



HOUSING ADVISORY BOARD

Meeting to be held on Tuesday, 3rd February, 2015
at 5.00 pm in the Civic Hall, Leeds

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 - 12

To approve as a correct record the minutes of the Housing Advisory Board held on 11th November 2014.

(Copy attached)

7

MATTERS ARISING FROM THE MINUTES

13 - 14

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

(Report attached)

8

DRAFT LEEDS HOUSING STRATEGY

15 - 74

To consider a report by the Director of Environment and Housing which seeks the views of the Board on the draft Leeds Housing Strategy and, if appropriate, to approve the Strategy subject to any changes required.

(Report attached)

9

**HOUSING LEEDS CAPITAL FINANCIAL
POSITION PERIOD 8 2014/15**

75 -
78

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 8 for the financial year 2014/15.

(Report attached)

10

**HOUSING LEEDS (HRA) REVENUE FINANCIAL
POSITION PERIOD 8 2014/15**

79 -
84

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) Services as at period 8.

(Report attached)

11

**PROPOSED RENT AND SERVICE CHARGE
INCREASES FOR 2015/16**

85 -
90

To consider a report by the Director of Environment and Housing which sets out proposals for rent and Service charge increases for 2015/16

(Report attached)

12	<p>HOUSING REVENUE ACCOUNT INVESTMENT STRATEGY</p> <p>To consider a report by the Director of Environment and Housing which provides an update on the latest position regarding capital investment need in the existing stock and resources available to meet that need.</p> <p>The report also seeks the Boards views on the proposals to align spend profiles with income levels in years 1-4.</p> <p>(Report attached)</p>	91 - 96
13	<p>HOUSING ADVISORY PANELS (HAP) - FUNDING AND DECISION MAKING ARRANGEMENTS</p> <p>To consider a report by the Director of Environment and Housing which provides an update on Housing Advisory Panels (HAPs), in particular outlining and proposing improvements to the funding and decision making arrangements.</p> <p>(Report attached)</p>	97 - 106
14	<p>2014/15 QUARTER 3 PERFORMANCE REPORT</p> <p>To consider a report by the Director of Environment and Housing which provides a summary of the quarter three performance data for 2014/15 against the six Housing Leeds priorities.</p> <p>(Report attached)</p>	107 - 120
15	<p>HOUSING ADVISORY BOARD - FORWARD PLAN 2015</p> <p>To note /amend the contents of the Housing Advisory Board Forward Plan 2015</p> <p>(Report attached)</p>	121 - 124

DATE AND TIME OF NEXT MEETING

To note future meetings of the Housing Advisory Board will be arranged as follows:

- Tuesday 7th April 2015
- Tuesday 7th July 2015
- Tuesday 8th September 2015
- Tuesday 10th November 2015

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

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, 11TH NOVEMBER, 2014

PRESENT: Councillor P Gruen in the Chair
Councillors B Anderson, J Bentley,
A Gabriel, K Maqsood and P Truswell

Tenant/Leaseholder

Ted Wilson
Andy Liptrot
Madeline Hunter

Independent Representatives

Timothy Woods
Matthew Walker
Andrew Feldhaus

Co-opted Members

David Glew
Jo Hourigan

16 Appeals Against Refusal of Inspection of Documents

There were no appeals against the refusal of inspection of documents

17 Exempt Information - Possible Exclusion of the Press and Public

There were no items identified where it was considered necessary to exclude the press or members of the public from the meeting.

18 Late Items

There were no late items of business

19 Declaration of Disclosable Pecuniary Interests

There were no declarations of Disclosable Pecuniary Interests made at the meeting.

20 Apologies for Absence

There were no apologies for absence

21 Minutes of the Previous Meeting

RESOLVED – That subject to the inclusion of two minor corrections, the minutes of the previous meeting held on 9th September 2014 be accepted as a true and correct record.

22 Matters Arising from the Minutes

The following Matters arising/ Actions from the Minutes were highlighted:

Housing and the Jobs and Skills Agenda – Minute No.6 – 4th December 2013 (Shadow Advisory Board refers)

The Chair reminded the Board that the Authority was facing some financial challenges and that measures had been introduced to pull back on spend. Managing staffing reductions in the general fund were having some impact on the speed of recruiting to Housing as we provide opportunities for displaced staff to take up vacant posts.

In providing an update Officers reported that “Mears” the main contractors had recently taken on a full complement of apprentices (50+) other opportunities within Housing Leeds would continue to be explored and the Housing Advisory Board would continue to receive updates – Status of action “Open in progress”

Towards a New Housing Strategy – (Minute No.29 – 8th April 2014 refers)

Officers indicated that a monitoring report would be submitted to the February 2015 meeting of the Housing Advisory Board - Status of action “Open in progress”

Tenant Engagement – (Minute No.47 – 3rd June 2014 refers)

It was noted that an item entitled “Tenant Engagement update including focus on Tenants and Residents Associations” appeared elsewhere on the agenda – Status of action “Closed”

Implementation of Review of Housing Management Services – Minute No. 50 – 3rd June 2014 refers)

It was reported that a final update report had been considered previously.
- Status of action “Closed”

Housing Advisory Board Forward Plan 2014/15 – Minute No. 65 – 9th September 2014 refers)

It was suggested that an item dealing with long term investment strategy be added to the February meeting of the Board

Included on the Forward Plan 2014/15 - Status of action "Closed"

23 Developing Community Lettings Policies

The Director of Environment and Housing submitted a report which provided an overview of the lettings outcomes achieved in 2013/14 under the current lettings framework, including feedback on the initial lettings of new homes delivered through the Council House Growth Programme.

The report also sought agreement for the proposed review and consultation methodology and to consider the potential to review the tenancy agreement and overarching lettings policy to deliver a coherent lettings and tenancy management framework which would reward tenants and applicants who had maintained an excellent tenancy record.

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

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

- Fundamental review – new approach based on "Community Lettings"
- Holistic and Consistent approach
- Housing Management structure connects lettings and tenancy management policies to deliver positive outcomes
- Focus on communities not individual blocks
- Inclusive approach to prevent displacement and concentrations in other areas
- Recognise antisocial behaviour exists across all age bands
- Respond to changes in the wider housing market
- Leeds is a welcoming city

- Housing Leeds ambition is to create great places where people want to live, and where people take pride in their home and community
- Lettings policy & community lettings policies
- Pre-tenancy training
- Tenant transfer policy Tenancy agreement

In passing comment the Chair welcomed the review. He suggested the review would be challenging but would dispense of many myths around local lettings.

Matthew Walker welcomed the inclusion of rewarding tenants for good behaviour, but cautioned that there may be tensions if people were not treated fairly.

Andy Liptrot welcomed the proposal to introduce pre-tenancy training suggesting it would be useful if tenant groups were involved in interviewing/ training of perspective tenants and it would be an opportunity to meet and greet.

Mr Liptrot also referred to children in high rise blocks and the need to explore balcony safety/ design

Jo Hourigan welcomed the city wide review and emphasised the need for a local lettings policy which would address the needs of local people; family members and carers.

In offering comment David Glew suggested if the pre –tenancy training could include information to combat condensation, this may reduce the number of disrepair claims

The Director of Environment and Housing said it was important to understand our prospective tenants and their needs and requirements, it was also important to plan around children. The development of community lettings policies would deliver some big gains but it would also create a number of dilemmas.

In drawing the discussion to a conclusion the Chair thanked the Board for their feedback and contributions suggesting it would assist officers in developing alternative policies.

RESOLVED –

- (i) To note the contents of the report and the new approach to developing community lettings policies which build on the success of new lettings criteria used for new build homes delivered through the council's Housing Growth Programme
- (ii) To recommend the Executive Board that the Chief Officer, Housing Management reviews the current local lettings policies following the process outlined in section 3 of the submitted report

24 Leeds Homes Refurbishment Standard

The Board received a presentation on the Leeds Homes Refurbishment Standard and the need to agree a new standard for Council Housing following completion of the Decent Homes Standard.

Steve Hunt, Chief Officer, Property and Contracts said the new Leeds Homes Refurbishment Standard, to supersede the Decent Homes Standard, was now considered to be essential to inform future investment plans for the Council's housing stock. Where reasonable and practical the new Standard should address the short-comings in the Decent Homes Standard and pick up appropriate elements within the Code for Sustainable Housing. Whilst some retro-fit building components were now industry standard with proven benefits, such as replacement UPVC double glazing and cavity wall insulation, there were other emerging components the benefits of which were less well tested, such as upgrade to triple glazing. He informed the Board that in order to better understand whether newer components should be incorporated into the Standard, joint research was being undertaken with both Leeds University and Leeds Beckett University to test components in actual application to occupied and void properties. The results of this research would be used to inform future updates to the Standard.

It was proposed that the Leeds Homes Refurbishment Standard comprises the following elements, some of which will be retained from the Decent Homes Standard:-

- Housing Health and Safety Rating System

- Structural elements of Decent Homes Standard (Roof replacement)
- Secure by Design (Burglar proof doors)
- Thermal efficiency upgrade to average SAP
- Fire Safety upgrade to WYFRS concordat
- Double glazed windows
- Composite doors
- Central heating
- Insulation update
- Improved fire safety
- Focus on renewable energy (Solar panels)
- DDA Compliance and communal facility upgrade
- Upgrade to the environment
- Self- contained accommodation

Leeds Homes Refurbishment Standard

- Ongoing research and development
- Component quality and standardisation
- Better places for people to live

In conclusion Mr Hunt said the Standard was not a 'finished product' as it would need to keep abreast of emerging building technology and component development and would be informed by the research being undertaken by the two Leeds Universities.

The Chair thanked Mr Hunt for his presentation suggesting this was still a work in progress and would be subject to further discussion through appropriate representative groups.

RESOLVED – That the presentation be noted

25 Housing Leeds Capital Financial Position Period 6 2014/15

The Director of Environment and Housing submitted a report which provided a financial position on the Housing Leeds Capital programme at period 6 for the financial year 2014/15.

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

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

- Housing Leeds & BITMO refurbishment programme
- Housing Leeds Newbuild Programme & other

Referring to section 3.6 of the submitted report Councillor Truswell sought clarification in that adaptations would receive a further £500k in period 7 which would be realigned from within the existing budget.

In responding the Chief Officer, Property and contract said that the budget for adaptations had been reduced for the 2014/15 period but following an increased in demand funding had been brought to the previous level.

Responding to a query about the completion time for adaptations. The Chief Officer, Property and Contracts said that completion could take between 11 – 17 weeks. In the first instance the tenants would receive an assessment to determine priority, the level of priority determined the completion time.

The Chair reported that a report on adaptations would be brought to the next meeting of the Board in February 2015.

In offering comment Ted Wilson said there were currently a number of large programmes ongoing, were they all sustainable?

In responding the Chief Officer, Property and Contracts said there were currently around 40 vacancies; if these posts were not filled there may be slippage in the programme.

Referring to the Refurbishment Programme David Glew referred to decision making on quality spend.

The Chief Officer, Property and Contracts said the refurbishment programme was an investment with focus on component quality and standardisation.

RESOLVED – To note the Housing Leeds Service refurbishment programme and Housing Leeds Council House Growth programme position at period 6 2014/15

26 Housing Leeds (HRA) Revenue Financial Position Period 6- 2014/15

The Director of Environment and Housing submitted a report which provided an update on the revenue financial position for the Housing Leeds (HRA) service as at period 6 for the financial year 2014/15.

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

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

- Projected income
- Projected expenditure
- Right to buy (RTB) sales
- Arrears
- Collection rates

Commenting on section 3.5 of the submitted report and the reference of additional resources to address disrepair claims against the Council. Andy Liptrot sought clarification as to whether contractors should contribute towards such claims.

The Chief Officer, Property and Contracts said the claim was against the Council as property landlord. Recently the Council had received an increase in the number of such claims which was often driven by claim companies (Claim farmers)

Councillor Anderson suggested that the registering and recording of maintenance issues at the annual tenants visits may be a defence against any such claims.

Officers confirmed that the registering and recording of maintenance issues would assist in defending such claims.

Ted Wilson asked if there were many disrepair claims from tenants in high rise blocks.

In responding the Chief Officer, Property and Contracts said there were few claims from high rise tenants, restricted access to the block was a suggested deterrent.

Andrew Feldhaus referring to capital of £1.2m to fund a vehicle replacement programme for Construction Services suggested this would be an outright capital loss.

The Chief Officer, Property and Contracts said the replacement programme was for vehicle 10 years and older.

RESOLVED – That the contents of the report be noted

27 Tenant Engagement Update including focus on Tenants and Residents Associations (TRAs)

The Director of Environment and Housing submitted a report which provided an update on:

- The development of the engagement service, and progress against delivering the new Tenant Engagement Framework
- How the service proposes to support and strengthen, new and existing tenants and residents associations (TRAs) ensuring they remain the foundation of large scale involvement
- The broader service ambitions to be achieved and the challenges in delivering this

Mandy Sawyer, Head of Neighbourhood Services, Environments and Housing, presented the report and responded to Members comments and queries.

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

- Update on the progress to date
- Focus on Tenants and Residents Associations
- Future support to help sustain and grow TRAs
- Wider engagement service areas for development

Madeline Hunter suggested that a review was required to determine the relationship between Leeds Tenants Federation and other community and

Draft minutes to be approved at the meeting
to be held on Tuesday, 3rd February, 2015

voluntary organisations. The groups should remain independent but with partnership working.

The Chair suggested that all parties had a common interest but we need to accept that not all groups share the same view.

In offering comment Ted Wilson suggested that tenant inspections should be undertaken in areas outside their own locality.

The Chair thanked Members for their contributions and indicated that further updates would be provided in due course.

RESOLVED – That the contents of the report be noted

28 2014/15 Quarter 2 Performance Report

The Director of Environment and Housing submitted a report which provided a Summary of the quarter two performance data for 2014 – 15 against the six Housing Leeds priorities

Anna Tansley, Service Manager Performance & Business Implications, Environments and Housing, presented the report and responded to Members comments and queries.

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

- Housing Support Dashboard (Priority 1 Homelessness)
- Priority 2 Dashboard – Void dwellings
- Priority 3 Dashboard – Maximise rent collection
- Priority 4 Dashboard – Welfare change
- Priority 5 Dashboard – Annual tenancy visits

In providing clarification around void dwellings, officers reported that the average citywide turnaround time remained under the 30 day target at just over 29 days.

Members noted and welcomed the increase in rent collection performance rising to 97.70% compared to 97.26% for the previous year.

It was noted that the percentage of annual tenancy visits completed, stood at 44.41% for the half year

In summing up the Chair suggested that performance against the six Housing Leeds priorities was generally an improving picture.

Draft minutes to be approved at the meeting
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RESOLVED –

- (i) To note the Quarter 2 performance information relating to the six Housing Leeds priorities
- (ii) To note that due to mid - year boundary changes across the East & North East, South & South East and West & North West, year on year and month on month comparison could not be made at area level.

29 Housing Advisory Board - Forward Plan 2014/15

The Board considered the contents of the Housing Advisory Board Forward Plan for 2014/15

Board Members requested that issues around High Rise Blocks, Tenant Working Groups and Adaptations be included in the Boards Forward Plan

RESOLVED – That with the inclusion of the suggested topics, the contents of the Housing Advisory Board Forward Plan for 2014/14 be noted

30 Date and Time of Next Meeting

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

Tuesday 3rd February 2015
Tuesday 7th April 2015

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

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Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 9 September 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	Verbal update provided on 11 th November 2014. The main contractors had recently taken on a full complement of apprentices (50+). Other opportunities within Housing Leeds will continue to be explored	Open (in progress)
08/04/14	29	<u>Towards a New Housing Strategy</u> 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	On agenda	Close
11/11/15	29	Housing Advisory Board – Forward Plan 2014/15 That issues around High Rise Blocks, Tenant Working Groups and Adaptations be included on the Boards Forward Plan		HAB members and other partners/ stakeholders	Verbal request from Board Members made at the meeting on 11 th November 2014	Open (in progress)

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Report author: Rob McCartney

Tel: 2243480

Report of: Environment and Housing

Report to: Housing Advisory Board

Date: 3 February 2015

Subject: Draft Leeds Housing Strategy

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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1.0 Summary of main issues

- 1.1 The draft Housing Strategy has been framed around five themes: Affordable Housing Growth, Improving Housing Quality, Promoting Independent Living, Improving Health through Housing and Creating Sustainable Communities. Each theme has a number of priority areas with the Strategy content for each priority being limited to one page. Key challenges, actions, targets and case studies are set out in each priority page.
- 1.2 The intention is that the actions/targets included in the draft Strategy are extracted to form a Strategy Action Plan with named officers asked to report progress to the Housing Advisory Board and Housing Forum on a periodical basis.

2.0 Recommendations

- 2.1 For Housing Advisory Board members to comment on the draft Leeds Housing Strategy and, if appropriate, to approve the Strategy subject to any changes required.

1 Purpose of this report

- 1.1 For Housing Advisory Board members to comment on the draft Leeds Housing Strategy and, if appropriate, to approve the Strategy subject to any changes required.

2 Background information

- 2.1 All Local Authorities are charged with periodically reviewing the housing needs of their area and formulating and publishing a housing strategy to set out their plans to meet housing need, demand and investment in housing and related services. The Housing Strategy is one of Leeds' key strategic plans, enabling the Council and its partners to form a clear understanding of the city's significant housing challenges and identify innovative solutions to meet the needs and aspirations of its communities.
- 2.2 The draft Leeds Housing Strategy is framed around five key themes: Affordable Housing Growth, Improving Housing Quality, Promoting Independent Living, Improving Health through Housing and Creating Sustainable Communities.
- 2.3 Each theme contains a number of priorities reflecting the key housing related priority areas for the city. The draft Strategy is deliberately short in length and the content relating to each priority is limited to one page. There is a commonality in style with each priority page summarising the key challenges relating to each priority area, actions and targets and, where applicable, a case study setting out an example of good practice.
- 2.4 Each theme has a lead Council officer who has been responsible for setting the priorities for the theme, writing the text and carrying out the consultation with relevant stakeholders:
- Affordable Housing Growth : Maggie Gjessing (City Development)
 - Housing Quality: John Statham (Strategic Housing)
 - Independent Living: Rob McCartney (Strategic Housing)
 - Health and Housing: Tim Taylor (Public Health)
 - Sustainable Communities: Rob McCartney (Strategic Housing)
- 2.5 The term of the draft Housing Strategy is three years: April 2015 to March 2018. The actions and targets included within the Strategy will be extracted into an overall action plan with theme lead officers expected to report progress against these on as required periodical basis to the Housing Advisory Board and Housing Forum.

