at 5.00pm

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Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 28 March 2014)	Status
04/12/13	6.	<u>Housing and the Jobs and Skills Agenda</u> 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.	Housing Leeds COs	Employment and Skills colleagues	A paper is included on the 3 June HAB agenda covering opportunities within Construction.  Further opportunities are being explored within Housing Leeds and proposals will be brought back to HAB	Open (in progress)
	7.	<u>Tenant Involvement</u> To take account of the comments of the board as this work is carried forward.	Liz Cook		Future arrangements for strengthening Tenant Involvement has been picked up by Liz Cook who will be taking account of the Board's comments.  A report is included on the 3 June HAB agenda, setting out all the tenant involvement arrangements that are in place/being planned	Propose to close (subject to HAB agreement 3/6)
	8.	<u>Multi-storey tenant working group</u> Following the approval by the board of the recommendations: to develop plan for taking this work forward. <ul style="list-style-type: none"><li>Actively involve members in the workstream</li><li>In developing support for tenant</li></ul>	Chris Simpson	Working group members	This aspect is included within the Tenant Involvement item on the 3 June HAB Board agenda.	Propose to close (subject to HAB agreement 2/6)

		<p>involvement, to factor in the need for support and training of Chairs of Local Housing Advisory Panels with regards maximise their time and focus on coherent, strategic issues to best represent tenants at Housing Advisory Board</p> <ul style="list-style-type: none"> <li>• Provision of training and support to enable the Chairs to represent the views of tenants.</li> <li>• Provision of training and support for tenants to encourage active engagement..</li> <li>• To propose innovative ways of reaching and engaging a greater proportion of tenants using a wider range of media and other activity to do so.</li> </ul>				
28/01/14	9.	That a report be brought back in due course setting out proposals for the establishment of a Sub-Committee(s)	Debra Scott	Rob McCartney (re. HAB involvement in Housing Strategy Dev)	A report is included on the 3 June HAB agenda showing the current arrangements and asking the Board to consider whether these are sufficient for it to successfully fulfil its functions.	Propose close (subject to HAB agreement 3/6)
	11. (ii)	Development of a Leeds Decent Homes Standard which gives greater prominence to thermal efficiency requirements	Steve Hunt	David Glew	Work is being done to develop a new Standard for Leeds Homes and a report will be scheduled for a future Board. <b>(Scheduled for Nov HAB)</b>	Open (in progress)
08/04/14	26	<p>Housing Advisory Panels:</p> <p>To support the creation of a forward work programme developed and monitored with the CCCG, to ensure consistent working practices and appropriate operational and financial</p>	Liz Cook/Ian Montgomery	CCCG Members	Work programme developed and considered by the Cross City Chairs Group on the 23 <sup>rd</sup> April. Chairs agreed to review delivery of range of actions in the work programme as a standard	Propose to Close (subject to HAB agreement 3/6)



		controls.			agenda item in their monthly meetings. Officers have prioritised, with agreement from Chairs, putting in place key processes required for consistent and clear working.	
	<b>29</b>	Towards a New Housing Strategy  HAB to act as project Board and oversee production and future monitoring (HAB members to be involved in themed work)	Rob McCartney	HAB members and other partners/ stakeholders	Update reports to come to future HAB meetings (latest update included in paper on working arrangements mentioned above)	Propose to close and include as a standard agenda item (subject to HAB agreement 3/6)
	<b>30</b>	Cessation of Council acting as lender – agreed, subject to formal approval of E+H Panel	Richard Ellis		Decision taken 30 April 2014 and published	Close
	<b>32</b>	Review of Housing Management Policies (Pets, satellites and Electric Mobility Scooters) (i) That the new policies on keeping pets in Council homes, electric mobility scooters and installing satellites be approved (ii) That 'section 2' or Index Exempt Dogs are not permitted in Council properties (iii) That the Council seeks to achieve the RSPAS's Gold Standard CAWF award in 2014/15	Liz Cook/Kath Bramall		Decisions taken at 30 April E+H Panel and published (call in ends Friday 23 May). The RSPCA Gold award standard achievement has been rolled forward to 2015/16 due to the timescales involved. All other associated actions are in hand, to be delivered after call-in, including publication in Tenant's newsletter and staff briefings.	Proposed to close (subject to HAB agreement 3/6)

		<p>(iv) That in order for the Council to achieve the Award, that Orchard Housing Management system be amended to allow the Council to monitor the number and type of animals kept in Council Homes</p> <p>(v) That the revised policies be publicized to tenants through tenants' newsletters giving feedback from the consultation</p> <p>(vi) That housing staff be briefed on the revised policy prior to its implementation</p>				
	<b>33</b>	<p>Tenants Scrutiny Panel (South) recommendations from Complaints Inquiry (ii) to review and accept the Officer Action Plan in response to the Tenant Scrutiny Panel's recommendations</p>	Liz Cook/Ian Montgomery	Customer Services	Number of recommendations implemented such as raising awareness of Designated Persons role. Others are to be adopted as part of the creation of a single customer relations team for the housing service. The team's focus will be to adopt consistent ways of working and deliver recommendations focussing on the customer experience of the complaints process.	Open (in progress)



Report author: Richard Ellis

Tel: 2474291

## Report of Head of Finance Environments and Housing

### Report to Housing Advisory Board

Date: 12<sup>th</sup> May 2014

Subject: Housing Leeds Capital Financial Position Outturn 2013/14

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 the Housing Leeds Capital programme Outturn for the financial year 2013/14.
2. The attached information has been provided by the Head of Finance for the Board's consideration in relation to:-
  - Housing Leeds & BITMO refurbishment programme (section 3)
  - Housing Leeds Newbuild Programme & Other (section 4)

### 3.0 HRA CAPITAL PROGRAMME

#### 3.1 Housing Leeds Services & BITMO

**3.2** Housing Leeds Services and BITMO have delivered the council's refurbishment programme and are reporting actual spend at outturn of £51.3m. Between the approval of the capital programme in February and outturn, further slippage of (£2.7m) occurred which will now be utilised in the 2014/15 programme.

**3.3** The Housing Leeds Service Capital refurbishment programme for 2014/15 is currently £80.3m. This includes £13.4m of schemes that have slipped from 2013/14 into 2014/15.

**3.4** At outturn the BITMO 2013/14 capital programme has achieved spend of £1.65m with £0.85m being carried forward into 2014/15. BITMO have delivered a planned programme of works £1.1m including boiler replacements,

adaptations and works to the community resource centre. The responsive programme delivered £0.55m on their empty property strategy void works and works to tenanted properties.

- 3.5 The Housing Leeds planned programme of works across the city have achieved spend of £26.8m delivering programmes on compliance works of £8m which included rewires, asbestos works, gas and multi storey lift works. The planned programme also included heating and energy efficiency/ boiler replacement works £6.5m, kitchens and bathrooms £4.8m, windows and doors £1.6m, roofing works £1.2m. Other significant planned works took place on defective non-traditional housing £2.1m which included works on the Waterloos of £1.1m. Other various planned works amounted to £2.6m.
- 3.6 The Housing Leeds responsive programme of works across the city achieved spend of £9.3m delivering on the empty property strategy programme with voids at £6.5m, capital repairs and maintenance £2.3m and capital works to tenanted properties £0.4m.
- 3.7 The adaptations programme achieved spend of £5.8m. At an average of £5k-£6k a job this has delivered over 1000 adaptations across the city in 2013/14.
- 3.8 In order to deliver the Housing Leeds 2013/14 programme the service incurred £7.8m of running costs including £4.4m contractor overheads costs, staff capitalisations of £3.3m and £0.1m of other service related spend in 2013/14.

#### **4.0 Housing Leeds Newbuild and other**

- 4.1 At outturn the actual spend is £787k.
- 4.2 The Council Housing Growth programme started in 2013/14 and now has available resources of £52.56m. There are 3 workstreams to the programme, new build, acquisition and refurbishment.
- 4.3 The new build programme has identified 5 sites which are at various stages of design and will deliver an estimated 175 new homes over the lifetime of the programme in the following areas, East Park Road Burmantofts 32 units, Howarth Court Yeadon a 45 unit extra care scheme, The Squinting Cat Swarcliffe up to 18 units, a further 23 homes will be purchased off plan from Bellway Homes at the Thorn walk site. Spend to date on design fees for the Council House Growth scheme in 2013/14 is £457k. £22m of the programme has been committed to date.
- 4.4 Within the acquisition and refurbishment programme the Council has successfully secured HCA resources of £440k to support a programme of £2.253m to buy 20 empty properties and convert 2 community centres to let as council housing.
- 4.5 Other spend within the programme has resulted in the sanctuary scheme achieving a spend of £108k and the commercial asset management programme on shops and commercial premises achieving spend of £86k.

#### **5.0 Recommendation**

**5.1** Housing Advisory Board are asked to note the outturn position for the financial year 2013/14.

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

**6.1** 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 of Director of Environment and Housing**

**Report to Housing Advisory Board**

**Date: 3rd June 2014**

**Subject: Housing Revenue Account - 2013/14 Outturn**

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**

The **draft** outturn position on the Housing Revenue Account (HRA) is an in year surplus of **£3.4m**. It should be noted that this position reflects the transfer of the housing management function from the ALMOs back into the Council. Key variances from budget are detailed in sections 2 and 3 below.

There were 462 completed Right to Buy (RTB) sales to the 31<sup>st</sup> March 2014. This is 328 more than budget. Further details can be found in section 4. below.

**Recommendations**

Housing Advisory Board members are asked to note the draft outturn position of the HRA, RTB sales and arrears.

## **1. Purpose of the report**

- 1.1 The purpose of this report is to update Members of the Housing Advisory Board on the 2013/14 draft outturn position on the Housing Revenue Account (HRA). It also includes details of RTB sales and arrears.

## **2. Key Variances – Income**

- 2.1 Income from dwelling rents, other rents and service charges is broadly in line with budget. Loss of income due to Right to Buy (RTB) sales, which are 328 higher than budget has been largely compensated for by additional income due to voids being 0.6% less than the budget of 1.5%.
- 2.2 Due to slippage in the commencement of the Little London, Beeston Hill and Holbeck (LLBH&H) PFI project, grant of £5.5m was not received in this financial year. This has no net impact on the HRA bottom line as there has been a corresponding reduction in the unitary charge payable to the contractor.
- 2.3 Other income is £0.4m higher than budget. This is due to an increase in capitalisation, mainly as a result of higher than budgeted RTB sales. This is offset by a reduction in external income due to the reduced contribution from Aire Valley Homes (AVH) and West North West Homes (WNWH) towards the LLBH&H PFI project in the first 6 months of the year due to slippage in the project

## **3. Key Variances - Expenditure**

- 3.1 There are savings of £0.7m on employee costs. These primarily relate to posts within Housing Leeds being held vacant in light of the Housing Management Review and savings on training, recruitment advertising and occupational health.
- 3.2 Expenditure on repairs to dwellings is broadly in line with budget.
- 3.3 The budget for premises has under spent by £0.5m due to savings on rents and utilities and a reduced contribution in respect of carbon reduction.
- 3.4 Savings of £5.4m have been realised on Supplies & Services. This has arisen mainly due to the reduction in unitary charge payable to the contractor in relation to the LLBH&H PFI as a result of slippage in the scheme. Other savings include savings on insurance, clothing and uniforms, office consumables and equipment, postages and miscellaneous items.
- 3.5 The saving of £0.2m on transport is related to posts within Housing Leeds being held vacant in light of the Housing Management Review (£68k) and savings on vehicle repair and maintenance.
- 3.6 There have been savings of £0.4m in relation to the Council Tax payable on empty homes. This is due to the number of voids being less than budget and improved turnaround times.
- 3.7 The contribution to provisions is £0.1m less than budget. This is the net impact of an overspend of £0.9m on the contribution required to the provision for disrepair due to a high volume of new claims being received following canvassing in the city by two compensation companies. This is largely offset by a saving of £1.0m in



respect of the contribution required to the bad debt provision. The saving on bad debts has arisen due to fewer rent arrears being written off and the impact/delay of the introduction of Welfare Change being less than anticipated.

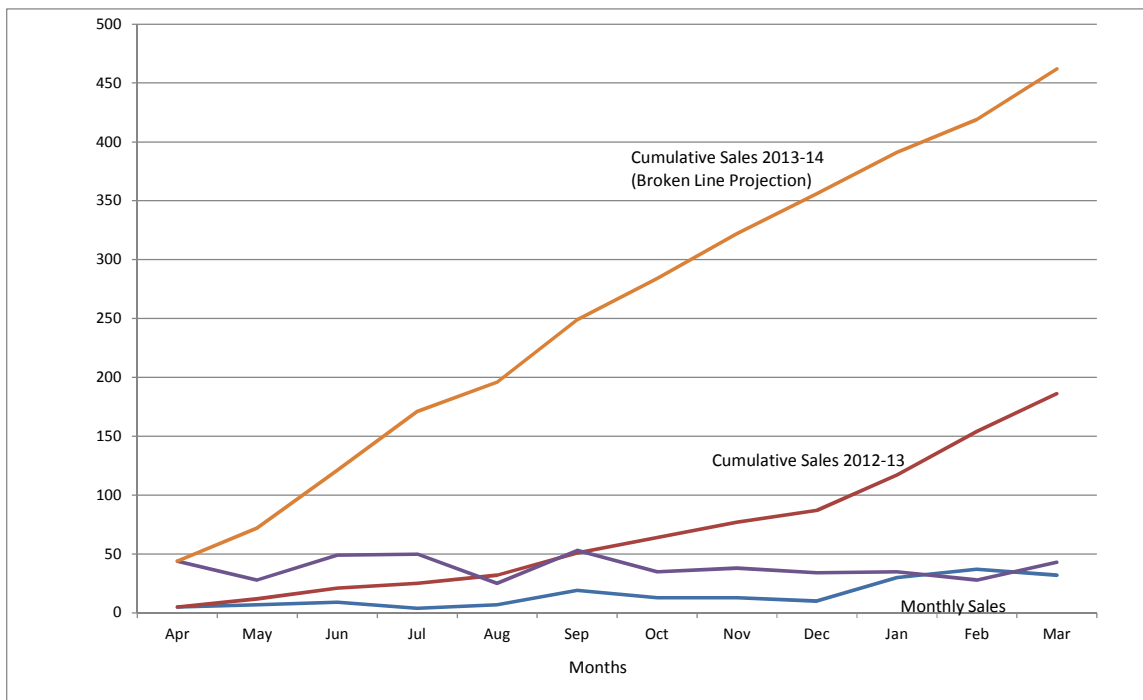
- 3.8 There has been an under recovery of £0.3m in relation to Construction Services. This has arisen due to delays in processing timesheets & valuing work as a result of transferring to a new costing system (Orchard Direct Works) during the year & a deficit on the adaptations contracts held with SSE and WNW areas.

