



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds on
Tuesday, 9th September, 2014 at 5.00 pm

MEMBERSHIP

Councillor P Gruen (Chair)

Councillor J Bentley

Councillor B Anderson

Councillor A Gabriel

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>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

3

LATE ITEMS

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

(The special circumstances shall be specified in the minutes)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

5

APOLOGIES FOR ABSENCE

To receive any apologies for absence

6

MINUTES OF THE PREVIOUS MEETING

1 - 8

To approve as a correct record the minutes of the Housing Advisory Board held on 3rd June 2014.

(Copy attached)

7

MATTERS ARISING FROM THE MINUTES

9 - 12

To consider any matters arising/outstanding issues and actions from the previous minutes.

(Report attached)

8

HOUSING LEEDS CAPITAL FINANCIAL POSITION PERIOD 3 2014/15

13 - 14

To consider a report by the Director of Environment and Housing which provides a financial position statement on the Housing Leeds Capital programme at period 3 for the financial year 2014/15.

(Report attached)

9	HOUSING LEEDS (HRA) REVENUE FINANCIAL POSITION PERIOD 3 2014/15	15 - 18
	<p>To consider a report by the Director of Environment and Housing which provides an update on the revenue financial position for the Housing Leeds (HRA) service as at Period 3.</p> <p>(Report attached)</p>	
10	2014/15 QUARTER 1 PERFORMANCE REPORT	19 - 30
	<p>To consider a report by the Director of Environment and Housing which provides a summary of the quarter one performance data for 2014-15 against the six Housing Leeds priorities.</p> <p>(Report attached)</p>	
11	QUALITY HOUSING GROWTH & THE LEEDS STANDARD	
	<p>To consider a report of the Director of City Development and the Director of Environment and Housing which seeks to provide a way forward for improving residential design throughout Leeds to ensure we achieve quality and quantity in the delivery of new houses in Leeds through the development of linked activities brought together as the Leeds Standard.</p> <p>(Report to follow)</p>	
12	IMPLEMENTATION OF THE REVIEW OF HOUSING MANAGEMENT SERVICES	31 - 38
	<p>To consider a report by the Director of Environment and Housing which provides an update on progress with the delivery of Housing Management Review outcomes, outlining the significant changes being delivered, and the benefits (financial and non-financial) that are being realised.</p> <p>(Report attached)</p>	

13			<p>HOUSING ADVISORY BOARD - FORWARD PLAN 2014/15</p> <p>To note/ amend the contents of the Housing Advisory Board Forward Plan 2014/15.</p> <p>(Copy attached)</p>	39 - 40
14			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that future meetings of the Board will take place as follows:</p> <p>Tuesday 11th November 2014 Tuesday 3rd February 2015 Tuesday 7th April 2015</p> <p>All meetings to take place at the Civic Hall, Leeds commencing at 5.00pm</p>	
15		<p>10.4(3)</p> <p>(Exempt Appendix 2 only)</p>	<p>A STRATEGY FOR HIGH RISE HOUSING</p> <p>To consider a report by the Director of Housing and Environment which provides details of the work completed to date on developing and extending the Council's understanding of High Rise Housing in the city through a new evidence base.</p> <p>(Please note that Appendix 2 of this report contains exempt information and its circulation is restricted to Members of the Board only)</p> <p>(Report attached)</p>	41 - 60

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.

HOUSING ADVISORY BOARD

TUESDAY, 3RD JUNE, 2014

PRESENT: Councillor P Gruen in the Chair
Councillors K Maqsood and P Truswell

Tenant / Leaseholder

Ted Wilson
Andy Liptrot
Medline Hunter

Co-opted Member

J Hourigan

- 38 Exempt Information - Possible Exclusion of the Press and Public**
RESOLVED – 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:-
- Appendices 1 and 2 to agenda item 10 entitled, 'Progress on Delivering the Council Housing Growth Programme', is designated as exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains commercially sensitive and sensitive financial information that could be used to gain an advantage through any future procurement exercise, and as such it is deemed that it is in the public interest not to disclose this information at this time. (Minute No. 45 referred).
- 39 Declaration of Disclosable Pecuniary Interests**
There were no declarations of Disclosable Pecuniary Interests made at the meeting.
- 40 Apologies for Absence**
Apologies for absence from the meeting were received on behalf of Councillors Anderson, J Bentley and Lowe, and Timothy Woods, Matthew Walker, Andrew Feldhaus and David Glew.
- 41 Minutes of the Previous Meeting**
RESOLVED – That the minutes of the meeting held on 8th April 2014 be approved as a correct record.

42 Matters Arising from the Minutes

The following matters arising from the minutes were highlighted:-

Housing and the Jobs and Skills Agenda (Minute No. 6 of the 4th December 2013 Shadow Housing Advisory Board meeting referred)

Members noted that work in this area continued, and that a report regarding Housing Construction Apprenticeships could be found elsewhere on the agenda.

Tenant Involvement (Minute No. 7 of the 4th December 2013 Shadow Housing Advisory Board meeting referred)

The Board noted the progress which was being made in this area. Members welcomed the investments in local environmental and community projects which had been made by Housing Area Panels (HAPs) to date. However, emphasis was placed upon the need to ensure that an effective communications plan associated with the HAPs funding allocation procedure was established.

It was noted that an update report regarding tenant engagement could be found elsewhere on the agenda, and as such, any actions arising from Minute No. 7 of the 4th December 2013 Shadow Housing Advisory Board be designated as closed.

Development of a Leeds Decent Homes Standard (Minute No. 11(ii) of the 28th January 2014 Housing Advisory Board meeting referred)

Responding to an enquiry, it was noted that a report on this matter was scheduled to be submitted to the Board in November 2014.

43 Housing Leeds Capital Financial Position Outturn 2013/14

The Head of Finance (Environment and Housing) submitted a report presenting a financial position statement on the Housing Leeds Capital Programme Outturn for the financial year 2013/2014.

Specifically, the submitted report provided details upon the Housing Leeds and BITMO refurbishment programme and also the Housing Leeds New Build Programme.

Responding to the Board's enquiries, officers provided clarification on a number of figures detailed within the report. In addition, officers also undertook to provide details to the Board regarding those 20 empty properties and 2 community centres which had been identified as part of an initiative to convert and let as Council housing.

RESOLVED – That the outturn position for the financial year 2013/2014 be noted.

44 Housing Revenue Account - 2013/14 Outturn

The Director of Environment and Housing submitted a report providing an update on the 2013/2014 draft outturn position on the Housing Revenue Account (HRA). In addition, the submitted report also presented the 'Right to Buy' (RTB) initiative's sales and arrears figures.

Draft minutes to be approved at the meeting
to be held on Tuesday, 9th September, 2014

In considering the submitted report, the Board discussed and received further information on the following:

- The level of 'Right to Buy' sales which had been achieved, the £20.5million receipts which had been generated by such sales, the £15.1million sum retained by the Council, of which £6.4million was to be passported to the Registered Social Landlord;
- Members noted the current arrears levels and received clarification regarding the under-occupancy statistics, as detailed within the submitted report;
- The Board paid tribute to the proactive work which had been undertaken by officers and which had led to rent collection rates being 97.85% at the 2013/14 year end. It was noted that Leeds' collection rates compared positively to other Local Authorities.

RESOLVED – That the draft outturn position of the Housing Revenue Account, together with the 'Right to Buy' initiative's sales and arrears figures, be noted.

45 Progress on Delivering the Council Housing Growth Programme.

The Director of Environment and Housing submitted a report providing an update on the Council Housing Growth Programme and the sites which had been identified for development, and providing details of the sites where a bid had been submitted to the Homes and Communities Agency (HCA) for grant funding. In addition, the report detailed the rental strategy to be adopted, as new properties developed through grant funding from the HCA would need to be charged as affordable rents (which is 80% of market rent levels) and also provided an update on the work undertaken to develop a 'Leeds Standard' which would include design approaches to reduce running costs by providing a more energy efficient product.

Finally, the report sought the Board's views on the creation of a local lettings strategy for new build properties across the city, the first of which would be ready for occupation in September 2014.

By way of introduction to the report, the Chair highlighted the comprehensive and complex nature of the initiative, whilst emphasising the significant impact it would make upon the future of social housing in Leeds.

In receiving the submitted report, the Board considered the following:-

- The Board received information regarding the relationship between the respective levels of private rents, social rents and affordable rents and how such levels ranged throughout the city;
- Members discussed the issues of rising house prices and the relationship with private rent levels;

- The Board noted the 'extra care' provision which had been established at Howarth Court, Yeadon, and responding to an enquiry was advised that the allocation of further provision would be guided by demand for such schemes;
- The Board was provided with information on proposals regarding a fresh approach towards the allocation of new properties, which could provide incentives to good tenants. In response, the Board welcomed this initiative;
- Emphasis was placed upon the importance of enforcement when considering the issue of compliance with the tenants' agreement.

In conclusion, the Board's support for the proposals set out within the report were welcomed and it was noted that further update reports would be submitted to the Board in due course.

Following consideration of Appendices 1 and 2 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), it was

RESOLVED –

- (a) That the progress achieved on the development of the Council Housing Growth Programme be noted.
- (b) That the development of a new rental strategy for new build Council properties which are funded through the Homes and Communities Agency's Affordable Homes Programme, be agreed.
- (c) That the progress achieved against the development of the Leeds Standard, as it relates to the development of new council housing, be noted.
- (d) That the comments made during the discussion, together with the support for the proposals detailed within the submitted report be noted, together with the fact that such support would be communicated to Executive Board when it considers a report regarding the allocations policy for new build properties in the city.

(Councillor Truswell left the meeting at 6.10 p.m. at the conclusion of this item)

46 Housing Strategy Update and Housing Advisory Board Working Arrangements

The Director of Environment and Housing submitted a report presenting the current arrangements for the Housing Advisory Board to engage on areas of work in which it had interest and influence, in order to fulfil its functions as an Advisory Committee. Specifically, the Board was requested to consider such arrangements in order to determine whether they were adequate for fulfilling the Board's functions.

The Head of Housing Support highlighted that such arrangements included the direct involvement of Board members in the development of a new Housing Strategy for Leeds, as previously agreed by the Board. In addition, Members received an overview of the five themes which had been agreed at the previous meeting, as a means of focussing the Board's involvement in strategic areas of work.

An update was provided on the work which had been undertaken on such matters to date, and the Board's views were sought on whether the model was fit for purpose. In response, the Board confirmed that it was agreeable with the model proposed.

The Chair highlighted that Councillor Gabriel would replace Councillor Lowe on the Board in the new municipal year, and as such, Councillor Lowe would no longer sit on the 'Enabling Independent Living' working group. The Chair paid tribute to the work which Councillor Lowe had undertaken in this field, specifically in the West North West area, and highlighted that he looked forward to Councillor Gabriel becoming involved in the work of the Board.

Responding to an enquiry regarding how the interests of young people would be incorporated into the engagement arrangements, officers advised that such matters would be picked up as part of the 'Enabling Independent Living' theme.

RESOLVED – That the working arrangements, as set out within the submitted report be agreed, with a view to them enabling the Board to fulfil its functions as an Advisory Committee of the Council, in accordance with its Terms of Reference.

47 Tenant Engagement Update

The Chief Officer (Housing Management) submitted a report providing an update on the progress made in the development of the Housing Leeds Tenant Engagement Service.

By way of an introduction to the report, the Board was provided with an update on a number of issues including:

- Tenant Scrutiny Board;
- Housing Advisory Panels and the Cross City Chairs' Group;
- Service or Customer Specific Forums;

- Community Development;
- Leeds Tenants' Federation;
- Tenants' and Residents' Associations and Community Voices;
- Marketing and Communications;
- Monitoring activity and outcomes; and
- Equality analysis.

Responding to a specific enquiry, the Board received clarification regarding the process by which the training provider for the Tenant Scrutiny Board had been identified, and how such training providers would be selected in the future.

With regard to Tenants' and Residents' Associations (TARAs), the Board highlighted the invaluable role of these organisations and highlighted that work needed to continue in order to encourage the development of such organisations so as to reduce the number of areas not currently covered by a local TARA.

Regarding the tenant newsletter, emphasis was placed upon the need to ensure that a more structured approach was taken towards engagement with tenants on this initiative. In response, it was noted that further work would be undertaken to ensure that the number and range of groups involved would be maximised, and it was suggested that an editorial panel involving Councillor Maqsood could be established in order to help deliver this.

RESOLVED –

- (a) That the contents of the submitted report, the current position regarding tenant engagement, together with the comments and suggestions made during the meeting, be noted.
- (b) That a further report be submitted to a future meeting in order to highlight in more detail, the geographies and customer groups that are currently un-represented or underrepresented and how the Council will try and tackle this as part of the new service arrangements.
- (c) That in line with the comments outlined above, further work be undertaken on the process by which tenant groups are involved and engaged in the production of the tenant newsletter.

(Councillor Maqsood left the meeting at 6.45 p.m. At this point, the meeting became inquorate, as the quorum for the Housing Advisory Board included a minimum of 2 Leeds City Councillors. As such, the Board was unable to make any formal decisions for the remainder of the meeting. Any recommendations from this point onwards could be ratified at the next meeting of the Board)

48 Housing Leeds Multi-Storey Flats CCTV Network

The Chief Officer (Property and Contracts) submitted a report providing an update on Housing Leeds' plans to work with the Council's 'Leeds Watch' service to extend the existing multi-storey flat monitored CCTV system. The report outlined plans developed which could see all blocks within the west of the city being covered by the scheme, which would result in all of the city's blocks having monitored CCTV services in place.

In addition to receiving an update on the proposed expansion of CCTV provision, the Board also received details of the ongoing work which was looking to explore the possibility of providing broadband internet connectivity for residents of multi-storey blocks.

RECOMMENDED – That the proposed expansion of the multi-storey block CCTV system into West Leeds be supported.

49 Housing Construction Apprenticeships

The Chief Officer (Property and Contracts), Housing Leeds submitted a report providing an update on the work being undertaken in order to increase the number of construction apprenticeships being offered directly by the Council and by Contractors undertaking major works projects within the city, particularly those that had a housing element.

In receiving the report, the Board noted the collaborative approach which was being taken towards the provision of apprenticeships, with a view to apprentices being moved between contractors, in order to provide a broader and more varied range of training and development. In addition, it was noted that further detail on the work being undertaken to develop apprenticeships in the area of housing management would be reported to a future meeting.

Responding to an enquiry, the Board received further details on the processes by which potential apprentices were recruited, and it was suggested that the websites of the Council and other appropriate partners could be used as part of the recruitment process in the future.

RECOMMENDED – That the work being undertaken on apprenticeships through Housing Leeds, Construction and Housing Yorkshire and The Alliance, be noted.