3 Main issues

- 3.1 **Affordable Housing Growth:** a considered decision was taken that the draft Housing Strategy should focus on affordable housing growth rather than overall housing growth. The reasoning being that the overall housing growth ambition is set out in the Leeds Core Strategy and that the Housing Strategy should be aligned to it by focusing on the affordable element of housing growth including social rented housing and shared ownership. The Affordable Housing Growth theme has therefore been developed within the context of the Core Strategy ambition to deliver 70,000 new homes by 2028, with an initial annual target of 3,600 of which 1,100 to be affordable.
- 3.2 The draft Housing Strategy sets out a target to deliver just over 5,000 affordable housing units by 2018. A key element of the affordable housing ambition is the delivery of the largest programme of new council housing development that has occurred in the city for a number of decades. The programme includes the building of new homes on cleared brown field land and, where appropriate, the purchase of existing empty properties that are blighting the localities in which they are situated. All new council housing will be developed to the agreed 'Leeds Standard' of design, space standards and environmental sustainability.
- 3.3 The delivery of affordable housing through Registered Providers (RPs) is another key strand of the Affordable Housing Growth theme. It is envisaged that 600 new affordable homes can be delivered in the next (2015-2020) HCA funding programme. The Council is supporting the work of RPs through the release of available Council owned land and the use of 'Right to Buy' receipts as grant funding.
- 3.4 Assisting people to access home-ownership is also a key part of the Affordable Housing Growth theme. The theme sets out the importance of national schemes, such as 'Help to Buy', and local initiatives, such as the Leeds Local Authority Mortgage Scheme – a partnership between the Council and Leeds Building Society, in relation to helping people get on the home-ownership ladder.
- 3.5 The Affordable Housing Growth themes forecasts up to 2018 are as follows:
- Registered Providers: 640 units
 - Council Housing: 400 units
 - Generated through 'Right to Buy' receipts: 300 units
 - Bringing Empty Homes back into use: 1300 units
 - Generated through Section 106 agreements: 874 units
 - 'Help To Buy': 1100 units
 - PFI: 388 units
 - Total: 5002 units
- 3.6 **Housing Quality:** The Housing Quality theme is rooted in the expectation that approximately 66% of existing housing stock will still be in use in 2050. It is

therefore vital that this housing stock meets the long-term housing needs of the people of Leeds. The draft Strategy sets out the intention to invest £67m on council housing improvements by 2018. The scale of poor housing in the private sector, estimated in 2007 that 44% (18,000 properties) of private rented houses were non-decent, is such that tackling this position is a key strategic priority. A targeted approach, Leeds Neighbourhood Approach (LNA), is an important method of working with property owners to improve standards and to bring long-term empty homes back into use. The rolling out of LNA across the city will help to build on the success that has been achieved in reducing the number of long-term empty properties in the city.

3.7 Tackling fuel poverty, within the context of the updated definition relating to use and residual income after cost incurred, is another key priority. The Council, and housing partners, has limited capacity to control energy prices and household income. Nevertheless, much can be done in relation to eliminating housing hazards such as excess cold, encouraging people to take up energy advice and improvements through agencies such as Care and Repair and the development of 'district heating' systems such as that linked to the Veolia Incinerator.

3.8 The Housing Quality theme targets are as follows:

- Invest £67m on council housing improvements
- Double the number of landlords in the Leeds Landlord Accreditation Scheme
- Establish 4 local private landlord forums
- Develop a private rented tenant involvement strategy for the city
- All housing in the city to meet a minimum SAP rating of 65 by 2016
- Return 3200 empty homes back into use per year
- Achieve a net reduction of 400 long term empty homes per year
- Bring 100 empty homes into use through the Council Housing Growth programme
- Roll out the Leeds Neighbourhood Approach to a new area each quarter
- Carry out a rolling programme of 500 HMO licensing inspections per year

3.9 **Enabling Independent Living:** the theme is concerned with helping vulnerable people to maintain or achieve an independent living situation; generally as an alternative to some form of residential or institutional living arrangement. The theme is therefore concerned with maximising preventative options on the basis that these will invariably represent an 'invest to save' opportunity in comparison to the residential/institutional options.

3.10 Continuing to reduce the level of homelessness in the city is a key priority; with a particular focus on helping the most entrenched rough sleepers to come off the streets. Making the best use of available for housing related support is another key priority with a particular focus on how services can complement housing advice, housing management and social services. Better meeting the housing needs of Gypsies and Travellers, including through the provision of additional temporary and permanent provision, is also set out in the Strategy.

- 3.11 The Independent Living theme includes priorities relating to improving the housing outcomes of children, young people and vulnerable adults. The actions are framed around the principle that improved housing interventions/outcomes can have wider benefits in relation to maintaining people in an independent living situation rather than an expensive care placement. The draft Strategy sets out a commitment for housing services to foster better dialogue and partnership with social care partners to achieve the joint outcomes.
- 3.12 The Independent Living theme targets are as follows:
- No families placed in bed and breakfast temporary accommodation
 - Minimum 3500 homeless preventions achieved per year
 - All homeless assessment decisions made within 20 working days
 - No more than 180 households placed in temporary accommodation
 - No rough sleeper needing to sleep out more than one night
 - All people receiving a housing related support service have an up to date support plan including outcome targets
 - Work towards the 2028 target of delivering an additional 62 pitches for Gypsies and Travellers (28 private/25 public/9 temporary stopping)
 - No young placed in bed and breakfast or 'adult' hostel accommodation
 - Minimum 400 young people helped to return home through parental mediation
 - All homeless and 'vulnerably housed' young people are offered a housing support service
 - All housing adaptations for children are fully funded
 - Minimum 400 households experiencing domestic violence/abuse helped to remain 'safely' at home through a Sanctuary installation
 - All major adaptations cases completed within target timescale
 - No housing related delayed hospital discharges
- 3.13 **Improving Health through Housing:** the theme is predicated on the principle that improved housing and health outcomes can be achieved through improved dialogue and partnership working between housing and health services. Improving the pathways of dialogue and service delivery can help prevent people hospital admission or facilitate a smooth transition from hospital into an independent living situation. Minimising housing-related hospital discharges, through proactive joint work on specific cases, is a key theme priority. There is also recognition that some housing-related challenges, such as entrenched rough sleeping, may principally require a health or social care intervention.
- 3.14 Tackling the incidence and effects of domestic violence and abuse is a priority within the Health and Housing theme. The scale of domestic violence and abuse, both in terms of incidents reported to the police and the number of domestic homicides, is set out in the Strategy. The need to improve agency dialogue and partnership working are recurring themes that emerge from the Domestic Homicide Reviews. The city's response centres around the imminent launch of the Leeds Domestic Violence and Abuse Breakthrough Project with housing services playing a key role in making swift decisions around finding and sustaining 'safe' housing options.

3.15 Targets for the Improving Health through Housing theme are as follows:

- Launch the Leeds Domestic Violence and Abuse Breakthrough project in early 2015
- Ensure housing information is included in the new Leeds Domestic Violence and Abuse website
- Assist a minimum of 400 Sanctuary installations to help people experiencing domestic violence and abuse to 'safely' remain living in their homes
- Carry out Sanctuary installations within 72 hours of a referral being received
- Ensure housing need assessments are carried out on the same day that a referral is received to the Leeds Safeguarding Partnership
- Establish the new Drug and Alcohol Support Service by June 2015
- Develop agreed joint working health/housing pathways for people leaving hospital and residential care
- Review health and social care pathways for long term rough sleepers
- All major housing adaptations to be completed within target timescales
- Minimise the number of housing related delayed hospital discharges
- Increase the number of older people assisted to live independently

3.16 **Creating Sustainable Communities:** the theme is built on the principle that sustainable communities are those where people will choose to live, benefit from diversity, offer excellent services, contribute positively to the environment and help people to thrive in what they do. The theme concentrates on the housing contribution to creating sustainable communities. The theme is aligned to the Core Strategy in relation to achieving sustainable affordable housing growth including the use of brownfield land, affordable housing targets and bringing empty homes back into use. Housing related targets are aligned to wider service and infrastructure priorities such as the building of 46 new schools, improved transport services and facilities (such as the trolleybus scheme) and waste management such as the proposals for the Aire Valley.

3.17 The theme also contains the commitment of the Council Housing Management service to ensure that it makes the right lettings decisions and offers the right level of support to sustain tenancies. Tackling the effects of Welfare Reform is a key challenge for the Council in terms of making sure it engages with affected tenants, offers them proactive advice on maximising their income, improving budget planning and accessing employment. Improving the tenant experience of living in multi-storey flats is another key action within the sustainable communities theme. The city's continued commitment to tackle anti-social behaviour, set within the context of recent legislative changes, is also included in the sustainable communities theme with the commitment rooted in the strong partnership between the Council, police and local residents.

3.18 The Creating Sustainable Communities targets are as follows:

- LASBAT respond to 'hate' incidents within 1 working day
- LASBAT respond to all other ASB reports within 2 working days
- LASBAT meet all victims within 10 working days

- LAASBAT carry out vulnerability assessments on both victims and perpetrators
- 60% of new housing on brownfield land
- Up to £10m generated per year from Community Infrastructure Levy
- Up to 35% of new housing delivered to be affordable
- All council housing is well maintained and fit to live in
- Reduce re-let times for council housing to no more than 30 days
- Maximise council housing rent collection
- Ensure all council housing tenants receive an annual tenancy visit

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Extensive consultation has been carried out with a range of stakeholders including representatives from the Housing Advisory Board. A half-day session was carried out with representatives from Leeds Beckett University and two sessions have been held with representatives from the Equality Hubs.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An Equality Impact Assessment has been appended to this report.

4.3 Council Policies and City Priorities

4.3.1 The Housing Strategy will link with and deliver the aims and objectives of the Authority's *Vision For Leeds, Business Plan* and *City Priority Plans*, achieving not only housing related priorities but, as poor housing so often contributes to poor health, poor educational attainment and limited employment prospects, also impacting significantly on the wider themes of improving health and wellbeing and enabling children to live in safe, supportive families.

4.3.2 The Housing Strategy will make a significant contribution to Leeds being a 'Child Friendly' city:

- The continued development of partnership work between Housing Leeds and Children's Service set out in the Children and Young Person's Housing Plan.
- The continued development of the weekly Housing Operations Group, comprising representatives from Children's Services, Housing Management, Housing Options, Strategy and Commissioning and third sector services (including Leeds Federated HA, Connect Housing, Leeds Housing Concern, GIPSIL and Re'new), that discusses and finds housing solutions for care leavers and other young people.
- Strategy and Commissioning and Children's Services jointly commissioning the Flagship Service, consortium of Leeds Housing Concern, GIPSIL and Foundation Housing, delivering trainer flats and floating support for care leavers and young people.

- The Lettings Policy includes provision to make priority awards for re-housing on the basis of child welfare considerations.
- Commitment to the target that no families with children will be placed in bed and breakfast temporary accommodation, unless there are exceptional circumstances, and then for no longer than three nights. The legal position is no longer than 6 weeks.
- Commitment to the target that no 16 and 17 year old will be placed in bed and breakfast temporary accommodation or 'adult' hostel accommodation, unless there are exceptional circumstances, and then for no longer than three nights for bed and breakfast and no longer than one week for hostel accommodation.
- Housing adaptation costs for children to be fully funded by Housing Leeds with an emphasis on innovative design that promotes the capacity of parents/guardians to care for their children and to prevent care placements separating children from their parents/guardians.
- Leeds City Council and the University of Leeds to carry out a joint study on better meeting the housing needs of children with autism.

4.4 Resources and value for money

4.4.1 The draft Strategy has been developed using existing staffing resources within Strategic Housing Services. The cost implications of different actions are, where applicable, set out in the draft Strategy.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The report is open to call in

4.5.2 The report does not contain any exempt or confidential information

10.0 Risk Management

4.5.3 All Local Authorities are charged with reviewing the housing needs of their area and formulating and publishing a Housing Strategy.

5.0 Conclusions

5.1 The draft Housing Strategy is framed around five key themes and has been developed by named Council officers and in consultation with key stakeholders including Housing Advisory Board members.

5.2 If the draft Strategy is approved then it is proposed that the actions/targets included in each theme will form the Strategy Action Plan and the named officers will be responsible for reporting progress to the Housing Advisory Board/Housing Forum on a periodical basis.

6.0 Recommendations

- 6.1 For Housing Advisory Board members to comment on the draft Leeds Housing Strategy and, if appropriate, to approve the Strategy subject to any changes required.

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Priority 1

Affordable Housing Growth

1.1 What is Affordable Housing?

Affordable Housing is housing that is available to rent or buy at a lower cost than the open market would charge and is available for people who cannot afford to rent or buy housing on the open market.

Types of Affordable Housing

Social Rented Housing:

Housing generally managed by a Council or a Housing Association (also known as Registered Providers) with rent charges ranging from 50 to 80% of the market price.

Affordable Home-Ownership: this could be housing for sale that is available at a below market value or on a shared equity basis.

The Council works in partnership with a wide range of agencies in Leeds – developers, funders such as the Homes & Communities Agency, the Local Economic Partnership, lenders, Registered Providers and voluntary sector providers.

Sources of Affordable Housing

Investment in affordable housing takes place in a number of different ways:

- New Council House Building
- New homes developed by Housing Associations and Voluntary Sector organisations
- Bringing empty homes back into use
- New housing development with a percentage of new homes to be affordable (s106)
- Affordable home ownership schemes including self-build

The quality of new housing provided is an important element of housing growth and the council has developed the Leeds Standard to help achieve sustainable housing growth.



Affordable Housing Growth Objectives

- Deliver affordable housing in the right locations to meet needs
- Deliver the right mix of affordable housing
- Meet the long term needs of Leeds' communities
- Deliver low carbon construction and energy efficient housing
- Stimulate the economy through investment in new homes

Leeds Core Strategy

The Core Strategy is a key planning document setting out the Council's development vision up to 2028.

- Includes target to develop additional 70,000 homes in Leeds by 2028
- Initial target of 3,600 new homes per year, of which 1100 to be affordable

The majority of new development is delivered by the private sector; affordable housing is delivered through a number of routes and the bar chart on the last page of this priority shows the investment routes for affordable housing

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Priority 1

Affordable Housing Growth

1.2 New Council Housing

The Council has embarked on the largest programme of new council housing development seen in the city for several decades. An £81m programme has been established to deliver some 600 new homes. Coupled with the ongoing PFI project at Little London and Beeston Hill & Holbeck, over 1000 new properties will be added to the Council's stock during 2015-18. The Homes and Communities Agency is supporting the Council's programme and has recently confirmed a grant contribution of over £8m. The location of new council housing has been informed by Housing Needs Assessments that identify supply, demand and unmet need for housing in specific localities. The programme includes the delivery of housing for older people including sheltered and extra care schemes.

The majority of the homes will be new build properties delivered directly by the Council. The newly developed housing will be completed to the 'Leeds Standard' of design, space

provision and environmental efficiency. The Council works with partners including developers and Registered Providers to co-invest in communities and make resources stretch further, producing mixed tenure developments and helping to regenerate neighbourhoods. The Council uses its own land through the Brownfield Land Programme to support this.

An important delivery route has been through purchasing new build properties directly from private sector developers which can be a quick and value for money way of delivering new homes in areas where they are needed.

Bringing empty homes back into use as council housing is also an important element of the programme. This not only adds to council stock but ensures that properties which have previously been a blight on neighbourhoods are brought up to an excellent standard, and complement rather than detract from the well-being of communities.

Case Study – Little London, Beeston Hill and Holbeck PFI

The Council has entered into a 20 year contract with Keepmoat to build new council housing, refurbish existing stock and to regenerate the localities of Little London, Beeston Hill and Holbeck. The first stage of the project is to refurbish almost 1300 homes, including 7 high rise tower blocks, demolish 215 out-moded properties and build 388 new homes. Keepmoat will be responsible for the maintenance of the properties over the 20 year term. £198m will be invested in the project over the 20 year period by the Council. Local people have been recruited to work on the project including 41 apprentices.



The Leeds Standard

The Council wants the 70,000 new homes to be built in the city by 2028 to be high quality. The 'Leeds Standard', covering the quality of urban design, space standards and sustainability has been developed to support and influence the delivery of new homes. The 'Leeds Standard' is being used as a basis for working with developers to ensure new housing is built to high standards through the planning process and by the Council itself in the delivery of the council housing programme. Space requirements, including bedroom size, are set out in the standard as is the requirement to make the Council's new housing as energy efficient as possible through the use of sustainable energy sources, high quality insulation and heating systems.

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1.3 Registered Providers

The Council has a long standing and effective relationship with Registered Providers (mainly housing associations) and 3rd sector housing providers across the city. They provide investment and development expertise in addition to contributing to the well-being of neighbourhoods through a raft of support services for residents.

The Homes and Communities Agency's Affordable Homes Programme 2015-20 has recently been announced and a programme of over 600 new affordable homes has been confirmed as of January 2015.

Registered Providers work in partnership with the Council and with developers and landowners to develop innovative schemes to accelerate the delivery of sites and provide a mix of tenures particularly on large strategic sites including brownfield land owned by the Council.

To support and accelerate delivery, the Council has made resources available to add to the level of investment available. This includes making 12 Council owned land sites available for the delivery of new affordable housing. These include a number of sites which have been derelict or causing nuisance within

communities, and the Council has worked together with providers to bring these back into productive use.

The Council is also using its Right to Buy receipts to provide grant funding directly to Registered Providers and 3rd sector providers to further add to affordable housing supply. A programme to the value of £7m is being made available.

The Council has developed the Leeds Standard, an approach to ensuring the delivery of new homes is of the highest quality. The Council will be working with Registered Providers to further develop the approach.

Registered Providers and 3rd sector organisations also make a significant contribution to bringing empty homes back into use. Organisations such as LATCH and Canopy have refurbished a significant number of homes to excellent standards, also offering training and apprenticeships in construction.

[Leeds City Council's Right to buy grant programme webpage](#)

Case Study: Sanctuary Housing Association

Sanctuary Housing Association has developed 128 properties, across 5 sites, in the Middleton area. The scheme was delivered using Homes and Community Agency (HCA) funding and land disposed of by the Council. The 5 sites were cleared of obsolete housing and the new housing is a mix of bungalows and 2/3/4 bedroomed houses. The new housing has been developed to high standards of design, energy efficiency and is part of a wider regeneration plan for the Middleton area, which was developed with the support of local residents and Ward Members.