#### 4. Right to Buy (RTB) Sales

- 4.1 To the 31<sup>st</sup> March 2014 there were 462 completed sales. This has generated sales receipts of £20.5m. In accordance with the Government's formula, LCC can retain the sum of £15.1m.

Of this, £6.4m 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 £6.7m 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.

### Council House Sales to 31<sup>st</sup> March 2014



#### 5. Arrears

- 5.1 Overall, arrears for current tenants are £4.8m compared to £4m at the end of 2012/13, an increase of £0.8m. Of this approximately £0.2m is due to timing differences between rent being charged on a weekly basis and payments being actually received from tenants who pay monthly by standing order of direct debit. Of the remainder of the increase £0.3m has arisen due to Welfare Change in

connection with under-occupancy. Collection rates to the year-end were 97.85% for dwelling rents, compared to 98% at the end of 2012/13.

- 5.2 There are currently circa 5,550 tenants classified as under-occupied. At the end of 2012/13 approximately 23% of under-occupiers were in arrears, this rose to 41% at the end of 2013/14. Total dwelling rent arrears for under-occupiers are £0.68m as at the year-end, compared to £0.48m at the end of 2012/13, an increase of £0.2m.



Report author: Simon Costigan /  
Maggie Gjessing  
Tel: 3781334

**Report of the Director of Environments and Housing**

**Report to the Housing Advisory Board**

**Date: 3rd June 2014**

**Subject: Progress on Delivering the Council Housing Growth Programme.**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input 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 type="checkbox"/> No

**Summary of main issues**

Executive Board have previously approved a programme of investment to deliver a comprehensive programme of new build housing and bringing properties back into use using Housing Revenue Account (HRA) funding, New Homes Bonus and Right to Buy receipts.

The resources available to fund the Council Housing Growth Programme currently stands at £52.5m and is fully committed.

The programme will deliver nearly 1,000 new Council homes, the likes of which has not been seen since the 1970's.

The scale of this work will not only address significant housing need in the City but will also help the Council to make a statement about the future of social housing in the City

It is the intention to build modern homes using innovative design principles that offer the best in environmental design but also ensures flexibility to allow for family growth.

The report will therefore outline a new standard that the Council will deliver taking account of design quality, space standards, energy efficiency and modern technology.

In providing these high quality homes the Council will be seeking to reward good tenants who have had to live in less desirable homes as well as attracting interest from working applicants who have not previously considered social housing as an option but are unable to access the homeownership ladder.

Further to the report that was presented in July 2013 a more detailed programme of sites has now been identified and is attached at Appendix 1(Confidential)

In order to maximise the resources that are available to the Council a submission has been made to the HCA for a number of these sites as part of the £1.7b that is available through the Affordable Homes Programme.

In order to build on the success of the Council Housing Growth Programme to date, and given that the current resources of £52.5m are fully committed, it would be the intention to inject further resources into the programme.

These resources will be utilised to develop a portfolio of properties in some of the outlying areas of the City where there is a miss match between supply and demand.

Further reports will be presented to Housing Advisory Board to provide an update on progress with regard to the Council Housing Growth Programme.

## **Recommendations**

Housing Advisory Board is asked to;

- Note progress on the development of the Council Housing Growth Programme.
- Agree to the development of a new rental strategy for new build Council properties that are funded through the Homes and Communities Agency's Affordable Homes Programme.
- Note progress against the development of the Leeds Standard as it relates to the development of new Council housing.
- Make suggestions for inclusion in an Executive Board report that will consider the allocation policy for new build properties in the City.

### **1 Purpose of this report**

- 1.1 To provide Housing Advisory Board Members with an update on the Council Housing Growth Programme and the sites that have been identified for development.
- 1.2 To provide details of the sites where a bid has been submitted to the Homes and Communities Agency (HCA) for grant funding.
- 1.3 To provide details of the rental strategy to be adopted, as new properties developed through grant funding from the HCA will need to be charged as affordable rents, which is 80% of market rent levels.

- 1.4 To provide an update on the work undertaken to develop a 'Leeds Standard' which will include design approaches to reduce running costs by providing a more energy efficient product.
- 1.5 The report is intended to receive views from HAB around the creation of a local lettings strategy for new build properties across the City, the first of which will be ready for occupation in Sept '14.

## **2 Background information**

- 2.1 In September 2012 Executive Board approved a comprehensive approach to Housing investment using a range of resources including Right to Buy receipts and unsupported borrowing.
- 2.2 In January 2013 a detailed phase 1 programme was approved by Executive Board which utilised HRA resources to deliver around 100 new homes. Work to develop detailed proposals for these sites has now commenced.
- 2.3 A more detailed programme of sites has been developed and is attached as Appendix 1(Confidential). These schemes will increase the capacity to develop new homes as part of the Council Housing Growth Programme and will contribute to the delivery of 583 new homes across the city.
- 2.4 In order to maximise our potential investment opportunities, detailed site specific bids have been submitted to the HCA to apply for grant funding as part of the £1.7b national affordable homes programme.

## **3 Main issues**

### **3.1 Update on phase 1**

- 3.2 The scheme at East Park Road, Richmond Hill consists of 32 units. The scheme is currently out to tender with an anticipated start on site in August 2014.
- 3.3 The scheme at the Broadleas, Bramley consists of 30 units and is anticipated that outline planning will be submitted in June '14. Consultation is currently underway with the local ward Members.
- 3.4 The scheme at the Garnets, Beeston consists of 26 units and is anticipated that outline planning will be submitted in June 2014. We are currently working to develop a design solution that blends with the existing infrastructure as this is an infill site surrounded by traditional terrace type properties.

### **3.5 Howarth Court, Yeadon**

- 3.6 The scheme at Howarth Court consists of 45 units. Environments and Housing and Adult Social Care are acting as joint clients for this scheme as the scheme will provide extra care provision.
- 3.7 The decanting of the scheme is now more than 90% complete

- 3.8 The detailed design proposals for the internals have been agreed with further work required on the external finish and materials in order to reach design freeze.
- 3.9 Off the Shelf Acquisitions
- 3.10 In order to assist in the development of a new build scheme at Thorn Walk, Gipton we have negotiated the purchase of 23 units 'off plan' which has enabled the developer (Bellways) to bring the site to market and will develop a mixed tenure scheme for the local area. It is anticipated that the first properties will be available in September 2014.
- 3.11 Update on phase 2
- 3.12 Given the increase in resources that are now available to deliver the Council Housing Growth Programme an expanded programme has been developed to provide a £52.5m programme to deliver 363 new build properties including an empty homes programme of £9m which will complete the purchase of 100 empty properties.
- 3.13 Attached as Appendix 1 (Confidential) is a list of the proposed schemes that are included as part of phase 2 and is anticipated to deliver 363 new homes.
- 3.14 The above schemes will deliver a total of 583 new Council homes as part of the Council Housing Growth Programme.
- 3.15 An update on the overall Council Housing Growth Programme is attached as Appendix 2 (Confidential)
- 3.16 In addition to the 583 new Council properties that are being provided through the Council Housing Growth Programme there are a further 388 new Council homes being provided through the Little London, Beeston Hill and Holbeck PFI project (275 properties in Beeston Hill & Holbeck and 113 in Little London).
- 3.17 This will bring the total number of new Council homes across the City to 971.
- 3.18 In addition to the above programme which will deliver 971 homes across the City there are additional resources available through 'Right to Buy' sales which has generated a further £5.92m
- 3.19 In line with the Executive Board approval in July 2013, expressions of interest have been sought through Registered Providers (RP's) working in the City to develop joint schemes that can deliver specialist housing projects to meet the strategic needs of the authority, and look at innovative housing solution for families with complex needs.
- 3.20 A scheme is currently being developed with a local RSL to provide larger family accommodation that will be developed specifically to meet the disability needs of identified families and thus reduce the longer term care costs for the local authority.
- 3.21 In order to develop an approach to commit future Right to Buy receipts, a framework of RP's is being developed which will enable schemes to be developed

quickly. A formal invitation to become part of an RP Partnership Framework will be advertised through Yorbuild, and the trade press, which will invite expressions of interest from both local and national RP's.

### 3.22 Affordable Homes Programme bid

Following discussions at the Council Housing Growth Programme Board, and in order to achieve a strategic fit with the national funding programme and maximise our investment opportunities, we have submitted a number of bids to the HCA as part of the £1.7b national Affordable Homes Programme.

3.23 Out of the current new build programme of £40.5m we have submitted bids against the Affordable Homes Programme for £8.2m.

3.24 A further bid of £1.8m has been submitted against the £9m to purchase long term empty properties.

3.25 The deadline for bid submissions was 30.3.14. with a decision likely to be made in July '14.

### 3.26 Development of the Leeds Standard

3.27 The approach to design emerging as part of the Council Housing Growth Programme, alongside ongoing work with commercial developers to encourage design excellence, has led to the concept of the "Leeds Standard".

3.28 The ideas behind the development of the Leeds Standard flow out of the recognition that good design can make a positive contribution to neighbourhoods, meeting the need for new homes in a way which ensures consistently good quality housing across all tenures. In terms of council housing, excellence and innovation in design is central to the programme so that the new housing which is delivered meets current and future demand and supports the wellbeing of tenants through good use of space and reduces running costs to tenants through energy efficient design, and stands the test of time.

3.29 The Leeds Standard will have three components:

- Design quality – incorporating good urban design and layout, building on existing standards such as Neighbourhoods for Living. Included within this will be standards for external space including car parking, relationship of properties to gardens and open space and so on.
- Space standards - developing properties to appropriate sizes which can be flexible and able to be reconfigured if required. This links to the challenge of meeting the increased demand for smaller units as a result of welfare changes but avoiding the development of property types which have historically been difficult to let. It will support the response to the issue of overcrowding and its effect on health, school performance and so on in addition to ensuring

properties can be adapted where required to meet individual tenants' needs in a cost efficient way, delivering savings to the adaptations budget over the longer term. It will be informed by comparative internal space standards such as those required by the HCA.

- Energy efficiency standards – wherein design solutions which provide very high energy efficient properties will be developed to minimise running costs for tenants, address fuel poverty and contribute to broader sustainability agendas. The development of this part of the standard will also extend to issues such as sound insulation. The relevance of offsite construction techniques will be explored through this theme and the potential to incorporate performance standards such as Passivhaus.
- As part of the energy efficiency standard consideration will be given to 'smart, technology as well as the provision of broadband connectivity.

3.30 The Leeds Standard will take the form of a document which will be used to influence commercial housing and affordable housing via housing associations as well as forming part of the tender requirements for the Council's own new build programme.

3.31 In terms of the latter it will include a narrative about aspirations and requirements in respect of urban design and specification elements in terms of space and energy requirements.

3.32 The next steps in developing the Standard include: through the Council's design agency (NPS) the refinement of the space specification enabling Members to make informed choices about cost of delivery plus the developing and modelling of energy efficiency approaches in conjunction with the universities. This will allow the cost savings to be quantified and the whole costs of occupying a property to be understood.

3.33 Work to produce the Leeds Standard will provide a better understanding of the costs and benefits over the long term of adopting excellent design approaches and an overall approach to affordability which incorporates rent levels and running costs.

3.34 Affordability of home ownership

3.29 The affordability of home ownership continues to be problematic for a number of reasons. The income needed to afford mortgage payments (without jeopardising the ability to meet other financial commitments) has been increasing over the last 5 years. Currently;

- A joint income of £61,000 is currently needed to afford average prices, and a joint income of £37,000 is needed to afford entry level housing (1 or 2 bedroom flats or houses).



- Should prices continue to rise at their current rate (3%) then by 2020 a joint income of £73,000 will be needed to afford average prices, and a joint income of £46,000 will be needed to afford entry level housing
- Current average property prices in Leeds constitute 7.2 times the average income and rising by 5% annually.
- Current entry level prices are 4.4 times the average income

3.30 Under the current mortgage Loan to Value ratio being offered by lenders (80% of property value)

- A deposit of £21,600 would be needed to secure a mortgage on an entry level home. This would increase to £26,319 by 2020 should prices continue to rise at their current rate.
- A deposit of £34,652 would be required to secure a mortgage on a property at average price levels. This would increase to £42,480 by 2020 should prices rise at their current rate.

3.31 The March 2014 RICS Residential Housing Market Survey shows that In Leeds, professional occupations including Police officers, experienced teachers, lecturers, landscape architects, nurses, midwives and junior hospital doctors, as well as more intermediate (ambulance drivers, teaching assistants, shop supervisors, bank cashiers) and lower paid occupations (e.g. kitchen porters, care assistants, shop assistants) could be unable to afford entry level prices. Details of the Survey are attached as Appendix 4.