50 Implementation of the Review of Housing Management Services: Update Report

The Director of Environment and Housing submitted a report providing an update on the progress made regarding the delivery of Housing Management Review outcomes.

Specifically, the Director advised that the appointments to JNC level positions had now been completed and that work continued with a view to the structure proposals being fully delivered by the end of July 2014.

The Board noted the work being undertaken which aimed to ensure that a more flexible and consistent approach could be taken across Housing Management Services.

RECOMMENDED – That the progress being made to deliver the outcomes of the Housing Management Review, including the recent appointments to senior manager posts and service redesign be noted, and that further updates be submitted to the Housing Advisory Board as the implementation plans progress.

51 Housing Advisory Board - Work Programme 2014

The Board considered the contents of the Housing Advisory Board Work Programme for 2014, and members were invited to submit any items of business which they would like incorporating into it.

An enquiry was raised regarding the possibility of Board members receiving Council ID badges. In response, officers undertook to look into this matter further.

RECOMMENDED – That the contents of the submitted Housing Advisory Board Work Programme, be noted.

52 Date and Time of Next Meeting

RECOMMENDED – That the following schedule of Housing Advisory Board meetings for the 2014/2015 municipal year be noted:

- Tuesday, 9th September 2014
- Tuesday, 11th November 2014
- Tuesday, 3rd February 2015
- Tuesday, 7th April 2015

(All meetings to take place in the Civic Hall, Leeds, commencing at 5.00 p.m.)

Housing Advisory Board
OUTSTANDING ACTIONS



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 was included on the 3 June HAB agenda covering opportunities within Construction. Further opportunities are being explored within Housing Leeds and additional proposals will be brought back to HAB Verbal update to be provided 9 Sept	Open (in progress)
28/01/14	11. (ii)	Development of a Leeds Decent Homes Standard which gives greater prominence to thermal efficiency requirements	Steve Hunt	David Glew	On agenda	Complete – to close
08/04/14	29	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	Scheduled for Nov HAB	Open (in progress)

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Agenda Item 7

Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 28 March 2014)	Status
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Page 10	33	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	Liz Cook / Ian Montgomery	Customer Services	The customer relations service has been brought together and is now working from a single location. This will allow the adoption of the recommendations linked to the creation of the single customer relations service. The remaining recommendations, for example, the requirement to contact tenants by phone to acknowledge receipt and confirm our understanding, have been incorporated into new processes for the service as a whole. The wider service is due for sign off by the senior management team and can be implemented shortly after this.	Complete – to close
	03/06/14	43	To provide details of the 20 empty properties and 2 community centres which had been identified as part of an initiative to convert and let as Council housing.		Details have been circulated to HAB members	Complete - to close

Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 28 March 2014)	Status
	47	<p>Tenant Engagement Resolved:</p> <p>(a) That the contents of the submitted report, the current position regarding tenant engagement, together with the comments and suggestions made during the meeting be noted</p> <p>(b) That a further report be submitted to a future meeting in order to highlight in more detail the geographies and customer groups that are currently un-represented or underrepresented and how the Council will try and tackle this as part of the new service arrangements</p> <p>(c) That in line with the comments outlined above, further work be undertaken on the process by which tenant groups are involved and engaged in the production of the tenant newsletter (inc. involvement of Cllr Maqsood)</p>	Liz Cook	Cllr Maqsood	Chairs Briefing meeting agreed to present at November HAB	Open (in progress)
	50	<p>Implementation of Review of Housing Management Services</p> <p>.... That further updates be submitted to the HAB as the implementation plans progress</p>	Neil Evans (supported by D Scott/H Semianczuk)	Housing Leeds COs	On agenda	Nearing Completion-to close?
Sept agenda		Environmental Improvements, Capital Programme	Steve Hunt / Liz Cook	Housing Leeds	To present at November HAB	In progress

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Report author: Stephen J Boyle
Tel: 39 51523

Report of Head of Finance Environments and Housing

Report to Housing Advisory Board

Date: 9th September 2014

Subject: Housing Leeds Capital Financial Position Period 3 2014/15

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

Summary of main issues

1. 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 at period 3 for the financial year 2014/15.
2. The attached information has been provided by the relevant 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 are delivering the council house refurbishment programme and are currently reviewing cash flows and deliverability of the 2014/15 programme. Actual spend to period 3 is £5.7m together with £5.2m of commitments equating to 17% of revised available resources at period 3. The projection to outturn at period 3 is £65m and this will be revised throughout the year.

3.3 At period 3 the revised resources available for Housing Leeds in 2014/15 have been reprofiled to £65m taking account of net slippage and reprofiling of £12.6m. For BITMO revised resources are £2.9m (which includes an additional £0.4m of RCCO in period 3).

- 3.4** At period 3 Housing Leeds have identified (£18.6m) as a result of reducing the scoping of works together with schemes which can be slipped to future years mainly due to the lead in times within the procurement process. To offset these reductions, Housing Leeds will accelerate £6m of schemes due to be delivered in 2015/16 giving a net slippage of £12.6m on the £77.7m resources made available for 2014/15.
- 3.5** Planned works in 2014/15 are estimated at £50.7m with spend and commitments to period 3 of £6.34m equating to 13% of the programme.
- 3.6** Responsive works in 2014/15 are estimated at £14.3m with spend and commitments to date of £4.4m equating to 31% of the programme.
- 3.7** Adaptations as part of the responsive programme have spend and commitments of £380k against an annual budget of £5.1m.
- 3.8** Other major areas of spend are currently being revised and a realistic projection will be provided at period 4.

4.0 Housing Leeds Newbuild and other

- 4.1** At period 3 the spend on the Council Housing Growth and newbuild programme is £441k in 2014/15. The current cash flow projection at period 3 is £13.8m which needs revised downwards to reflect a realistic spend profile of what's deliverable in 2014/15 and future years. The likely projection for the year at period 3 is estimated at £6-£7m.
- 4.2** Since the setting of the Feb 2014 capital programme the Housing Growth programme has had additional resources injected bringing the total available to £72.6m over the coming 4 years to deliver a comprehensive programme of new build housing and bringing empty homes back into use. A revised cash flow over the next 4 years will be provided at period 4.
- 4.3** In terms of new build housing, this includes the first new build site at East End Park, which will deliver 32 units ; an Extra Care scheme for older people at Howarth Court, Yeadon, which will produce 45 units with a start on site anticipated in January 2016; planning applications are due to be submitted at for sites at The Garnets in Beeston, The Broadleas in Bramley and the Squinting Cat in Swarcliffe. The acquisition of 23 houses "off plan" from a developer at Thorn Walk Gipton will complete summer 2015 with first handover of units in November 2014.

5.0 Recommendations

- 5.1** Housing Advisory Board are asked to note the Period 3 position for the financial year 2013/14.

6.0 Background documents¹ No documents referred to.

¹ 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.

Report of Head of Finance, Environment & Neighbourhoods

Report to Housing Advisory Board

Date: 9th September 2014

Subject: Housing Leeds (HRA) Revenue Financial Position Period 3 2014/15

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

Summary of main issues

The purpose of this report is to update Housing Advisory Board on the revenue financial position for the Housing Leeds (HRA) service as at Period 3.

Recommendations

Housing Advisory Board is requested to note the contents of this report.

1 Summary Position

- 1.1 At the end of Period 3 the HRA is projecting a surplus of £(0.9)m. Key variances from budget are detailed below.

2 Key Variances - Income

- 2.1 Income from dwelling rents is projected to be £(0.7)m more than budgeted. This is due to voids levels being less than budgeted, voids are currently 0.7% but budgeted at 1.25%. RTB sales are budgeted at 450 for the year (compared to 462 sales in 2013/14) and no change to this is currently forecast. A further £(0.3)m of unbudgeted income has been received in connection with contract-related performance payments.

3 Key Variances - Expenditure

- 3.1 Savings of £(0.25)m are expected from Council Tax in relation to void properties, and savings of £(0.5)m are expected against the contribution to the Bad Debt Provision, both of these projections are based on trends in 2013/14.
- 3.2 There is a projected saving of £(0.4)m against Capital Charges, this is due to the interest rates on debt being lower than budgeted.
- 3.3 These positive variations are offset by an additional cost of £0.5m from internal services. This is mainly in connection with unbudgeted costs of £0.45m for Contract Cleaning.
- 3.4 There is a requirement to increase the contribution to the Disrepair Provision by £0.7m more than the budget. This is due to claims firms targeting the City which has resulted in a 284% increase in cases from 2012/13 levels. In order to deal with this increase in caseload two additional surveyors and two legal officers have been engaged and processes put in place to manage the service to improve efficiency and create clearer accountabilities and responsibilities within the teams.

The Disrepair service is being proactively managed with regular meetings with internal and external teams including surveyors, legal, asbestos and contractors responsible for completing the works monitoring progress, identifying blockages in the system and amending processes. Alongside these activities the team is engaging with both the Repairs Teams and Housing Management to introduce measures to stem the growth in caseload.

4 Leeds Credit Union

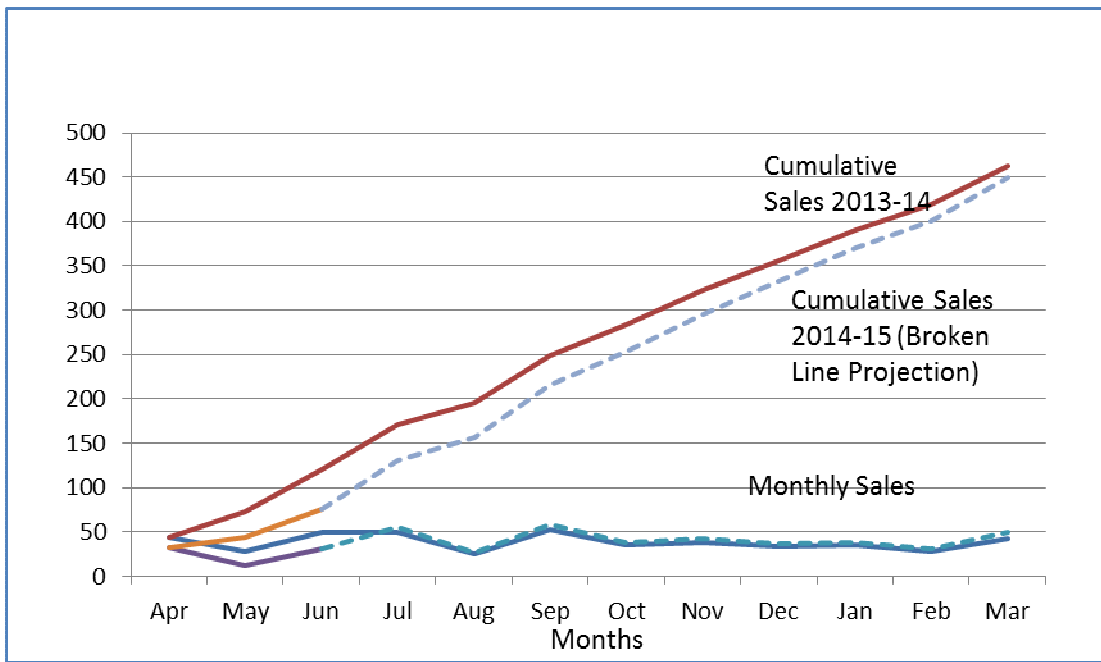
- 4.1 A payment of £90k will be made to LCCU this year, this is consistent with the funding provided by the ALMOs last year.

5 Right To Buy Sales

- 5.1 To the end of June there were 69 completed sales. This has generated sales receipts of £3.4m. It is anticipated that the total year sales of 450 units will generate sales receipts of £19.6m. In accordance with the Government's formula, LCC can retain the sum of £14.5m.

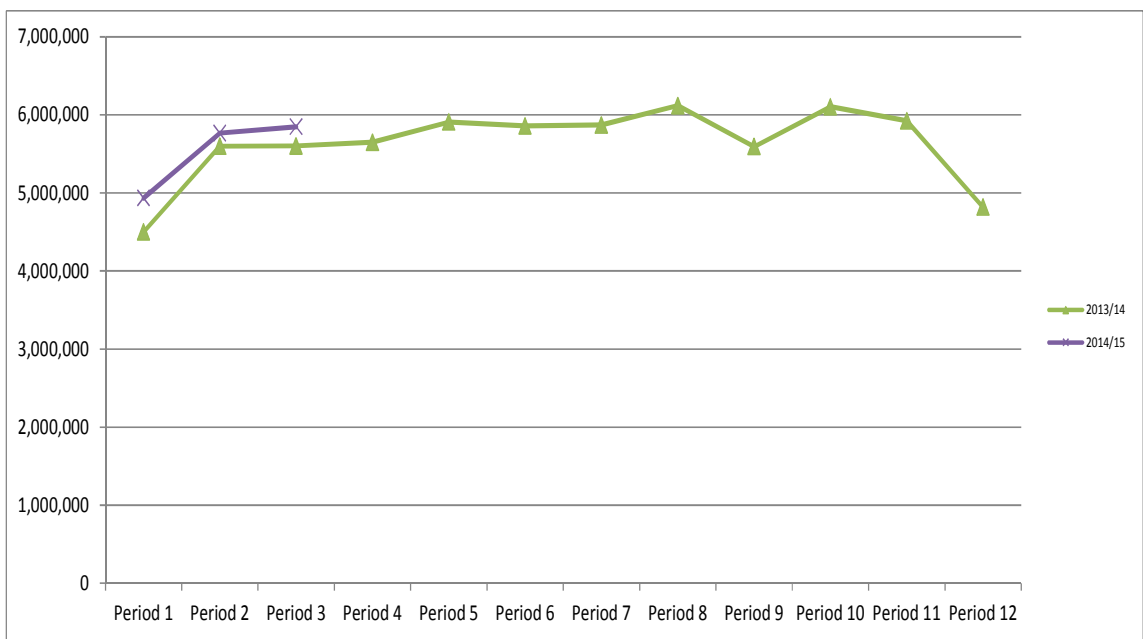
5.2 Of this, £5.9m is likely to be passported to Registered Social Landlords (RSLs) as a grant. This is to fund 30% of the cost of building new housing stock, and must be match-funded by a 70% contribution from the RSL. A further £5.7m can be retained for 'allowable debt' which can be used either to repay debt or to fund other capital expenditure; proposals are currently being developed. The sum of £0.6m will be retained to fund administration costs and the remaining sum of £2.2m will be retained corporately to fund the General Fund's Capital Programme.

Council House Sales to June 2014 and Projected Sales to Year End



6 Arrears

Comparison of Current Tenant Arrears 2013/14 and 2014/15



- 6.1 Overall, arrears for current tenants are £5.8m compared to £4.8m at the end of 2013/14, an increase of £1.0m. Of this approximately £0.9m 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. There are currently circa 5,600 tenants classified as under-occupied. At the end of 2013/14 approximately 41% of under-occupiers were in arrears, this rose to 48% as at the end of May. Total dwelling rent arrears for under-occupiers were £0.7m at the end of May. This is the same position as at the end of 2013/14.