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1.4 Extra Care Housing

Leeds has a growing number of older people and a need for new specialist accommodation

Some new affordable housing is targeted at specific groups such as older people. Extra Care Housing is an increasingly prominent housing option for older and disabled people. Extra Care Housing is a broad term, which encompasses a range of housing types, but a defining characteristic is the permanent presence of on-site care and support. The provision of Extra Care Housing helps older and disabled people to continue to live independently and prevents unnecessary residential care and hospital placements.

Much of the delivery of specialist housing for older people is through private sector delivery. The Core Strategy has a requirement for Housing Needs Assessments for schemes over 250 units where negotiation takes place with developers on the provision of housing for older people. An exercise to determine land availability through the Site Allocations Plan for specialist older persons' accommodation is also ongoing and will also support activity to secure future supply.

There are 682 cross-tenure extra care units in Leeds, with 75 under construction and 187 more at a development stage.

Whilst the majority of delivery is through the independent sector, the Council is supporting new provision and is developing an Extra Care Housing scheme as part of the Council Housing Growth programme. It is also identifying where brownfield land sites can be used to contribute towards new supply and several of the Council's sites have already been marketed for sale for use as Extra Care or specialist Housing. In addition it has also identified a small number of Council owned sheltered housing schemes which no longer meet the needs of communities and which could be used to develop new provision.

Case Study Extra Care Housing in Yeadon

The former Council sheltered housing scheme site at Haworth Court in Yeadon is being used to develop 45 units, comprising 27 two bedroom and 18 one bedroom flats of Extra Care Housing. The scheme is being delivered and funded by the Council supplemented by grant funding from the Department of Health. 35 of the units will be let as council housing and the remaining 10 marketed for sale on a shared ownership arrangement. It is anticipated that the 45 units will be built by January 2016.

Cookridge Hospital, Cookridge

Chartford Homes commenced a development of 267 properties on the former Cookridge Hospital site in 2011. At this time the Council was aware of a growing and unmet demand for Extra Care Housing Provision in Cookridge and the surrounding area. The Council successfully worked with the developer to ensure that the Affordable Housing requirement secured via the development's s106 agreement was used to develop a purpose built Extra Care facility of 56 units. This has shown how the Council is able to utilise planning gain appropriately to address local housing demands.

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Priority 1

Affordable Housing Growth

1.5 Affordable home ownership, self build and custom build

Affordability across all tenures remains an important issue in Leeds, current average property prices in Leeds constitute 7.0 times the average income and 12.9 times the bottom quartile income in Leeds (January 2014). Should prices continue to increase at their current rate (3%) then by 2020 these will have risen to 8.6 and 15.8 respectively.

Access to owner occupation remains difficult particularly for younger households and this is having the effect of increasing demand for market rent housing in the city. In terms of support to access owner occupation, the government has introduced the "Help to Buy" scheme which provides support to purchasers to buy new build housing with the benefit of a government loan. Help to Buy has had a significant effect on the market in Leeds assisting in property purchases.

The Council itself has established schemes to support affordable home ownership. Most recently it has set up the Leeds Local Authority Mortgage Scheme which provides a mortgage indemnity (i.e. it underwrites a proportion of mortgage costs for a fixed period) and which is supporting buyers. As the scheme can be applied to second hand houses it can also help to unlock the market in their neighbourhood.

Supporting people to buy their own home has the advantage of helping to deliver housing growth more generally and the council has worked proactively with developers and housing associations to identify ways to help support demand for homes, particularly from first time buyers unable to gain access to the housing ladder.

Affordable home ownership is also key to enabling older owner occupiers to "downsize" and release family homes onto the market increasing the supply of larger units to the overall stock of housing in the city. The Council works with providers to encourage the development of new homes specifically for older people.

There is a growing interest in self-build and custom build not only as a way of meeting the housing requirements of individuals or groups of individuals, but also as a way of contributing to housing growth. Custom build and self build schemes offer the construction of homes which can be innovative in design, energy efficiency and low carbon construction, in addition to often offering training and skills opportunities to participants.

The Council is looking at ways to support custom and self build projects through work with the [Homes and Communities Agency](#) to help identify sites. The Council can make sites available to the market for this purpose and look at how custom build can be incorporated into larger mixed tenure schemes.



Case Study

Leeds Local Authority Mortgage Scheme

The Council joined forces with the Leeds Building Society to launch the 'Helping Hand' mortgage scheme which is designed to help first time buyers get on the property ladder. Often, the reason why first time buyers struggle to get on the property ladder is because they cannot raise a large enough deposit to satisfy the lender's borrowing criteria. Under the scheme, the Council placed a £1m deposit with Leeds Building Society which provides mortgage guarantees for up to 40 first time buyers. Where second hand houses are purchased this can support around 5 additional house moves in the chain – that is up to 200 house buyers who are buying their next homes and will be able to do so because the first time buyer can get a mortgage to start the upward chain.

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Priority 5

Affordable Housing Growth

1.6 Affordable Housing and Sustainable Communities

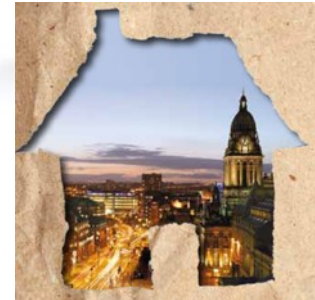
Most new housing is delivered through market led development that has secured planning permission to develop. The Council can apply conditions to the planning approval including the provision of a specified number of affordable housing units within the wider development. This is called a Section 106 agreement. A continued pick up in the economy and housing markets should mean that more commercial housing development is proposed and consequently more opportunity to secure affordable housing through the Section 106 route.

The affordable housing developed through the Section 106 option, social rented housing and/or shared ownership, means that this is an effective means of creating mixed sustainable communities. The number and type of affordable housing to be provided is agreed through dialogue between developers and the Council. Developers will work with Registered Providers regarding the development of affordable housing and the future management of social housing units adds to the sustainability of the development.

The Council sometimes accepts a 'commuted sum' from a housing developer as an alternative to affordable housing being provided on a specific development. Such funds can be used to develop affordable housing elsewhere in the city.

The Council has recently developed its approach to [Community Infrastructure Levy](#) (CIL) for Leeds. The CIL will involve applying a charge on development with the funds being available to cover the cost of additional infrastructure and services required through the development.

The Council needs to ensure that sufficient affordable housing is developed of the right type to meet need and located in areas where people want to live. [Strategic Housing Market Assessments](#), coupled with Housing Needs Assessments for larger schemes, are used to inform the number, type and location of affordable housing that is needed.



Case Study—Royal Gardens

Royal Gardens, Pudsey, is a development of 164 new homes by Barratt David Wilson Homes which was completed in 2013. Under the development's s106 agreement 41 units were acquired by Leeds Federated Housing Association (LFHA) for the provision of Affordable Housing, which were pepper potted throughout the scheme to create a mixed community. As part of the purchase of the units, LFHA, in discussions with the developer, added additional energy efficiency measures to the properties which included energy efficient boilers and rainwater recycling butts where possible. This has both improved the sustainability of the units as well as making the properties cheaper for their tenants to heat their homes.

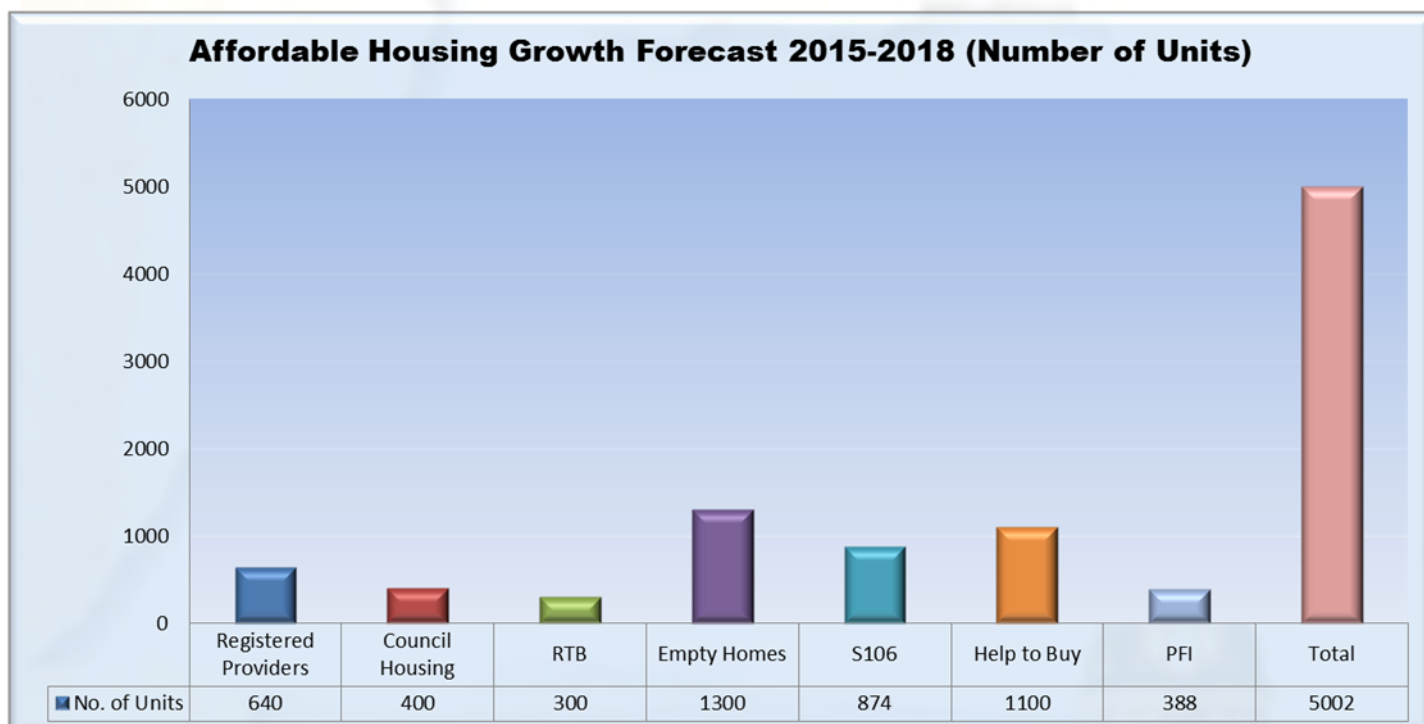
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Priority 1

Affordable Housing Growth

1.7 Affordable Housing Growth Forecast

Over five thousand units of affordable housing are forecast to be created during the period 2015-2018.



Actions

- 1 The Council will lead and develop the strategic approach to affordable housing including its distribution across the city
- 2 The Council will ensure the delivery of the Affordable Homes Programme by giving proactive support and coordinated services for Registered and 3rd sector providers
- 3 Delivery of the Council's Right to Buy Replacement Programme
- 4 Establishment of the Leeds Standard to establish quality in housing delivery
- 5 Working with developers and housing associations to unlock supply on key growth sites by providing mixed tenure developments
- 6 Identify delivery of the council housing growth programme of 1000 units 2015-18 and promote self-build and custom build opportunities.



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Priority 2

Improving Housing Quality

2.1 Improving existing housing quality

Improving the quality of existing housing in the city is a key priority for the Housing Strategy. It is estimated that 66% of existing housing stock will still be in use by 2050.

Housing Tenure in Leeds

- 58,000 Council Housing
- 16,000 Housing Association (Registered Providers)
- 220,000 Privately Owned
- 41,000 Privately Rented
- 335,000 Total**

The Council and local Housing Associations have invested significantly in the city's social housing stock over the last 10 years and 96% of properties meet the decency standard. The Council has committed £67m up to 2018 to maintain standards of decency in council housing. The Affordable Housing section includes detail of the 'Leeds Standard' -which is over and above that of the Decency Standard-, that new council house building will need to meet. It is intended in the future that the Council will apply the 'Leeds Standard' to the maintenance of existing council housing stock as well as new build. Improving the quality of housing in the private sector is a key challenge for the Housing Strategy. Back in 2007, it was estimated that 44% (about 18,000 properties) of privately rented housing failed to meet the decency standard. The poorest quality housing is often that built before 1919 such as back to back properties. The Council's approach to tackling poor housing standards in the private sector is two-fold: targeted inspection and regulation of poor housing,. These principles are embodied in the Leeds Neighbourhood Approach.

The Council is engaging with landlord representative groups such as the Residential Landlord Association. The Council also wants to encourage landlords to join the Leeds Accreditation Scheme and is helping to set up four local landlord forums.

Case Study: LNA (Leeds Neighbourhood Approach)

The Council, in partnership with a number of other agencies, inspected 127 properties on the collective Nowell streets in East Leeds – 44 of the 127 properties were empty at the time of inspection. Programmes of improvement were agreed with property owners and this has resulted in 440 hazards being removed. 33 of the 44 empty properties have been brought back into use. A series of community action days, involving Council officers, partners and residents, have taken place to further improve the locality.

Actions and Targets

- Invest £67m on council housing improvements up to 2018
- Double the number of landlords in the Leeds Accreditation scheme
- Establish 4 local private landlord forums
- Build on the success of the LNA by continuing to improve standards in the private sector
- Develop a private rented tenant involvement strategy for the city
- Work with government and landlord groups to develop improvement strategies for the private rented sector

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Priority 2

Improving Housing Quality

2.2 Energy Efficiency

The two elements of the fuel poverty definition are the cost of energy and household income. The Council has limited capacity to control these two variables and therefore the approach is focused on improving the energy efficiency of housing. The 'Leeds Standard' sets out high standards of energy efficiency for new housing. Bringing existing council housing up to the 'Leeds Standard' would also significantly improve housing. It is hoped that heat generated by the Veolia Incinerator can be piped to the city centre to create 'District Heating' systems including in council housing.

The targeted approach, reflected in the Leeds Neighbourhood Approach, will serve to eliminate housing hazards including excess cold. There are a number of national and local initiatives, including [Warm Homes](#), Green Doctor and Green Deal, to help vulnerable people improve the energy efficiency of their homes including through grant assistance.

- Fuel Poverty**
- The new definition of fuel poverty is where a household incurs higher than average fuel costs, and therefore has a residual income below the poverty line
 - Approximately 127,500 Leeds households are in fuel poverty
 - Fuel poverty disproportionately affects older and disabled people, BME households and families with children
 - Fuel poverty is more common in the private rented sector

Case Study: Warm Homes and Green Doctor

The Care and Repair Warm Homes initiative helps people with long-term health problems, exacerbated by poor private housing, who have limited income with heating system repairs and home insulation. The service aims to help 350 people per year. The Green Doctor service, run by Groundwork Leeds, helps people with energy advice and improvements including energy efficient light bulbs, pipe lagging and draught proofing. The service aims to visit 350 homes and make 240 improvements.

Standard Assessment Procedure (SAP)

SAP relates to the energy rating of a building, and is expressed on a scale of 1-100, where the higher the number, the better the rating.

2016 Target – all homes minimum 65 rating.
Current ratings (January 2015):
Council Housing 67
Housing Association 70
Private Sector 55

Actions

- Public Health to run winter warmth advice programme
- Explore the feasibility of applying the 'Leeds Standard' to existing council housing
- Target selected private housing to eliminate excess cold
- Develop 'District Housing' plans
- Procure contractor(s) to deliver energy efficiency improvement programme across Leeds City Region

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Priority 2

Improving Housing Quality

2.3 Empty Homes

Minimising the number of empty homes, especially long-term voids, is key to making best use of housing stock in the city. A long-term empty property is one that has been unoccupied for at least 6 months. Empty properties can bring blight to localities given that they can become a target for vandalism and anti-social behaviour.

The city has been successful in reducing the number of empty properties over the last four years. Actions include charging 100% Council Tax on empty properties, enforcement action when property owners do not work with the Council to bring homes back into use and providing loans to carry out improvements that may have prevented properties being used. The Leeds Neighbourhood Approach, beginning on the Nowell streets in East Leeds, has been successful in bringing empty homes back into use and raising housing quality standards. The Council wants this model to be further rolled out across the city. The Council has worked with the [‘Leeds Empties’](#) Social

Case Study: 65 Mexborough Place

65, Mexborough Place is a semi-detached house in Leeds 7 that had been empty since 2001. The Council sought to encourage the property owner to carry out improvements and bring the property back into use. The slow progress of this work led the Council to initiate Compulsory Purchase procedures. The property owner subsequently took more proactive action to improve the property and it was re-occupied in December 2010.

[Council Empty Homes Webpage](#)

Empty Homes Performance

April 2010 – 16,700 (6,721 long term) empty properties

April 2014 – 13,573 (4,747) empty properties

Actions

- Return 3200 empty homes into occupation each year
- Achieve a net annual reduction of 400 long term empty homes up to 2018
- Bring 100 empty homes into use through the Council Housing Growth programme
- Roll out the Leeds Neighbourhood Approach to a new area each quarter
- Further develop relationship with ‘Leeds Empties’ and landlord representative groups

Enterprise which engages with long-term empty property owners to try and find bespoke solutions to bringing properties back into use. Working with landlord representative groups is another key element of the empty homes reduction programme.

The Council, as part of the Council Housing Growth programme, is seeking to purchase up to 100 long-term empty homes and bring back into use as council housing. This initiative is being funded through Council resources supplemented by Homes and Communities Agency grant funding. The Council is exploring the feasibility of working with investment partners to purchase empty homes and use rental income to cover purchase/improvement costs. One option would be for such properties to become council housing once the purchase/improvement costs have been covered.

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Priority 2

Improving Housing Quality

2.4 Student Housing

Leeds is a thriving University city with the student population forecast to plateau at approximately 58-59,000 in 2018. There has been a significant shift in student housing choice in recent years from the use of shared housing in the Hyde Park/Headingley areas to purpose built flatted accommodation surrounding the city centre/Universities. The purpose built accommodation has generally been completed to a high standard and the traditional student housing options are often not of a comparable standard. Research carried out by local third sector organisation [Re'new](#) has forecast that there could be surplus of over 5,700 student housing units in the city by mid-2016. In practical terms, this will mean under-occupancy of shared housing or an increase in empty properties. The Council is committed to working with the Universities, landlords and tenants to raise standards in the traditional student housing options. The Council is able to licence Houses in Multiple Occupations (HMOs) that are over three storeys in height or have five or more occupants. There are currently 2,500 HMO licences, with five year terms, in place combined with a rolling programme of property inspection. Issues such as 'tired' looking properties



and poorly maintained gardens are not covered under the legal licensing provisions and the Council will continue to work with landlords, students and the Universities to improve the current position.