### 3.32 The Rental Market in Leeds

Rents in Leeds continue to vary widely with the average rent for a property being £167 per week (or £725 per month) ranging from £104 per week for a 1 bed flat to £204 per week for a 4 bed house.

3.33 Rental levels also continue to vary widely geographically. The rent for a 2 bed property ranges from £165 per week in high value areas like Roundhay, Otley, Headingley and Chapel Allerton to £117 in low rental areas such as Cross Green/East End Park, Holbeck, Beeston Hill, Harehills and inner East Leeds (Seacroft, Gipton, Burmantofts, Halton Moor and Osmondthorpe)

- 3.34 Demand for rented housing in Leeds remains both buoyant and diverse with a number of long-standing private rental markets catering for a range of household needs. There is evidence of increasing or continuing demand from:
- Young working households sharing housing to reduce housing costs
  - Students and graduates
  - Young couples unable to afford to enter home ownership, or seeking to accumulate a deposit
  - Split families arising from divorce/separation
- 3.36 Given the above, the demand for rental property in the City is likely to increase. Due to the number of working households that are unlikely to be able to afford home ownership there is a growing market for good quality rented accommodation. The Council can play a role in meeting this demand, not only for those in housing need but also for a client group that is willing to pay a premium for good quality rented housing but is unable to access the housing market through home ownership.
- 3.37 Affordable Rents
- 3.38 Whilst current rents are charged at social rent levels, properties that are developed as part of the Council Housing Growth Programme, and subject to grant funding from the HCA, rent levels will need to be set at affordable rent levels (80% of market rent).
- 3.39 Social rents are generally lower than Affordable Rent (80% market) levels and will differ dependent on the locality within the City. Attached as Appendix 3 is an indicative calculation for the comparison between social rents, affordable rents and market rents for the different property types.
- 3.40 The affordability model that is being developed as part of the Council Housing Growth Programme will deliver a product that is more energy efficient and will reduce running costs by more than any increase in rent to ensure that the disposable income of any household will not be adversely affected by paying an increased rental charge.
- 3.41 As part the work that is currently being undertaken to develop the 'Leeds Standard' mention has already been made of the energy efficiently strand to this work to ensure that the end product delivery high levels of energy efficiency and reduces running cost to a minimum.
- 3.42 Failure to charge affordable rents on the new build properties delivered through the Council Housing Growth Programme will mean the potential loss of £8.3m which is the level of grant funding submitted to the HCA.

### 3.43 Allocation of New Properties

- 3.44 The council's lettings policy provides the overall framework for allocating Council properties. Local lettings policies allow the council to respond to local needs and have a localised approach to the management of specific property types. Local lettings policies may give preference for offers of accommodation to defined groups of customers, for example, on the basis of their age, employment status or local connection to an area.
- 3.45 The council wishes to consider the allocation of new build properties through specific local lettings policies tailored to meet local needs and aspirations.
- 3.46 As well as using information held on the council's housing waiting list, the council wishes to consider wider demographic projections and economic factors. There is a desire to consider tenants who have conducted their tenancy in an exemplary way as part of the initial lettings process for these new build properties.
- 3.47 In applying this methodology a social contract could be adopted to accompany the Tenancy Agreement to create sustainable tenancies and create a sense of civic pride and ownership within a locality.

## **Corporate Considerations**

### **4 Consultation and Engagement**

- 4.1 The Council Housing Growth Programme Board, Chaired by the Director of Environments and Housing will manage delivery of the overall programme and will develop a communication and consultation plan for each scheme as part of the development process.
- 4.1.1 As part of this process consultation will be undertaken with local ward Members, members of the local community and interested partners.
- 4.1.2 Due regard has been given to equality through the analysis of the potential impacts of the programme and the completion of a screening form. The main outcomes of the screening were the delivery of affordable housing through this programme could have positive implications for equality groups who are economically disadvantaged. An Equality Impact Screening has been undertaken and has determined that the proposals have a positive impact in terms of Equality and Diversity and that a full assessment is not required.

### **5 Council policies and City Priorities**

- 5.1 The investment needs of Leeds are determined by the City Priority Plan and the Leeds Housing Investment Plan. One of the City Priority Plan objectives is to maximise investment to increase housing choice and affordability.
- 5.2 Investment in housing growth supports one of the objectives of the Best Council Plan to promote sustainability and economic growth by providing new housing.

- 5.3 Investment in housing growth also supports the objective to deliver sustainable and inclusive growth by increasing housing options and also by supporting the construction industry.
- 5.4 The Core Strategy Development Plan identifies that over 1,100 affordable homes a year are required to meet predicted demand.

## **6 Resources and value for money**

- 6.1 The total resources currently available through the HRA to deliver the Council Housing Growth Programme is £52.56m
- 6.2 The original Council Housing Growth Programme in Sept '12 was £14.12m
- 6.3 In July '13 a further £28.51 was injected into the programme to increase the available resources in the HRA to £42.63m
- 6.4 In Feb'14 an additional £4m was added to the Capital Programme from reserves and a further £5.92 was added to the programme from Right to Buy receipts.
- 6.5 As part of the development to create a new model for service delivery for Housing in the City, there will be further consolidation of financial resources which could increase the resources available in the Council Housing Growth Programme.

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

- 7.1 There are no specific legal implications associated with this report.

## **8 Risk Management**

- 8.1 A risk log has been developed as part of the project mandate and is managed through the Council Housing Programme Board.

## **9 Conclusions**

- 9.2 The current resources available to deliver the Council Housing Growth Programme stands at £52.5m which is being utilised to deliver 583 new homes.
- 9.3 In addition to the above a further 388 new homes are being delivered as part of the Little London, Beeston Hill & Holbeck PFI scheme.
- 9.4 The total number of new properties being delivered across the City is 971.
- 9.5 In order to maximise the resources available to deliver new homes a submission for £8.2m has been made to the HCA as part of the £1.7b Affordable Homes Programme.

- 9.6 The outcome of the HCA submissions will be announced in July '14.
- 9.7 Any sites that are subject to grant funding through the HCA Affordable Homes Programme will be charged at affordable rent levels.
- 9.8 Work is ongoing for sites identified in phase 1 to start on site this financial year.
- 9.9 Extensive work is on-going to develop a 'Leeds Standard' which will consider;
- Design quality
  - Space standards
  - Energy efficiency

The measurable outcome of this work is to deliver a product that is highly desirable, aesthetically pleasing, energy efficient and has low running costs to maximise the disposable income of householders.

- 9.10 Affordability for home ownership continues to be problematic in certain areas of the City as a joint income of £67k is required to afford average house prices with income of £37k required to access entry level properties.
- 9.11 Given the unaffordability of home ownership for many working families the rental market in the City continues to grow.
- 9.12 The average private rent in the City is £167/week (£725mth).
- 9.13 Given the demand for rental property in the City, demand is growing for social housing as it is starting to be seen as a realistic option for professional working class families who are unable to access homeownership.
- 9.14 Any scheme that is developed using grant funding through the HCA's Affordable Homes Programme will require rent levels to be at affordable rent levels.

The allocation of new build properties will be developed to include housing need, local connection and will be linked to the conduct of an existing tenancy to reflect good behaviour.

## **10 Recommendations**

Housing Advisory Board is asked to;

- Note progress on the development of the Council Housing Growth Programme.
- Agree to the development of a new rental strategy for new build Council properties that are funded through the Homes and Communities Agency's Affordable Homes Programme.

- Note progress against the development of the Leeds Standard as it relates to the development of new council housing.
- Make suggestions for inclusion in an Executive Board report that will consider the allocations policy for new build properties in the City.

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

### 11.1 Executive Board reports;

September 2012

January 2013

July 2013

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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.

Scheme	1 bed flat				2 bed flat	
	Market Rent	80% of Market Rent	Social Rent	Market Value	Market Rent	80% of Market Rent
Acre Mount, Middleton	400pcm	320pcm	260pcm	90,000		
Beech Mount, Gipton						
Beech Walk, Gipton						
Broadleas, Bramley	400pcm	320pcm	270pcm	75,000	475pcm	360pcm
Brooklands Avenue, Seacroft					500pcm	400pcm
Garnets, Beeston						
Middleton Park Avenue, Middleton	400pcm	320pcm	260pcm	90,000		
Former Miles Hill School (Beckhills), Meanwood						
Mistress Lane, Armley	450pcm	360pcm	234pcm	80,000	500pcm	400pcm
Former Squinting Cat PH, Swarcliffe					525pcm	420pcm
Union Court, Otley	500pcm	400pcm	281pcm	130,000	600pcm	480pcm

t		2 bed bungalow				2 bed house		
Social Rent	Market Value	Market Rent	80% of Market Rent	Social Rent	Market Value	Market Rent	80% of Market Rent	Social Rent
						525pcm	420pcm	292pcm
		525pcm	420pcm		120,000			
288pcm	90,000					500pcm	400pcm	298pcm
243pcm	110,000							
						475pcm	380pcm	277pcm
						525pcm	420pcm	292pcm
						625pcm	500pcm	302pcm
259pcm	£95,000					525pcm	420pcm	312pcm
288pcm	110,000							
308pcm	160,000							



	3 bed house			
Market Value	Market Rent	80% of Market Rent	Social Rent	Market Value
115,000	625pcm	500pcm	293pcm	145,000
	580pcm	464pcm	305pcm	155,000
	580pcm	464pcm	305pcm	155,000
120,000				
90,000	575pcm	460pcm	318pcm	115,000
115,000	625pcm	500pcm	293pcm	145,000
140,000	650pcm	520pcm	318pcm	160,000
120,000	625pcm	500pcm	320pcm	145,000

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## Appendix 4 Occupations able or unable to afford entry level house prices

Occupation	Salary	
Barrister	£59,375	
GP	£54,000	Wetherby area
Solicitor/Lawyer	£50,564	Leeds City Centre
Tax Accountant	£46,589	Otley area
IT Software Engineer	£44,408	Alwoodley, Moortown
Mortgage Advisor	£43,131	Roundhay, Oakwood
Sales /Marketing Manager	£42,500	Guiseley, Rawdon, Yeadon
Construction Site Manager	£41,638	
Legal Practice Manager, Management Accountant	£40,714	
HR Manager	£40,641	West Park, Cookridge
Interior Designer	£38,476	Pudsey area
Police Sergeant	£37,767	
Insurance Broker	£36,757	Garforth area
Estate Agent	£34,033	
Web Designer/Copywriter	£33,000	
Lecturer	£32,072	Morley area
Experienced teacher	£31,868	
Graphic Designer	£30,970	Middleton area
Educational Psychologist	£30,298	
Landscape Architect	£29,964	Bramley area
IT Service Desk Operator	£29,682	Holbeck, Beeston
Loans Underwriter	£29,385	Armley, Wortley
HR Officer	£27,628	
Class Teacher	£27,376	Gipton, Seacroft
Police Officer	£27,000	
Insurance Account Handler	£26,748	Cross Green, East End Park
-----		
Nurse Midwife	£26,000	
Paramedic	£25,000	
Probationary Police Officer	£24,000	
Credit Controller	£23,072	
Junior Hospital Doctor	£22,636	
Legal Secretary, Bar manager	£22,000	
NQ Teacher	£21,804	
Nurse, Midwife (entry level)	£21,388	
Dental Nurse	£20,638	
Bank Cashier	£19,329	
Typist	£19,006	
Pharmacist (entry)	£19,000	
Advice Worker	£18,500	
Teaching Assistant	£18,074	
Waiting & Bar Staff	£17,876	
Ambulance Driver	£17,500	
Home Care Assistant	£17,000	
Retail Supervisor	£16,350	
Administration Officer	£16,298	
Health Care Assistant	£16,000	
Kitchen Porter	£15,360	
Sales Assistant	£14,500	
Fork Lift Diver	£14,040	
Warehouse operative	£13,520	
Sales/ Catering Assistant	£12,500	

**NB: Occupations above the line are able to afford entry level prices those beneath are unable.**

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Report author: Debra  
Scott/Megan Godsell  
Tel: 0113 3957578/2476206

**Report of Director of Environment and Housing**

**Report to Housing Advisory Board**

**Date: 3 June 2014**

**Subject: Housing Strategy Update and Housing Advisory Board Working Arrangements**

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

**Summary of main issues**

1. This report sets out the current arrangements for the Housing Advisory Board (HAB) to engage on areas of work in which it has interest and influence (including the Housing Strategy), in order to fulfil its functions as a Council Advisory Committee.
2. It includes the proposal made at the last Board meeting for individual Board members to engage on the development of a new Housing Strategy, based on specific themes, and provides an update on progress to date with arrangements to develop the Strategy.
3. It identifies other forums and working groups that exists and the links to this Board, in recognition of the fact that part of the Board's remit is to engage with and influence Housing policy and strategy in liaison with key partners.

**Recommendations**

4. The Board is recommended to:
  - 4.1. Consider the arrangements set out in the report and determine whether these are adequate to enable the Board to fulfil its functions as a Council Advisory Committee in accordance with its Terms of Reference.
  - 4.2. Note the update on progress towards developing the new Housing Strategy set out in the report

## 1 Purpose of this report

- 1.1 The purpose of the report is to set out the current arrangements for the Housing Advisory Board to engage on areas of work in which it has interest and influence, in order to fulfil its functions as a Council Advisory Committee in accordance with its Terms of Reference. The Board is being requested to consider these arrangements to determine if they are adequate for fulfilling its functions.
- 1.2 These arrangements also include a direct involvement of Board members in the development of a new Housing Strategy for Leeds, as agreed at the previous Board meeting, and this report provides an update on arrangements being made to develop the Strategy.