7 Collection Rates

- 7.1 Collection rates to the first week in June were 97.3% for dwelling rents, compared to the target of 98.06%.

8 Background Documents

- 8.1 None.

9 Recommendations

- 9.1 HAB is requested to note the contents of this report.

Report of the Director of Environment and Housing

Report to Housing Advisory Board

Date: 9th September 2014

Subject: 2014/15 Quarter 1 Performance Report

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

Summary of main issues

1. This report provides a summary of performance against the six Housing Leeds priorities for the Housing Advisory Board's information.

Recommendations

2. The Board is recommended to
 - Note the Quarter 1 performance information relating to the six Housing Leeds priorities.

1 Purpose of this report

- 1.1 This report presents a summary of the quarter one performance data for 2014-15 against the six Housing Leeds priorities.

2 Background information

- 2.1 The six Housing Leeds priorities cover a number of key performance areas and when viewed together they provide a balanced view of the performance of the service. Quarterly performance information is presented in the form of dashboards, giving a range of performance and other contextual information, together with supporting commentary. This is used as a basis for determining how the service is performing and identifying any performance trends (good and bad). It also allows other external factors that may affect performance to be identified.
- 2.2 The Appendices contain five dashboards for consideration by the Board (the sixth priority which concerns the capital programme is covered by another report on the HAB agenda).

3 The Six Priorities

- 3.1 The main performance issues arising from this progress report are given below:

3.2 Priority 1 – Homelessness

3.2.1 Homeless Preventions:

Homeless preventions for Q1 2014/15 stand at 1,318. June's figure of 509 exceeds both the 2013/14 monthly average of 382 and 2012/13's monthly average of 266. Preventions through Private Lets have increased from a monthly average of 57 in 13/14 to 74 in June 14/15. Following the service being transferred in-house, preventions through the Young Person's Intervention have increased from an average of 19 in 13/14 to 54.

3.2.2 Homeless Acceptances:

Half of the core cities are reporting increases of up to 21% in households owed a main homeless duty. Leeds Homeless acceptances in Q1 stand at 83 and June's figure of 21 is lower than previous months as well as being lower than the monthly average for 2013/14.

3.3 Priority 2 – Void Dwellings

3.3.1 Gross average re-let days:

The citywide average turnaround time has now come in at under the 30 day target at just under 29 days. This is 5 days better than the average for 2013/14. South and South East is currently the only area to remain above this target but work is being carried out with Mears in order to improve their performance.

3.3.2 Number of void lettable properties:

The improvement in turnaround times has resulted in fewer lettable voids showing as empty properties across all areas and a consequent reduction in rent void loss. This currently sits at 0.65% of the rent roll which is an all-time low for Leeds.

3.4 Priority 3 – Maximise Rent Collection

3.4.1 Rent and Arrears Collection:

Rent collection performance stands at 97.71% for June 2014/15 and is 0.99% better this year than for the same period last year. A positive figure has been achieved during Q1 taking into account the rent increase in April of 5.9% and the continued impact of the Welfare Reforms (see also priority 4 at 3.5 below for possible impact next quarter).

3.4.2 Void Rent Loss:

Rent loss from voids has improved month on month during Q1 and currently stands at 0.65%. This has resulted in £151.7k less rent loss in comparison to the same period last year.

3.4.3 Please also refer to commentary at 3.5.1 below which relates to the effect of under occupation cases on rent collection.

3.5 Priority 4 – Welfare Change

3.5.1 Under Occupation Statistics:

The count of all under occupation cases continues its steady monthly reduction and stands at 5,555 as of June 2014. Welfare Reform Officers are continuing to help to support customers affected by under occupation, including assisting with rehousing into more suitable accommodation.

53% of tenancies with an under occupation charge have arrears, which is a reduction from 59% at 2013/14 year end. However, there has been an increase in the amount of arrears from £635k at 2013/14 year end to £683k at Q1 2014/15.

The Board may wish to note that approximately 1,200 under occupying customers who are now receiving DHP due to exceptional circumstances have had to reapply for this by the end of July. If renewed, it is for 3 months only and then will cease. This will mean that a substantial number of customers may move into rent arrears next quarter.

3.6 Priority 5 – Annual Tenancy Visits

3.6.1 % of Annual Tenancy Visits completed:

There is varied performance across all areas for Q1 and whilst there are improvements in some areas, overall performance is below the quarter end milestone target of 25%. A citywide review of the ATV process in 2013 has led to a sharing of good practice measures, a standardised approach being taken across all areas and a standardisation of measures for performance reporting. Current performance levels have been anticipated under present structural arrangements and, post restructure implementation in September, more staff will be realigned to deliver a generic front line service. It is anticipated that this will give the service capacity to carry out the target of 100% ATVs by year end.

3.7 Priority 6 – Capital Programme

(Please refer to the Report of the Head of Finance and Environments on the Housing Leeds Capital Financial Position Period 3 2014/15 dated 30 June 2014).

4.1 Consultation and Engagement

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when the Board will want to look more closely at these issues, and may request further information.

4.3 Council policies and City Priorities

- 4.3.1 This report provides an update on progress in delivering the council's Housing priorities in line with the council's performance management framework.

4.4 Resources and value for money

- 4.4.1 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 All performance information is publicly available and is published on the council website. This report is an information update providing the Board with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management, and any performance issues that are considered to be a significant risk can be escalated through the risk management process to ensure that mitigating actions are taken.

5 Conclusions

- 5.1 This report provides a summary of performance against the six Housing Leeds priorities, and shows a generally improving picture.

6 Recommendations

- 6.1 The Board is recommended to:

- Note the Quarter 1 performance information relating to the six Housing Leeds priorities.

7 Background documents¹

7.1 City Priority Plan 2011 to 2015

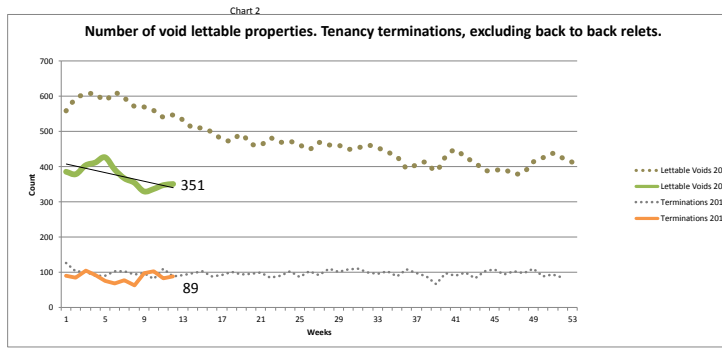
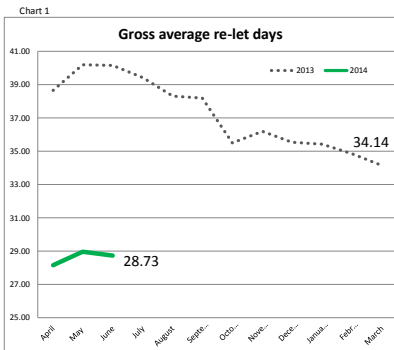
7.2 Best Council Plan 2013 - 17

¹ 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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Housing Leads Priorities Q1 2014
Top Level: City Wide

Priority 2: Void Dwellings



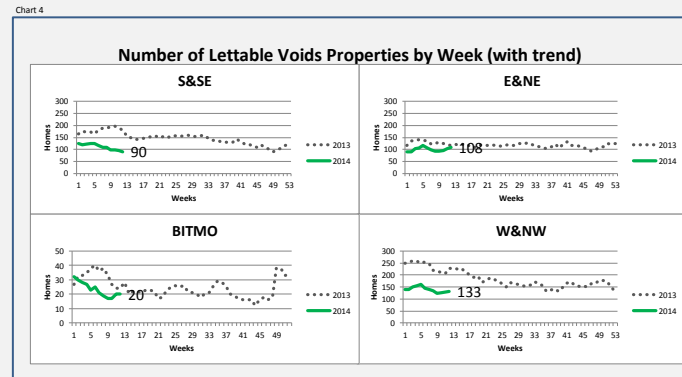
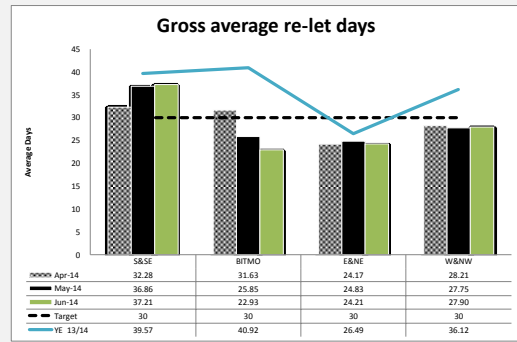
Commentary:

Void performance continues to improve with the city-wide average turn round time now below the 30 target at just under 29 days which is over 5 days better than the closing average for last year. Almost three quarters of voids are now completed within the 30 day target with all areas showing an improvement on this indicator. Further work is being done with the SSE team at Mears to improve their performance which is the only area to remain above target in terms of average turn-round days.

Terminations remain at similar levels to last year but the improvement in turn round times results in fewer lettable voids showing as empty properties across all areas and a consequent reduction in void rent loss which currently sits at 0.65% of the rent roll – an all-time low for Leeds.

As of the 21st July 2014 LCC has 369 voids (0.65% voids untenantted) and there are 214 voids in works with West, South and Ea st.

2nd Level: Area/BITMO breakdown



	30 day Target Met	30 Day Target Unmet	Total No. Re-lets
CITY	811 (72%)	320 (28%)	1131
S&SE	193 (70%)	84 (30%)	277
BITMO	30 (60%)	20 (40%)	50
E&NE	305 (85%)	55 (15%)	360
W&NW	283 (64%)	161 (36%)	444

3rd Level: Area/BITMO Statistics

Table 2

Area	Apr 13	May 13	June 13
CITY	£199.8K	£257.6K	£304.3K
S&SE	£58.6K	£109.4K	£158.5K
BITMO	£10.9K	£20.6K	£27.5K
E&NE	£45.4K	£79.5K	£111.7K
W&NW	£85.2K	£148.2K	£207.3K

Table 3

Area	Apr 13	May 13	June 13
CITY	1.01	1.00	0.98
S&SE	1.11	1.15	1.17
BITMO	1.61	1.69	1.58
E&NE	0.69	0.68	0.63
W&NW	1.16	1.12	1.09

Table 4

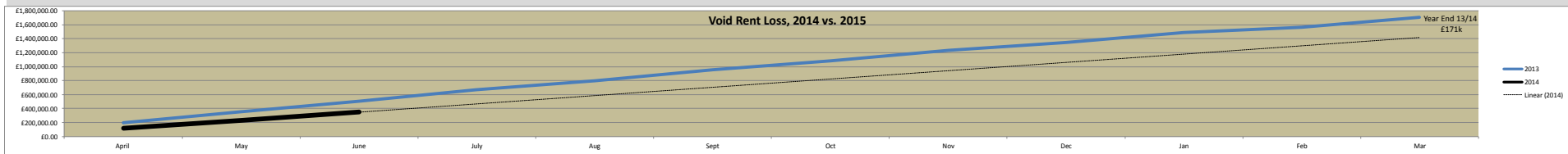
Area	Major Works	Police	Squatters	Other	Net Days after Discount
CITY	5,332	170	40	142	28.40
S&SE	3,114	0	0	77	25.72
BITMO	0	0	0	0	106.02
E&NE	2,206	170	0	0	17.92
W&NW	12	0	40	65	27.92

Table 5

Area	Apr 14	May 14	June 14
CITY	11	17	10
S&SE	1	1	1
BITMO	2	0	0
E&NE	8	8	9
W&NW	0	0	0

Table 6

Area	Days	Number of Properties and Reason
CITY	5,299	
S&SE	-	
BITMO	5,068	11 Props, change of use and used as decant.
E&NE	105	1 prop, major adaptations
W&NW	126	1 prop, delayed by 3rd party



Housing Leeds Priorities Q1 2014
Top Level: City Wide

Priority 3: Maximise rent collection

Chart 1 and 2

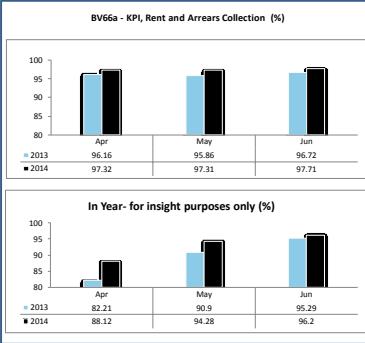
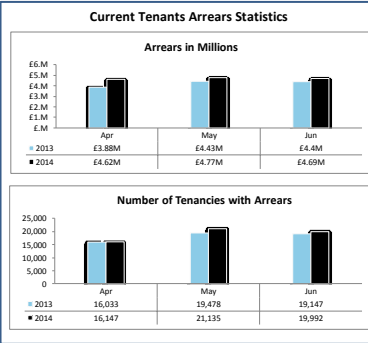


Chart 3 and 4



Commentary:

Rent collection performance is currently at 97.71%. A positive figure has been achieved during the 1st Quarter taking into account the rent increase in April of 5.9% and the continued impact of the Welfare Reforms.

Chart 1 Rent and Arrears Collection (66a.)

BV66a is the councils principle indication for Income Collection. Rent collection is 0.99% better this year than for the same period last year. This is part due to the direct debit cycle in which at the end of Quarter 1 last year, monthly Direct Debit payer were one month in arrears. This year the monthly direct debit payers accounts are almost clear at Quarter 1. Staff are continuing to treat rent collection and arrears as a priority.

Chart 2 Rent Collection (In Year)

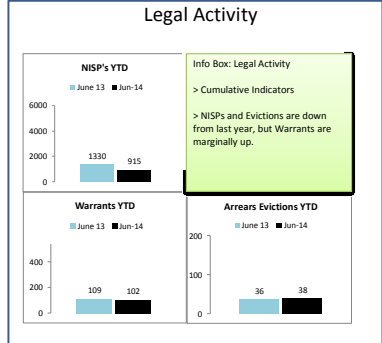
This indicator is included to provide insight. It tracks rent paid this year only and it is not the gauge of organisational performance on rent and arrears collection, please use BV66a for that purpose. In Year collection is currently 96.20% and is 0.91% better than last year.

Chart 3 & 4. Current arrears statistics (3) and number of tenancies with arrears (4). Arrears currently stand at £4.69M which is £0.29M higher than the same period last year. However the HMA1 figures have seen a reduction in the % of arrears owed from year end 2.20%, reducing to 2.16% at the end of Q1. Reductions in the numbers of customers affected by Under Occupation being paid DHP on "exceptional circumstances" from the end of July will potentially lead to increasing numbers of tenants going into arrears.