The Council is being flexible to respond to the risk of under-occupancy/empty homes relating to traditional student housing stock. In 2012, the Council removed the option of converting a self-contained property to an HMO through the 'permitted development' planning regulation. On a case by case basis, this provision can be changed if a need for conversion is established.

The Council has a strong partnership with the Universities and supports the work of Unipol, student housing organisation, in its management of its own accreditation scheme that again seeks to raise standards of accommodation and management.

Actions and Targets

- Deliver a rolling programme, 500 per year of licensed HMO inspections
- Work with property owners to deliver improvements identified
- Liaise with the Universities and landlords in respect of changing use of student housing
- Housing Forum to monitor the agreed actions following the final report of the Student Accommodation Working Group
- Work with landlords in respect of improving housing conditions not covered by the statutory framework

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Priority 3

Enabling Independent Living

3.1 Tackling Homelessness

Homelessness can manifest in many forms including people sleeping on the streets, young people who are 'sofa-surfing', women living in violent situations and families living in overcrowded or other poor housing conditions.

The Council has since 2008 seen a significant rise in the number of people presenting for housing advice and this can be largely attributed to the economic situation.

Despite the rise in presentations, temporary accommodation placements in the city are at the lowest levels since the 1980s.

This has been achieved by a focus on preventing homelessness by helping people to maintain existing housing or to secure alternative accommodation. More can be done by forging new partnerships and looking at how timely and accessible information sources can help people to find their own solutions.

The city is determined to minimise rough sleeping and to ensure no one needs to sleep out for more than one night. The St George's Crypt Hub is an example of this commitment. We need to improve links to health and social care to help the most entrenched rough sleepers.

Targets

- No families in B&B
- 3500 preventions per year
- Homeless decisions made within 20 days
- Max 180 households in Temporary Accommodation
- No one needs to sleep rough for more than 1 night

Actions

- 1 Maintain homeless prevention funding
- 2 Develop new preventative initiatives including self-help options
- 3 Establish pre- eviction protocols with all social landlords
- 4 Develop tenancy relations services to improve private rented 'offer'
- 5 Better link street outreach/Hub with health and social care
- 6 Develop move on focus in emergency accommodation



Case Study Leeds Hub

The Leeds Hub is emergency accommodation provision managed by St George's Crypt and funded by Leeds City Council. The Hub provides an emergency accommodation service for people who have previously slept rough and/or are at risk of sleeping rough. The service is part of the city's commitment to '[No Second Night Out](#)' that no one needs to sleep rough for more than one night in Leeds. The service is linked to the Street Outreach Service, managed by CRI and funded by the Council, that finds rough sleepers and helps to get them off the streets. The Hub is also linked to the Council's Housing Options Service, with the Crypt, CRI and the Council working together to find Hub residents longer term housing options. Staff from the Housing Options Service are at the Hub every day. The target is to help people move on within 3 working days.

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3.2 Housing Related Support

The Council commissions housing related support services to the value of just over £11m per annum. This includes accommodation and visiting floating support services. Around 12,000 individuals are supported annually.

These services contribute to the delivery of actions listed throughout priority 3 of this strategy.

A range of services are available including:-

- A street outreach service to offer support to people rough sleeping and begging.
- Temporary accommodation for

- people who are homeless.
- Support and accommodation for young people.
- Visiting support for a range of client groups including people with mental health issues.
- Services for people experiencing domestic violence including an advice line, accommodation in a refuge and self contained tenancies and support.

Services support clients and help them to achieve, maintain and progress towards independent living. This includes helping people to manage their finances, be good neighbours, keep healthy and find work.

Targets

- People in need of support are assisted to achieve and maintain independent living.
- All service users have support plans that are up to date, periodically reviewed and include outcome targets.
- Service users supported to:
Improve health and wellbeing, develop their financial literacy and reduce debt, reduce social isolation, increase independence, access employment and stay safe.

Actions

- 1 Review commissioned services to ensure they are fit for purpose and able to meet future needs.
- 2 Strengthen links between commissioned housing related support and housing management and housing options service.
- 3 Work in partnership with Children's Services to review support to families and to embed the Think Family approach.
- 4 Embed the new performance management system to capture better information about outcomes, to inform service improvement and future commissioning decisions and to maximise the impact services make.
- 5 Complete the review of services for older people to inform future commissioning and to ensure services meet need and contribute to the Ageing Well agenda.
- 6 Review housing related support domestic violence services to ensure alignment with and contribution to the delivery of the city's Domestic Violence and Abuse strategy.

Case Study: Positive Pathways

Positive Pathways is a city wide housing related support service for people who have mental health issues and are in housing need. This includes people who are being resettled following a stay in hospital or are leaving prison or people who are already living in accommodation but in need of support. The service is delivered by a consortium led by Community Links, in partnership with Leeds MIND, Touchstone, Leeds Irish Health and Homes, St Anne's Community Services and Leeds Federated Housing Association. Up to 500 people are supported at any one time. Support is provided for up to two years. Once people are ready to exit the service there is access to a Peer Support and Befriending Service which is provided by trained volunteers. The service includes a single point of referral. A key aim of the service is to maximise the opportunity for people to recover and to sustain independent mental health well being.



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Priority 3

Enabling Independent Living

3.3 Gypsies and Travellers

The challenge of responding to unauthorised encampments of Gypsies and Travellers (G&T) and better meeting the housing needs of this group has been a priority for the Council/city for a number of years. Whilst the Council has no duty to provide sites for G&T there is a legal duty to assess housing need and to make reasonable provision thereafter. Leeds has agreed a pitch need figure, as part of the city's Core Strategy, up to 2028. The figures are shown in the box on the far right of the page. There is no doubt that achieving these figures will be a challenge. The Council has a current planning application

to develop 12 new pitches at Cottingley Springs. Nevertheless, other sites will need to be identified to fully meet need. Some G&T have expressed a reluctance to make planning applications for private sites because of a perception that applications will not be approved. Building confidence and assisting to make applications for sustainable private sites is a key priority. The Council is also committed to looking at temporary negotiated stopping sites. More needs to be done in terms of the wider service to G&T including those living in conventional housing and improving access to health care and education.

Pitch Need

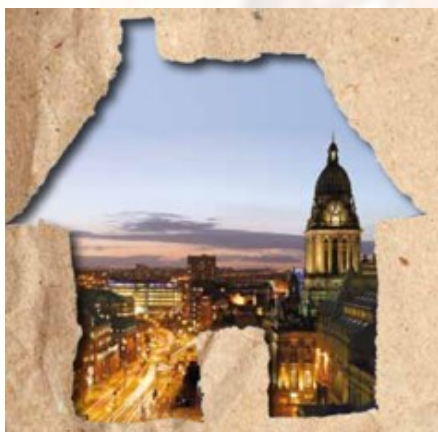
By 2028 Leeds needs
62 pitches:

- 28 private
- 25 public
- 9 temporary

Planning decision pending
on 12 new pitches at
Cottingley Springs

Actions

- 1 Identify potential accommodation sites as part of Site Allocations Plan
- 2 Deliver minimum 12 additional public pitches within strategy term
- 3 Improve engagement with G&T including delivery of 'Listening Project'
- 4 Deliver manageable negotiated stopping site options
- 5 Look at improving housing options for G&T in 'conventional' housing
- 6 Improve access to services such as health care and education



Case Study

Partnership with GATE: GATE (Gypsy and Traveller Exchange) is a local advocacy and support service for Gypsies and Travellers. The Council has an increasingly strong partnership with GATE. This was reflected in the work to calculate pitch need for the Core Strategy submission. Representatives from GATE and the Council developed a questionnaire to capture housing need and preference. Community members completed the questionnaire with individual households and this ensured community 'buy in' and capture of 'hard to reach' households. This was an excellent piece of joint work between the Council, GATE and the G&T community. It is envisaged that this partnership approach be extended to the Site Allocation Plan work and communication/engagement in respect of day to day management of site provision: 'Listening Project'.

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Priority 3

Enabling Independent Living

3.4 Children and Young People

Access to quality housing and effective housing interventions make an important contribution to Leeds being a 'child friendly' city where children are safe from harm and live in safe and supportive families. A number of housing commitments are set out in the C&YP Housing Plan. For example, a cross Council commitment to fully fund adaptation schemes so that disabled children can thrive with their families rather than families struggling to cope or a child going into care. There is much to do, with a top priority being to consider how child related priorities are responded to in all housing decisions.

The housing needs of young people who are homeless or vulnerably housed is a top priority. There is a commitment to help YP to return home so that they can move onto independence in a sustainable way. If this is not possible then a commitment is made that placements in B&B and 'adult' hostels are not made. All YP are to be offered assistance to help them prepare and sustain independent housing options. A particular focus will be made on YP who secure a council tenancy. The Council has reconfigured its housing support services for YP and care leavers with Flagship (see case study) being the core service.

Targets

- No YP placed in B&B or 'adult' hostel
- 400 YP helped through mediation
- All YP have offer of housing support
- Council to fully fund adaptations for children

Actions

- 1 C&YP Housing Plan updated to cover housing management offer
- 2 All homeless 16/17 year olds have 'child in need' assessment
- 3 Review supported housing services for YP and care leavers
- 4 Roll out youth mediation service to YP in foster care
- 5 Look at adopting 'social contract' council tenancies with YP
- 6 Re-establish peer experience initiative to tell YP about homelessness



Case Study Flagship

Flagship is a consortium comprising three 'local' third sector organisations, GIPSIL, Leeds Housing Concern and Foundation Housing, offering housing support to young people and care leavers. The service is commissioned by Children's Services, Housing Leeds and Public Health. The service offers 'floating support' to up to 225 young people and 150 'trainer flats'. Both the floating support and trainer flats prepare young people for independent living and help the Council to fulfil its legal duties to 'children in need' and homeless young people. Representatives from Flagship meet with Council officers from Children's Services, Housing Leeds and other third sector housing support services to plan and prioritise placements and/or to put in place other housing and support options.

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Priority 3

Enabling Independent Living

3.5 Vulnerable Adults

Access to quality housing and effective housing interventions is vital for vulnerable adults and contributes positively to the city priority of promoting health and wellbeing. The approach is framed around the housing pathways of helping vulnerable people to 'stay put' in their existing homes or to make a 'planned move' to alternative housing. This preventative approach generates 'invest to save' benefits for housing, social care, health and community safety partners. Disabled people can be enabled to live independently through adaptations. Developing a consistent cross tenure service and better matching people to

properties are key priorities. Supporting people who have experienced domestic violence to make their own housing choices is another priority. Preserving prevention schemes such as Sanctuary will be important and so will taking appropriate action against perpetrators. The strategy sets a target that no person should remain unnecessarily in hospital due to lack of or poor housing. HALP shows what can be done by working in partnership and this work will be extended across different circumstances. It is important that a comparable plan to the C&YP Housing Plan is developed for vulnerable adults.

Targets

- 400 Sanctuary installations per year
- CADADASH assessment made in all DV cases
- All major adaptations completed within target time
- No housing related delayed hospital discharge

Actions

- 1 Develop a Vulnerable Adult's Housing Plan
- 2 Embed a preventative approach to issues such as hoarding
- 3 Frame new adaptation service around assessment and delivery functions
- 4 Develop Accessible Housing Register
- 5 Review DV housing practice including use of Ground 2A possession
- 6 Embed joint working with health services around hospital discharge



Case Study HALP

HALP (Homeless Accommodation Leeds Pathway) is a partnership comprising Leeds City Council, CRI, St George's Crypt, Foundation Housing and Leeds Community Healthcare NHS Trust. The service targets hospital patients who are likely to be homeless at the point of discharge. Historically housing status, and specifically homelessness, was only identified as an issue when the patient was fit to be discharged. Opportunities to find suitable housing were often missed and people were sometimes discharged to the streets. Hospital staff now work in partnership with the Council and the supported housing services to put in place suitable housing options in a timely way. If needed bed spaces at the Crypt are held for HALP customers. The service was a DoH pilot that finished in March 2014; Leeds Public Health is continuing to fund in 2014/15.

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Priority 4

Improving Health through Housing

4.1 Tackling Domestic Violence and Abuse

Domestic violence and abuse continues to be a major issue affecting people living and working in Leeds. It affects communities regardless of geography, relative affluence and ethnicity. It is a factor behind a high proportion of children, especially those under 5, being taken into care. Recognising the significance of this issue, the Council has made Domestic Violence and Abuse one of its key priorities.

The Council has recently carried out a Scrutiny Inquiry, involving the police, other statutory, voluntary and private sector partners into how the city responds to domestic violence and abuse. The inquiry recommendations are, through a partnership approach, to better meet the needs of people experiencing domestic violence, to maximise opportunities to prevent domestic violence and to deal effectively with perpetrators.

Case Study

Ms B was referred to a multi-agency meeting as she was a victim of domestic violence. A co-ordinated response between housing, the police and other statutory services ensured that the victim was rehoused and new security measures, including alarms and secure locks, installed at the new property as soon as possible. In future, new arrangements will be in place to assist victims of domestic violence and abuse on a daily basis. The new arrangements will include representation from multi-agency partners to ensure that response times are even quicker.

Actions

- 1 Launch Leeds Domestic Violence and Abuse Breakthrough Project in early 2015
- 2 Ensure housing is a key part of the Domestic Violence and Abuse arrangements in the new Leeds Safeguarding Partnership
- 3 Ensure housing information is included in the new Domestic Violence and Abuse website
- 4 Review and improve practice relating to the housing of perpetrators of domestic violence and abuse
- 5 Identify, communicate and implement housing related lessons learned from Domestic Homicide Reviews
- 6 Ensure housing needs assessments are carried out on the same day that a case is referred to the new Leeds Safeguarding Partnership
- 7 Deliver a Sanctuary scheme, provision of home security measures, that is free of charge, across all housing tenures, with works completed within 72 hours
- 8 Increase public awareness of domestic violence and abuse and increase knowledge of the support available within housing.



Targets

- Services deliver a fully informed, integrated, multi-agency response to Domestic Violence and Abuse
- More people are aware of the harms and risks associated with Domestic Violence and Abuse
- Service and interventions are meeting service user needs and expectations
- More consistent and better developed responses to perpetrators of violence

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Priority 4

Improving Health through Housing

4.2 Helping People with a Drug and/or Alcohol Dependency

A drug or alcohol dependency can adversely impact upon a person's capacity to live in their home and/or may result in problems for other family members and neighbours. Helping people to address their drug and/or alcohol dependencies is therefore of great importance to housing services in the city. Leeds has a Drug and Alcohol Strategy that focuses on the need for people to take a responsible attitude to alcohol use and to help people affected by drug or alcohol use to lead 'safer, healthier and happier lifestyles'.

The Council and its partners have commissioned a new wrap around Drug and Alcohol service, covering both employment and housing related support, that will focus on the prevention of use and harm as well as access to and effectiveness of treatment programmes. A key focus will be to ensure that the city has effective pathways to suitable housing options to promote prevention and recovery. This will be underpinned by joint working protocols between housing and health partners.



Case Study—Joe

Joe is a single man in his late 40s who has a long history of mental ill-health, alcohol and drug dependency, poor physical health and homelessness – including rough sleeping. Joe has had involvement with a number of support agencies. These arrangements were breaking down because of his support needs and a failure to build trust. Joe also has a dog and this has presented challenges in terms of accessing housing. Joe uses the York Street Practice and has benefitted from access to a wide range of services. These include GP, mental health, alcohol and drug therapy, dental services, and benefits and housing services. He has been able to book appointments for the range of practice services on the same day. Joe has reduced his alcohol use and is on a methadone programme. Joe is also now living in a private rented tenancy with his dog.

Case Study—York Street Practice

The York Street Practice, which is part of the Leeds Community HealthCare NHS Trust, provides primary care to homeless and vulnerably housed people. Many of the York Street Practice patients require care and support relating to mental health, and drug or alcohol dependency. The service also provides advice and support relating to housing – especially those who are, or at risk of, rough sleeping. The service works closely with a range of statutory and third sector partners including Leeds Housing Options, St George's Crypt and CRI.

Actions

- 1 The new Drug and Alcohol service will be in place by June 2015, and will include housing and employment support
- 2 Establish effective pathways from prison to housing advice and to supported and long term housing services
- 3 Establish effective pathways from residential rehabilitation detox to housing advice, supported and long term housing services
- 4 Review housing and support options for people with the most complex needs and entrenched behaviour
- 5 Improve understanding of housing services and options for drug and alcohol support service workers
- 6 Offer training on drug and alcohol issues and available services to housing practitioners

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Priority 4

Improving Health through Housing

4.3 Helping People with Mental Health Issues

The Leeds Joint Health and Wellbeing Strategy (2013-2015) includes a priority to improve people's mental health and wellbeing. Much of this work will be developed in the new Leeds Mental Health Framework, which aims to improve support for people with mental health issues. This will include access to suitable and sustainable housing, and will contribute to preventing mental ill health and help promote recovery.

Public Health commissions a range of housing related support services to help avert crisis, and to prepare for and promote independent living options. Health and social care partners commission services that deliver preventative interventions for counselling and support, suicide prevention, access to talking therapies and raising awareness of mental health needs.

Targets

- More people with mental health problems will recover
- More people with mental health problems will have access to supported housing
- More homeless people with mental health problems have access to supported housing

Actions

- 1 Review and increase mental health support options for people with complex needs, including entrenched rough sleepers
- 2 Review housing pathways and support for people who want to move from specialist supported accommodation to independent living
- 3 Offer a timely and tailored housing needs assessment service to people in specialist supported accommodation to ensure that their home is appropriate for their needs
- 4 Ensure a person's mental health needs are considered as part of the tenancy letting decision and tenancy sustainability options
- 5 Build on the Mental Health Hospital Discharge Protocol by identifying key housing and health named officers to share information and be responsible for specific case delivery

Positive Pathways —

Community Links

A referral was made to Community Links for an individual with complex support needs around housing. These included issues around health and wellbeing, such as substance and alcohol issues, isolation, poor diet, and mental health, in addition to tenancy issues such as budgeting and managing bills. There was also anti social behaviour, violence and aggression towards others, historic sexual abuse, offending & street working. There was no previous history of mental health services being involved. The support worker was able to build up a trusting and positive therapeutic working relationship to address the above issues within a support plan. This included looking at re-housing and the support worker liaising with housing workers to develop more positive relationships between the client and housing office. The client was re-housed in February 2012, has settled in well and there have not been any issues with the new tenancy.