## 2. Background information

- 2.1. The Housing Advisory Board has been established under Section 102 (4) of the Local Government Act 1972 as an Advisory Committee. The TOR are shown in Appendix 1.
- 2.2. The role of the Board is to consider and make recommendations to the Executive Board about the housing management service. All major decisions and policies are to be directed through the Board who in turn will 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.
- 2.3. It was agreed at the last HAB meeting that a report would be presented to the June Board, setting out arrangements for the Board to engage on areas of work on which it has interest and influence, and to also map out how it will engage with partners through its links to other working groups and forums.
- 2.4. Proposals for developing a new Housing Strategy were brought to the last Board meeting. Five themes had been identified for the review.
- 2.5. It was felt that the themes provided a suitable way of organising the Board's involvement in some important strategic areas of work. The Chair therefore invited individual members of the Board to indicate their particular interests, and it was agreed that arrangements would be made for them to engage on these themes:
  - **Housing Growth** (Cllr Anderson, Cllr Truswell, Andrew Feldhaus, David Glew, Matthew Walker, Tim Wood) – *Theme lead: Maggie Gjessing, Asset Management and Regeneration*
  - **Improving Housing Conditions** (Cllr Anderson, Jo Hourigan, Andy Liptrot, Matthew Walker) – *Theme lead: John Statham, Housing Partnerships*
  - **Enabling Independent Living** (Cllr Lowe, David Glew, Madeline Hunter, Tim Wood) – *Theme lead: Megan Godsell, Housing Support*
  - **Housing and Health** (Cllr Truswell, Jo Hourigan, Andy Liptrot, Matthew Walker, Ted Wilson) – *Theme lead: Brenda Fullard, Public Health*

- **Creating Sustainable Communities** (Cllr Anderson, Cllr Bentley, Cllr Maqsood, David Glew, Jo Hourigan, Matthew Walker ) - *Theme lead: Megan Godsell, Housing Support*

2.6. The Board agreed to act as Project Board for the development of the Strategy and receive updates on progress being made. This report provides an update at paragraph 3.2.

2.7. In addition, a number of groups and forums exist and the Board engages with these bodies through the provision of reports to HAB, through HAB representation on these groups and through consultation and dialogue on matters of mutual interest and concern. These include Housing Advisory Panels and Cross City Chairs Group, Tenant Scrutiny Board, Multi-storey working group, Housing Forum and under the Housing Forum, the Private Sector Forum and Homelessness Forum.

### **3 Main issues**

#### **3.1 HAB Working Arrangements**

- The Board's remit as a Council Advisory Committee is set out in the Terms of Reference Appendix 1 of this report, and reflects the need for the Board to successfully engage on important matters of housing policy and strategy. To do this it needs to use its time and resources effectively. The Board agendas and forward work programme allow the Board to manage its business and bring important issues forward for discussion. However, there are other ways in which the Board can influence and shape future policy and strategy, including more direct involvement in development work and in engaging with partners through its links to other groups and forums.
- The Board has already agreed to engage in the development of a new Housing Strategy under five broad themes (see para 2.5 above). It also has links with other working groups and forums (see para 2 above).
- These arrangements are set out in Appendix 2 of this report. The Board is invited to consider whether these arrangements provide sufficient opportunity for it to fulfil its advisory and influencing role as a Council Advisory Committee.

#### **3.2 Housing Strategy Update**

The Board is also asked to note the progress being made develop arrangements for delivery of the Housing Strategy, as set out in the following paragraphs:

##### Planning

- A Project Team has been established, with representation from each of the theme leads, and a Project Plan has been produced. A meeting of the theme leads is taking place on 28<sup>th</sup> May 2014, after which each lead will engage with interested parties to take the work forward (Housing Advisory Board members will be invited to become involved in line with their specified interests).

## Research

- Work is being done to understand demographic projections, particularly population change, and will consider the needs of different equality groups, in order to gain a robust understanding of the housing needs facing diverse communities.
- An accurate understanding of the nature and condition of all housing stock will also be undertaken and, following a recommendation at the last Board meeting, contact has been made with Leeds Metropolitan University to investigate potential for assistance with research relating to sustainable planning and energy efficiency.
- Visits and research to assess other Local Authorities' reviews of their Housing Strategies have been undertaken with neighbouring authorities, including one core city.

## Consultation and Engagement

- In relation to the development of a Housing Strategy, a consultation management and stakeholder engagement plan is being finalised. The Project Team will be carrying out a number of consultation, engagement and information sharing events with relevant stakeholders, including Housing Advisory Panels and Cross City Chair's Group. The Project Team has also been working closely with the Equality Hub Representatives Network to ensure that equality issues are fully represented and inform the Strategy, and with the Authority's Adaptations Operations Group and Adult Social Care in relation to the Enabling Independent Living and Sustainable Communities themes.

## Next Steps

- Research and consultation are expected to be ongoing throughout the life of the project, and any emerging findings will be shared via the Theme leads in order to inform Strategy development and identify innovative solutions to address gaps and shortfalls, and develop appropriate targets and actions.
- The outcomes of research and consultation will begin to inform an Equality Impact Assessment.

## **4 Corporate Considerations**

### 4.1 Consultation and Engagement

- The shape and role of the Board was developed through consultation with a number of city-wide partners, including the shadow board, and Executive Board members. This report considers the arrangement for the Board to conduct its business and fulfil its functions as an Advisory Committee of the Council, which includes engagement with partnership boards and other forums.



- In relation to the Strategy, arrangements for consultation and engagement are included in para 3.2 above.

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

- As an Advisory Committee of the Council, the Board has to meet public sector equality requirements. Due regard to equality will be given in relation to any decisions taken/recommendations made through compliance with the Council's governance processes, and equality impact assessment screenings/full EIAs will be undertaken to inform any decisions taken.
- In relation to Strategy, an Equality Impact Assessment will be undertaken as part of the project delivery plan, as mentioned in para 3.2 above.

#### 4.3 Council policies and City Priorities

- The Board helps to drive delivery of Best Council and City Priority Plan objectives. Its work contributes to the development of an enterprising Council and links closely to existing partnership bodies.
- The Housing Strategy will link with and deliver the aims and objectives of the Authority's Vision for Leeds, Business Plan and City Priority Plans, achieving not only housing related priorities but, as poor housing so often contributes to poor health, poor educational attainment and limited employment prospects, also impacting significantly on the wider themes of improving health and wellbeing and enabling children to live in safe, supportive families.

#### 4.4 Resources and value for money

- The work of the Board will help to deliver high quality efficient services that offer value for money to Leeds taxpayers and Council tenants.
- Work is underway to identify the budget and resources required for the production of the Housing Strategy.

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

- The Board has been formally constituted as an Advisory Committee of the Council under Section 102 (4) of the Local Government Act 1972, and is now determining arrangements for carrying out its functions. There are no issues of confidentiality. The report is subject to call-in.
- In relation to the Housing Strategy, the report is open to call-in and does not contain any exempt or confidential information.

#### 4.6 Risk Management

- The Board is taking steps to address the need to put the right arrangements in place for it to successfully fulfil its role.

- All Local Authorities are charged with reviewing the housing needs of their area and formulating and publishing a housing strategy. There is a risk that, should a Housing Strategy not be produced, the housing challenges facing the city may not be recognised and addressed in an holistic manner.

## **5 Conclusions**

- 5.1 The new Housing Advisory Board his now operational and is considering arrangements for conducting its business and fulfilling its role as an Advisory Committee of the Council. It is already making arrangements for individual Board members to engage in the development of the new Housing Strategy under five distinct themes. It also has links to a number of groups and forums. The Board is being invited to consider whether these arrangements are adequate for it to fulfil its role in accordance with its Terms of Reference.
- 5.2 The revision of the Housing Strategy is progressing satisfactorily, with the research and consultation elements underway with key stakeholders (consultation and engagement are expected to be on-going throughout the lifetime of the project). Theme leads are meeting together on 28 May after which Board members will be engaged in relation to their specified interests.

## **6 Recommendations**

- 6.1 The Board is recommended to consider the details set out in the report and determine whether these arrangements are adequate to enable the Board to fulfil its functions as an Advisory Committee of the Council, in accordance with its Terms of Reference.

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

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.

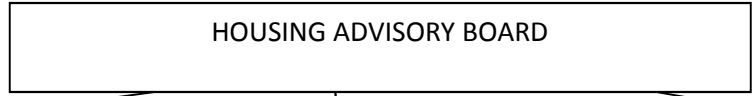
<sup>1</sup> Appointed by the Council as an advisory committee under Section 102(4) Local Government Act 1972

<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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**HOUSING ADVISORY BOARD**

**CURRENT WORKING ARRANGEMENTS AND ENGAGEMENT WITH OTHER GROUPS AND FORUMS**



**HAB MEETING AGENDAS AND FORWARD WORK PROGRAMME**

Opportunity to engage in discussion with officers and external partners on issues of policy and strategy and make recommendations to Executive Board

**HOUSING STRATEGY DEVELOPMENT**  
 Individual Board Member engagement organised across 5 themes:

- Housing Growth
- Improving Housing Conditions
- Enabling Independent Living
- Housing and Health
- Creating Sustainable Communities

**GROUPS AND FORUMS:**

**Housing Advisory Panels and Cross City Chairs Group** (CCCG Chair and Vice-Chair serve on HAB and CCCG Chair invited to periodic meetings with HAB Chair and Director – can refer issues from HAPs to HAB and make recommendations )

**Tenant Scrutiny Board** (TSB can refer issues to HAB and HAB can invite TSB to take up issues and make recommendations)

**High Rise Tenants Forum** (looking at living conditions, management of the sites, policy issues and investment strategies)

**Housing Forum HF** (HAB Chair chairs this group – partnership forum including RPs, developers, third sector – developing agreed approaches)

**HF sub group: Private Sector Forum**

**HF sub group: Homelessness Forum**

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Report author: Amanda Britton  
Tel: 0113 2476499

**Report of Chief Officer, Housing Management**

**Report to Housing Advisory Board**

**Date: 3 June 2014**

**Subject: Tenant Engagement Update**

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. When the housing management service transferred into the Council in October 2013, it was necessary to develop a citywide Tenant Engagement Framework in order to ensure that a consistent approach was taken to tenant engagement.
2. Since October, officers have been working with tenants to develop detailed structures within the framework. This paper provides an update on progress made with the development of detailed structures.

**Recommendations**

3. That Housing Advisory Board note and comment on the contents of the report and the current position regarding tenant engagement.
4. That Housing Advisory Board request a further report to highlight in more detail, the geographies and customer groups that are currently un-represented or under-represented and how we will try and tackle this as part of the new service.

**1 Purpose of this report**

- 1.1 To update the Housing Advisory Board on progress made in the development of the Housing Leeds tenant engagement service.

## **2 Background information**

- 2.1 Following the transfer into Leeds City Council on 1 October 2013, the three customer involvement teams have been working together on the tenant engagement agenda, seeking to adopt common and consistent practices so as to deliver an effective single service.
- 2.2 A key priority for Housing Leeds is to develop a tenant engagement and community development framework which builds on the positive work carried out by the former ALMOs, but based on one citywide involvement framework. Officers are in the process of working with tenants to develop a citywide tenant involvement approach which gives tenants a stronger strategic influence in decision making than has previously been the case.
- 2.3 In designing a single tenant engagement service, we are also able to make a number of improvements to give tenants a greater opportunity to influence service delivery at a local level.
- 2.4 As a social landlord we are required to meet the Homes and Communities Agency's Tenant Involvement and Empowerment Standard. This standard makes the landlord responsible for ensuring that tenants are given a wide range of opportunities to influence and be involved in developing housing related policies regarding housing services, decision making, setting services standards, scrutiny of performance, the management of repairs and maintenance services, and agreeing local offers for service delivery. This report how we are doing this, and the progress made towards a more effective and consistent single tenant engagement service.

## **3 Main issues**

- 3.1 The Housing Leeds Tenant Engagement Framework is now well developed with opportunities for tenant engagement at both a strategic and local level. Inter-relationships of the various groups in the framework have also been clearly defined. The Framework is currently being put into practice with support from officers, in order to embed the arrangements as quickly as possible. An outline of the Tenant Engagement Framework is outlined in Appendix 1.
- 3.2 Staffing structures to support the Tenant Engagement Framework are currently being developed in consultation with key tenant representatives. Housing Leeds is committed to providing appropriately experienced and effective staffing resources to support Housing Leeds tenant engagement and community development activity.
- 3.3 Outlined below is an update on progress which has been made with the development of tenant engagement groups within the framework.

### **3.4 Tenant Scrutiny Board (TSB)**

- 3.4.1 In line with the Tenant Involvement and Empowerment Standard, each of the former ALMOs had a Tenant Scrutiny Panel which undertook evidence-based scrutiny inquiries and reported improvement recommendations to the Board.