Tables 1 & 2 Void Rent Loss

Rent loss from voids has improved month on month during Q1 and currently stands at 0.65% and has resulted in £151.7k less rent loss in comparison to the same period last year.

Chart 5



2nd Level: Area/BITMO collection

Chart 6

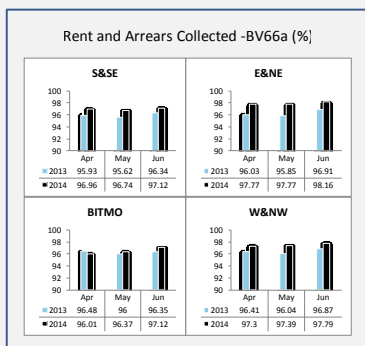


Chart 7

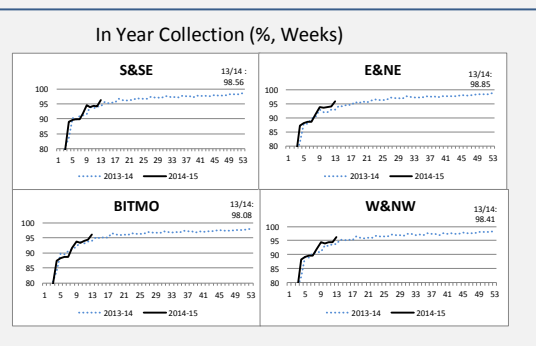


Table 4

Arrears Statistics last 3 months

HMA1 (Arrears as % of rent roll)	June 13		
	Apr 13	May 13	June 13
CITY	1.84%	2.10%	2.09%
S&SE	2.29%	2.52%	2.54%
BITMO	2.07%	2.35%	2.45%
E&NE	1.44%	1.73%	1.71%
W&NW	1.86%	2.11%	2.08%

HMA1 (Arrears as % of rent roll)	June 14		
	Apr 14	May 14	June 14
CITY	2.13%	2.20%	2.16%
S&SE	2.61%	2.71%	2.66%
BITMO	2.65%	2.68%	2.57%
E&NE	1.66%	1.76%	1.74%
W&NW	2.16%	2.19%	2.14%

E's owed	June 13		
	Apr 13	May 13	June 13
CITY	£4.4M	£4.4M	£4.4M
S&SE	£1.42M	£1.42M	£1.42M
BITMO	£175.4k	£175.4k	£175.4k
E&NE	£1.18M	£1.18M	£1.18M
W&NW	£1.63M	£1.63M	£1.63M

E's owed	June 14		
	Apr 14	May 14	June 14
CITY	£4.69M	£4.69M	£4.69M
S&SE	£1.54M	£1.54M	£1.54M
BITMO	£.19M	£.19M	£.19M
E&NE	£1.24M	£1.24M	£1.24M
W&NW	£1.72M	£1.72M	£1.72M

3rd Level: Area/BITMO statistics

Table 2

Rent Loss through voids (Cumulative £s)				
Area	Apr 13	May 13	Jun 13	
CITY	£199.8k	£357.6k	£504.9k	
S&SE	£58.6k	£109.4k	£158.5k	
BITMO	£10.9k	£20.6k	£27.5k	
E&NE	£45.1k	£79.5k	£111.7k	
W&NW	£85.2k	£148.2k	£207.3k	
Area	Apr 14	May 14	Jun 14	
CITY	£116.1k	£228.7k	£353.2k	
S&SE	£35.4k	£68.2k	£102.8k	
BITMO	£8.4k	£14.3k	£20.7k	
E&NE	£30.3k	£62.5k	£100.9k	
W&NW	£42.1k	£83.6k	£128.7k	

Table 2b

Rent Loss Through Voids (% of rent roll)				
Area	Apr 13	May 13	Jun 13	
CITY	1.01	1.00	0.98	
S&SE	1.11	1.15	1.17	
BITMO	1.61	1.69	1.58	
E&NE	0.69	0.68	0.63	
W&NW	1.16	1.12	1.09	
Area	Apr 14	May 14	Jun 14	
CITY	0.70	0.69	0.65	
S&SE	0.80	0.77	0.71	
BITMO	1.46	1.26	1.12	
E&NE	0.55	0.57	0.57	
W&NW	0.68	0.68	0.64	

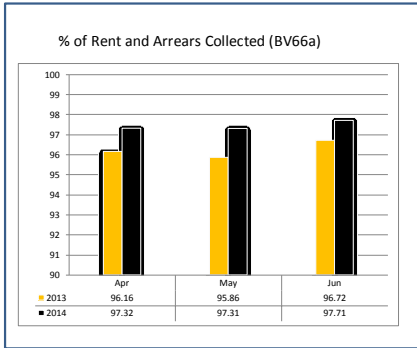
Table 3

Former Tenancy Arrears (£)				
Area	Apr 14	May 14	Jun 14	
CITY	£2.54M	£2.45M	£2.46M	
S&SE	£749.3k	£761.8k	£790.6k	
BITMO	£128.8k	£131.5k	£137.1k	
E&NE	£694.6k	£625.5k	£566.1k	
W&NW	£963.7k	£935.4k	£970.6k	

Former Tenancy Arrears (%)				
Area	Apr 14	May 14	Jun 14	
CITY	1.15%	1.13%	1.14%	
S&SE	1.28%	1.32%	1.37%	
BITMO	1.69%	1.77%	1.85%	
E&NE	0.96%	0.88%	0.80%	
W&NW	1.18%	1.16%	1.21%	

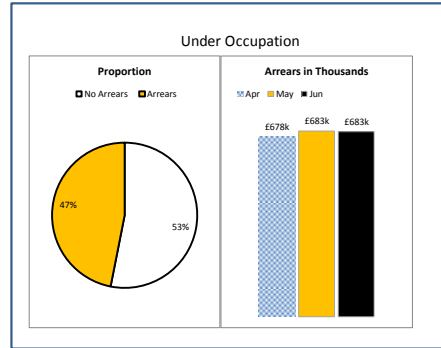
Housing Leads Priorities Q1 2014
Top Level: City Wide

Chart 1



Priority 4: Welfare Change

Chart 2



Commentary:

- Chart 2 Under Occupation.** 53% of tenancies with an Under Occupation Charge have arrears, reducing from 59% at year end. However the amount in arrears has increased from £635K at years end to £683K at Q1.
- Table 2a and 2b.** This month the total is down by 15, from 5570 to 5555, continuing the steady monthly reduction of tenancies with an Under Occupation Charge. Welfare Reform Officers are continuing to work to support customers affected by Under Occupation which includes assisting with rehousing into smaller suitable accommodation.
- Table 2c, and 2d.** Although the number of cases who have incurred rent arrears due to Under Occupation has been fairly static this quarter, the amount of arrears owed by this group is increasing. Approx. 1200 Under Occupying customers who are now receiving DHP due to exceptional circumstances have to reapply for this at the end of July. If renewed it will only be for a further 3 months and will then end. This will mean a substantial number of customers may move into rent arrears during the next quarter.
- Table 3a, b and c.** These three charts demonstrate the movement in who is getting an Under Occupation Charge. It shows that in during Quarter 1 there was a reduction in new cases between April and June.

Statistical Breakdown - Rent

Area	BV66A (%)	HMA1 (%)
CITY	97.71	2.16%
S&SE	97.12	2.66%
BITMO	97.12	2.57%
E&NE	98.16	1.74%
W&NW	97.79	2.14%

Area	City Total	Under Occupiers	%
CITY	4,687,828	682,689	14.56%
S&SE	1,536,539	226,288	14.73%
BITMO	191,058	16,131	8.44%
E&NE	1,239,015	175,700	14.18%
W&NW	1,721,216	264,570	15.37%

Area	City Total	Under Occupiers	%
CITY	19,992	2,605	13%
S&SE	5,288	652	12%
BITMO	723	82	11%
E&NE	6,397	862	13%
W&NW	7,584	1,009	13%

Area	Apr	May	June
CITY	5,619	5,570	5,555
S&SE	1,344	1,328	1,340
BITMO	176	168	166
E&NE	2,100	2,080	2,061
W&NW	1,999	1,994	1,988

Area	Apr	May	June
CITY	1,308	1,361	1,303
S&SE	301	326	315
BITMO	39	40	44
E&NE	490	506	481
W&NW	478	489	463

Under Occupation Statistics - 3 month snapshot

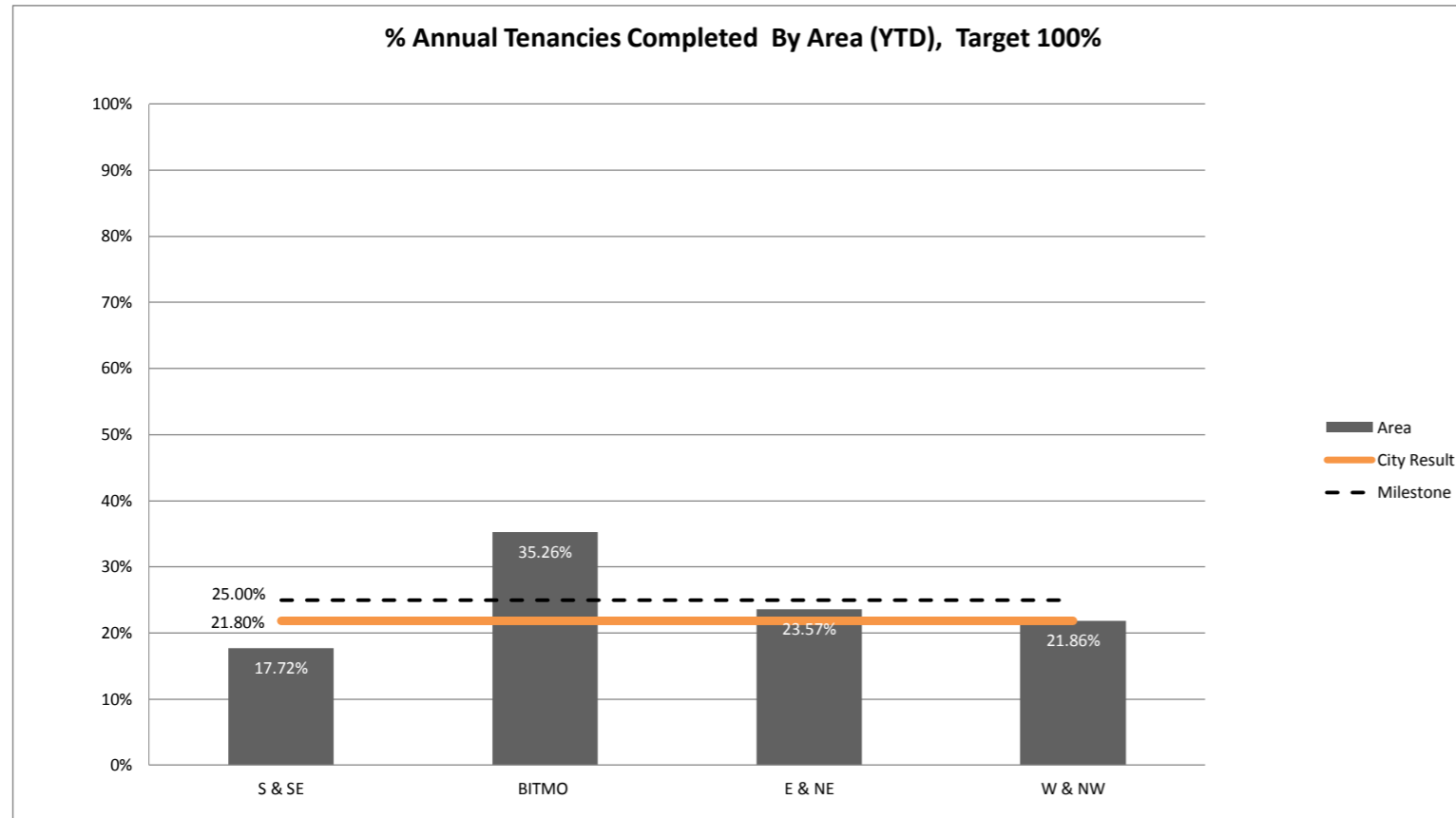
Area	Year End 2013	Apr	May	June	Variation: since YE13	Change since YE13
CITY	635,364	677,522	683,052	682,689	47,325	7%
S&SE	207,036	212,699	218,425	226,288	19,252	9%
BITMO	24,763	23,456	23,099	16,131	-8,632	-35%
E&NE	154,749	167,365	167,505	175,700	20,951	14%
W&NW	248,817	274,002	274,023	264,570	15,754	6%

Area	Year End 2013	Apr	May	June
CITY	141,249	165,575	167,245	170,623
S&SE	38,229	41,305	45,042	48,388
BITMO	3,486	4,048	4,362	4,434
E&NE	44,109	54,918	51,951	54,595
W&NW	55,424	65,303	65,890	63,206

Area	Apr	May	June
CITY	5,093	5,170	5,298
S&SE	1,227	1,179	1,248
BITMO	162	19	74
E&NE	1,911	2,070	2,055
W&NW	1,793	1,902	1,921

Area	Apr	May	June
CITY	526	400	257
S&SE	117	149	92
BITMO	14	149	92
E&NE	189	10	6
W&NW	206	92	67

Area	Apr	May	June
CITY	539	397	255
S&SE	108	83	56
BITMO	16	12	107
E&NE	202	152	89
W&NW	213	150	3



Commentary:

A City wide review of the ATV process in 2013 means all areas are working to a standardised approach using the same measures for performance reporting. A variety of good practice methods have shared and implemented across all teams including:

- Each Housing Officer working to weekly targets at the local level
- Housing managers responsible for monitoring performance on a weekly basis
- Cross service ATV action days
- Redeployment of visits to under performing areas
- Tenancy action on no response to request for access
- Persistent no access also being referred to Tenancy Fraud team for further investigation and action

Performance for each of the Area Management areas is varied for quarter 1 and whilst there are some improvements compared to Q1 last year, overall performance is below the milestone target of 25%. This was anticipated under current structures and the 100% target for ATVs has been a key driver in influencing the resource allocation of Housing Officers at the local level as part of the restructuring of services.

Post restructure implementation September 2014, more staff will be realigned to deliver a generic front line service and average patch sizes will decrease, quite significantly in some areas compared to now. This will give the service the capacity to carry out 100% of ATVs by year end.