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Priority 4

Improving Health through Housing

4.4 Ageing Well

Leeds has an ambition to make the city 'The Best City to Grow Old'. The Ageing Well Board, led by Public Health and Adult Social Care, has good quality housing for older people as a priority area and is overseeing this. Good quality, affordable and accessible housing, complemented by strong community networks, is the key to helping older people maintain good levels of health and wellbeing. This will mean older people are assisted to live independently in their community. Housing services work with hospitals to minimise the number of people whose discharge has been delayed because of an absence of suitable housing. There is a link between housing conditions and health inequalities later in life. Older people can be affected by fuel poverty and are often at risk of becoming isolated because of lack of contact with family or friends, community involvement or access to services.

Case Study

Mrs A, a lady aged 93, had lived in her own LCC tenancy for the last 60 years. She sustained a fall at home, broke her hip, and was identified as having a housing need by the ward staff at the LGI Hospital. The Independent Living Team carried out a housing assessment on Mrs A as soon as she was admitted to hospital. Her house was also assessed and found to be unsuitable for adaptations. Mrs A's only option was to be rehoused and an assessment of her needs was completed on the ward. She was awarded priority status with a clinical recommendation for a ground floor sheltered property. Mrs A was successfully rehoused close to her old home and community. Early intervention and close working between the ward staff and housing enabled this successful outcome.

Actions

1. Health and social care work with housing partners to ensure housing adaptations and repairs allow older people to live independently.
2. As part of this, there will be an enhanced focus on falls prevention across partners in Leeds.
3. Hospitals and social care work closely with housing to minimise the number of people whose discharge has been delayed due to housing.
4. Health and social care work with housing to identify social isolation and connect people to groups and activities in their area and connecting to the 'Time of Our Lives,' programme.
5. To tackle the link between health inequalities and housing by addressing fuel poverty and other issues through the Leeds Cold Weather Plan.

Targets

- Increase the number of older people who are helped to live independently.
- Reduce the number of older people living in social isolation.
- Minimise the number of housing related delays when discharging people from hospital.



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Priority 4

Improving Health through Housing

4.5 Promoting Healthy Lifestyles

One of the key priorities in the Leeds Health and Wellbeing Strategy 2013-2015 is to support more people to choose healthy lifestyles. The choices we make about how we live can have a significant effect on our health. Eating a healthy diet, doing regular exercise, not smoking and not drinking too much alcohol can help a person stay well and enjoy a long life. People are more likely to change behaviour if they are motivated to do so and access support to put that intention into practice. Housing teams are able to develop good relationships with their tenants and signpost and support them to a number of local services that will improve their lifestyle.

Case Study— Discretionary Housing Payment Project

The Discretionary Housing Payment Multi Storey Flats Project commenced in May 2014. The project involves a team of 10 officers city wide who are working with clients who are subject to the new under occupancy charge, with the key aim of supporting people to help make them better off by improving their circumstances. Advice and support around healthy living and healthy lifestyles is one of the programmes on offer to people. Linked to this, awareness and support for mental health services is part of the package offered by officers working on the programme. Wider determinants of health through financial management support, confidence building and helping tenants to volunteer or look for work are also included in the support package.

Actions

- 1 Housing staff to promote awareness of the Leeds Let's Change programme and website amongst tenants and other customers
- 2 Offer training to housing staff so that they are aware of, can encourage take up of, and can signpost people to healthy living services such as smoking cessation, weight management, drug and alcohol support
- 3 Offer training to housing staff so that they are better aware of the indicators that a person is ready to take up health improvement services
- 4 Housing staff continue to make links with specialist support for financial inclusion and employment support services
- 5 Housing staff to ensure that people with health issues are linked up to appropriate health and social care services

Leeds Let's Change is a city-wide programme. It aims to support people to make healthy choices and encourage them to change where their behaviour is harming their health. The [Leeds Let's Change](#) website provides a one stop information hub for people to find out about where and when their nearest healthy living services and opportunities are. The financial inclusion and employment support services provided by housing services are considered to often act as a stimulus to people taking up healthy living options.



Targets

- More people will live longer and healthier lives
- Reduction in the differences in life expectancy between communities
- More people will take up healthy lifestyle services

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Priority 5

Sustainable Communities

5.1 Tackling Anti-Social Behaviour

Leeds City Council is committed to reducing anti-social behaviour.

Our 'City Priorities Plan' sets out our aims to achieve sustainable reductions in crime & disorder, tackle anti-social behaviour and to build stronger cohesive communities.

Anti-social behaviour can mean different things to different people, and reports received by the council can range from low level disputes to more serious threats, abuse and violence.

Reports of anti-social behaviour are therefore directed to the most appropriate agency for response.

Some reports are best dealt with by Housing Leeds as some behaviours will be a breach of the tenancy agreement and could be resolved by mediation or giving an appropriate warning.

More persistent problems, hate related incidents or reports where

someone may be at risk of harm will be passed to the Leeds Anti-Social Behaviour Team (LASBT).

LASBT is a partnership service of ASB officers, former Housing Officers, Environmental Health Officers, Police Officers and Victim Support workers.

LASBT will attempt to resolve issues at the earliest opportunity, identifying vulnerabilities or support needs through the provision of interventions and supportive referrals, which in turn help to address problem behaviours.

Where problems persist LASBT will conduct a detailed investigation to obtain evidence to support legal action. This could include applying for an injunction, closing premises down or applying to evict an anti-social tenant.

Customer satisfaction with the service provided by LASBT is currently at 97.1%.

LASBT Targets

- Respond to hate incidents within 1 working day
- Respond to all other ASB reports within 2 days
- Meet with victims within 10 working days
- Assess vulnerability and support needs of all case victims and accused

Contacts

- 1 To report any anti-social Behaviour contact your landlord or housing provider (To contact Housing Leeds ring 0800 1448000 or 0113 3760410)
- 2 Serious ASB can be reported to LASBT on 0113 2224402
- 3 Hate crime can be reported to West Yorkshire Police on 101 (Or 999 in an emergency), Stop Hate UK on 0800 1381625, LASBT (details above) or at any Hate Incident Reporting Centre in Leeds
- 4 To report problems of Noise Nuisance outside of normal office hours , as they are happening, ring 0113 3950143
- 5 If you have made 3 reports of ASB and feel you haven't had an adequate response, contact the Community trigger on 0113 2475533



ASB, Crime & Policing Act 2014

The revised powers for dealing with ASB introduced in 2014 aim to put victims at the heart of responses and given professionals more flexibility to deal with any given situation.

The legislation creates new powers to deal with ASB including Anti-Social Behaviour Injunctions, Criminal Behaviour Orders, Community Protection Notices, Public Space Protection Orders, Property Closure Orders and dispersal powers.

Importantly for tenants the legislation creates a new 'Absolute ground for Possession' of secure and assured tenancies where anti-social behaviour or criminality has already been proven by another court.

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Priority 5

Sustainable Communities

5.2 Sustainable Planning

Local Development Framework

One of Leeds' biggest challenges is to provide enough housing to meet the needs of a growing population, whilst protecting the quality of the environment and local community identity.

In recent years Leeds has been highly successful in regenerating older urban areas, including the transformation of the City Centre through new housing, office, retail and leisure developments.

The [Adopted Core Strategy](#) (2014) guides future development and, in order to preserve and enhance what makes Leeds unique, sets out a pattern of growth focussed on existing settlements which have the capacity to grow. The main urban

area provides the major focus for development taking advantage of existing social infrastructure mainly focussed on local and town centres.

The Adopted Core Strategy is based on a [Strategic Housing Market Assessment](#) which identifies a need for 74,000 new homes (gross). The greatest needs are in the inner areas.

The Core Strategy ensures an appropriate mix of dwellings types and sizes to address needs, especially for two-bedroom flats and homes and including the provision of homes for independent living, reflecting the ageing population.

All new housing development above a certain threshold will be expected to provide affordable homes on site.

Targets

- 66,000 new homes on allocated sites by 2028
- 8,000 new homes on small brownfield windfall sites
- Over 60% of new housing on brownfield land
- Return of around 5,000 empty homes to use
- Up to £10m per year from community infrastructure levy
- Seek between 5% and 35% of new homes to be affordable

Actions to support housing growth

- 1 Publication of a **Site Allocations Plan** in Summer 2015 identifying 750 preferred sites to accommodate 66,000 new homes, with the City Centre, East Leeds and Inner Area accommodating almost half the total
- 2 Creation of **new communities** e.g. at Kirkstall Forge where 1,350 market and affordable homes with office space, hotel and leisure uses and the creation of a rail halt linking directly to the city centre has commenced
- 3 £460m **waste management** facility in the Aire Valley / £18m **water and sewerage** pipe replacement
- 4 **Transport improvements** e.g. £250m Leeds New Generation Transport (trolleybus) scheme, A653 Morley bus corridor, Aire Valley park and ride, East Leeds orbital road, airport access and 17 routes on Leeds cycle network
- 5 There may be a need to create around 40 new **primary schools** and 6 new **secondary schools**
- 6 **Health** needs are assessed with providers through the Joint Strategic Needs Assessment



Case Studies

Netherfield Road, Guiseley

This brownfield site accommodated 27 2-bed and a block of 15 affordable flats as well as its own area of greenspace.

As well as being close to the railway station and bus routes and with easy access to the town centre, residents benefitted from free Metro cards for a year.

Masterplanning

For sites over 250 units in the main urban area or over 50 units in smaller settlements the Core Strategy requires that a **Housing Needs Assessment** be completed.

This should address all tenures so that the needs of the locality can be taken into account at the time of the development.

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Priority 5

Sustainable Communities

5.3 Council Housing

Leeds City Council manages 57,000 properties, a mixture of flats, houses and bungalows, across the city. Approximately 4,300 of the stock base are sheltered housing units, that are predominantly let to people aged 60 years or older, and approximately 7,000 properties are high rise multi-storey flats. The ambition for Housing Leeds is to create great places where people want to live, and where people take pride in their home and community. Demand for council housing far outstrips supply: there are approximately 25,000 applicants on the housing register and 5,200 lettings are made each year. This means that just over 20% of housing applicants on the waiting list are offered a home each year.

Housing Leeds Priorities/Targets

- Improve tenancy sustainment by making the right lettings decisions and offering tenants the right support
- Ensure all council housing is well maintained and fit to live in
- Reduce the time to re-let a property to no more than 30 days
- Maximise rent collection to enable continued investment in council housing
- Minimise the impact of welfare change
- Make sure all tenants receive an annual tenancy visit

Case Study: Welfare Reform Multi-Storey Pilot

The Welfare Reform Multi Story Flat pilot which commenced in May 2014 involves Welfare Reform Officers across the City working with customers residing in multi storey flats who are affected by changes to Housing Benefit due to Under Occupation. The project supports tenants to engage in a number of activities that will help them to improve their financial and overall position to respond to the impacts of the Welfare Reforms, including budgeting and employment. There are currently 800 tenants signed up to the project and to date nearly 100 tenants have been supported into employment.



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Priority 5

Sustainable Communities

5.4 Council Housing

Action: Lettings

A key priority is to ensure that all lettings are made to the right tenants. The Council is prioritising the letting of new council houses to existing tenants with excellent tenancy records. The Council will be extending this approach to its new 'community lettings policies' that will consider pre-tenancy training, local connection and employment status alongside tenancy history in deciding who to make a letting to.

Case Study: Rainbow Roofs

Rainbow Roofs is open to all Leeds City Council Lesbian, Gay, Bisexual, Transgender (LGBT) tenants and leaseholders. We work with officers and other tenants to directly influence and improve Housing Leeds services.

The group gets involved in the development of new policies and changes to housing services to ensure that the needs of our LGBT communities are met. We work hard to stamp out discrimination and raise awareness throughout Leeds, as well as taking part in community events on subjects such as hate crime.

Case Study: The Nevilles

The Nevilles Regeneration, East Leeds will benefit from a major programme of investment in their homes and environment. The projects will include improvements to both private and council houses, designed to help people with affordable heating and improve the longer term health of residents. This targeted work will work towards improving community sustainability, making the areas more desirable places to live in.

Action: Older People's Housing

The management of sheltered housing is being re-configured to ensure there is a more flexible and tailored support service so that it better reflects the needs and preferences of individual tenants. The overall aim is to promote the capacity of older people to live independently in their own homes and the service will look at how it can best work with Adult Social Services to offer a comprehensive, consistent and complementary service.

Action: Tenant Involvement

Continue to work with the range of tenant and member groups, including the Leeds Tenants Federation, Housing Advisory Panels, tenants groups and the city wide forum, to ensure that tenants have a strong input into the future shaping of council housing management.



Case Study: Leeds High Rise Project

The Council is working with tenants to look at ways to improve the management/tenant experience of living in high rise properties. A property profile and an initial tenant census have been carried out alongside the establishment of a Leeds High Rise Group. Pilot work has been carried out to look at future investment and management options for high rise properties. This will be further rolled out to look at embedding changes to the day to day management and maintenance of high rise properties., and will also include looking at options for responding to urgent problems as they occur.

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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: 11th February 2015

Subject: Housing Leeds Capital Financial Position Period 8 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 8 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)

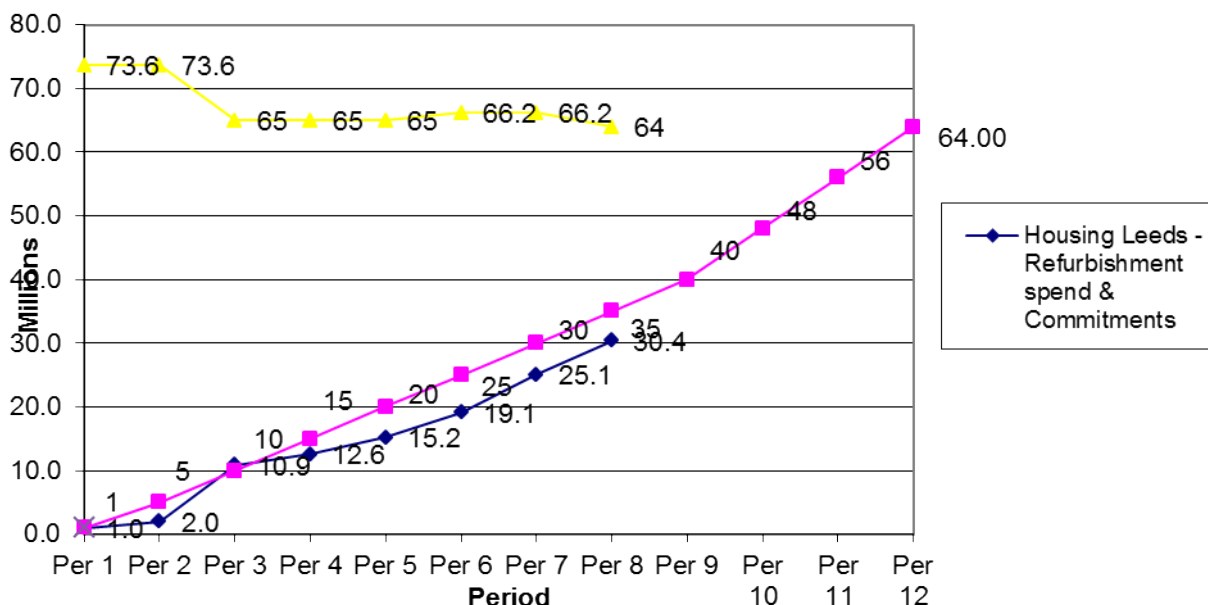
3.0 HRA CAPITAL PROGRAMME

3.1 Housing Leeds Services & BITMO

- 3.2 Housing Leeds actual spend and commitments to period 8 is £30.4m equating to 47% of revised available resources at period 8. The projection to outturn at period 8 has been revised to £64.0m.
- 3.3 Planned works in 2014/15 are estimated at £48.3m with total spend and commitments to period 8 of £20.7m equating to 43% of the revised programme.
- 3.4 At period 8 an exercise has been undertaken to investigate further over and underspends which will be reported back at period 9 and will confirm whether we can deliver the revised programme within the new estimates. The £2.2m slipped from period 8 to future years is part of this exercise.

- 3.5 Responsive works in 2014/15 are estimated at £15.7m with spend and commitments to date of £9.7m equating to 62% of the programme an increase of 4% on the period 7 spend. Housing Leeds are investigating whether the voids programme can be contained within the £6.2m budget and will report back at period 9. The responsive programme is reporting delivery within available resources.
- 3.6 Adaptations as part of the responsive programme have spend and commitments of £2.4m against an annual budget of £5.5m. Adaptations received a further £500k in period 8 which will be realigned from within the existing programme.

**Housing Leeds Refurbishment Programme 2014/15
Total spend v projected estimates
& outturn projections**



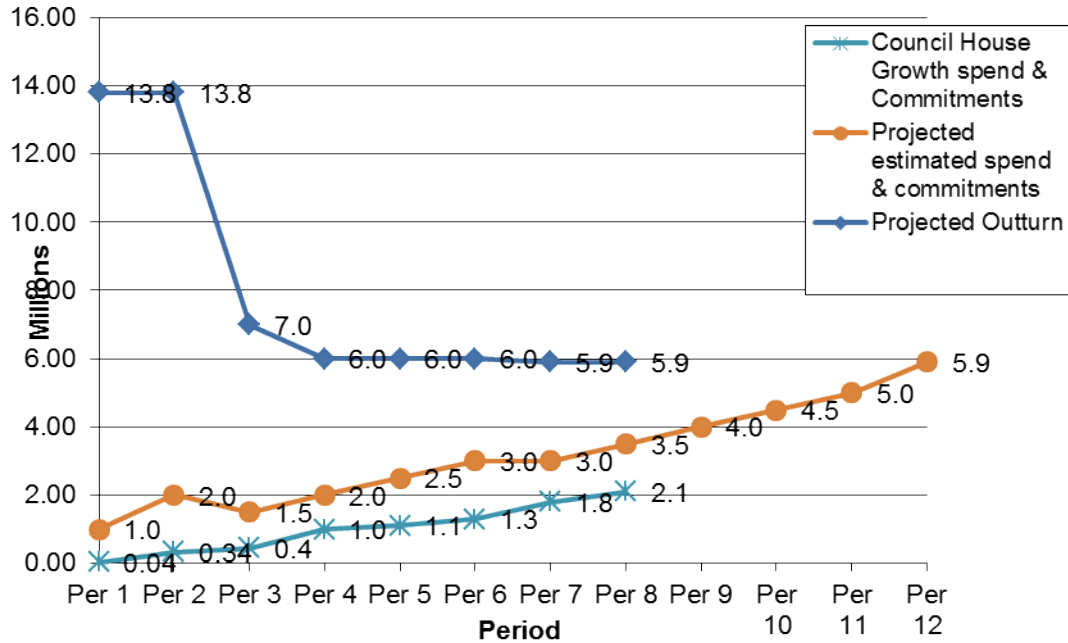
- 3.7 Actual BITMO programme spend and commitments at period 8 is £1.7m which equates to 59% of available resources of £2.9m. At period 8 BITMO are projecting to spend on budget.