- 3.4.2 The former members of these scrutiny panels now sit on a city-wide Tenant Scrutiny Board (TSB), which sits within the council's scrutiny function and is co-ordinated by the Head of Scrutiny and Member Development. The role of this Board will be to challenge and drive improvements to the housing service, working alongside the Housing and Regeneration Scrutiny Board. Communication and links between the Tenant Scrutiny Board and other tenant involvement forums and channels are critical, to ensure that all tenants have a voice and are represented at the Scrutiny Board, and can see what has been achieved as a result of tenant scrutiny.
- 3.4.3 The first joint Scrutiny Board met on 16 April 2014. Stephen Ilee was elected as chair and Barry Stanley as vice chair. Terms of reference and a code of conduct have been agreed.
- 3.4.4 The Centre of Public Scrutiny have been employed to deliver training and support to the Tenant Scrutiny Board, focusing particularly on topic selection and work programming, scoping and carrying out a scrutiny review, questioning and listening skills, and assessing information, drawing conclusions and recommendations. develop the group and the work programme.
- 3.4.5 The next meeting is scheduled for 5 June where the Board will receive details of performance information and service initiatives, from which they will begin to develop a work programme of scrutiny enquiries.
- 3.5 Housing Advisory Panels (HAPs) and Cross City Chairs Group (CCCG)**
- 3.5.6 The 11 former area panels are now operating as Housing Advisory Panels (HAPs), with a strengthened and consistent Terms of Reference following its approval at the last Housing Advisory Board meeting.
- 3.5.7 Each HAP has a budget of £120k to invest in local environmental and community projects. An interim budget approval process has been agreed to ensure that emerging projects can be delivered without delay. A longer term approval process is currently being developed. Each HAP is in the process of developing a 'plan on a page' which outlines both the service and funding priorities for the panel area, which demonstrates how the HAP will support the city priorities whilst taking into account the make-up and needs of the local area. An example of a 'plan on a page' is attached in Appendix 2.
- 3.5.8 The 11 Chairs have come together to form the Cross City Chairs Group (CCCG) to represent tenants and their panel activity at a city-wide level. It will also be a forum to share good practice and raise concerns, and if necessary, escalate these to the Housing Advisory Board. This forum has been meeting regularly since November 2013, and has been key in establishing the new working arrangements for the HAPs. Terms of reference for this group were agreed by the HAB on the 8<sup>th</sup> April 2014.
- 3.5.9 The CCCG met for an away day on the 23<sup>rd</sup> April at which they received a presentation on both the council's values and best city priorities, as well as the themes of the new housing strategy. This was an important session as it enabled Chairs to appreciate the role of HAPs within a citywide context and provided

Chairs with an opportunity to influence the delivery of council wide priorities through the development of their plan on a page and work programme.

3.5.10 At a recent CCCG meeting on the 7<sup>th</sup> May, the chairs supported a common application form, supporting guidance notes and a code of conduct. This, in addition to the already approved terms of reference, puts in place the key documentation required. A full forward work programme has been developed by officers with a range of tasks (for example, developing our approach to marketing, recruitment and training) and the delivery of this will be monitored as a standard agenda item at all CCCG meetings.

3.5.11 Projects recently supported by the panels includes:

- £12,280 for Opportunity Shops (Gipsil) - enhanced work clubs providing email and internet access, help with CVs and job applications, and one-to-one planning and support. The project also seeks to engage young people and other members of the community in volunteering and work experience opportunities and other activities such as gardening and sports.
- £2,500 for Brayton Green communal garden- this project will provide enhancements for 30 sheltered housing residents including raised beds, a new seating area and new path making it more accessible.
- £4,500 for Hillside community bin storage area- This project will both tidy up courtyard by reducing and managing bins and maximise parking spaces on site.
- £5000 for Friday Youth Hub (Street Works Soccer)- this project provides activities in a safe environment that assists in making the community a safer place as it runs at the identified times when anti-social behaviour in the area is reported as at its highest. The project attracts approximately 45 young people per session and gives young people the opportunity to enjoy themselves and socialise in a safe environment with their friends as an alternative to hanging around the streets, giving the perception of being anti-social

3.5.12 The panels have chosen not to support some projects, where they have not been able to identify a clear benefit to tenants or the city-wide priorities. For example, one area did not agree to fund £8,000 for a war memorial in a local village.

### **3.6 Service or Customer Specific Forums**

3.6.1 Work is underway to develop service or customer specific forums which represent the views of particular groups across the city. The most well developed group of this type is the High Rise Group, which is a citywide group to represent tenants and leaseholders living in high rise flats. The first meeting of the High Rise Group took place on 4 April where Andy Liptrot was appointed as chair. Future meetings will be held on a bi-monthly basis. A sub-group was established to develop terms of reference. A draft 'plan on a page' has been developed for the group. This is attached in Appendix 3.

3.6.2 Other work is underway to develop other citywide forums, including customer specific forums for older, disabled and LGBT tenants and leaseholders.

### **3.7 Community Development**

3.7.1 Community development in Housing Management contributes to the Department of Communities and Local Government priorities for 2014, namely building strong united communities that are safe and resilient. The work also contributes to one of the 3 outcomes set out in the Best Council Plan 2013-17, which is about improving 'the quality of life for our residents, particularly those who are vulnerable and in poverty' and is supported by the underpinning value of working with communities and treating people fairly. Community development focuses on ensuring that tenants have the confidence, self-esteem and skills to be involved and contribute to their communities.

3.7.2 Since the establishment of Housing Leeds it was identified that the focus of tenant involvement practice has varied significantly across the three areas of the City. Work has been undertaken to map the extent and range of community development activities across the City. The work has focused on residents and tenants groups, community activity groups and community engagement activity.

3.7.3 The focus for the community development work can be summarised as helping groups to set their agenda and action plan, supporting them to build their skills through experience or training and helping to develop the self-sustainability of the group in the longer term.

3.7.4 Community engagement activity at the present time operates at two levels. Level one is concerned with those issues identified by tenants as meeting a need for improving everyday life, such as IT training, DIY skills, roadshows, volunteer schemes, ESOL classes, etc. Data is unavailable on many of these but estimates given suggest that in 2013-14 around 15,000 tenants attended over 40 programmes/events. The second level activity relates to supporting people to improve their life chances. Key offerings are focused on accredited activity such as personal development (6 programmes), worklessness (8 programmes), digital inclusion (10 programmes), social integration of vulnerable tenants (2 ongoing programmes) and young citizenship programmes (4 ongoing programmes). Work is underway to identify those elements of the above community engagement programmes that should be incorporated into a consistent offer across the City.

### **3.8 Leeds Tenants Federation (LTF)**

3.8.1 LTF represents the views of tenants across all sectors and tenures in Leeds.

3.8.2 LTF's core objectives are:

To represent Leeds tenants and residents at a strategic level in city wide and regional decision making;

Support tenants and residents of Leeds to participate in decisions about their homes and communities; and

Promote best practice in resident involvement across housing tenures.

- 3.8.3 LTF gives tenants a voice in decision making and influencing policy/strategy. It is represented on the Housing Forum, Homeless Forum, Welfare Reform Operational Group and it is suggested on the Housing Management Advisory Board.
- 3.8.4 LTF undertakes regional and national lobbying. It is involved in TAROE (Tenants and Residents of England), TPAS (Tenant Participation and Advisory Service) Defend Council Housing and historically represents a significant voice on the regional and national scene.
- 3.8.5 A key priority over the next few months is to work with LTF to strengthen the links between LTF and Housing Leeds, and to ensure that the LTF are embedded within the overall Housing Leeds Tenant Engagement Framework.

### **3.9 Tenants and Residents Associations and Community Voices**

- 3.9.1 There are currently 103 active residents and tenants groups in Leeds, mostly clustered in the inner city areas. Around a quarter of these groups need some form of support to help them reach a point where they can operate independently and to reach their full potential. Other groups require very little support and are active in setting their own agendas and tackling community issues beyond an interest in social housing.

We recognise that some areas have little or no active tenants or residents associations. The reasons for this can vary. For example, the Swarcliffe estate once had 3 large active groups at a period of time when extensive refurbishment and estate re-modelling was taking place in the early 2000's. Swarcliffe now has some of the highest satisfaction ratings in the city and some of the highest demand stock. This may mean tenants and residents are less inclined to want to form groups in response to any perceived need for improvement. Another reason can be that in more rural or dispersed areas with fewer Council properties such as Otley, Rawdon and Horsforth there is less desire for residents to be involved, particularly if the socio-economic make-up of an area means that residents are more likely to be in full-time employment and less likely to have time to commit to participating.

More work is needed for the service to understand the make-up and aspirations and expectations of areas and what the issues are to be able to offer the right outlet for tenant and residents to get involved. The offer to support communities with the creation of a tenants or residents group is one option as part of a range of engagement activities the service will be able to offer as a standard 'menu' approach to tenant engagement in future.

The current focus is on developing more consistent support to tenants and residents associations, including the development of key information, registration processes for annual support grants and training and development activity.

- 3.9.2 There are also 98 tenant community activity groups. Over half of these are support groups based on a common and shared need e.g. youth, LGBT, women, elderly, single parents, vulnerable people (54 groups). The remaining 44 groups are activity related e.g. sports, arts, media and gardening. By far the most popular

community activity is gardening with 26 groups engaged in RHS 'In Bloom' or 'Its' Your Neighbourhood' and other gardening programmes. In developing a service offer for overall tenant and community engagement activity the service needs to take into account the value these community groups give to creating sustainable communities and how the service adopts a supportive partnership approach to working with them. Further work to consult with groups to gain clarity on the necessary overall offer is required.

### **3.10 Marketing and Communications**

- 3.10.1 In response to feedback from tenants, and one of the themes from the tenants conference, Housing Leeds is looking to develop a specialist marketing and communication function within Housing Management which will co-ordinate communications with tenants and leaseholders. This will help to create a more consistent and proactive communication with tenants.
- 3.10.2 The tenant newsletter, due out mid-June, will give an overall update on the new involvement framework. The Tenant Involvement Framework, as outlined in Appendix 1, will be included as an A3 centre spread, to include an outline of the roles of each group type and a contact list of all active community groups in Leeds that they can become involved with.
- 3.10.3 The new single 0800 number is being actively promoted with the main launch being from the June newsletter. This will also inform tenants that they can attend any Housing office and receive the same level of service.

### **3.11 Monitoring activity and outcomes.**

- 3.11.1 The service is currently standardising our engagement software tool, known as 'Arena Tracker', to record all our tenant engagement activity. This software allows the service to understand who is involved in what type of activity, identify which groups are under represented and to collate the outcomes of activity by some standard themes, e.g. whether the engagement resulted in policy development or change the way that services are delivered, did we communicate key messages or did it help improve the skills, confidence and capacity of the local community.
- 3.11.2 The service envisages making good use of the software as it will enable us to undertake targeted recruitment to a number of new and emerging important engagement functions.
- 3.11.3 The software is used by over 50 social landlords and allows engagement teams to network with each other and share good practice. The software also gives teams the tools to issue localised emailing and texting (in line with data protection practices) to help promote localised engagement activity.

### **3.12 Equality analysis**

- 3.12.1 Like all services, the engagement service needs to understand who they are engaging with to ensure that we deliver services as well as develop and make decisions with input from a healthy representation of people. In this respect, we

are able to use 'Arena Tracker' which is populated with the protected characteristics and other important information about our tenants and residents so that we can analyse who we engage with. By virtue of knowing who we engage with, we know who we aren't, so we can target our future activity to ensure we are capturing the views of a diverse range of customers. For example, if we know that there is an under-representation of BME people involved in the Housing Advisory Panels, the service can target recruitment at BME tenants via BME organisations and third parties.

## **4 Corporate Considerations**

### **4.13 Consultation and Engagement**

4.13.2 Key themes for how we engage with tenants and develop the new service offer were discussed with tenants at the 'Better Together', tenants conference on the 27th February 2014 following a consultation exercise with over 400 responses. Feedback from this event has been previously shared with HAB members.

4.13.3 Individual forums (like the high rise group and the housing advisory panels) have been consulted during the course of their creation or development.

4.13.4 An overall update on the new involvement landscape, and the clearer strategic voice tenants now have, will be presented to tenants in the June 14 tenants newsletter.

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

4.14.1 Equality and diversity considerations will be taken into account in developing the new service, including:

- Equality monitoring of engaged tenants to understand the extent to which the diversity of tenants is represented;
- Targeted recruitment in any under-represented groups for local and city-wide forums;
- Housing Advisory Panels 'plan on a page' incorporates equality and community profiling data so local panels understand the needs of local communities and can strive to support them accordingly;
- The development of a marketing and communications strategy, integrated with our engagement structure, that will consider how key messages are communicated to and from all our tenant engagement forums and that are accessible by a diverse range of customers;
- A training and development programme for all involved tenants that will raise awareness of equality issues;
- A Code of Conduct for key forums to ensure discriminatory or offensive behaviours are challenged;

- Meeting the needs of specific customer groups in our programme of community development work, supporting tenants into work, skills and training; and
- Supporting the large network of tenants, residents and community groups to adopt open and accessible practices.

#### **4.15 Council policies and City Priorities**

- 4.15.1 The service's tenant engagement activity helps us to deliver the Best Council objective to 'ensure high quality public services- improving quality, efficiency and involving people in shaping their city.'
- 4.15.2 The service also helps to support the Best City for Communities priority to increase the sense of belonging that builds cohesive and harmonious communities.

#### **4.16 Resources and value for money**

- 4.16.1 Tenant engagement and community development activity is a key priority for the new Housing Leeds service as it is essential to the delivery of an effective housing management service and a sustainable housing stock. Sustainable communities offer an opportunity for reduced service costs, e.g. in tackling ASB and tenancy management issues. They also offer an opportunity for reduced service costs in other council service areas, e.g. Environmental Services, Adult Social Care and Children's Services.
- 4.16.2 In recognising the importance of tenant engagement and community development offering value for money, across the city HAPs now receive over £1.3m resources to support community based projects.

#### **4.17 Legal Implications**

- 4.17.1 The engagement structure has been developed in line with The Regulatory Framework for Social Housing 2012. In particular: 'Providers are expected to engage meaningfully with their tenants and offer them opportunities to shape the tailoring of services to reflect local priorities. Tenants should have the ability to scrutinise their provider's performance, identify areas for improvement and influence future delivery'.

#### **4.18 Risk Management**

- 4.18.1 The main risk in the development of the Tenant Engagement Framework is that the framework does not deliver to its full potential the expectations of tenants and leaseholders, and doesn't deliver sustainable communities within Leeds.
- 4.18.2 In order to minimise this risk a Tenant Engagement and Community Development Service has been established within Housing Leeds, which will co-ordinate tenant engagement activity across the city. A key role of this service will be to work with tenants within the framework to identify and act on issues, review the framework on a periodic basis and ensure ongoing service improvement.