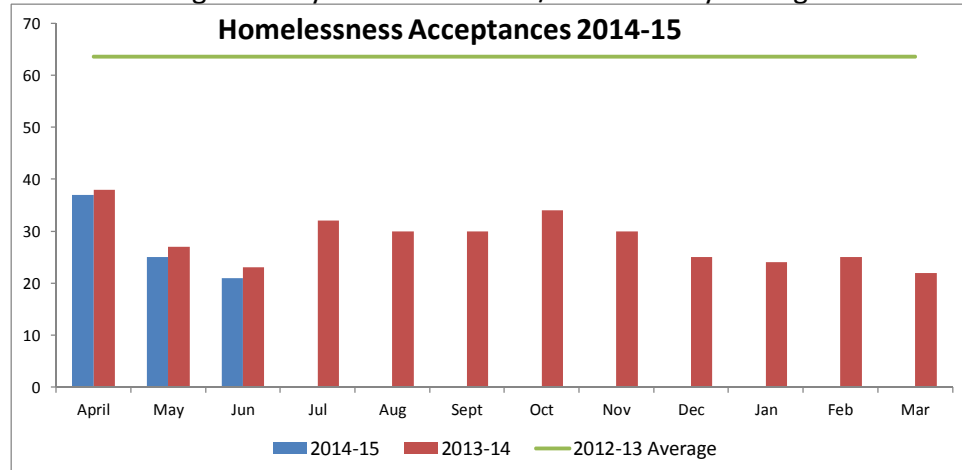
Chart 1

Metric	S & SE	BITMO	E & NE	W & NW	CITY
Completed ATVs	2,602	676	4,388	4,537	12,203
Outstanding ATVs	12,083	1,241	14,231	16,214	43,769
KPI (% Completed)	17.72%	35.26%	23.57%	21.86%	21.80%

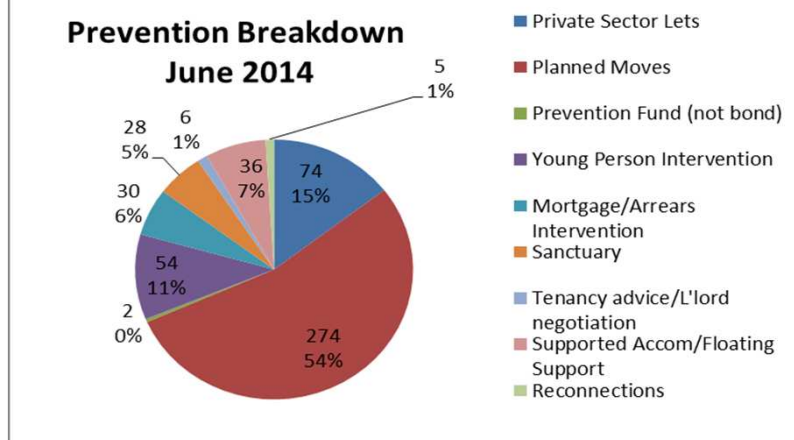
Table 1

Housing Support - Performance Framework June 2014

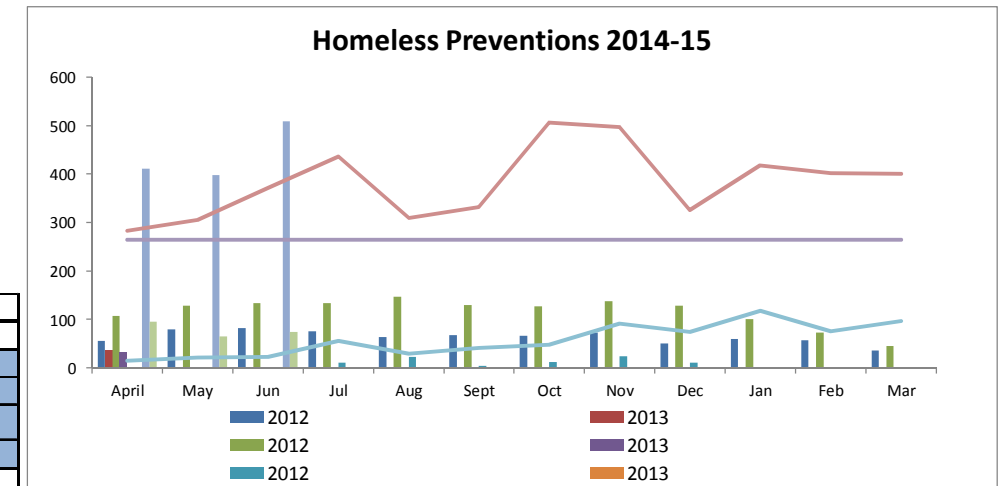
Half the core cities are reporting increases of up to 21% in households owed a main homeless duty (P1E, 2013 Qtr4 – 2014 Qtr1). At 21, Leeds' total for homeless acceptances in June is lower than previous months and remains significantly lower than 2012/13's monthly average of 64



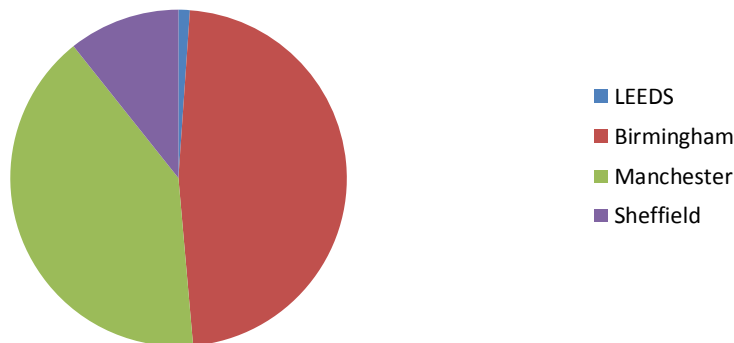
Prevention Breakdown June 2014



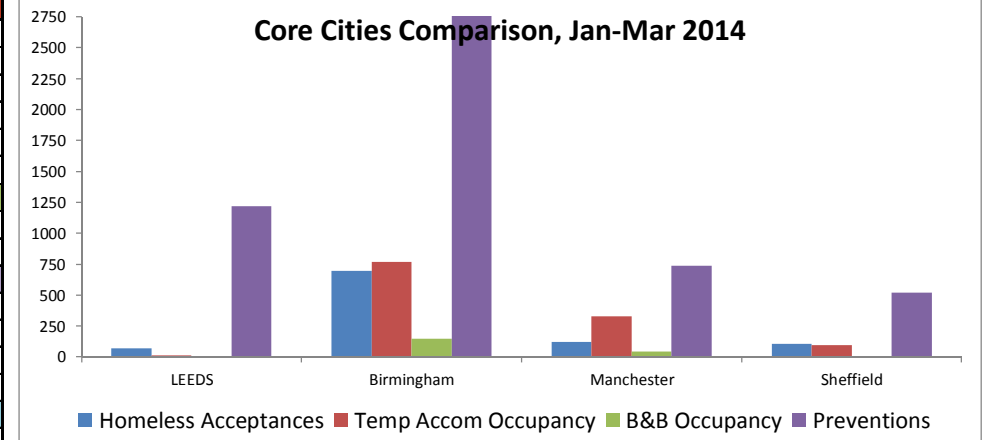
At 509, June's preventions exceed both the 2013/14 monthly average of 382 and 2012/13's monthly average of 266. In particular, preventions through Private Lets have increased from a monthly average of 57 in 13/14 to 74 in June 2014/15, and, following the service being transferred in-house, preventions through Young Person's Intervention have increased from an average of 19 in 13/14 to 54.



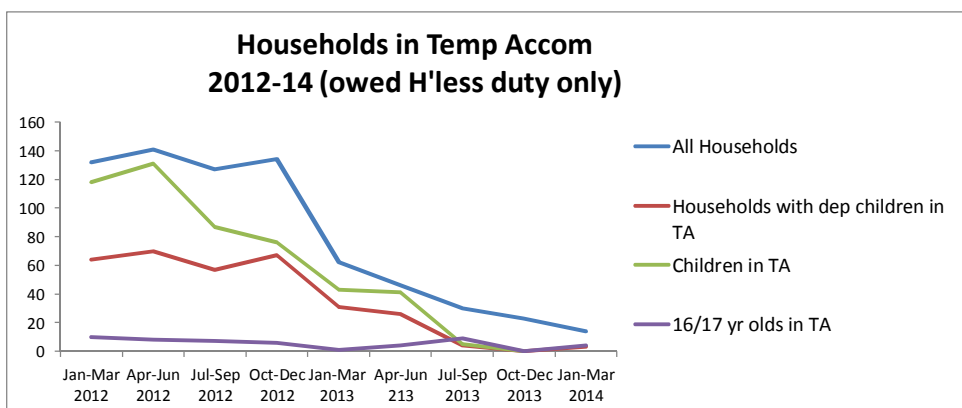
TA per 1,000 households (Jan-Mar 2014)



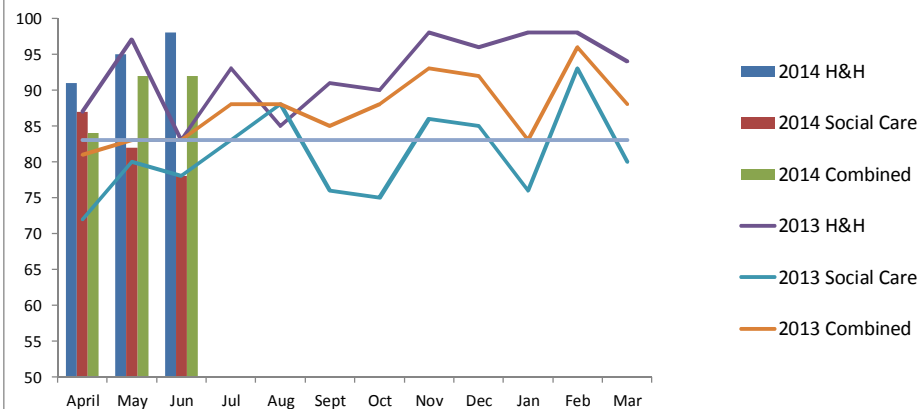
	2013-14				2014-15		
	Dec	Jan	Feb	Mar	Apr	May	June
Total Temp Accom Occupancy	155	154	145	157	149	150	131
Total Households with dependents	76	82	76	76	71	71	65
Total Number Children	112	108	100	97	106	110	106
Total 16/17 Year olds:	10	5	5	5	4	11	10
Of which:							
Self-Contained (Total)	80	84	81	91	86	81	72
of which Families in PSL	1	0	0	0	0	0	0
of which Families in HA	56	63	58	57	52	52	45
of which other H/Holds in PSL	1	1	1	1	1	1	1
of which other H/Holds in HA	22	20	22	33	33	28	26
Number children in PSL	0	0	0	0	0	0	0
Number children in HA	86	86	79	74	75	78	77
B&B (Total)	0	0	0	0	0	0	0
of which Families	0	0	0	0	0	0	0
of which other H/Holds	0	0	0	0	0	0	0
Hostel (Total)	52	44	42	43	42	48	37
of which male	40	36	35	36	34	38	25
of which female	5	5	2	4	3	4	5
of which young people	7	3	5	3	5	6	7
of which Families	0	0	0	0	0	0	0
Refuge (Total)	23	26	22	23	21	21	22
of which Families	19	19	18	19	19	19	20
of which Single female	4	7	4	4	2	2	2
Number of children	26	22	21	23	31	32	29



Vacant units in self-contained properties are being used to accommodate looked after children aged 16 - 21 years old as part of joint working with Children's Services and Housing Options. Close working with Flagship is ensuring young people do not need to go into hostels and wherever possible more suitable accommodation is secured.

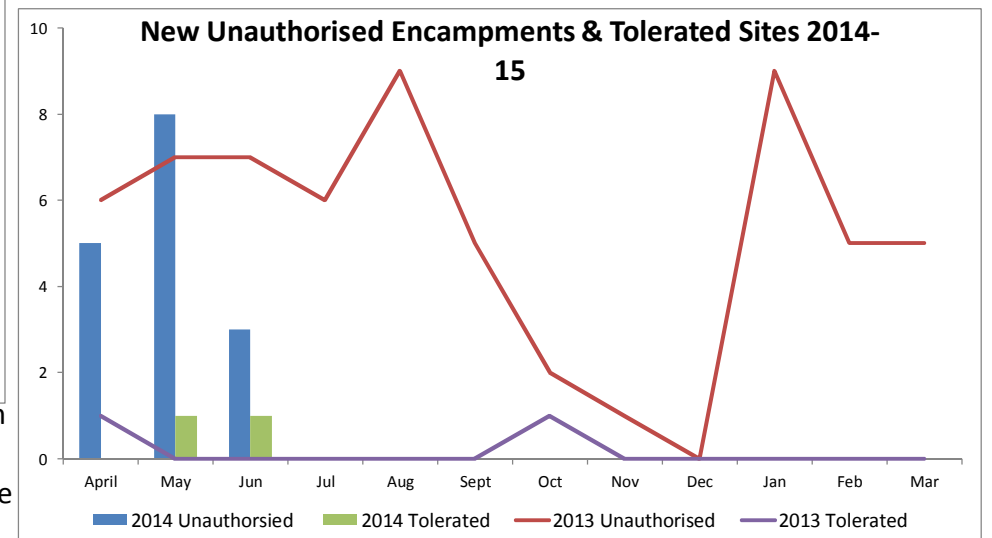


% Major Adaptations within Target



Health and Housing performance has improved significantly, moving from the 50th percentile in 2010/11 to the 90th currently, despite more demanding targets that include shorter timescales to complete works. The % cases not completed are often extensions with in-built delays

During June, there were a total of 3 new encampments (lower than the 2013-14 monthly average which was 5), 1 of which was in the South of Leeds, 1 in East and 1 in the West.



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Report author: Debra
Scott/Helen Semianczuk
Tel: 0113 3957578/2243593

Report of Director of Environment and Housing

Report to Housing Advisory Board

Date: 9th September 2014

Subject: Implementation of the Review of Housing Management Services

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes 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. The Executive Board on 19th June 2013 took a decision to bring the Council Housing Service back into the Council, following a review of the service and the consideration of options. A subsequent report in July 2013 set out the implementation arrangements and the governance structures that were to be put in place. An update report was provided to Executive Board on 5th March, 2014, providing further details of the considerable work that had been done to set up the new service, and the further work that was planned in order to complete the integration and service transformation work, as well as outline the savings and efficiencies that had emerged or were forecasted. Since then, the Housing Advisory Board has been receiving verbal and written reports from the Director of Environment and Housing outlining progress with this work.

2. This report provides further information on progress and covers four key areas: structural changes and service redesign, integration of business support service functions into the Council, governance and tenant involvement, and financial efficiencies and benefits.

Recommendations

3. Members of the Housing Advisory Board are recommended to note the considerable progress that has been made to deliver the outcomes of the Housing Management Review, and the benefits (financial and non-financial) that are being realised.