4.0 Housing Leeds Newbuild and other

- 4.1 At period 8 the spend on the Council Housing Growth and new build programme is £2.1m in 2014/15. The current cash flow projection at period 8 is now £5.9m reflecting a more realistic spend profile of what's deliverable within the programme in 14/15.
- 4.2 The programme deliver 308 new build properties and an empty homes programme which will return 100 properties back into use. The additional HCA funding secured in July takes the available resources for the Council House Growth Programme to £81.4m.

4.4 The Newbuild workstream of the programme is now utilising £54.2m of available funding, with the Recycling Empties programme bringing 122 properties back into use utilising £11.3m. The one for one right to buy work stream of the programme currently has £7m available funding and the team are working up proposals as to how best to utilise this element of the programme.

**Housing Leeds Council House Growth Programme 2014/15
Total spend v projected estimates
& outturn projections**



5.0 Recommendation

5.1 Housing Advisory Board are asked to note the Housing Leeds Service refurbishment programme and Housing Leeds Council House Growth programme position at period 8 2014/15.

6.0 **Background documents**¹ No documents referred to.

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Report of Head of Finance, Environment & Neighbourhoods

Report to Housing Advisory Board

Date: 3rd February 2015

Subject: Housing Leeds (HRA) Revenue Financial Position Period 8 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 8.

Recommendations

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

1. Summary Position

- 1.1 At the end of Period 8 the HRA is projecting a surplus of £(1.4)m which is a net movement of £(0.1)m from Period 7. Key movements are additional savings on employee costs £(0.5)m, offset by a reduction in income of £0.1m and the requirement to increase the provision for Disrepair by a further £0.3m.

2. Key Variances - Income

- 2.1 Income from dwelling rents is projected to be £(1.0)m more than budget. This is primarily due to the actual level of voids being less than budgeted levels of 1.25%.
- 2.2 £(0.4)m of unbudgeted income has been received in connection with contract-related performance payments and profit sharing. This is offset by a projected reduction of £0.3m in salaries which can be capitalised in accordance with council's principles.

3. Key Variances - Expenditure

- 3.1 Savings of £(1.9)m over the £1m assumed in the budget are projected in relation to employees and transport. This is primarily due to vacancies being held whilst revised structures are implemented as a result of the housing management function coming back in house. It should be noted however that these additional savings may not be recurring.
- 3.2 Savings of £(0.3)m are expected from Council Tax in relation to void properties. This is due to reducing void levels and is consistent with trends in 2013/14. Savings are also projected in relation to repairs £(0.1)m, the contribution to the Bad Debt Provision £(0.5)m, and against charges for capital £(0.4)m which is due to interest rates on debt being lower than budgeted.
- 3.3 These savings contribute towards offsetting the additional £1.5m of costs in relation to Disrepair claims against the Council.
- 3.4 In respect of Disrepair the number of claims received from 2005 to 2012 averaged between 80-90 cases per year. In 2013-14 323 cases were received and to date 373 cases have been received in 2014/15.
- 3.5 The sudden increase in the number of claims is due to the city being targeted by the no win no fee type of companies who have used both social media and the traditional door knocking to encourage tenants to make claims. The increase in the number of claims has overwhelmed the Disrepair team who are resourced to deal with the smaller number of claims that had been witnessed in previous financial years.
- 3.6 In order to address this issue 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

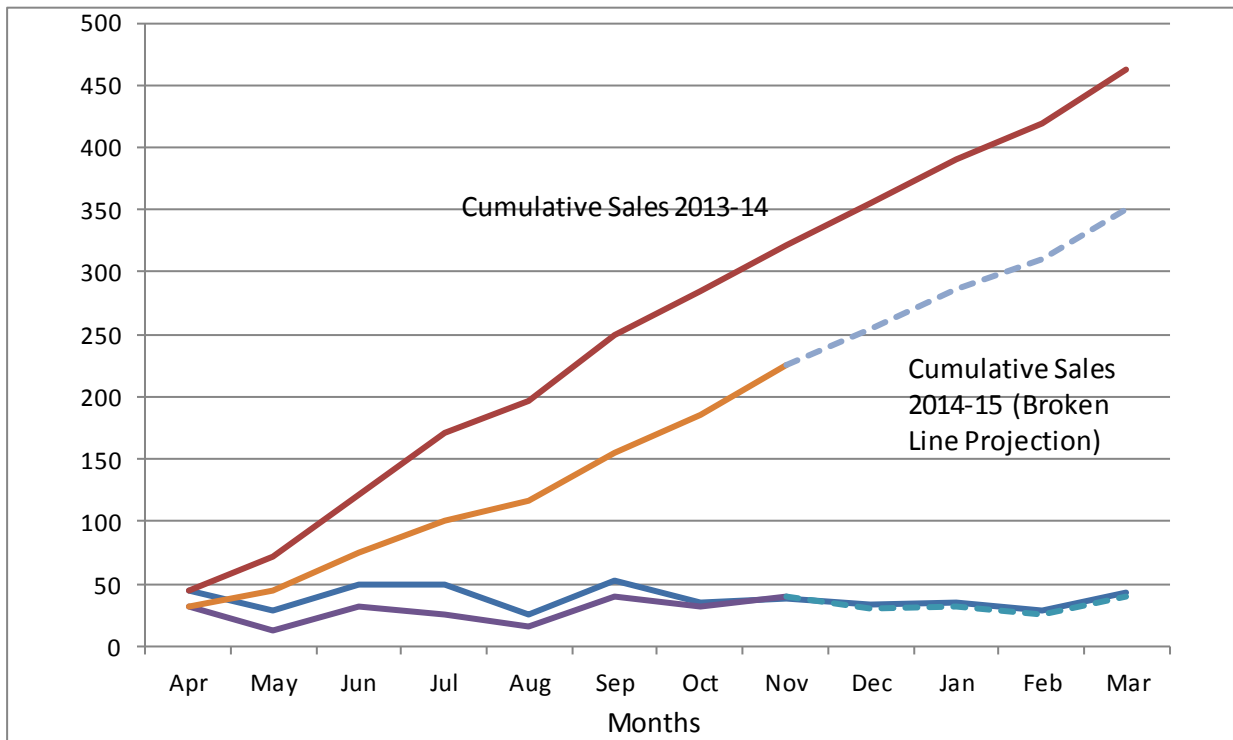
regular meetings with internal and external teams including surveyors, legal, asbestos and contractors responsible for completing the works monitoring progress, identifying blockages in the system and amending processes. In addition to this the team is engaging with both the Repairs Teams and Housing Management to introduce measures to stem the growth in caseload.

- 3.7 In addition the claims management process has been re-designed to provide a more efficient response cutting out costs both within the Council and with claimants. Revised protocols have been implemented to address the root causes of the claims by both investment programmes in to the stock and tenant education to promote lifestyle changes that will prevent disrepair issues arising in the properties.
- 3.8 The Department for Communities and Local Government (CLG) has recently issued a direction allowing the Council to fund payments to the Council's own tenants under the Discretionary Housing Payments (DHP) scheme. A maximum of £0.25m has been earmarked to fund tenants with severe disabilities living in adapted properties.
- 3.9 A revenue contribution to capital of £1.2m has been identified to fund a vehicle replacement programme for Construction Services.

4. Right to Buy (RTB) Sales

- 4.1 To the end of November there were 225 completed sales with total sales of 350 being projected at year end. This is 112 less than 2013/14. It is anticipated that the total year sales of 350 units will generate sales receipts of £16.4m. In accordance with the Government's formula, LCC can retain the sum of £11.2m.
- 4.2 Of the £11.2m, £4m is likely to be passed 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 £4.5m 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 £0.5m 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.

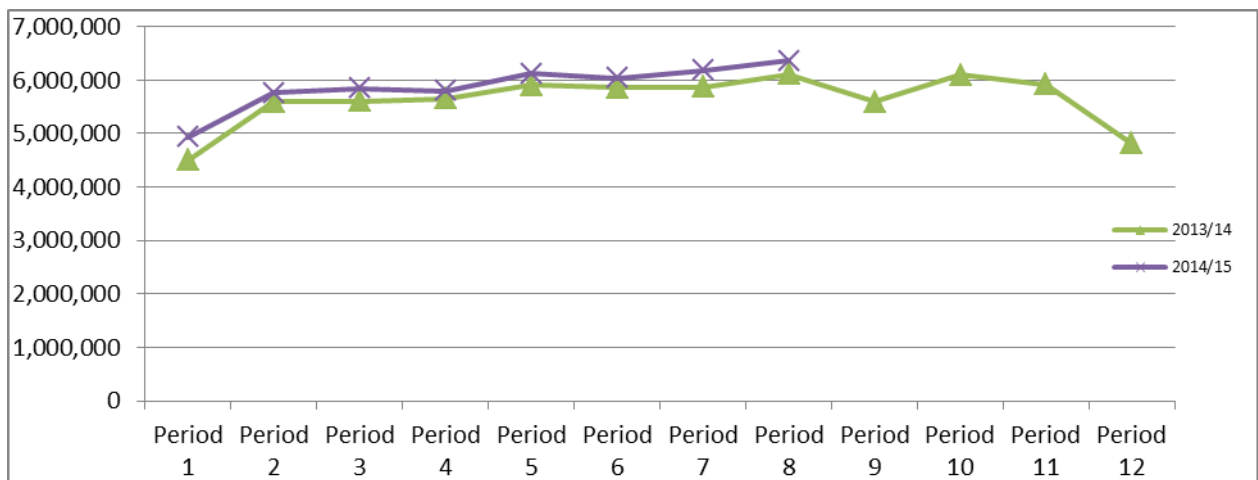
Council House Sales to end of November 2014 & Projected Sales to Year End



5. Arrears

5.1 Excluding technical arrears, arrears for current tenants are £5.4m compared to £4.6m at the end of 2013/14, an increase of £0.8m. There are currently circa 5,472 tenants classified as under-occupied. At the end of 2013/14 approximately 41% of under-occupiers were in arrears, this rose to 50% as at the end of September 2014. However, the value of dwelling rent arrears for under-occupiers has remained static at £0.7m.

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



6. Collection Rates

6.1 Collection rates to the end of September were 97.70% for dwelling rents, compared to the target of 98.06%.

7. Background Documents

7.1 None.

8. Recommendations

8.1 HAB is requested to note the contents of this report.

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Report author: Richard Ellis
Tel: 2474291

Report of Head of Finance Environments and Housing

Report to Housing Advisory Board

Date: 3rd February 2015

Subject: Proposed Rent and Service Charge Increases for 2015/16

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

1. Summary of main issues

This report not only details the options that are available to the Council to increase dwelling rents in 2015/16 and but it also sets the proposed increase of 2.88% in the context of current Government policy and the impact on the Council's Housing Revenue Account (HRA) Business Plan.

In addition, it sets the context for the proposed introduction of a nominal service charge for medium rise flats and increasing service charges for multi storey flats (MSFs).

2. Rents

2.1 Government rent policy

As part of the June 2013 spending review the Government announced a new rent setting formula, to be fixed for ten years from 2015/16. The formula of Consumer Price Index (CPI) (as at September) + 1% per year is a change from RPI +0.5%. The September CPI figure was recently announced at 1.2% and therefore this has been used as a basis to determine rent increase options for 2015/16.

2.2 Options for 2015/16 dwelling rent increases

Councils are free to depart from the formula detailed in 2.1 but must have a balanced and sustainable HRA. Rent increases continue to be subject to Government control through Limit Rents which are generally published for the financial year in January. Should an authority agree a rent increase which results in their average rent being higher than Limit Rent full housing benefit subsidy will not be paid with the authority carrying the additional cost of the reduction. The Council increased rents by 5.9% in 2013/14 and 2014/15, however, the average rent for 2014/15 of £72.30 is still £2.08 lower than the Limit Rent of £74.38.

It is within this context that for 2015/16 three rent increase options have been considered as follows:

- Increase rents by CPI +1%
- Increase rents to reflect the Council's Limit Rent for 2014/15
- Assume that the Council's 2015/16 Limit Rent will increase by CPI+1%

The table below shows the impact of each of these options.

Options	Increase		Average weekly rent	Average annual rent	Total income	Increase over 2014/15
	%	£.p	£.p	£	£000	£000
(a) Government formula (CPI +1%)	2.20%	1.59	73.89	3,842	216,784	(4,896)
(b) Match 2014/15 limit rent	2.88%	2.08	74.38	3,868.	218,219	(6,331)
(c) Assume Limit Rent 2015/16 increase of CPI +1%	5.14%	3.72	76.02	3,952	223,020	(11,132)

- (a) Increasing rents by CPI+1% (2.2%) would generate additional income of £4.9m which is £1.5m less than the current draft HRA Business Plan.
- (b) The Council's average rent for 2014/15 is £72.30 which is £2.08 (2.88%) less than the 2014/15 Limit Rent. Increasing rents by 2.88% in 2015/16 would generate additional income of £6.3m which is in line the current draft HRA Business Plan and there would be no risk of the Council breaching its Limit Rent for 2015/16 and being required to fund any shortfall in Housing Benefit subsidy payable. This is the preferred option which will be reflected in the 2015/16 budget which is to be received at Executive Board and Council in February. The proposal to increase rents by 2.88% for 2015/16 is less than half the level of the increase in previous years.

- (c) There is an option to mitigate the impact of the Government’s revised rent policy upon rental income streams by increasing rents in 2015/6 to reflect the Limit Rent for 2015/16. The Council will not be advised of this until January 2015, but making the assumption that this will increase by 2.2% (CP+1%) would mean that the Council could consider increasing rents by 5.14%. This would generate an additional £11m of rental income (£4m more than assumed in the current draft HRA Business Plan) but given the uncertainty surrounding Government plans in respect of future Limit Rent levels carries a risk of the Council having to fund any shortfall in Housing Benefit subsidy.

3. Service Charges

3.1 Background

Tenants in MSFs and low/medium rise flats receive additional services e.g. cleaning of communal areas, staircase lighting and lifts. Tenants in MSFs currently pay a service charge in addition to their rent as a contribution towards the cost of these services. For 2014/15 this is 86p per week (generating approximately £334k pa) and has traditionally been increased each year in line with the rent increase. It should be noted that tenants of low/medium rise blocks do not currently pay service charges.

The impact of increasing service charges to recover the full cost of providing additional services has been considered in previous financial years. The analysis repeatedly showed that this would result in considerable increases in existing charges to tenants and even if phased in over a number of years would ultimately make the cost of living in a 2 bed flat higher than living in a 2 bed house.

The actual cost of providing communal cleaning and lighting and lifts during 2013/14 has been identified and used to calculate the average cost per flat per week which would become payable in order to recover 100% of costs. This is shown in the table below.

Average Cost per Week for Services*	
High rise flats	£8.74
Low/Medium rise flats	£5.70

* based on actual costs for 2013/14

3.2 Cost recovery

In order to fully recover costs in 2015/16 would mean tenants in MSFs paying an additional £7.88 per week and tenants in low/medium rise flats paying an additional £5.70 per week. Without factoring in any rent increase for 2015/16 this equates to increases of 10.2% and 7.5% respectively.

Recovering the full cost of providing services via service charges has the advantage of being more transparent and would eliminate the subsidisation of those tenants receiving these services. It would also eliminate the existing discrepancy whereby services charges are currently only levied for tenants of MSFs but not for tenants of low/medium rise flats where services are provided. In addition, the proposal would

generate additional income for the HRA which could be used for a variety of purposes such as increased capital investment or improvements to the area where it is generated e.g. environmental works.

As stated in 3.1 above, analysis has shown that fully recovering costs through service charges will lead to the cost of living in a 2 bed flat higher than living in a 2 bed house. This is in conflict with Government advice to avoid situations/decisions which create such anomalies. In addition, it could be argued that tenants would be penalised financially for living/being allocated a property which attracts service charges, as the services provided are not through tenant choice but part of the nature of the accommodation. This may lead to a situation where flats will become increasingly unpopular and very difficult to let. This could increase the volume and duration of voids, leading to an increase in associated costs, and loss of rent. It could also increase the number of tenants seeking transfers or an increase in the waiting list.

3.3 Options for service charges

Given the above, implementing a service charge increase which fully recovers costs is not considered viable. However, increasing charges by more than the rent increase is an option, together with extending the charge to cover low/medium rise properties in receipt of additional services. This would reduce the subsidisation of those tenants receiving additional services and eliminate the existing discrepancy whereby services charges are only levied for tenants of MSFs. The table below shows the impact of

- Increasing charges in line with a rent increase of 2.88% for MSFs only.
- Introducing a service charge for low/medium rise flats in line with MSFs
- Introducing a service charge for low/medium rise flats of £1 per week and applying a £1 increase per week to MSFs.

Options for service charge increase – 2015/16	MSFs £000	Low/Medium rise £000	Total £000	Additional income to HRA £000
MEMO				
Income from MSFs service charges 2014/15	334	0	334	0
(a) Increasing charges to MSF in line with rent increase*	344	0	344	(10)
(b) Applying the current charge (86p per week) to low/medium rise properties	334	133	467	(133)
(c) Introducing £1 per week charge to medium/low rise flats and increasing the charge to MSFs by £1 per week	705	154	859	(525)

* assumed at 2.88% in line with the preferred option

- Increasing charges for MSFs only in line with rents will increase charges by 2p per week to 88p per week and will have minimal impact on the HRA income streams.
- The introduction of a charge for the 3,000 tenants in low/medium rise properties which are in receipt of services would generate an additional £133k income. It is estimated that 65% of this would be met through housing benefit.

- (c) Introducing a service charge for low/medium rise flats of £1 per week and applying a £1 increase per week to MSFs would generate additional income of £525k per year for the HRA. Again it is estimated that 65% of this would be met through housing benefit. This is the preferred option, which is supported by the relevant Executive Board member, as it eliminates the existing discrepancy whereby services charges are only levied for tenants of MSFs and moves the charges closer to recovering the cost of services provided.