## **5 Conclusions**

- 5.1 Significant progress has been made to date to develop the Tenant Engagement Framework and basic structures are now in place. A key priority for the next few months is to work with groups to identify priorities for the coming year, and to support groups to deliver consistent tenant engagement and community development activity across the city.
- 5.2 Another priority is to support groups in developing appropriate relationships with other groups within the framework to ensure that there is a clear route for the communication which ensures that tenants have a genuine opportunity to influence service development, whether at a local or strategic level.

## **6 Recommendations**

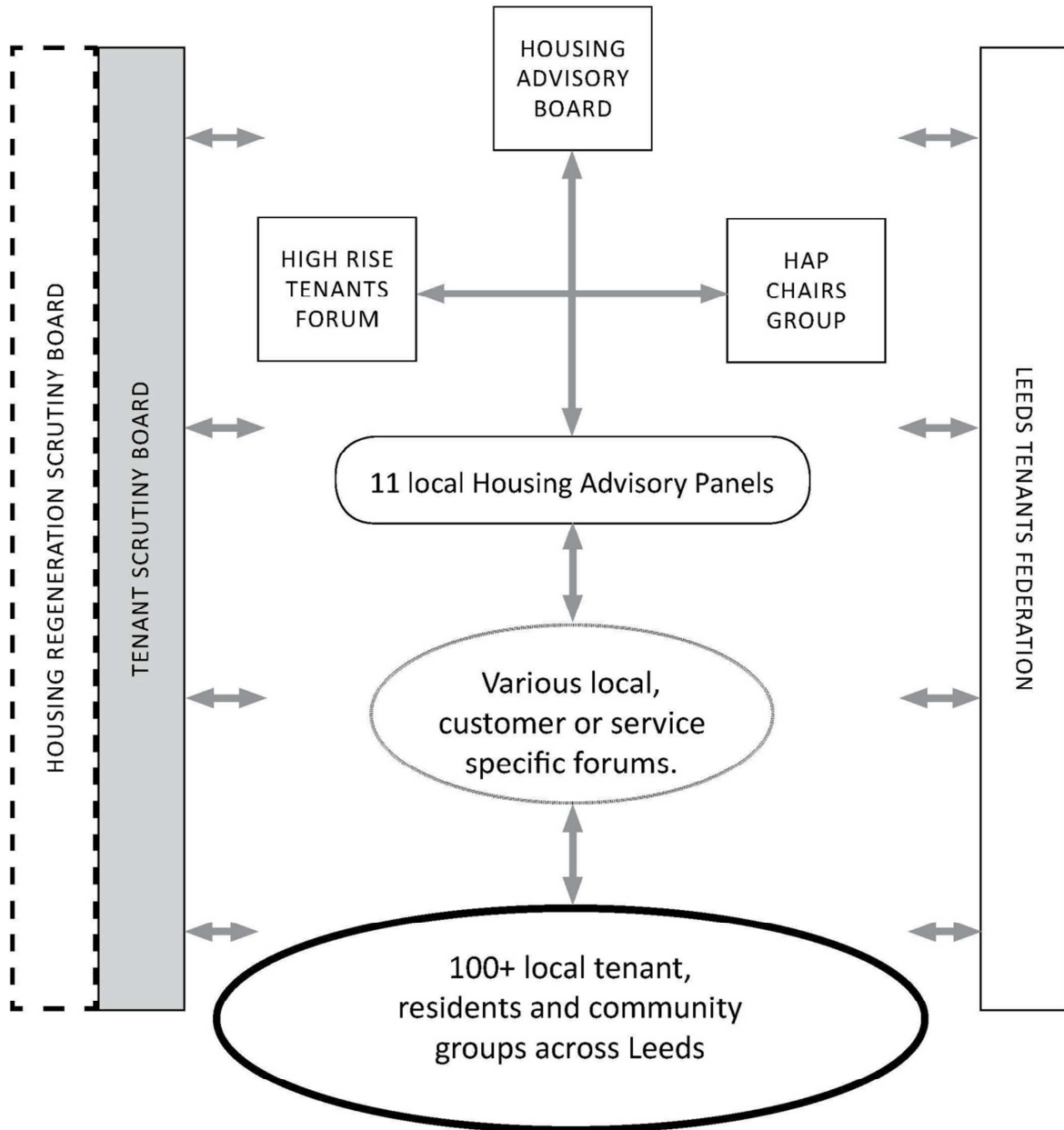
That Housing Advisory Board note and comment on the contents of the report and the current position regarding tenant engagement.

That Housing Advisory Board request a further report to highlight in more detail, the geographies and customer groups that are currently un-represented or under-represented and how we will try and tackle this as part of the new service.

## **7 Background documents**

- 7.1 Appendix 1: Tenant Engagement Framework
- 7.2 Appendix 2: Housing Advisory Panel 'plan on a page'
- 7.3 Appendix 3: High Rise Group 'plan on a page'





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## HOUSING ADVISORY PANEL: ANY PANEL



- Best city ...for children**
  - Help children to live in safe and supportive families
  - Increase the levels of young people in employment, education or training
- Best city... for business**
  - Improve skills
  - Support the sustainable growth of the Leeds' economy
- Best city... for communi-ties**
  - Effectively tackle and reduce anti-social behaviour in our communities
  - Increase a sense of belonging that builds cohesive and harmonious communities
- Best city... for health and wellbeing**
  - Support more people to live safely in their own homes
  - Make sure that the people who are the poorest, improve their health the fastest
- Best city... to live**
  - Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods
  - Improve housing conditions and energy efficiency



Housing Growth	Improving Housing Conditions	Enabling Independent Living	Housing and Health	Creating Sustainable Communities
Sufficient housing to meet needs and aspirations of existing and potential residents	Achieving and maintaining standards focussing on energy efficiency, fuel poverty and empty homes.	Promote independence for all tenants and stages of their tenancy.	Reduce inequalities across the city where poor housing contributes to poor health.	Every area is a place where people want to live, now and in the future.

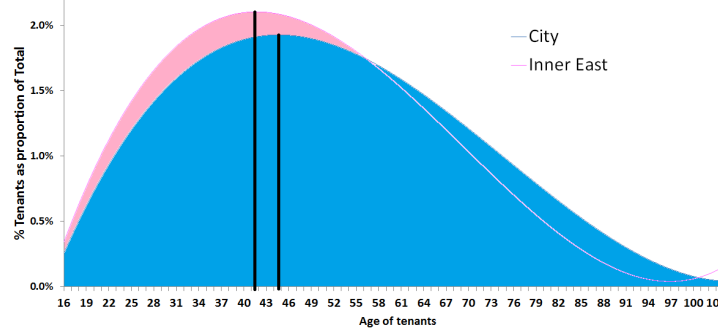
### Knowing our neighbourhoods:

#### Homes

Total number of homes:  
 #/% sheltered  
 #/% flats  
 #/% leaseholders

Stock Profile:	Panel	City-wide
1 bed home	# (%)	# (%)
2 bed home		
3 bed home		
4 bed home		
5+ bed home		
Av. bids per home		
Av. length of tenancy		
Access to the internet		

#### Community



Disability Profile:	Panel	City-wide
Physical impairment	# (%)	# (%)
Hearing impairment		
Visual impairment		
Speech impairment		
Learning disability		
Mental health condition		
Long standing illness		

Satisfaction:	Panel	City-wide
Overall Satisfaction		
Quality of home		
Repairs and maintenance		
Neighbourhood as a place to live		
Dealing with Anti-social behaviour		
Views listened to and taken into account		

13/14 year end:	Panel	City-wide
% empty homes		
% rent collection		
Emergency repairs timescales met		
Priority repairs time-scales met		
General repairs time-scales met		
Number outstanding gas checks		

**Summary:** The x panel area consists of x, x and x Wards. The neighbourhood has approx. 24% population from BME groups, compared to a city average of 17.4%. X panel has a higher population of younger tenants, the average age of residents in x area is 40. There are over x registered tenants and residents groups in the area, with special interests to improving services, tackling environmental issues and reducing crime. The area hosted a Hate Crime event in recent months to support the emerging Eastern European community. There have been 6 Crime Awareness events in the area with a 35% reduction in crime. (plus any local comments on community or other data)



Contributing to best city and housing priorities AND taking into account local difference our Panel	
Service and performance priorities are:	Funding priorities are:
1. The repairs service , in particular how we deliver emergency repairs	1. Work to improve the appearance of neighbourhoods
2. Support for younger tenants	2. Projects that support access to services, esp. digital inclusion and those with some form of disability
3. Satisfaction with the environment	3. Improving working age tenants access to job, skills, training and employment.
4. Online access to services (want to know more)	4. Projects to improve the satisfaction and people's perception of crime and anti-social behaviour
5. How services take into account people with a mental health condition.	5. Any project or activity to support tenants impacted by Welfare Changes.

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City priorities

- Best city ...for children**
  - Help children to live in safe and supportive families
  - Increase the levels of young people in employment, education or training
- Best city... for business**
  - Improve skills
  - Support the sustainable growth of the Leeds' economy
- Best city... for communities**
  - Effectively tackle and reduce anti-social behaviour in our communities
  - Increase a sense of belonging that builds cohesive and harmonious communities
- Best city... for health and wellbeing**
  - Support more people to live safely in their own homes
  - Make sure that the people who are the poorest, improve their health the fastest
- Best city... to live**
  - Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods
  - Improve housing conditions and energy efficiency

Housing priorities

Housing Growth	Improving Housing Conditions	Enabling Independent Living	Housing and Health	Creating Sustainable Communities
Sufficient housing to meet needs and aspirations of existing and potential residents	Achieving and maintaining standards focussing on energy efficiency, fuel poverty and empty homes.	Promote independence for all tenants and stages of their tenancy.	Reduce inequalities across the city where poor housing contributes to poor health.	Every area is a place where people want to live, now and in the future.

**High Rise in Leeds**

**Summary**

- Multi storey blocks are defined as being of 7 storeys or over, There are currently 121 high rise blocks with 7666 households
- Just over 90% are over 10 storeys, 60% of blocks are between 10 and 12 storeys. 25% are 17 storeys or over.
- 40% of multi-storey blocks of flats are located on the fringes of Leeds City Centre
- A third of blocks are in areas with a high proportion of council or other social housing which also have issues with demand and turnover.
- Voids are currently at an all-time low.

**Demographic**

- 10% of multi-storey households contain children
- Nearly 3000 tenants (39%) aged under 60 living in 2 or 3 bedroom multi-storey flat.
- 25% of blocks have younger tenants
- 25% tenants are 75 years old and above
- Demand for 2 and 3 bed declined
- A quarter of all blocks, and half of the designated sheltered MSF blocks, are in suburban mixed tenure areas
- The majority of blocks have a high proportion of longer staying tenants

**Satisfaction**

- Customer satisfaction lower than for other types of housing
- STAR showed higher level of satisfaction in the East
- Follow up work and intensive management after STAR survey showed improvements in the West
- Two thirds of blocks are either designated as sheltered housing or have Local Lettings Policies.
- These are mainly targeted at letting to tenants of a minimum age

**Progress to date ...**

- 8 tenants have now been appointed. Andy Liptrot voted in as Chair and designated representative on the Housing Advisory Board (HAB)
- First meeting has taken place with a second to follow in June. Topics for discussion (Mtg2) include: geographical split of localised forums, first two areas for consideration (ASB and repairs and maintenance), consideration of customer priority feedback from February forum
- A sub-group has met to finalise the group Terms of Reference which will require ratification at the Leeds High Rise Group and HAB
- Meeting dates are being set for: Localised forums, customer insight surveys, future High Rise Group meetings
- Communications which will feed back on progress and promoting opportunities for involvement (to staff, tenants and residents, Ward Members) are being developed along with a schedule of dates for release to ensure consistency.

**Priorities as identified at Customer Forum/Leeds High Rise Group launch**

Service Area	Priorities identified
1. Repairs and maintenance	Repairs to door entry systems, intercoms, chutes and refuse usage, repairs done right first time, feedback on the progress of communal repairs, lifts, door and security maintenance
2. Investing in communities	Insulation and heating, CCTV and door entry systems, waste management transferral and rubbish chutes, external look of high rise, disabled access, car parking, garages and lifts
3. Anti-social Behaviour	Noise disturbances, neighbours keeping pets in their residence, CCTV cameras and safety on the exterior of the high rise
4. Housing Management	Local Letting Policies to stay in place to give a local flavour, vetting of prospective tenants, stronger enforcement tenancy conditions
5. Customer Insight	Written surveys designed to feedback customer views on services and standards, consultation on issues affecting high rise along with feedback on the outcomes of their involvement

High Rise priorities

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Report author: Steve Hunt  
Tel: 81105

**Report of**                    **Chief Officer Property and Contracts, Housing Leeds**

**Report to**                    **Housing Advisory Board**

**Date:**                        **3<sup>rd</sup> June 2014**

**Subject:**                    **Housing Leeds multi-storey flats CCTV network**

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

### Summary of main issues

1. The Housing Leeds CCTV system currently covers blocks in East Leeds and, following last years programme completion blocks in South Leeds and a small number in West Leeds
  
2. Plans have been developed to expand the CCTV network in 2014/15 to cover all remaining blocks in West Leeds.
  
3. Potential to link the expansion into Superconnected Cities is being explored.

### Recommendations

4. Housing Advisory Board is asked to support the proposed expansion of the Housing Leeds CCTV network.

## **1 Purpose of this report**

- 1.1 To update Housing Advisory Board on Housing Leeds plans to work with the Council's Leeds Watch service to extend the existing multi-storey flat monitored CCTV system to all cover blocks within the West of the City. This will result in all of the City's blocks having monitored CCTV services in place.