1 Purpose of this report

- 1.1 The purpose of the report is to update Housing Advisory Board on progress with the delivery of Housing Management Review outcomes, outlining the significant changes being delivered, and the benefits (financial and non-financial) that are being realised.

2 Background information

- 2.1 The Executive Board on 19th June 2013 took a decision to integrate housing management within the Council's Environment and Housing Directorate, and a subsequent report in July 2013 set out the implementation arrangements and governance structures that were to be put in place.
- 2.2 This was a significant undertaking and involved:
- transferring over 1,000 staff into the Council under TUPE rules (Transfer of Undertakings Protection of Employment) and winding up the ALMO companies;
 - creating a Shadow Housing Advisory Board to fulfil the legal role of the former ALMO Boards during the winding up process ; and establishing a new Board as an Advisory Committee to Executive Board
 - creating a Housing Management Review Implementation Board to manage the implementation of Housing Review outcomes;
 - amending officer delegations to include previous ALMO functions under the Directorate of Environment and Housing;
 - redesigning the service across functional lines and developing and appointing to a senior management structure as a first phase,
 - reviewing and realigning former ALMO business support functions delivered by the ABCL with those within the directorate and the Council,
- 2.3 The Housing Advisory Board has received a number of updates since then, and a further update report was also presented to Executive Board on 5th March 2014. The information included in Section 3 below sets out further progress that has been made to establish the new service, and outlines the benefits being realised. This update has been grouped under four headings: structural changes and service re-design, integration of business support service functions into the Council, Governance and tenant involvement, and financial efficiencies and benefits.

3 Main issues

3.1 Structural Changes and Service Re-design

- 3.1.1 ALMO staff were transferred into the Council on 1 October 2013 and, due to TUPE regulations, it was not possible to take action to restructure before this

point. However, the shadow Housing Advisory Board had agreed to the re-organisation of the service along functional lines: Housing Management, Property and Contracts and Strategic Housing, and steps were taken between October and Christmas to develop a senior management structure and appoint Chief Officers to head up these functions. The new JNC structure reduced this cohort by 11 posts from the original 24, at a saving of £588k, and the majority of these posts were filled by end January 2014.

- 3.1.2 Once senior managers were in post, it was possible to proceed to develop and consult on the wider service structures, starting with key service manager posts at PO6, and these have now been appointed (HAB received information on these appointments at their June meeting).
- 3.1.3 However, steps had already been taken at an early stage, i.e. in advance of structures being developed, to engage with staff at all levels from across the former ALMOs and with other delivery partners, to review existing arrangements, identify best practice and consider operational models that would deliver the best outcomes. Staff have therefore had opportunities to express their views about how the new service should be designed and delivered, and trades union colleagues have also been actively involved through regular dialogue as the structures have been developed.
- 3.1.4 The remaining structural arrangements for Housing Management and Property and Contracts have now been formulated and consulted upon, and are approved for implementation by end September. Strategic Housing no longer plays a client role and incorporates work on private sector housing, housing advice and energy efficiency, as well as some directorate-wide business support functions. Details of the new structural arrangements are given below:
- 3.1.5 **Strategic Housing** longer fulfils a Housing client function and so the strategic landlord function has been disbanded and the staff have moved into other roles. This Division also includes non-Council/cross-tenure housing services, including private sector housing programmes, housing options, adaptations and energy and climate change team, as well as a number of directorate-wide functions. Steps are being taken under separate Council-wide reviews to develop strategic support functions for the directorate and the Council. A directorate Information Management and Technology resource is being developed, which will incorporate IT and information governance support for Housing Leeds. The performance and intelligence function of the ABCL was also originally transferred into Strategic Housing and was combined with the directorate-wide performance team, and one service manager post at PO6 was created by combining the responsibilities of the two existing manager posts. However this new post and post-holder, together with the majority of former ABCL performance team members, are now within scope for the Council's Better Business Management Intelligence project and these staff, along with two members of staff from the directorate team, are being transferred into the corporate intelligence team (the Housing Leeds Service and the wider directorate will continue to receive performance management and intelligence support from this team). As part of the requirement to deliver a consistent model of service delivery the housing registrations function has been moved to sit alongside staff within Housing Options. This new team will develop a comprehensive customer focused service that provides guidance support and

assistance to all customers through the allocation process to ensure the most appropriate form of housing is provided so that all customers are given the appropriate support for the long term sustainability of their housing solution. Further service integration is being developed for the Aids and Adaptation assessment work so that an improved city wide cross tenure service can be developed to ensure consistency of the assessment process, irrespective of tenure, and can then offer a bespoke delivery service through the ISP which will further integrate the end to end process to ensure quality and consistency of service delivery.

- 3.1.6 The **Housing Management** function has been reconfigured to provide one consistent model of housing management across the city, delivering and developing frontline services that focus on the tenant experience and customer satisfaction. It has reduced the number of job descriptions and roles from 118 to 8 core roles to support flexibility and opportunities for effective management of service demands. The service is configured across 8 Housing Management areas and a Neighbourhood Services function in order to manage the 57,000 council homes in the city. The service will be customer-facing, delivered through the 26 Local Housing Officers and the One Stop Shops, with resources organised and deployed flexibly on a patch basis to take account of property numbers and types, complexity of stock, turnover and hotspots. The arrangements will also take account of the Council's Community Committee developments and wider customer access and asset management programmes, with a view to ensuring that it becomes an effective component of 'Team Leeds' and facilitates tenant access to the full range of Council services. There has also been a realignment of some of the environmental functions: estate services and caretaking are now part of the Council's Environmental Action Service and ground maintenance contracts will be managed by Parks and Countryside, whilst anti-social behaviour teams are now being managed by Community Safety. This allows a more consistent approach to be taken in these areas, fosters effective partnership working and provides for more seamless service delivery for tenants. The Neighbourhood Services function will lead and deliver key central functions to ensure consistency, provide the relevant quality assurance as well as some significant front-line services i.e. Income Management, Lettings and Tenancy Service (including management of the Leeds Housing Register), Tenant and Community Involvement and Older People's Housing, including the management of Sheltered Housing.
- 3.1.7 The **Property and Contracts** function takes away the previous geographical focus and area differences. It eliminates duplication, introduces consistent levels of service across the city and reduces over-capacity in some areas at management levels, whilst improving the quality of service delivered locally, as well as better managing the contracts and contractual arrangements that are in place. The new structure introduces some changes in roles, incorporates a general move to up-skill some functions/roles and puts a greater emphasis on managing contracts and contractors more effectively. The proposed structure includes a number of fixed term temporary posts that are required to deliver the increased planned works programme in 2104/15. It should be noted that the East Construction Services is not included within the Property and Contacts restructure at this stage, but will form part of a review of the construction internal provider

function within the Council. Part of the Adaptations Service is also out of scope due to a review of the delivery of Occupational Therapy Services within the Council.

3.2 Integration of Business Support Service functions into the Council

3.2.1 An important driver of the review was the extent to which any changes could deliver financial savings in back office or overhead costs and savings of £385k has been saved against the original budgets. Further savings are likely but these will be delivered as part of wider Council change programmes which are being delivered over the next 12 – 18 months. For example, the Finance team has already reduced significantly in size from 32 to 17.6 ftes and has been integrated into the wider corporate team supporting Environment and Housing. The HR team has also reduced slightly, and now forms part of the team supporting Environment and Housing, but will be part of a general review of HR support across the Council. As mentioned in 3.1.5 above, the Performance and Intelligence Team was initially transferred into Strategic Housing, but the majority of the team, along with three staff from the directorate team, are now in scope for the Council's Better Business Intelligence programme and these staff are now being transferred into the corporate intelligence team, but will continue to provide support to the Housing Leeds service and the wider directorate. In relation to ICT support, the Housing Applications team now forms part of the emerging Information Management and Technology (IM+T) function for the Directorate, and a new structural proposal covering the whole of the directorate is being developed, in line with wider IM+T developments across the Council. Information and media staff have since transferred into the corporate communications team, but continue to support the Housing Leeds service, and two staff were retained to support the tenancy involvement work of the new service.

3.3 Governance and Tenant Involvement

3.3.1 A Shadow Housing Advisory Board was established to oversee service developments and replace the ALMO Boards that were being disbanded. This has now been replaced with a new Housing Advisory Board which has been formally constituted as a committee of the Council, reporting into and advising the Executive Board and serviced by the Council's corporate governance unit. The Board has tenancy representation, as well as Council representatives and co-opted members from relevant interest groups. It has met three times since its inception in January 2014 and it has links with the Chairs Group of the new Tenant Advisory Panels which align with Community Committees. There is also a new consolidated Tenant Scrutiny Board, which is also administered and supported by the Council's corporate governance unit, and links have been established between the Tenant Scrutiny Board, and the Housing and Regeneration Scrutiny Board of the Council, to ensure that their respective work programmes can feed into and complement each Board's deliberations. The Chair of the Housing Advisory Board and the Director of Environment and Housing meet periodically with the Chair of the Advisory Board Chair's Group, and the Chair of the Scrutiny Board, as a means of sharing information and influencing the work of the Housing Advisory Board.

3.4 Financial Efficiencies and Benefits

- 3.4.1 **One-off financial benefits:** both the Council's Housing Revenue Account and the ALMO company accounts for 2013/14 have now been closed, and ALMO reserves of £9.3m have been transferred to the Council and will be used to support the Council Housing Growth Programme.
- 3.4.2 In addition, the Housing Revenue Account outturn for 2013/14 was a surplus of £3m against the 2013/14 budget which provided for a break even position. This surplus was largely generated by savings arising from the housing management function. Executive Board in June 2014 agreed that this surplus should be used to create an earmarked reserve to fund environmental initiatives on housing estates.
- 3.4.3 **Ongoing savings and benefits:** The report to Executive Board in June 2013 which recommended bringing the management of the Council's housing stock back in-house identified that minimum savings of £2.5m per annum would be delivered. The details below show that £3.25m of financial benefits are being realised on a recurring basis.
- 3.4.4 Considerable revenue savings have already been realised or are due to be delivered this financial year. These include £588k savings on senior manager costs, £500k from the removal of costs associated with maintaining three separate companies, and £385k from streamlining business support functions.
- 3.4.5 One of the objectives of the review was to reduce duplication and streamline/integrate processes to deliver a more efficient service to Leeds tenants. The benefits of this are already being seen in respect of a co-ordinated approach to the management of voids across the city which has seen void levels falling to 0.7% compared to budgeted levels of 1.25%. This is projected to generate an additional £1m of rental income and has led to £776k savings on voids expenditure which can be redirected into funding housing priorities.
- 3.4.6 It is anticipated that there will be further savings as processes continue to be streamlined and duplication is reduced. These will be factored into the 2015/16 Housing Revenue Account budget and reinvested into services for the benefit of tenants.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 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. A Joint Consultative Committee has also been established with the Trades Unions that deals solely with matters connected with the implementation of the Housing Management Review. Tenants are also involved on an ongoing basis in shaping and improving services through the range of tenant involvement mechanisms that are in place, and through tenant survey work.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Housing Advisory Board members are being asked to note the progress being made with the implementation of the Housing Management Review and, as such, a decision is not being made. An Equality Impact Assessment screening was done at the time the decision was taken to commence delivery of the implementation programme, and it was determined that individual EIAs would be carried out on particular delivery aspects, as required. EIAs have since been completed in relation to structural changes and in relation to individual decisions about the new service.

4.3 Council policies and City Priorities

- 4.3.1 The changes are being delivered in line with the Council's policies and procedures and are designed to deliver an improved and more cost effective Housing service across the city. Delivery of the Review is a specific priority in the Best Council Business Plan under the objective of 'Ensuring High Quality Public Services'. It also contributes to the objective of 'Becoming an Efficient and Enterprising Council'.

4.4 Resources and value for money

- 4.4.1 One of the major aims of the Housing Review implementation programme is to reduce duplication and streamline/integrate processes to deliver a more efficient Housing service to Leeds tenants. The details in paragraph 3.4 demonstrate the financial benefits and efficiencies accruing from this work, which will make best use of resources and deliver an improved service for Council tenants.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

- 4.6.1 A Programme Board chaired by the Director of Environment and Housing is in place and programme activity is being delivered via a number of work streams. Governance arrangements exist to deliver the changes and manage any associated risks. Regular reports are being taken to the Housing Advisory Board which is chaired by the Executive Member for Neighbourhoods, Planning and Support Services.

5 Conclusions

- 5.1 The information in this report sets out the considerable work that has been undertaken to bring the staff of the former ALMOs into the Council on 1 October 2013, and to develop new structural arrangements designed around three functional areas. It provides details of the progress that has been made since then to appoint to senior posts, and develop service structures and models of

operation that are based on best practice and will deliver efficiencies and better front-line services to council tenants. It identifies the corresponding savings that have been achieved and the wider benefits being delivered from revised operating arrangements, new governance and tenant involvement arrangements, the integration of business support functions into the Council and the redirection of ALMO reserves.

6 Recommendations

- 6.1 Housing Advisory Board members are invited to:
- 6.2 Note the considerable progress that has been made to deliver the outcomes of the Housing Management Review, and the benefits (financial and non-financial) that are being realised.

7 Background documents¹

- 7.1 Exec Board report 19 June 2013
- 7.2 Exec Board report 17 July 2103
- 7.3 Exec Board update report 5 March 2014
- 7.4 Housing Advisory Board report 3 June 2014

¹ 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.

Deadline for first drafts	Deadline for final drafts for Chair's brief	Item	CO/Author
9 September 2014			
13/8	22/8	<ul style="list-style-type: none"> Finance update (cap and rev) Strategy for Multi-storey Blocks Housing Growth and the Leeds Standard Performance update Housing Management Review Implementation update 	R Ellis S Hunt/Chris Simpson S Costigan D Scott N Evans (D Scott and Helen Semianczuk)
11 November 2014			
15/10	23/10	<ul style="list-style-type: none"> Finance update (cap and rev) Procurement Strategy for Repairs and Maintenance Energy Efficiency and Fuel Poverty Performance update Older People's Strategic Options Appraisal Housing Strategy Tenant Involvement Plan Environment Improvements Capital Programme 	R Ellis S Hunt G Munson D Scott M Sawyer R McCartney L Cook /A Britton S Hunt/L Cook (Helen Gibson)
3 February 2014			
TBA	TBA	<ul style="list-style-type: none"> Finance update (cap and rev) Performance update 	R Ellis D Scott
7 April			
TBA	TBA	<ul style="list-style-type: none"> Finance update (cap and rev) Performance update 	R Ellis D Scott

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Report author: Chris Simpson
and Steve Hunt
Tel: 0113 387 2170

Report of: Director of Environments and Housing

Report to: Housing Advisory Board

Date: 9th September 2014

Subject: A Strategy for High Rise Housing

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: 2 Technical Apppendix	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Introduction and Summary of main issues

High rise housing is a substantial part of Council Housing in the City of Leeds. It accounts for a significant percentage of Leeds City Council’s Housing stock and houses over 7,000 households. It is a major responsibility for the Environment and Housing Department not only in terms of Housing Management, Repairs and Investment but also in terms of Refuse and Recycling, Community Safety and Grounds Maintenance. High rise housing in Leeds is also the subject of a specific Fire Safety Concordat between the Council and West Yorkshire Fire Service.