4. Conclusions

- 4.1** A rent increase of 2.88% for 2015/16 would have the advantage of generating additional income of £6.3m which is in line the current draft HRA Business Plan. In addition, there would be no risk of the Council breaching its Limit Rent for 2015/16 and being required to fund any shortfall in Housing Benefit subsidy payable.
- 4.2** Introducing a service charge to cover the costs of providing additional services to low/medium rise properties would reduce subsidisation and eliminate the existing discrepancy whereby services charges are only levied for tenants of MSFs. Increasing charges which fully recover costs is not considered as an option for reasons outlined in 3.2. However, increasing charges by more than the rent increase is an option. An increase of £1 per week equates to an increase of 1.3% in relation to the average rent for 2014/15. This would be in addition to any the rent increase introduced for 2015/16.

5. Recommendations

- 5.1** Housing Advisory Board are asked to note
 - (a) the proposed 2.88% increase in rents for 2015/16 and;
 - (b) the proposal to introduce a £1 per week service charges at low/medium rise flats and increase service charges by £1 at Multi Storey flats.

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Report author: Phillip Charlton
Tel: 3781060

Report of: Property & Contracts – Investment Strategy

Report to: Housing Advisory Board

Date: 3 February 2015

Subject: Housing Revenue Account Investment Strategy

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. Over the next 10 years there are sufficient resources available to meet the capital investment need of the existing council housing stock and even generate a surplus.
2. There is a requirement to smooth spend patterns to funding levels in years 1-4. This report contains proposals on how to deal with that.

Recommendations

3. That Housing Advisory Board note the resources available for investment and comment on the smoothing required in years 1-4.

1 Purpose of this report

- 1.1 To update the Housing Advisory Board on the latest position regarding capital investment need in the existing stock and resources available to meet that need, and seek views on the proposals to align spend profiles with income levels in years 1-4.

2 Background information

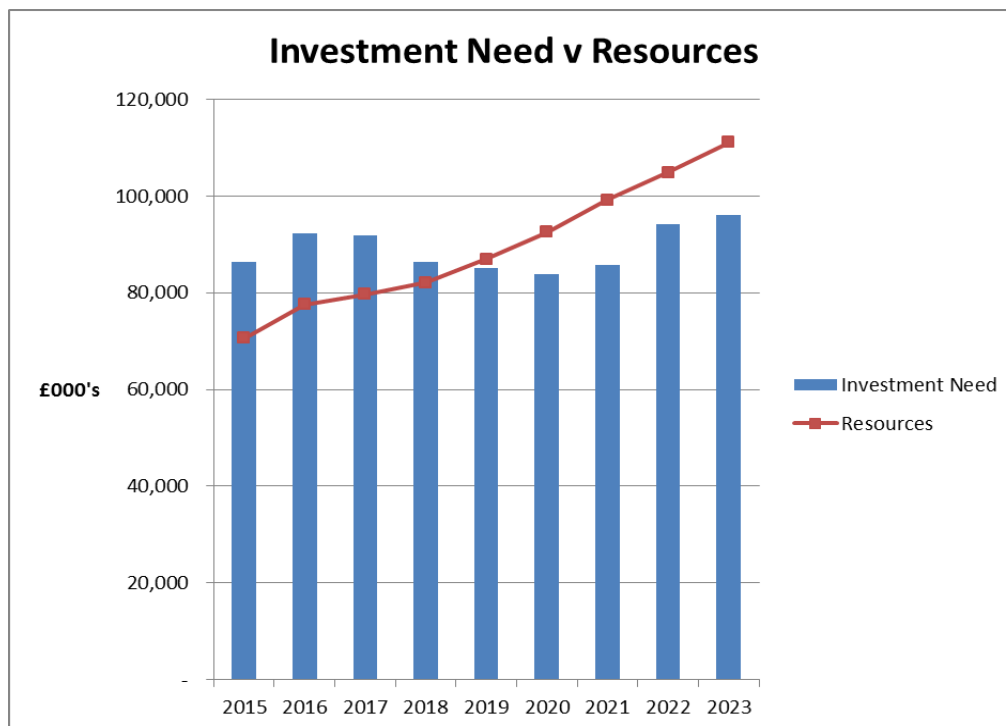
- 2.1 There have been numerous changes affecting the original Housing Revenue Account Business Plan (HRA BP) since it was approved by Executive Board in February 2012. These include:
- the creation of Housing Leeds and the amalgamation of differing investment strategies and programmes into one organisation;
 - revised and updated information regarding investment need, particularly for sheltered housing and multi-storey blocks;
 - the creation of the Council House Growth Programme; and
 - changes to Right to Buy legislation and welfare reforms (affecting HRA income) and changes to potential funding streams, particularly those related to energy efficiency (Green Deal, ECO etc).
- 2.2 Over recent months considerable work has gone into updating the detailed investment need of the housing stock over the next 30 years and the resources available to support it, taking into account the changes noted above. Over the next 10 years almost £95m of additional investment resources, over and above that identified in the original HAR BP, have been identified.
- 2.3 Overall the HRA is healthy and, in the medium and long term, there will be surpluses remaining after investment need in the existing stock is met. Some smoothing is required to match spend to funding in the short term (years 1-4).

3 Main issues

- 3.1 Over the next ten years (2015/16 – 2024/25) there is an additional £95m capital investment resources to spend on improving the council housing stock, compared to the original 2012 HRA BP. This allows Housing Leeds to prioritise investment in key areas as detailed below.
- 3.2 Significant resources will be spent on the stock, including:
- £380m on replacement kitchens, bathrooms, roofs, windows and doors, heating renewals and replacements and rewires;
 - £174m on adaptations, fire safety, asbestos, voids and capital repairs;
 - £130m on improvements to communal areas in blocks of flats, garages, and shops, lift replacements and environmental schemes.

- £53m on structural works to multi-storey blocks and low rise non-traditional housing and remodelling sheltered housing schemes with bedsits and shared bathing; and
- £50m on heating and renewable energy schemes (incl. solar PV), energy efficiency work to multi-storey blocks and low rise 'hard-to-treat' properties and conversion/remodelling of low-demand stock.

3.3 Meeting these investment aspirations over the next 10 years means aligning investment spending to the level of resources available in any given year, or smoothing them, to avoid large over, and then under, commitments. Investment need and available resources are illustrated in the graph below. Overall there is a surplus of c£20m over the 10 years.



3.4 This clearly means that some difficult decisions need to be taken in the short-term (years 1-4) and that not all of the aspirations for the HRA investment programme can be met in this period.

3.5 There has been an ongoing dialogue between the Investment Strategy team, the Head of Finance, Housing Leeds Chief Officers and the Director of Environment & Neighbourhoods as to how to resolve this. Various options have been considered and some additional funding identified.

3.6 The proposed smoothing of investment can be achieved by¹:

- Slipping the budget for Heating and Renewable Energy Measures (c£6m) for the next 3 years (2015/16 - 2017/18) – this was an additional aspiration over and above recent investment and the slippage will allow time for strategic

¹ The saving shown below total c£39m, the balance is made up of associated delivery costs (staffing, overheads, surveys etc).

plans to be drawn up and consulted on. Boiler replacements and renewals, energy efficiency works to some multi-storey blocks and the Solar PV scheme will still be funded.

- Refrain from committing further Environmental Improvement funds (c£6m) for the next 3 years (2015/16 - 2017/18). This will not affect the £3m currently allocated for Environmental works – these schemes will be delivered over the next 18-24 months.
- Reduce expenditure on kitchen, bathroom, window, door and roof replacement programmes by 18% (c£17m) for the next 4 years (2015/16 – 2018/19) and then increase expenditure correspondingly in years 6-10 (2019/20 – 2024/25) to catch up again.
- Remove the budget for installing ‘wet’ heating systems to the Lincoln Green blocks proposed to be connected to the Heat from Waste project entirely (c£10m) and seek alternative means of funding this work, perhaps through prudential borrowing.

3.7 The impact of these proposals should be fairly negligible:

- Key components in need of replacement/renewal will still be replaced.
- There will be a pause in delivering Heating and Renewable Energy Measures but this will allow time for a coherent strategy to be drawn up, detailing and prioritising different works to different property types based on the outcomes of pilot projects such as The Clydes biomass scheme, solar PV scheme and learning outcomes from projects being carried out in conjunction with the University of Leeds and Leeds Beckett University.
- There will also be a pause in the delivery of some Environmental Improvements, although proposals received in 2014/15 will be considered and delivered in late 2014/15 and beyond. Housing Area Panel budgets will not be affected and can still be used to fund environmental works as they are now.
- The proposals also protect investment in key areas, ensuring there are sufficient resources available for statutory requirements (adaptations, fire safety works, asbestos surveying and removal etc), multi-storey block improvements, sheltered housing remodelling, ongoing kitchen/bathroom/window/door/roof replacement programmes and the solar PV scheme.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.5 Consultation has taken place amongst officers and the Executive Member for Neighbourhoods, Planning and Personnel to date.

4.1.6 This paper represents the first stage of wider consultation with members and tenant's representatives.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The considerations in this report relate purely to the condition of the stock the resources available to invest in the stock and do not impact on any particular group.

4.2.2 The proposals ensure that there are still resources available for investment in work-streams that do impact on disabled and elderly tenants, such as adaptations and sheltered housing remodelling.

4.3 Council policies and City Priorities

4.3.1 The ongoing housing investment programme supports a number of Best Council objectives including bringing empty properties back into use (via the voids budget and investment in remodelling of sheltered accommodation) and improving housing conditions by investing significant sums in improvement to the council housing stock.

4.3.2 The proposals in this report will not impact on these work streams.

4.4 Resources and value for money

4.4.1 Over the next 10 years the level of capital investment resources has increased significantly. The capital investment needs of the existing stock can be met and a surplus generated.

4.4.2 The works cannot be front-loaded, due to the resources available. This allows the opportunity for longer term aspirations to be planned out and for Housing Leeds to achieve greater value, and a more equitable balance for customers, in the delivery of these works.

4.4.3 The proposals contained in this report will ensure that Housing Leeds deliver a balanced capital budget over the next four years and ensure the ongoing delivery of many key schemes and projects. They also ensure the 'least worst' impact on tenants.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The proposals in this report ensure sufficient resources are allocated to all works that are legal or statutory requirements.

4.6 This report is not subject to call-in.

4.7 Risk Management

4.7.1 If the proposals in this report are not implemented then the primary risk is that the capital investment programme overspends, impacting negatively on other areas of HRA expenditure.

5 Conclusions

- 5.1 The investment plan is healthy. The investment needs of the existing housing stock for the next 10 years can be met and a surplus generated. In order to deliver balance annual budgets and programmes some smoothing of the programme is required over the next 4 years.
- 5.2 The proposals in this report protect investment in key areas (including statutory requirements) and also minimise the impact on tenants.

6 Recommendations

- 6.1 That Housing Advisory Board note the issues discussed in this paper and comment on the proposals for dealing with the investment shortfall over the next four years.

7 Background documents²

- 7.1 None.

² 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.



Report author: Mandy Sawyer
Tel: 07891 276430

Report of – Neighbourhood Services - Tenant and Community Involvement Service

Report to – Housing Advisory Board

Date: 3 February 2015

Subject: Housing Advisory Panels (HAP) – Funding and Decision Making Arrangements

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

Summary of main issues

1. At the beginning of 2014/15 the 11 HAPs received funding of £120k each (£1.32m) for investment in a range of environmental and community related projects. Year to date HAPs have supported 229 local projects.
2. The focus of 14/15 has been to develop consistent ways of working, in particular establishing consistent decision making practices amongst local panels. However, there remains scope to clarify the funding and decision making arrangements further.
3. The current allocation of funding is based on an equal distribution to the 11 panels and does not take into account the number of Council homes and tenants within each panel area. A proposal is therefore presented to the Board to adopt a fairer funding allocation, targeting resources to the areas with the highest number of Council homes.

Recommendations

4. That the Housing Advisory Board:
 - 4.1. Support the proposal for the allocation of HAP funding in accordance with option 3 in this report – allocating £60k to each HAP and then allocating the remaining half of the budget based on the proportion of Housing Leeds dwellings within the area.
 - 4.2 Support other funding arrangements to HAPs for 2015/16 as outlined in this report.

1 Purpose of this report

- 1.1 To update the Housing Advisory Board on Housing Advisory Panels (HAPs), in particular to outline and propose improvements to the funding and decision making arrangements.

2 Background information

- 2.1 At the beginning of 2014/15 the 11 HAPs received funding of £120k each (£1.32m in total) for investment in a range of environmental and community related projects. Year to date HAPs have supported 229 local projects, averaging around £4,000.

HAP	No Bids	Total Budget	Commitment to date	% committed
Inner East	23	£120,000	£118,547	98.8%
Inner North East	16	£120,000	£91,204	76.0%
Inner North West	24	£120,000	£97,715	81.4%
Inner South	17	£120,000	£90,323	75.3%
Inner West	33	£120,000	£119,599	99.7%
Outer East	17	£120,000	£79,409	66.2%
Outer North East	22	£120,000	£80,127	66.8%
Outer North West	15	£120,000	£106,553	88.8%
Outer South	30	£120,000	£96,793	80.7%
Outer South East	9	£120,000	£66,439	55.4%
Outer West	23	£120,000	£95,549	79.6%
Total	229	£1,320,000	£1,042,258	79.0%

- 2.2 Five HAPs have also contributed £160,000 (included in the above) to the HRA Environmental Estate Improvement Programme either for specific projects or a general contribution to help finance environmental work in their area.

- 2.3 The focus of 14/15 has been to develop consistent ways of working, in particular establishing consistent decision making practices amongst local panels. Some key areas of progress with HAPs, and in particular with the Cross City Chairs Group have been:

- The development of 11 plans on a page, listing each panels service and funding priorities. These aim to focus panel discussion and awareness on the local issues effecting tenants and to make the links between local panel activity and wider Council objectives.
- The creation of a range of key documents including terms of reference, a common funding application form and guidance notes and a single recruitment and selection process.
- The delivery of a communications plan to help raise the profile of HAPs and the first city-wide HAP event, bringing together all HAP members to share ideas, good practice and successes as well as to help us develop a training and development plan.

2.4 The Tenant and Community Involvement Service has also instigated a number of internal controls and practices to ensure appropriate support for the delivery of projects (through Internal Service Providers) by working closely with Property and Contracts.

3 Main issues

Funding Allocations

3.1 The current allocation of funding is based on an equal distribution to the 11 panels and does not take into account the number of homes and tenants within each panel area. There is a significant difference in the number of properties within each HAP area, ranging from 2489 in the Outer North East, to 8461 in the Inner South.

3.2 Under the current arrangement the full budget is delegated to HAPs to fund projects. There have been a small number of projects, particularly environmental projects where small additional costs have been incurred after the HAP have considered the application, e.g. technical or survey related fees, and these costs have been incurred directly by the service. It is proposed that a small amount (£3k for the city) of the overall HAP budget is reserved by the Tenant and Involvement Team to cover these costs.

3.3 Consideration has been given to how HAP funding should be allocated for 2015/16 in order to ensure that funding allocations are fair and transparent. 3 options have been considered (each option is based on £3k being removed from the total budget prior to allocation to the HAP. These options are as follows:

1) Keep the budget allocation as is, that is £120k per HAP.

2) The budget allocation of £1.32m is shared proportionally based on the percentage of Council properties in each HAP area, rounded to the closest £1000(see column 3 of the below table).

3) Half of the current allocation (£60k) is allocated to each panels, and the remaining half is allocated based on the percentage of Council properties in each HAP area, rounded to the closest £1000 (see column 4 of the below table).

HAP	Properties	% Stock	(100% of £1.32m shared proportionately)	50% shared proportionately + £60k standard
Inner East	7370	12.97	£171,204	£145,595
Inner North East	3165	5.57	£73,524	£96,758
Inner North West	6311	11.11	£146,652	£133,296
Inner South	8461	14.89	£196,548	£158,266
Inner West	5771	10.16	£134,112	£127,024
Outer East	4570	8.04	£106,128	£113,076
Outer North East	2489	4.38	£57,816	£88,907
Outer North West	3719	6.54	£86,328	£103,192
Outer South	4302	7.57	£99,924	£109,963
Outer South East	5587	9.83	£129,756	£124,887
Outer West	5083	8.94	£118,008	£119,034
Total	56,828	100.00	£1,320,000	£1,320,000

- 3.4 Given some of the large differences in property numbers there are some panels under options 2 and 3 that would receive more funding and some less.
- 3.5 Option 1 would clearly result in the least change, but would result in some areas of the city receiving a lower proportion of funding per property than others; Outer North East receive approximately £48 per property, compared to Inner East which receives £14 per property.
- 3.6 Option 2 would result in the most change. It may be considered the fairest approach to the allocation of resources, as all HAPs would receive the same allocation of resources per Council owned dwelling within their area. However, it wouldn't take account of areas where there have been a higher proportion of Right to Buy sales, where the Housing Revenue Account retains responsibility to maintain the housing environment and delivers overall community development activity.
- 3.7 Option 3 is considered to be a balanced approach, which takes into account stock levels within areas, but also takes into account of areas where there have been higher levels of Right to Buy sales.

Funding Governance

- 3.8 There is a range of other finance and governance related issues which we would like to review and formalise for 2015/16. These are outlined below.
- 3.8.2 Some HAPs have offered HAP resources to support projects which are currently being considered for expenditure from the HRA Environmental Improvement Fund. As the Environmental Improvement programme will not be finalised until later in 2014/15 it will be difficult for HAPs to re-allocate resources should these environmental projects not be added to the programme. It is therefore proposed that where an Environmental project is financially supported by a HAP, but is not added to the programme, that the HAP resources roll over to 2015/16, for the HAP to spend on other HAP priorities.