## **2 Background information**

- 2.1 In 2005 Leeds East Homes (LEH) completed installation of a monitored CCTV system at all of the multi-storey blocks that it managed in east Leeds. The system provided a remote concierge service with 24/7 monitoring of internal and external cameras via a mixed microwave and fibre optic network at a self-contained control room located in one of the multi-storey blocks. Around 300 cameras at 50 blocks were connected into the system in the initial installation phase along with cameras at LEH offices and depot.
- 2.2 From 2007 when East North East Homes Leeds (ENEHL) was created the system was expanded to take on blocks that had previously been managed by Leeds South East Homes and Leeds North East Homes to provide area wide coverage. In 2011 a decision was taken to transfer the monitoring function to Leeds Watch to reduce operating costs and better reflect the current demands of the service.
- 2.3 In 2013/14 funding was made available to install CCTV at 5 multi-storey blocks and a Sheltered Housing Scheme in South Leeds (former AVHL area) and 6 multi-storey blocks in West Leeds.
- 2.4 The system, combined with more intensive housing management, has contributed to improved resident satisfaction and security at the blocks. Many anti-social behaviour cases have been resolved with the use of CCTV and West Yorkshire Police have used images in a number of high profile cases. All blocks on the system now have lift cameras in addition to common area cameras and have cabling to the roof which enables a camera to be mounted externally to view surrounding areas.

## **3 Main issues**

- 3.1 The creation of Housing Leeds now means that residents in some multi-storey blocks in parts of the City benefit from a lower level of service in respect of monitored CCTV than those in other areas, with 33 blocks currently not connected to the CCTV network. Monitored CCTV is considered to be integral to effective management of multi-storey blocks, particularly those that are occupied by more challenging residents.
- 3.2 Whilst Leeds Watch are able to monitor images from the Housing Leeds CCTV network, full integration of the system has proved a challenge as a result of the different software operating protocols. Additional work has therefore been commissioned with the software providers to resolve those software integration issues. At the moment connection of the Housing system to Leeds Watch is reliant on a single microwave link and work is underway to improve that resilience



through an increased number of connections potentially including fibre optic. In addition the relocation of the Control Room operating systems from their original base into the Middleton Control Room will help to improve both the resilience and the full integration of the system.

- 3.3 A capital funding allocation has been agreed for 2014/15 to enable the remainder of the City's multi-storey blocks to be provided with monitored CCTV. An allocation of £700k has been made to undertake the installation work at the blocks, with a further £250k allocated for equipment upgrades and replacement within the existing network. This will ensure greater resilience in connectivity of the network to Middleton and server capacity to manage the additional traffic. In addition Housing Leeds will work closely with Leeds Watch to maximise the potential of the cameras to be located on blocks. With careful planning of the siting of cameras it will be possible to maximise their field of view to cover public realm areas surrounding the blocks as well as the proximity of the block. Appendix A shows the proposed CCTV network expansion within West and South Leeds.
- 3.4 When the East system was originally designed it was structured in such a way that network bandwidth could be used to carry broadband for internet access. The intention was that blocks would be connected via a Council internet portal and broadband offered to residents at a discounted rate. In the event broadband bandwidth development out-stripped the system capabilities and this element has never been exploited. With the expansion into West Leeds there is potential to design in additional bandwidth and revisit provision of broadband internet connectivity for residents. Discussions are taking place with Officers in City Development who are working on Superconnected Cities.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Consultation will take place with all residents in multi-storey blocks as part of the installation programme. Local Ward Members will also be consulted on the programme. Leeds Watch have played a full part in development of the programme. City Development Directorate and IM&T are involved in discussions about how the programme could link to Superconnected Cities.

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

- 4.2.1 There are no known equality and diversity issues.

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

- 4.3.1 The programme will help to improve the quality of life for our residents, particularly for those who are vulnerable or in poverty.

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

- 4.4.1 The installation work will be done using existing internal workforce using equipment procured through the Virgin PSN.

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

4.5.1 There are no known legal implications. This Report will move to an Executive Board Report which will be subject to call in.

## **4.6 Risk Management**

4.6.1 There are no identifiable risks with the programme.

## **5 Conclusions**

5.1 Expansion of the multi-storey block CCTV system will assist with the better management of the blocks and provide a consistent service across the City. If

## **6 Recommendations**

6.1 Housing Advisory Board are asked to support the proposed expansion of the multi-storey block CCTV system into West Leeds.

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

7.1 Appendix A shows the proposed network expansion schematic.

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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: Steve Hunt  
Tel: 81105

**Report of**                    **Chief Officer Property and Contracts, Housing Leeds**

**Report to**                    **Housing Advisory Board**

**Date:**                        **3<sup>rd</sup> June 2014**

**Subject:**                    **Housing Construction Apprenticeships**

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

**Summary of main issues**

Housing Leeds provide construction apprenticeships through their Construction Services team. Apprenticeships are also delivered through Contractors working for Housing Leeds and delivering other major infrastructure improvements within the City. This Report summarises the level of activity on apprenticeships.

**Recommendations**

Housing Advisory Board are asked to note the work being undertaken on apprenticeships through Housing Leeds, Construction and Housing Yorkshire and The Alliance.

## **1 Purpose of this report**

To update Housing Advisory Board on work being done to increase the numbers of construction apprenticeships offered directly by the Council and by Contractors undertaking major works projects within the City, particularly those that have a housing element.

## **2 Background information**

Every year Housing Leeds deliver around £100m of construction work (repair, adaptation and improvement work) to the Council owned housing stock across the City. The majority of this work is delivered through external Contractors (primarily Mears following their takeover of the six Morrison Facilities Services (MFS) contracts) but a substantial part is undertaken by Council directly employed workforce. In addition the Council has a housing new build programme for 2014/15 which amounts to over £40m as well as the Beeston Hill/Holbeck and Little London PFI schemes that have a total value of £120m.

Construction & Housing Yorkshire, in partnership with the Council's Employment Leeds service, is currently managing the employment and skills obligations, including apprenticeship obligations, for 19 sites across the city. There are currently 14 live projects, including 4 housing projects, being monitored and assisted to deliver apprenticeships to Leeds residents. Social Impact Plans outlining Key Performance Indicators such as jobs, apprenticeships and work experience weeks have been agreed for all sites.

As well as the physical improvements to the infrastructure that all of this investment will deliver there is a massive opportunity to provide construction employment and training for Leeds citizens. It is a widely held view that £1m of construction investment should deliver at least one apprentice year of training and so there is a massive opportunity with the current investment programme.

## **3 Main issues**

### **Housing Leeds Contracts and Internal Service Providers.**

Construction Services are Housing Leeds in-house repair and maintenance team employing around 150 operatives and delivering £15m of work annually. They have an apprentice training programme in place and have historically offered one year placements that achieve QCF level 2 and three year full trade apprenticeships that achieve level 3. Currently Construction Services employ 9 one year QCF apprentices and 14 full craft apprentices with the annual intake of 4 full craft apprentices drawn from the one year QCF cohort. This is considered to be the optimum number of apprentices in Construction Services given the current volumes of work. All apprentices that complete a full craft apprenticeship (not a QCF) with Construction Services are guaranteed full time employment as part of our workforce plan.

The five contracts that were initially awarded to MFS in 2011 were rather chaotic and requirements in the contracts for employment of apprentices were not fully delivered. Use of sub-contractors was high and constantly changing which resulted in short term engagement not best suited to consistent workflows required for completion of apprenticeships. Since Mears takeover of the contracts there has been a gradual reduction in work being put to sub-contractors (limit target of 15%), a more coordinated approach to local labour and an increase in the number of apprenticeships. Mears currently employ 47 apprentices.

The recently awarded Beeston Hill/Holbeck and Little London PFI contracts all contain local labour and apprenticeship requirements. The contractor (sc4L) is starting to deliver on the contract requirements and is currently recruiting apprentices from target communities with 14 in post at the moment and plans to deliver 51 over the life of the construction phase of the contract – a further 10 are being recruited over the Summer months.

There is scope to expand the offer from major housing contracts and associated contractors on apprentices through collaborative working. Preliminary discussions have with the Council's Jobs and Skills team has identified the potential for apprentices to be moved between Contractors to provide a broader and more varied range of training and development. Mears and Keepmoat (sc4L construction contractor) have indicated a willingness to discuss the rotation of apprentices with Construction Services to provide them with the broader range of experience they could get across the three organisations. This concept could be extended to other major Contractors engaged to deliver works in Leeds, such as the Victoria Gate development, providing much more 'rounded' construction apprenticeships rather than the present housing focus. Where works contracts do not extend to the three year term required for completion of a full craft apprenticeship then this arrangement could provide scope for the longer term arrangements that housing has in place to underwrite completion of apprenticeships after other schemes have left site.

Outside of the arrangements with the major Contractors and internal workforce there is a substantial level of spend that can deliver on local labour but is not particularly suited to provide apprenticeships. This is primarily due to their shorter term and fluid nature of the engagements and their relatively low value. Employers report that to deliver a full trade apprenticeship requires a steady stream of appropriate work at sufficient value over a three year plus term. Many of the arrangements that we put in place, particularly with sub-contractors, cannot deliver that in isolation.

That said it is considered that more could be done to coordinate works and under-write apprentice employment on short term construction works arrangements. Some preliminary work has been done with the Council's Jobs and Skills team to look at developing a process where Construction Services agree to employ additional apprentices (over and above the quota mentioned above) and that these are rotated around Contractors (both large and small) to complete their site experience requirement for both one year QCF apprenticeships and full craft apprenticeships. At times when external placement is not possible the apprentices would revert to Construction Services for their work experience.

Aside from the site experience requirement work is being done with Jobs and Skills on better targeting of recruitment. Construction Services has looked to draw apprentices from the East Leeds area in which they deliver services. Mears and Keepmoat are recruiting from within the Leeds boundary again looking at target areas. We have all found difficulties in filling quotas and we believe that we are missing on excluded groups. For the coming years intake (September 2014) Construction Services will look to work with Children's Services to recruit a number of apprentices from the Families First cohort and from Care Leavers. If that is successful then we will look to extend the arrangement with other Contractors. Using alternative training providers will also be considered to work round qualification barriers to training access.

It is considered that Housing Leeds has had some success with training in the construction field but more could be done to prepare as many people as possible for the jobs that will come out of new projects in the City. Currently there are 80 apprentices employed on work procured through Housing Leeds with another 10 in the pipeline. It is

considered that without too much effort that number can be increased to hit the target of 100+.

In addition to apprentices employed in construction (which is the main focus of this Report) Housing Leeds also employ office based apprentices supporting the service.

## **Construction and Housing Yorkshire**

Current Social Impact Plans in place will deliver 160 apprenticeships in construction over the next 2-10 years. There are many more Social Impact Plans to be agreed on proposed housing and “out the ground” projects in Leeds that will generate further apprenticeship opportunities.

Currently 63 of the agreed 160 apprenticeship opportunities over the next 2-10 years will be generated and secured through the Little London Beeston Hill and Holbeck Housing Regeneration project.

## **The Opportunities and Learning Strategy - for Apprenticeships**

Construction & Housing Yorkshire (CHY) is working alongside Sustainable Communities for Leeds (sc4L) and partners to deliver, monitor and review the Opportunities and Learning Strategy (OLS).for the Little London Beeston Hill and Holbeck Housing Regeneration Project.

The OLS was devised in conjunction with the Council, its Employment Leeds service, and key agencies in Leeds during the early stages of the project and remains a flexible document to ensure that the project has a positive impact on the employment, skills and enterprise opportunities within the inner city areas of Leeds.

The OLS will aim to achieve the following outputs:

- 99 apprenticeships in Construction and Grounds Maintenance
- Safeguard up to 174 jobs for existing sc4L and supply chain staff currently working in Leeds
- Create an additional 260 employment opportunities for local ‘skilled’ people
- Provide a minimum of 48 construction work experience placements plus additional work experience opportunities through the development of an Education Liaison Strategy
- Create a number of social enterprise opportunities

CHY plays a coordinating role on the project and acts as the single point of call for employment, skills and enterprise opportunities arising through the project as part of the OLS.

This brief paper provides an update on an integral part of the OLS; the generation and support of apprenticeship opportunities for local residents on the project.

## **Current Position and Review**

To date 18 people have been offered an apprenticeship on the sc4L project; 61.1% are from local wards and 66.6% are from the worst 20% Super Output Areas in Leeds. Additionally, 66.6% are unemployed, 5% moved from full time employment and 28.4% moved from part time and under employed.



There are currently 13 project initiated apprentices on site and an additional apprentice starting in June 2014 with 4 more starting in August 2014; these delayed start dates are due to completion of school/college years. There are also 2 Bricklayer trainees are also currently on site with a view to starting an apprenticeship within the next 6 months. 1 Apprentice Joiner is also an existing employee of a subcontractor being employed in the sc4L supply chain.

To recruit to these positions sc4L arranged three community events in Holbeck, Beeston and Little London to advertise training & employment opportunities on site. 141 residents attended and, of those, 60 people were suitable for apprenticeships and were invited to an apprentice taster day at Leeds College of Building on in November 2013. 26 people attended and of those, 14 were felt to have the right attitude and engagement and were invited to an interview.

Due to the low numbers of suitable applicants the opportunities were then opened up to full time students of Leeds College of Building (LCB) and those registered with CITB. A further 109 CVs were received over the 2013/14 Christmas period. Overall sc4L received 135 applications from LCB, CITB and taster day attendees.

Applicants were then sifted and scored appropriately and 46 candidates were interviewed. Of the candidates invited to interview 92% attended and those who did not attend contacted us prior to the interview to let us know.

After a review in March 2014 three main issues were highlighted that need addressing by CHY and partners and where possible mitigated in the next tranche of apprenticeship recruitment for sc4L and other housing sites in the city.

- lots of interest in local areas but a large number of individuals did not meet apprenticeship criteria
- timing of the first two intakes created a barrier for school leaver applications
- insufficient interest in roofing, scaffolding and ground worker opportunities

### **Future sc4L Apprenticeship Position**

23 further apprenticeships in 10 trade areas will be recruited to start between September and December 2014.