High rise housing in Leeds presents the Council with a range of challenges including its day to day management and structural investment planning. Further challenges have been felt through the impact of Welfare change. This while not creating an immediate increase in empty or void property has reduced demand for certain types of high rise property.

This year the Council has resumed direct management responsibility for high rise housing. The legacy of the three ALMOs with regard to High Rise Housing in Leeds is one characterised by different management and investment approaches. Within this context this paper reports on work undertaken on understanding the key issues facing high rise housing in Leeds. It also makes recommendations around the key elements of a future management and investment strategy. In doing so the report focusses on significant work already completed and additional work planned.

Work completed to date;

- An evidence base for High Rise Housing that has provided a detailed profile of high rise housing in Leeds;
- New structures for tenant involvement in high rise housing that has seen the establishment of the Leeds High Rise Group for the City and an initial census of high rise tenants in the city;
- Development of a model for informing future investment and management decisions which has undergone initial testing and pilot work;
- Existing investment needs and plans for High Rise Housing.

Future work planned;

- Adopting a consistent standard for day to day management and maintenance - with a key role for the Leeds High Rise Group – a strategic group with tenant representatives and key senior Officers covering a variety of service areas;
- Piloting alternative management techniques and approaches that can be employed when specific difficulties or challenges arise.

2. Summary of Recommendations

The Housing Advisory Board is requested to consider;

- The extensive work completed to date on developing and extending the Council's understanding of High Rise Housing in the city through a new evidence base;
- Progress in creating new tenant involvement structures relating to High rise housing;
- The development of a model that will inform future investment and management decisions;
- The existing plan for investment in high rise housing;
- The proposed development of a consistent standard for day to day management and maintenance - with a key role for the Leeds High Rise Group;
- The plan to pilot alternative management techniques and approaches that can be employed when specific difficulties or challenges arise.

3. A New evidence base for High Rise Housing

The project team that has worked on the High Rise Project, including research inputs from Re'New and a number of staff from Housing Leeds has for the first time established a

clearer profile of high rise housing in Leeds. The development of this evidence base has given the Council the following;

- Clear **definition** of what is meant by the term ‘high rise housing’;
- Brief **history** of high rise blocks;
- Understanding of the variety of **construction type and location**;
- The nature and variety of **local lettings policies** in operation;
- Trends in **demand and turnover**.

3.1. Definition of High Rise Housing

Definitions of High Rise Housing have in the past been vague and have been used to describe a wide range of accommodation in the city. As part of the work carried out to date the following definition has been agreed;

The 121 high rise multi-storey blocks of residential flats that have seven stories or more and are owned and managed by Leeds City Council.

3.2. Brief History of High Rise Housing in Leeds

A variety of archetypes of high rise housing that were built in the City of Leeds in the 1950's and 1960s. By the late 1990s, there were a significant number of blocks with low demand, a high number of empty flats and very high turnover. Since then, the reducing size of the social housing stock in the city, increasing demand and the needs arising from family changes and migration have meant that there are very few empty flats, turnover has decreased. Other initiatives such as selective demolition, converting some blocks to sheltered housing; the use of CCTV and intensive management and the formalisation of local lettings policies have resulted in a boost in demand for multi storey flats.

3.3. Type of block

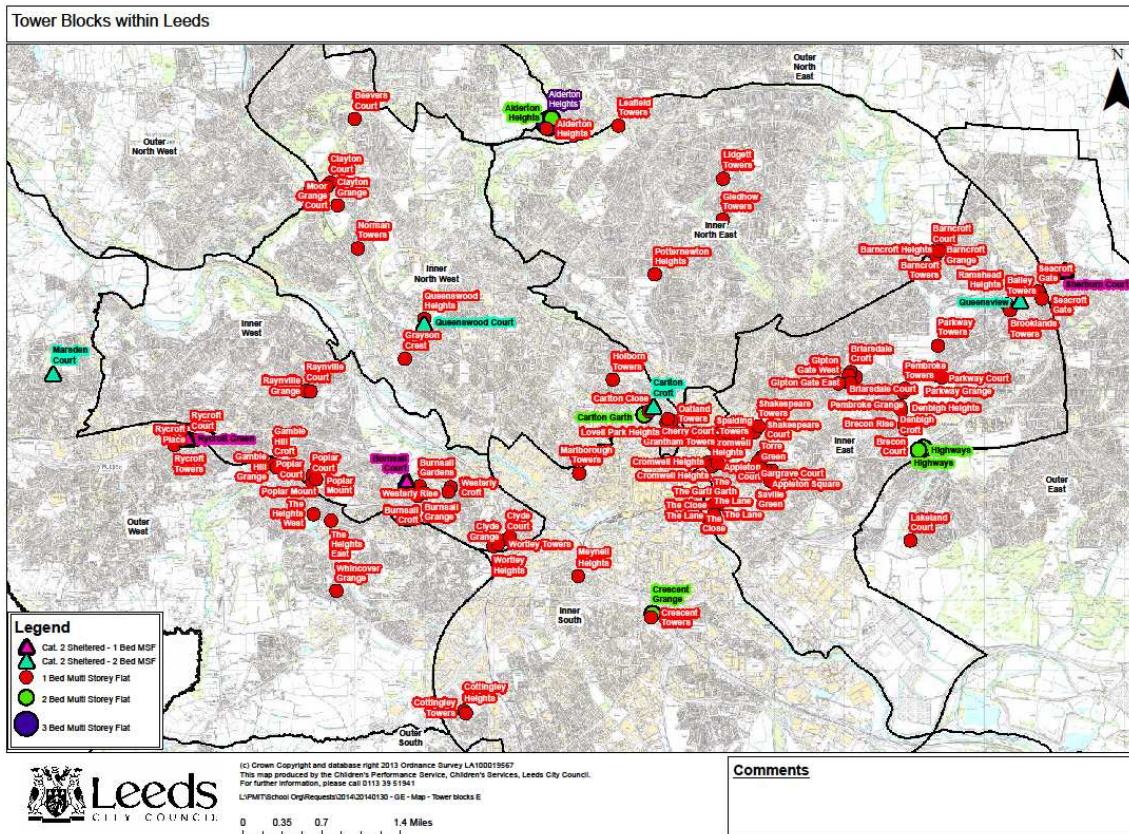
As part of the work carried out by the High Rise Housing Strategy Group, and supported by Re'New a more detailed profile of the 12 blocks is now available.

Type of Block	Date of Construction	Alre Valley	East North East	West North West	ALL	
Wimpey High Rise	1965-1974		6	12	18	14.9%
Wimpey High Rise	1945-1964	1	8	7	16	13.2%
Wimpey H Block	1945-1964	4	7	1	12	9.9%
Trad Brick	1945-1964		11		11	9.1%
Shepherd	1945-1964		8	1	9	7.4%
Reema	1945-1964		8		8	6.6%
Reema	1965-1974		4	2	6	5.0%
Terson	1965-1974			6	6	5.0%
Townsen	1945-1964		3	3	6	5.0%
Wimpey H Block	1965-1974		3	2	5	4.1%
Wimpey Linear Block	1945-1964		3	2	5	4.1%
Shepherd	1965-1974		3	2	5	4.1%
Terson	1945-1964		1	3	4	3.3%
Wimpey Linear Block	1965-1974		2		2	1.7%
Myton (Newland)	1945-1964		2		2	1.7%
Townsen	1965-1974		1	1	2	1.7%
Costain	1945-1964			2	2	1.7%
Cook	1945-1964			1	1	0.8%
Not known	1945-1964	1			1	0.8%
All 1945 - 1964	1945-1964	6	51	20	77	63.6%
All 1965 - 1974	1965-1974		19	25	44	36.4%
ALL		6	70	45	121	

3.4. Location

70 blocks (58%) are located in the East area, 45 (37%) in the West area and (6) 5% in the South area;

- 40% of multi-storey blocks of flats are located on the **fringes of Leeds City Centre** in areas such as Burmantofts (Lincoln Green and Ebor Gardens), Saxton Gardens Little London, Armley/New Wortley and Holbeck. A number of these have had issues with demand and management issues.
- 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.
- A quarter of all blocks, and half of the designated **sheltered high rise blocks**, are in **suburban mixed tenure areas**.



3.5. Ages of tenants

There is variation across multi-storey blocks in terms of the age of tenants and the duration of tenancies.

- A quarter of blocks have a significant proportion of younger (and potentially unsupported) tenants;
- A quarter of blocks have a significant proportion of tenants aged over 75.

3.6. Occupancy

There is variation across multi-storey blocks in terms of the duration of tenancies in blocks.

- The majority of blocks have a high proportion of longer standing tenants (over 5 years);
- A fifth of blocks have a high proportion of short-term tenants (under 2 years);
- The Government's Spare Room Subsidy rules apply to claimants aged under 60 living in housing determined to be too large for their needs. In general 2 and 3 bedroom multi storey flats have been let to single people or childless couples. There are 2,961 tenants aged under 60 living in 2 or 3 bedroom multi-storey flat. Of these, just over 1,500 (52%) live in the East, just over 1,200 (41%) live in the West area, and 225 (7%) live in the South of the city. This constitutes 39.5% of all multi-storey flats in the city.

3.7. Demand

Demand for 2 and 3 bed properties in MSFs has declined shown by the reduction in the number of bids per property, however there is still high demand in some areas, and voids are currently at an all-time low. Only 70 flats were empty as at April 2013 or 0.95% of all multi storey flats. This should be compared to 1998 when 1,700 multi storey flats were empty. Demand for sheltered multi storey flats is relatively low and demand for 1 bed multi storey flats is relatively high. The high demand and high turnover of 1 bed multi storey flats shows the popularity of 1 bed flats with younger mobile people.

3.8. Turnover

Turnover rates are not appreciably higher than the general level of turnover. 1 bed multi storey flats and 1 bed Category 2 sheltered multi storey flats have the highest turnover rates. The majority of tenancies were ended as part of planned moves, with 61% of terminations due to tenants moving to alternative settled accommodation. Almost a quarter were moving to another council tenancy and 11% were moving to take up a private rented tenancy. Only 3.8% were moving to a housing association tenancy and only 1.4% were leaving to become homeowners.

However, 27% of tenancy terminations were what could be termed unplanned; either through the death of the tenant, abandonment, eviction or being given notice to quit or through the tenant being sent to prison.

3.9. Customer Satisfaction

Data drawn from the biannual STAR survey shows that customer satisfaction with services provided in multi storey blocks is 3% lower than for other types of housing; satisfaction with the quality of the home is 5% lower; satisfaction with the quality of the immediate neighbourhood is 6% lower ; satisfaction with the way anti-social behaviour is dealt with is 3% lower , but satisfaction with the reputation of the Council, information, repairs and fair treatment was around 3% higher.

In addition, the STAR survey also reports that the proportion of tenants identifying noise as a problem is 19% higher in multi storey blocks than in other housing; the proportion identifying drug use in the neighbourhood is 16% higher; the proportion identifying drunk or rowdy behaviour in the neighbourhood is 12% higher than in other housing; and the proportion identifying problems with pets or animals is 12% higher than in other housing.

3.10. Lettings and Local Lettings Policies

Council officers have analysed lettings of two and three bedroom multi storey flats during the first three quarters of the four years from 2009/10 to 2012/13 and compared it to the same period in 2013/14. The four year average demand for properties let shows an average demand of 41 bids per property for 2 bed multi storey flats let and 32 bids for 3 bed multi storey flats let in this period;

In 2013 / 2014, during the reporting period, demand for two and three bedroom multi-storey flats has fallen by 46.3% and 59.4% respectively, beyond expected levels compared to the previous 4 years. Analysis also shows that:

- 324 two-bedroom, and 18 three-bedroom multi-storey flats were let between April 2013 and January 2014 - both above the expected deviation levels compared to the previous four years.
- In the inner city wards of Burmantofts and Richmond Hill and Hyde Park and Woodhouse, demand for two bedroom multi storey flats remains healthy, at above 40 bids per property.
- Of the remaining 14 wards with multi-storey flats, 11 have a demand of 15 bids or less for each two bedroom multi storey flat let.
- There have been vacancies in three bedroom multi-storey flats in four wards during 2013 / 2014. Of these, one ward had a demand level of 20 bids, one of 12 bids, one 5 bids, and one 2 bids per vacancy.

Given the data collected through customer profiling in the West area, it is clear that despite a number of local lettings policies in place restricting the allocation of properties to households with dependent children, there is evidence that households with children are living in multi storey flats. More accurate, City wide data will be available on this issue from the next STAR survey later in 2014/5.

Two thirds of blocks are either designated as sheltered housing or have Local Lettings Policies. These are mainly age based and are targeted at letting to tenants of identified ages. However the range of age groups identified varies considerably from over 21 to over 55. In most blocks with an age preference LLP, tenants younger than the lettings policy age preference were living in the blocks for the reasons outlined in 2.5 above.

4. Developments in tenant Involvement in High Rise Housing

4.1. Background

During the 10 years that the ALMOs managed Housing on behalf of Leeds City Council a variety of approaches to Tenant Involvement were developed. Following the return to Council management Housing Leeds has reviewed its approach to the involvement of tenants and leaseholders living in high rise flats. The aim is to strengthen the voice that tenants have in the design, delivery and evaluation of housing services.

The Housing Advisory Board approved the formation of a strategic group for multi storey housing - known as the Leeds High Rise Group (LHR). The Chair of LHR has a tenant place on the new Housing Advisory Board (HAB).

In February, prior to the LHR being set up, over fifty high-rise tenants from across the city attended a customer forum which:

- Captured customer priorities on a variety of topics such as housing management, repairs, investment and anti-social behaviour
- Informed residents about the new opportunities for involvement in high rise

The Leeds High Rise Group (LHR) first met in April 2014. Membership is made up of tenant representatives, selected through application and interview; and lead staff from key service areas, including repairs and maintenance and anti-social behaviour. The aims of the group are to:

- work together to understand the needs of local communities;
- to perform an advisory role on the quality of service delivery in multi-storey flats and to influence change in future service provision and investment;
- ensure that there are high standards of service delivery across the city.

4.2. Outcomes to date

After two meetings the Leeds High Rise Group have:

- Reviewed feedback from the customer high rise forum and produced a 'plan on a page' for strategic high rise;
- Agreed a customer satisfaction survey, "Tell us what you think about our block" which has been sent to 7,000 high rise households across Leeds;
- Agreed to hold two local forums, each held twice a year, to consult with and report to high rise tenants. (see Local Forums below)
- Developed a communications plan for tenants and residents, staff and Ward Members;
- Elected a tenant Chair, who will also sit as the representative on the Housing Advisory Board. Elected a tenant Vice Chair and approved a terms of reference for the group, subject to HAB approval.
- Conducted a tour for tenant members to familiarise themselves with the variety of high rise across the city

4.3. Local Forums (Links to the Strategic High Rise Group)

There will be two local forums, each held twice a year. One forum is for tenants living in outer and inner south, inner and outer east. The other forum is for tenants in outer and inner west, outer and inner north west, outer and inner north east.

It is anticipated that the Local Forums will be constructive opportunities for tenants to influence housing services primarily relating to high rise living. The aims of the Local Forums are:

- to report on results of the customer satisfaction survey;
- to receive a progress report from the Leeds High Rise group;
- to consult with tenants about issues raised in surveys, priorities or improvement proposals; and to gain feedback on service delivery against standards.

4.4. Next steps for tenant involvement

- Understanding the customer satisfaction survey and reporting and action planning based on the data.
- Sustainability model for determining investment priorities.
- Training needs assessments for tenant members.
- Organise the first two Local Forum meetings

5. Development of a model for informing future investment and management decisions

Considerable work has been undertaken to explore and establish a consistent system across the City that will help inform future investment and management decisions. In order to provide a robust evidence base, the model allows different stakeholders in high rise housing to contribute to future management and investment decisions.

Work has centred on the triangulation of different views and information in order to provide a fuller, more complete picture. Data is collected from three key sources - key information on tenants' perceptions, local management intelligence and headline investment needs. This is then used to populate and run the Keystone Sustainability Index (KSI). The wisdom is that these three different sources of opinion and information will add breadth and depth to the understanding of what might be needed in term of management and investment. The combined perspectives should highlight the areas which need priority action and decision making hopefully leading to greater tenant satisfaction and easier housing management.

This information is weighted appropriately and the system is run to give a RAG (Red, Amber, Green) status outcome for each of the 121 blocks. This gives the Council a broad understanding of which blocks represent a priority and why. The Council can then plan and implement an appropriate response. The model as three initial stages;

Stage 1 – Data collection.

This initial stage seeks to bring together headline data covering all 121 blocks. Data collected will cover the following areas;

- Tenant perceptions – through a census of high rise blocks and through the input of the Leeds High Rise Group
- Management issues – through the collection of ‘intelligence’ from housing staff based locally
- Investment needs – through the understanding of investment needs for each block.

Stage 2 – Populate Keystone Sustainability Module to gain initial RAG status

The data collected will be used to populate the **Keystone Sustainability Module** which sits within the Council’s established Asset Management System. The KSI is embedded within the existing system for Asset Management and has the benefit of being a system that is already widely used by the Council and a system that can be further developed

The benefit of adopting the model is that it can deliver consistent, transparent and integrated evidence that can be used to inform decisions about the future management of and investment in high rise housing.

Once this model is ‘run’ it will deliver a R-A-G status for all 121 blocks. In addition this would also generate a short ‘Block on a Page’ summary (See Appendix 1 for format) for each block combining the key evidence gathered from all sources. The summary page is intended to illustrate a story showing the current tenant profile, links between tenants views, housing management, and surveyors, and where there is consistency or difference of opinion.

The aim of this process is to highlight those blocks that are deemed an immediate priority in terms of management approach and investment plans (Red), those which may require additional investment (Amber) and those which require less intervention (Green).

Stage 3 – Response based on RAG Status

Once the RAG status has been established the following broad responses approaches would guide the response:

- **Green** would suggest that the block is largely **stable and sustainable** and that a ‘business as usual’ approach should be followed including management of the block, responsive repairs and capital replacement;
- **Amber** would suggest that **further investigation and changes to management and investment may be required** – including additional consultation and more in depth surveying. This would likely lead to additional capital programme work and intensive or different management techniques (including reduced patch sizes for local housing officers, special staffing arrangements etc.).

- **Red** would suggest that the block **requires a fundamental review** regarding future use, management and investment. This could potentially mean change of use and/or exceptional investment. Receiving a red status would also suggest that the Council should use its established '**Options Appraisal**' process to determine future options for the block.

A small number of blocks will be identified as being the highest priority. This priority rating means that a solution to address their maintenance or management issues is of the highest priority. It is these blocks that will require greater attention and more detailed consideration. The process for priority blocks will centre on a detailed 'Options Appraisal' process that is already being used by the Council. This is a robust option appraisal process that is;

- based on Delivering Successful Change (DSC) approach
- includes assessment of payback period & NPV and
- resource intensive, costing and assessing various options

Piloting the model – The Clydes

Stage 1 – The Keystone Sustainability Index is partially populated with key data relating to High Rise Housing. This was supplanted with additional data collected including using a more thorough and invasive condition survey, collecting local intelligence from Housing managers and reviewing tenant's satisfaction

Stage 2 - The Keystone Sustainability Index and this additional information indicates that the Clyde blocks rank highly in terms of investment and management priorities. In terms of a RAG status the blocks would likely fall within an *Amber* or *Red* rating in priority terms.

Stage 3 – Triangulation of the data for the Clyde blocks showed a consistency of findings of concerns from the tenant and housing management perspectives which were also largely being addressed in current planned investment. Future investment is focused on rewiring of communal areas, heating and new lifts.

6. Existing investment needs and plans for High Rise Housing

In order to better understand the current and likely future investment needs of the Council's 121 multi-storey blocks, Norfolk Property Services (NPS) were commissioned to complete comprehensive surveys of the different construction archetypes that exist in Leeds. This involved a range of surveys including one of each of the different block construction types, and NPS were asked to take a wide ranging view. Besides being asked to do an assessment of the current structural condition of the blocks they were also asked to give a view on work needed to bring the blocks up to current standards in terms of external environment and appearance, internal decorations, thermal efficiency and communal facilities and services. They were also asked to undertake some 'blue sky' thinking and look at factors that could influence the desirability of the blocks or help with their future management. NPS were asked to provide indicative costings for each of their findings in order to develop an understanding of essential and desirable investment and funding requirements for each block.

The survey output from NPS has been analysed to develop different investment needs options ranging from purely essential structural remedial work requirements through to their fullest option of work that should and could be done. Those options have then been extrapolated across all the blocks of each archetype to provide costings for the entire multi-storey flat stock on the basis that the surveyed blocks are a representative sample of the type.

The NPS survey results show an overall investment need of around £186m over the next 30 years (the timeframe for the HRA Business Plan). This survey results are very front-loaded with around £122m of the investment anticipated to be needed over the next 10 years (c£50m in Years 1-5 & c£72m in Years 6-10). A significant element of this at around £34m relates to remedial repairs (particularly concrete repairs) and servicing works. There is an estimated £13m required for Fire Safety work, £45m on Mechanical & Electrical and c£29m on other improvements in the next 10 years.

Cost estimates for individual archetypes are attached to this report as a technical appendix.

Aside from the investment need that the NPS survey work has identified the 2014/15 housing investment programme allocates a substantial portion of available funding to schemes at multi-storey blocks to address more immediate investment needs (most of which are picked up in the NPS report). The detail of those schemes is as follows:-

Scheme detail	£ (k)
Fire safety work required to ensure the blocks fully comply with the Regulatory Reform Fire Safety Order and deliver the concordat with WYFRS:- <ul style="list-style-type: none"> • Compartmentation work • Flat door replacements • Emergency lighting LED upgrade • Fire detection • Low level signage • Mobility scooter parking • Meter cabinet replacement • Ventilation and glazing upgrades • Cable entanglement works 	
CCTV systems upgrade and installation to complete provision at all LCC MSF blocks	750
Phase 2 installation of sheltered MSF fire sprinkler systems (Queensview)	750
MSF block painting programme year 1	1400
Clydes ERDF District Heating scheme (bio-mass)	1667
Wimpey H block panel replacement and drying room louvre replacements	200

External wall insulation and structural repairs (REEMA) Highways block 1	1200
Lift replacement programme	250
Controlled access and entrance refurbishment	180
Landing floor replacement	80
Door entry system fob upgrades	176
Remedial concrete work and structural repairs	1500
Total programmed work on MSF blocks 14/15 investment programme	11968

7. Next steps

7.1. Adopting a consistent standard of day to day management and maintenance - with a key role for the Leeds High Rise Group

As previously highlighted, high rise housing is a major undertaking for the Environment and Housing Department and for Leeds City Council as a whole. This extends beyond its scale in terms of the services areas that are involved. These include;

- Housing management, maintenance and investment
- Community Safety
- Grounds maintenance
- Cleansing
- Waste collection and Recycling

Different models of housing and estate management were until recently in place across the city under the auspices of the former Arm's Length Management Organisations. With this in mind and now that some of the key decisions about new structures have now been concluded, It is clear that High Rise Housing in the City would benefit from a concerted effort to understand how the different aspects of the Department can come together to make a positive impact for tenants and leaseholders.

It is proposed that this would be best achieved by consulting on and establishing a set of day to day management standards for high rise housing in the City and creating a practical action plan to achieve their implementation. The main point of consultation would be with tenants involved in the Leeds High Rise Group. Some elements of consultation will be taken to Local Forums and intelligence gained from customer satisfaction surveys will also be utilised.

7.2 Piloting alternative management techniques and approaches that can be employed when specific difficulties or challenges arise

It is clear that some blocks will exhibit characteristics that suggest they will need additional specialist investment and/or management arrangements.

From the experience of high rise management over the last decade different approaches have been employed in the city. This part of the strategy focuses on developing intelligent management responses to particular issues that may arise. It also recognises that 'one size' will never be enough to respond to the variety of management issues that may arise in the City's High Rise Housing. Responses might include;

- **CCTV** – deployment of CCTV has clearly assisted the improvements in certain blocks. Plans are in place with the investment programme to roll out CCTV across the 121 blocks. In addition this system might also include a 'remote concierge' option in certain cases and settings;
- **Reduced patch sizes** – the housing management review has proposed reduced 'patch' sizes for housing managers to undertake more intensive management where a response is required;
- **Location of staff teams in the block** – improving certain situations may require staff presence in the block; this may be achieved through locating a team in the block, installing a concierge or in some cases resident staff in place

8 Corporate Considerations

8.1 Consultation and Engagement

The proposed high rise strategy is underpinned by the following consultation arrangements;

- A census of all High Rise blocks in the City
- Consultation with the City Wide High Rise Tenant Group
- Consultation with the Housing Advisory Board

8.2 Equality and Diversity / Cohesion and Integration

Equality and diversity considerations will be taken in to account when developing a new strategy for High Rise living. We will:

- ensure that any learning from tenant surveys is shared with the Leeds High Rise Group & Local Housing Advisory Panels so that customer priorities can inform their work plans;
- develop a marketing and communications strategy, together with our engagement structure, from all our tenant engagement forums and that are accessible by a diverse range of customers. We will consider how key messages are communicated to all involved groups;

- ensure that the needs of vulnerable tenants are taken into account when developing policies. All new policy, strategy, and changes to service will undergo a thorough Equality Impact Assessment
- Monitor responses on equality from the Star Survey to understand satisfaction within our diverse communities and action plan accordingly

8.3 Council policies and City Priorities

High rise housing has been deemed a priority by the Housing Advisory Board. The development of a high rise housing strategy is also being delivered in line with the Council's policies and procedures and is designed to deliver an improved and more cost effective Housing service across the city.

8.4 Resources and value for money

Developing and extending the Council's understanding of High Rise Housing in the city through a new evidence base and the development of a model that will inform future investment and management decision will aid the Council's ability to target and prioritise investment in high rise housing.

8.5 Legal Implications, Access to Information and Call In

None at this stage.

8.6 Risk Management

A Strategy Working Group in place and programme activity is being delivered through this group which comprises officers from Housing Strategy Property and Contracts and Housing Management. Regular reports are being taken to the Environments and Housing Senior Leadership team and this is the first scheduled update for the Housing Advisory Board.

9 Recommendations

The Housing Advisory Board is requested to consider;

- The extensive work completed to date on developing and extending the Council's understanding of High Rise Housing in the city through a new evidence base;
- Progress in creating new tenant involvement structures relating to high rise housing;
- The development of a model that will inform future investment and management decisions;
- The existing plan for investment in high rise housing;
- The proposed development of a consistent standard for day to day management and maintenance - with a key role for the Leeds High Rise Group
- The plan to pilot alternative management techniques and approaches that can be employed when specific difficulties or challenges arise.

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Appendix 1 – Block on Page Summary

Block name						Typology eg Sheltered			
Area		Sub area		NHO		Location		LLP	
Building		Total flats		1 bed		2 bed		3 bed	Storeys
Type				Date built					

Duration of tenancies	%	City	Other profiling:	%	City	Age of tenants	%	City
Resident < 6 months		7%	Families		10%	Tenants < 25 years old		6%
6 months to 2 years		16%	Leaseholders		2.2%	25 – 35		17%
2 years to 5 years		22%	Rent arrears		2.13%	35 – 55		37%
5 years to 10 years		21%	BME population		34%	55 – 75		27%
10 years or more		34%	Disability			Aged 75 or over		12%
Summary: Is it a high demand /low demand? Stable?			Housing support needs			Summary:		

Tenant perceptions (WNW Survey July 2013 – 10 responses)						
	%	City	Top 3 major problems in upkeep of the block		%	City
Satisfaction with neighbourhood		71%	1.			
Satisfaction with block as a place to live			2.			
Satisfaction with internal cleaning		70%	3.			
Satisfaction with external cleaning		62%	Top 3 major problems in the block		%	City
Tenants who feel safe in the block		75%	1.			%
Tenants reported ASB in last 6 months			2.			%
			3.			%
Summary: Is it high or low satisfaction of Ts relative to other Ts in MSFs. Provides information on priorities for tenants for services						

Housing Management perceptions (Survey May 2014)	
Internal condition	Other investment issues
	Top 3 issues for the block
External condition	1.
	2.
	3.
Summary: Intensive management issues? Asb? What types?	

Surveyor findings (Survey May 2014)						
Sustainability %			Average SAP rating for dwellings		Investment need per block for next 5 years	
	Green	Amber	Red		City	70.15
				Thermal performance - U value		Mechanical and electrical
City	99.8%	0.2%	0%	Lower is better	Roof	Walls
Decency %			Regulation	0.18	0.28	Lifts
	Decent	Non Decent	Surveyed			Dwellings
City	88.7%	11.3%		City - 89.8%		Fabric of building including communal areas and external repairs
						Total

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