These apprentices will be employed through a Shared Apprenticeship Scheme, Future Works Yorkshire. The Construction Industry Training Board (CITB) and National Federation of Builders (NFB) approved scheme employs all apprentices directly on a 2 year contract, ensuring they can finish their qualification, but allows the apprentice, supported by sc4L, CHY and Future Works to move between “host employers” when short term supply chain contracts come to an end or where their apprenticeship curriculum is not aligned with their current “host employer.” It should also be noted that after three months on the scheme an apprentice, where appropriate, can be employed directly by a contractor.

This intake was advertised at the Leeds City Council Apprenticeship Fair and a future recruitment schedule is being created to be shared shortly. Sc4L will use a *Discover YORfuture Day* on 30th June 2014 to sift potential candidates. The event will be hosted in collaboration with Future Works and Leeds College of Building.

## **Leeds Housing Associations - The Alliance**

The six Leeds-based housing associations that work collaboratively as The Alliance all place a high priority on promoting social and economic inclusion, as all are housing and/or supporting individuals and households on the lowest incomes, often furthest from participation in the labour market and living in neighbourhoods that are benefiting least from the city's economic growth.

The actions we take to tackle household poverty and strengthen local economies include a wide range of initiatives to maximise income, build skills and confidence, increase employability, provide work experience and link individuals with work opportunities. We contribute to this work in our capacity as employers, as well as service providers and landlords. The summaries attached, from Leeds Federated HA, Connect Housing and Unity HA, illustrate the range and extent of activities we undertake.

These initiatives contribute to sustainable tenancies and stable communities, as well as the health and wellbeing of individuals and families. Using our own resources, and adding value by bringing in additional resources to the city, we are contributing to the vision for Leeds 2030 to be the best city in the UK.

We take a genuine partnership approach to these activities, collaborating with each other and with other agencies. We have a long term commitment to the wellbeing of our tenants and the people we support and our work on employment and skills is part of that commitment.

### **4 Corporate Considerations**

#### **4.1 Consultation and Engagement**

With a long lead in time, continuous wider project engagement within local communities, greater school engagement and recruitment that spans the end of the educational year it is CHY's opinion that all with apprenticeship opportunities can be filled and with sc4L and partners we can build on the success, and mitigate the challenges, already experienced on the project.

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

- 4.2.1 Positive action is being taken to encourage the take up of apprenticeships by under-represented groups - targeted advertising is being used as part of this approach. In addition some work is being done with Children Leaving Care and Families First in conjunction with the Leeds College of Building to assist with some of the qualification barriers to accessing apprenticeship courses.

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

The work being done on apprenticeships contributes to:-

**Promoting sustainable & inclusive economic growth**– *improving the economic wellbeing of local people and businesses*

With a focus on:

- Meeting the skills needs of business to support growth
- Boosting the local economy

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

- 4.4.1 Investing in apprenticeships has an initial cost but it is recognised that that investment is paid back many times over the years as skilled employees contribute to the local economy. Funding support for training is accessed through the Council's Jobs and Skills Team to offset some of the early years cost.

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

- 4.5.1 There are no legal implications. The Report is not subject to call in.

#### **4.6 Risk Management**

- 4.6.1 There are considered to be minimal risks associated with employment of apprentices. There is a potential reputational risk to the Council if it does not maximise the opportunity presented by current investment programmes to deliver construction apprenticeships.

### **5 Conclusions**

- 5.1 The current level of investment in construction in the City presents a massive opportunity for boosting the local economy both through employment and through provision of apprenticeships. Considerable work is being done to maximise the opportunity and level of training that derives from that investment.

### **6 Recommendations**

- 6.1 Housing Advisory Board are asked to note the work being undertaken on apprenticeships through Housing Leeds, Construction and Housing Yorkshire and The Alliance.

### **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.

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Report author: Debra Scott  
Tel: 0113 3957578

## Report of Director of Environment and Housing

### Report to Housing Advisory Board

**Date: 3 June 2014**

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

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

### **Summary of main issues**

1. At their meeting on 28<sup>th</sup> January 2014, the Housing Advisory Board received a detailed update on progress with the implementation of Housing Management Review outcomes, which involved: disbanding the ALMO Boards, creating a Shadow Advisory Board (now superseded by this Housing Advisory Board), and establishing a Programme Board to manage the delivery of the implementation programme. High level structural arrangements for the new service were also outlined, which were being developed on functional lines: Housing Management, Property and Contracts and Strategic Housing. The Board was updated on appointments made to Chief Officer posts and on plans to complete appointments to the other JNC level posts. At its meeting on 8<sup>th</sup> April 2014, the Board received a further update from the Director of Environment and Housing on senior officer appointments.
2. This report provides the next update on appointments to the new management structure, and sets out plans to complete the restructure of the service. It also outlines some of the work being done to review and redesign the service across the city, adopting common operating standards based on best practice and informed by staff and partners' views.

### **Recommendations**

3. Housing Advisory Board members are invited to note the progress being made to deliver the outcomes of the Review, including the recent appointments to senior

manager posts and service redesign, 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.
- 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 have been made to these posts, along with the majority of the JNC level posts. Further appointments are now being made to the next tier of posts (PO6), and structure proposals for the whole services are expected to be agreed and delivered by end July 2014.
- 2.4 In parallel to the filling of senior posts, work has 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 new Housing Advisory Board has formally been established and the shadow Board has been stood down. The new Board is receiving regular updates on progress with implementing the Housing Management Review outcomes.
- 2.6 At the Housing Advisory Board meeting on 28 January 2014, Members received a detailed update showing the actions taken since the decision was taken to bring ALMOs into the Council and plans to deliver a new Housing Management service for Leeds. A further update was provided on 8<sup>th</sup> April 2014, detailing appointments to senior officer posts.

## **3 Main issues**

- 3.1 This report provides the next update to Board members on the actions taken to date to implement the outcomes of the Housing Management Review, including an update on recent appointments and steps being taken to redesign services to bring in consistent best practice across the city.

### **3.2 Structural Change**

- 3.2.1 As outlined in paragraph 2.3 above, appointments were made to the three Chief Officer posts (two permanent appointments, and one interim appointment). The Chief Officers have since appointed to their senior office JNC level posts, and are currently appointing to PO6 level posts (the position in each functional area is given in paragraphs 3.23, - 3.25 below and this is summarised in the appendix to this report). This will provide the necessary senior management capacity to develop and deliver structural arrangements across the service.
- 3.2.2 An agreed consultation process was agreed with the trades unions, involving fortnightly meetings to develop, consult on and implement the new arrangements.
- 3.2.3 **Housing Management:** Liz Cook, as Chief Officer has recruited to Senior Management posts at JNC level, and the majority of PO6 managers, with one vacancy which is out for internal advertisement. The Housing Management structure proposal has been designed to align with the Council's Area Committee arrangements and support the integration of Housing Management Services into the Council. This allows the service to contribute fully to the value of 'working as a team for Leeds' and act as a key link for tenants into the full range of Council services. The remaining structural proposals are due to be shared with trades unions on 23 May 2014, and work is ongoing to develop generic job descriptions for posts at PO4 level and below.
- 3.2.4 **Property and Contracts:** Steve Hunt, as the interim Chief Officer, has recruited to his senior management team and to some PO6 posts, with three vacancies currently out for internal advertisement. The remaining draft structure is now with trades unions for comment, and work is ongoing to create new job descriptions for posts at PO4 level and below.
- 3.2.5 **Strategic Housing:** Simon Costigan, as Chief Officer, is now leading service teams covering Housing Support (including the Homelessness service, Gypsy Traveller service, Adaptations, Housing Policy), Housing Partnerships (including private sector housing, licensing and enforcement, and work with a range of housing partnerships), Beeston Hill and Little London and Beeston PFI and the Sustainable Energy and Climate Change Team. In addition, staff from the former ABCL Performance and Research team have been brought into the Strategic Housing Division, and has integrated them into wider Environment and Housing Performance and Service Review team. A new PO6 post has been established to lead the integrated team and an appointment has been made to this post. A new Information Management and Technology team is also currently in development which will service the new Housing Leeds service as well as other parts of Environment and Housing.
- 3.2.6 It is expected that structural arrangements for all three service areas will be agreed and implemented by end July 2014, after which it will be possible to determine the actual costs involved and the levels of savings accruing from these changes (an actual position will be provided with the next update).
- 3.2.7 A cultural change programme is also being developed to support the changes required, which includes moving away from specialist roles to a more flexible,



generic workforce which is customer focused and developed to recognise the needs of the tenant.

### 3.3 Service Redesign

- 3.3.8 Work to review and redesign services to deliver a consistent service across the city based on best practice has commenced, and is being informed by the views of staff and partners.
- 3.3.9 A particular focus has been on access arrangements and how these are being unified as part of the development of the new service. This includes simplifying existing telephone numbers, standardising housing office opening times and commencing communication work to inform tenants of the new simplified arrangements and what this means for them e.g. through special mailings, updated web content and social media announcements, a special feature in the next scheduled tenants newsletter, and through cascade through other staff and partners communication mechanisms.
- 3.3.10 **Housing Office Opening Hours:** the opening hours for the 11 stand-alone housing offices have been reviewed and a more consistent set of opening times came into effect at the end of April. The majority of offices will work 8.30 a.m. to 4.30 p.m. Monday, Tuesday, Thursday and Friday, and 8.30 a.m. and 3.30 p.m. on Wednesdays to allow one hour a week for staff training and development. Offices in Richmond Hill and Burmantofts will operate to slightly different hours to take account of local needs and developments. This standardises, and in five cases extends the opening hours in 10 of the 11 offices, and housing teams will continue to hold various drop-in surgeries in key buildings/locations to support tenants' access to services.
- 3.3.11 Tenants are also able to access services face to face across any of the 16 One Stop Centres, and Housing Leeds is actively engaged in the Citizens@Leeds programme which involves the creation of community hubs. This aims to bring together staff from a range of local services, provided by the Council and partners, to tackle poverty and deprivation (three hubs are being developed in Harehills, Armley and Middleton). During the remainder of the year, further opportunities will be explored to place local housing teams within the communities they serve, and this could include relocating teams into One Stop Centres in some cases.
- 3.3.12 **Telephone Access:** steps have been taken to adopt one single number for Housing Leeds enquiries (0800 188 4000) which will be supplemented by a new 0133 local rate number as a cheaper (or free, depending on any free minutes package) alternative for mobile phone users. This helps to promote a single consistent service for all tenants across the city. There is no additional cost in adopting the new numbers and announcements are made on the existing numbers and calls are automatically transferred. All tenants are informed on all correspondence of the textphone for deaf and hard of hearing people (0113 222 4410).

- 3.3.13 **On-line digital access:** Housing Leeds services have an integrated web presence on the Council's website, and on a more informal basis by a distinct Housing Leeds presence on Facebook and Twitter.
- 3.3.14 A number of projects and initiatives have been undertaken to support tenants to get on line, whether in the community or through training and development opportunities. In the year ahead, Housing Leeds will be working with the Transactional Web Service project, which is working to give customers of the Council an online portal through which they can access their service requests e.g. potholes, missed bins, faulty streetlight etc.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.15 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.
- 4.1.16 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.
- 4.1.17** Arrangements are being made to ensure that tenants are made aware of any changes to customer access arrangements through a range of mechanisms (see paragraph 3.39 above).

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

- 4.1.1 This is not a decision-making report and as such there is no need for an EIA screening document to be completed.
- 4.1.2 Customer Access developments have been made in response to public and member feedback and will increase access for tenants.

### **4.2 Council policies and City Priorities**

- 4.2.1 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.

### **4.3 Resources and value for money**

- 4.3.1 One of the outcomes of the return to the Council of the Housing service is the reduction in duplication of roles. 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.

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

- 4.4.1 Legal Services have been fully involved in the process for the closure of ALMO companies and the transfer of resources into the Council.
- 4.4.2 There is no exempt or confidential information within the report.
- 4.4.3 The original Executive Board decision was subject to call in.

#### **4.5 Risk Management**

- 4.5.1 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 updates the Housing Advisory Board on actions being taken to implement the Housing Review outcomes, including the development and implementation of structure proposals, as well as steps being taken to redesign services, introducing more consistency and adopting best practice across the city.

### **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, including the recent appointments to senior manager posts and service redesign, and agree to receive further updates as the implementation plans progress.

### **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.

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# Housing Advisory Board



## WORK PROGRAMME

Meeting Date	Item	CO/Author
3 June 2014	<ul style="list-style-type: none"> <li>• Finance update (cap/rev)</li> <li>• Housing Growth/allocatons</li> <li>• Construction Apprenticeships</li> <li>• HAB working groups</li> <li>• Tenant Involvement (inc. multi-storey working group)</li> <li>• Housing Strategy Update/HAB working arrangements</li> <li>• CCTV roll out to tower blocks</li> <li>Housing Management Review Implementation update</li> </ul>	R Ellis S Costigan/M Gjessing S Hunt C Simpson/L Cook Liz Cook D Scott/M Godsell S Hunt D Scott
9 September 2014	<ul style="list-style-type: none"> <li>• Finance update (cap and rev)</li> <li>• Housing Strategy Update</li> <li>• Strategy for Multi-storey Blocks</li> <li>• Progress on New Homes Build</li> <li>• Performance update</li> </ul>	R Ellis M Godsell S Hunt S Costigan D Scott
11 November 2014	<ul style="list-style-type: none"> <li>• Finance update (cap and rev)</li> <li>• Housing Strategy Update</li> <li>• Leeds Decent Homes Standard</li> <li>• Procurement Strategy for Repairs and Maintenance</li> <li>• Energy Efficiency and Fuel Poverty</li> <li>Performance update</li> </ul>	R Ellis M Godsell S Hunt S Hunt G Munson D Scott

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