- 3.8.3 As outlined in section 2.1 of this report most HAPs are on target to spend their full HAP budget allocation. However, it is projected that a small number will have some resources left at the end of 2014/15. In order to ensure that the resources are spent effectively it is proposed that any uncommitted panel budgets are rolled over into 2015/16.
- 3.8.4 During 2014/15 each HAP developed a Plan on a Page, which identified the funding priorities for the HAP. All project applications received by the HAP are considered against these funding priorities. It is proposed that the Plans on a Page are refreshed for 2015/16 to take account of emerging issues, and to ensure greater links with community committee priorities.
- 3.8.5 During 2014/15, once a decision is made at HAP meetings on which projects will be supported, a summary of the supported projects is provided to the Head of Neighbourhood Services for endorsement before the order is placed. While no projects have been rejected at this stage, some adjustments have been requested, e.g. to ensure that the project will benefit LCC tenants. The Chair of the Cross City Chairs Group has requested that the Head of Neighbourhood Services considers applications prior to them being considered by HAP to ensure that this consideration doesn't undermine the decision making of the HAP. It is therefore proposed that for 2015/16 that the Head of Neighbourhood Services (delegated to the Service Manager of Tenant and Community Development when not available) considers applications, and feeds into officer comments which are given to HAP on each application.
- 3.8.6 To date the panels have supported 229 local projects, approximately two thirds of which are environmental projects for delivery by internal service providers – principally Parks and Countryside and Civic Enterprise Leeds. These projects are often small, resource intensive and are best delivered at specific times of the year and thus test the capacity of technical staff and teams to deliver in a timely manner. Tenant Involvement Teams are developing strong working relationships with Property and Contracts and internal service providers in order to manage capacity issues, but the timely delivery of these projects remains a risk to Housing Leeds. It is a priority for Housing Leeds to fully understand the delivery issues with different scheme types over the next few months, so that the HAP can be made aware.
- 3.8.7 Over the next few months, the Tenant Involvement Team will work with the Cross City Chairs Group to review projects which have been completed during 2014/15, considering the key positive outcomes for tenants and value for money. This information will then help to inform HAPs in deciding which projects it wishes to support during 2015/16.
- 3.8.8 As part of this review, consideration will be given as to whether there are some bids which were supported individually by HAPs, would be better supported as a single city wide project in order to minimise administration, e.g. winter wellbeing packs. This approach will be developed in partnership with the Cross City Chairs Group during 2015/16.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.9 The Cross City Chairs Group have been instrumental in developing new consistent ways of working throughout the year and are a motivated and committed group of tenants to help shape future working.
- 4.1.10 The Cross City Chairs Group were consulted on the proposed changes to HAP funding arrangements for 2015/16 at their meeting on 14/01/15. The Chairs supported the changes with the exception of the recommendation to adopt funding option 3, i.e. the allocation of HAP funds based on a set amount of 50% and 50% based on the proportion of homes in the HAP area. The group felt the reduction in some panels budgets would impact on their ability to support projects that tackled important issues such as elderly isolation. This would be especially felt in more rural geographies where there are smaller clusters of properties compared to large higher density estates.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The HAP funding application requires all applicants to ‘tell us about the different types of people that will benefit and the steps you will take to make sure what you do is open and accessible to everyone.’
- 4.2.2 A number of projects supported by the panels include those impacting positively on specific customer groups, for example elderly tenants at risk of isolation and younger tenants to help with parenting or life skills. Through supporting a range of community and environmental projects the panels make a positive contribution to equality and community cohesion issues.

4.3 Council policies and City Priorities

- 4.3.1 The HAPs and projects supported by HAP funding help us to deliver the Best Council objective of ‘supporting communities and tackling poverty’, through supporting projects which support healthy lifestyles, helping people out of financial hardship and strengthening local accountability and being more responsive to the needs of local communities.
- 4.3.2 The service also helps to support the Best City for Communities priority to increase the sense of belonging that builds cohesive and harmonious communities.

4.4 Resources and value for money

- 4.4.1 A total of £1.32m funding has been made available to HAPs for 2014/15 to fund projects of benefit to local communities, and the budget has delivered many successful projects for our tenants. Housing Leeds remains committed to supporting the work of HAPs into 2015/16, but is keen that learning from the 2014/15 arrangement is built into the 2015/16 funding arrangements, to ensure that appropriate controls are strengthened and that best value for money is achieved.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

- 4.6.1 While the individual HAPs are responsible for deciding which projects will be supported by HAP funding, Housing Leeds is responsible for ensuring that all HRA resources are spent in accordance with HRA funding requirements, that resources are spent effectively and that risks to the HAP and Council’s reputation are minimised. Housing Leeds has worked with the Cross City Chairs Group to develop clear working practices to support the HAPs, including funding guidance notes and continues to provide support to all HAP Chairs and Vice Chairs in applying this practice.
- 4.6.2 There is a risk that the combined commitments of the local panels will be resource intensive to deliver, testing the capacity of technical staff and teams and internal service providers to deliver the many smaller scale projects in a timely manner. This risk will be minimised by the close working relationship with Property and Contracts and internal service providers.

5 Conclusions

- 5.1 2014/15 has been a very positive year in the development of the relationship between Housing Leeds and the HAPs, with each HAP developing its first ‘Plan on a Page’ and supporting over 200 community projects. We are keen that learning from 2014/15 is incorporated into funding arrangements for 2015/16, to ensure that the work of the HAPs becomes further strengthened within Housing Leeds’ tenant involvement framework.

6 Recommendations

- 6.1 That the Housing Advisory Board:
- 6.1.3 Support the proposal for the allocation of HAP funding in accordance with option 3 in this report –allocating £60k to each HAP and then allocating the remaining half of the budget based on the proportion of Housing Leeds dwellings within the area.
- 6.1.4 Support other funding arrangements to HAPs for 2015/16 as outlined in this report.

7 Background documents¹

- 7.1 None

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.

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HAP	Properties	% Stock	100% of £1.32m shared proportionately
Inner East	7367	13.43	£177,240
Inner North East	3166	5.77	£76,170
Inner North West	6309	11.50	£151,786
Inner South	6515	11.87	£156,742
Inner West	5772	10.52	£138,866
Outer East	4571	8.33	£109,972
Outer North East	2485	4.53	£59,786
Outer North West	3716	6.77	£89,402
Outer South	4300	7.84	£103,452
Outer South East	5585	10.18	£134,367
Outer West	5080	9.26	£122,218
Total	54,866	100	£1,320,000

Based on property numbers taken 23/01/2015

50% shared proportionately + £60k standard
£148,620
£98,085
£135,893
£138,371
£129,433
£114,986
£89,893
£104,701
£111,726
£127,184
£121,109
£1,320,000

Report of the Director of Environment and Housing

Report to Housing Advisory Board

Date: 3 February 2015

Subject: 2014/15 Quarter 3 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. It also highlights the intention to review the priorities and high level performance measures to ensure that we consider a comprehensive view of performance and monitor the impact of the service in relation to issues affecting tenants.

Recommendations

2. The Board is recommended to
 - Note the Quarter 3 performance information relating to the six Housing Leeds priorities
 - Note the intention to review the priorities and high level performance measures.

1 Purpose of this report

- 1.1 This report presents a summary of the quarter three performance data for 2014-15 against the six Housing Leeds priorities and informs the Board of the intention to review the priorities and performance measures to ensure they measure the impact of the service on issues affecting tenants and give a more comprehensive view of performance.

2 Background information

- 2.1 The six Housing Leeds priorities cover a number of key performance areas and when viewed together they provide a broad 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, referenced below).
- 2.3 The Board may wish to note that the Executive Member has asked for a review the current priorities and performance measures to ensure that they continue to measure the impact of the service on issues affecting tenants and provide a full view of performance across all key aspects of service delivery.
- 2.4 It should also be noted that the STAR tenant satisfaction survey has now concluded and the headline results are being reported to the Board as a separate agenda item.

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 Q3 2014/15 stand at 1,103. December's figure of 333 exceeds 2012/13's monthly average of 265. Following the service being transferred in-house, preventions through Young Person's Intervention have increased from an average of 19 in 13/14 to 38 to date in 2014/15.
- 3.2.2 Homeless Acceptances:
Leeds Homeless acceptances in Q3 stand at 66. December's figure of 17 is lower than previous months and lower than the monthly average for 2013/14 of 28.

3.3 Priority 2 – Void Dwellings

- 3.3.1 Gross average re-let days:
South and South East is currently the only area to remain above the 30 day target. This has however, brought the citywide average turnaround time to just over the 30 day target at 30.59 days. This is just under 5 days better than for the same period in 2013/14.

- 3.3.2 **Number of void lettable properties:**
The number of lettable void properties at the end of quarter 3 stands at 569; however 160 of these are new builds or full refurbishments which, when discounted, leave a figure of 409 which is a reduction on the same period last year. Rent loss through voids is £1.23m (£110k less rent loss compared to the same period in 2013/14 - £1.34m) and this represents 0.76% of the rent roll.
- 3.4 **Priority 3 – Maximise Rent Collection**
- 3.4.1 **Rent and Arrears Collection:**
Rent collection performance stands at 97.24% for December 2014 and, although this is a 0.31% fall from the previous month, it is an identical position to the same time last year, reflecting a similar fall over the Christmas period.
- 3.4.2 **Arrears Statistics:**
The value of rent arrears owed has increased this month to £5.81m and is higher than for the same period last year (£5.19m). The number of tenants in arrears has however decreased by 49 from the same period last year. Under occupancy continues to have an impact on arrears and in response, a campaign to reduce arrears will take place during quarter 4.
- 3.4.3 **Legal Activity:**
Notices being served currently stand at 2,931 which is almost a 30% reduction from the same period last year. However, the campaign referred to at 3.4.3 above may lead to an increase in Notices being served.
- 3.5 **Priority 4 – Welfare Change**
- 3.5.1 This dashboard will be appended as a late paper.
- 3.6 **Priority 5 – Annual Tenancy Visits**
- 3.6.1 **% of Annual Tenancy Visits completed:**
Overall performance continues to improve towards the 100% year-end target, although performance does remain below the 75% milestone target for the end of Q3. The service does have a 10% staffing vacancy rate which is having an impact on some areas of service delivery, including ATVs. No accesses also continue to have an impact.
- The recent recruitment to fill a number of vacant posts and the reduced patch sizes following restructure will help staff to work towards the 100% year-end target. Staff teams across all areas are driving performance improvements through measures such as setting of weekly targets and targeted ATV action days.
- Tenant Scrutiny Board is currently undertaking an enquiry into ATVs and will present its findings in February. These will be used to refine the ATV process for 2015/16.
- 3.7 **Priority 6 – Capital Programme**
(Please refer to the separate Finance Update from the Head of Finance, Environment and Housing).

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 website 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 3 performance information relating to the six Housing Leeds priorities.

7 Appendices

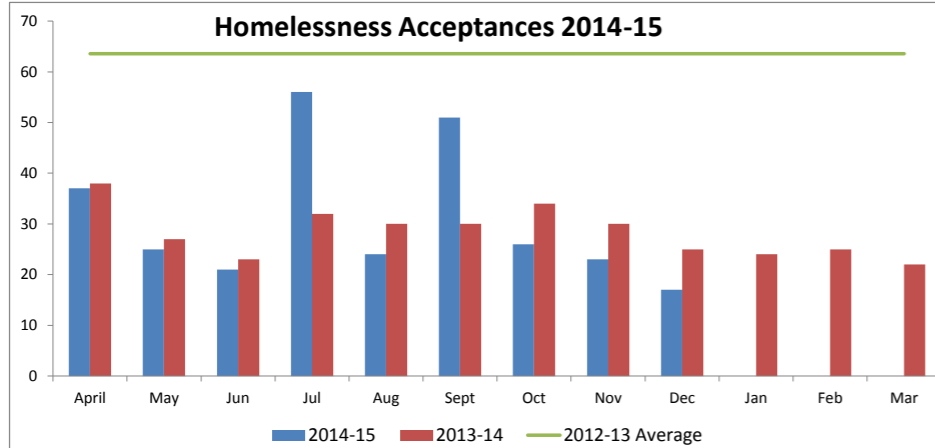
- 7.1 Priority 1 – Homelessness (Housing Support Dashboard)

- 7.2 Priority 2 Dashboard – Void Dwellings
- 7.3 Priority 3 Dashboard – Maximise Rent Collection
- 7.4 Priority 4 Dashboard – Welfare Change (To follow as a late item)
- 7.5 Priority 5 Dashboard – Annual Tenancy Visits

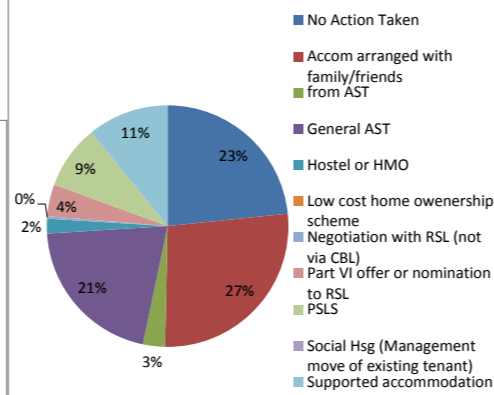
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Housing Support - Performance Framework December 2014

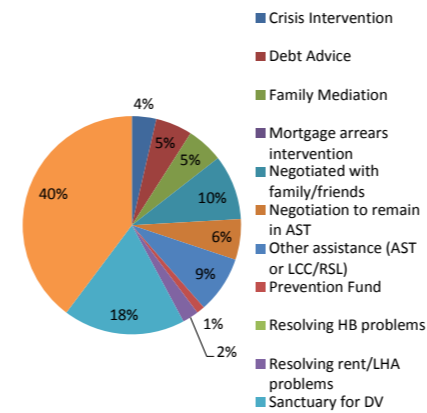
In December, homeless acceptances has fallen to 17 and remains lower than 2013/14's monthly average of 28 and 2012/13's monthly average of 64.



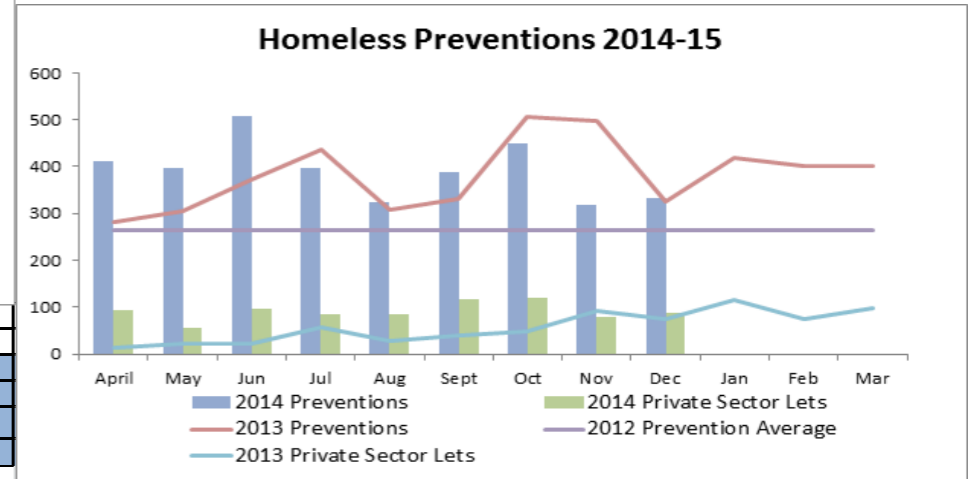
Preventions Dec 2014 - Planned Moves



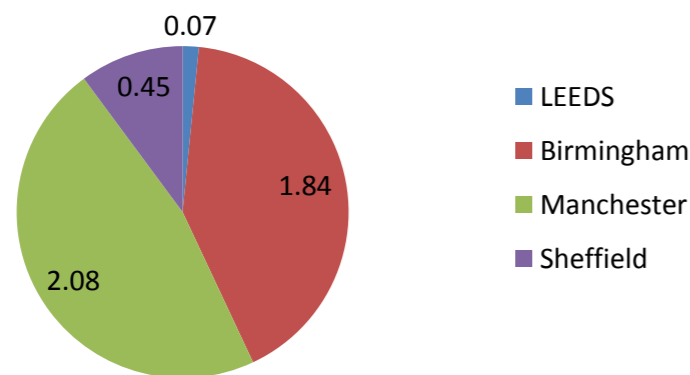
Preventions Dec 2014 - Stay Put



At 333, December's preventions exceed 2012/13's monthly average of 265. Following the service being transferred in-house, preventions through Young Person's Intervention have increased from an average of 19 in 13/14 to 38 to date in 2014/15.

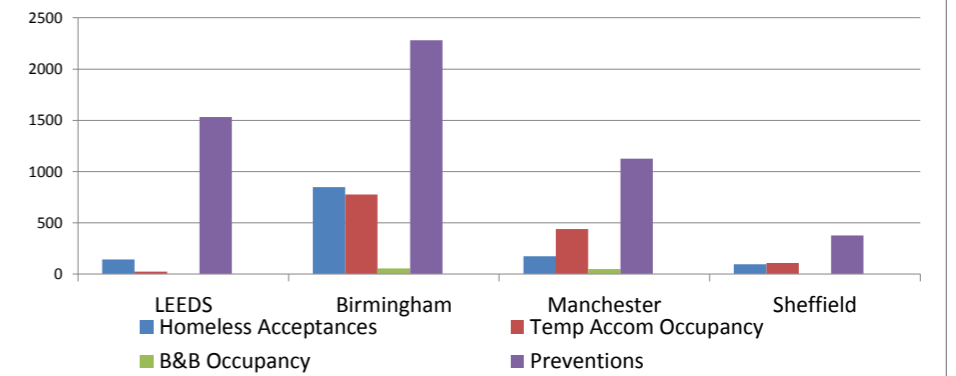


TA per 1,000 households (July-Sept 2014)

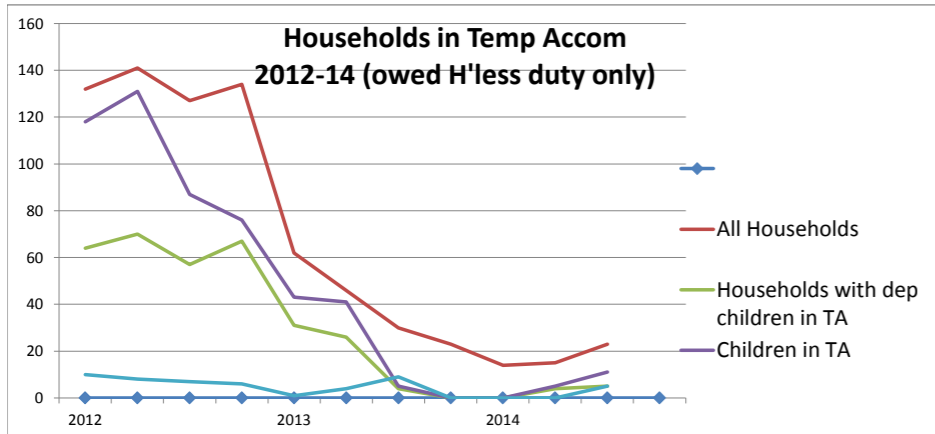


	2014-15						
	June	July	Aug	Sept	Oct	Nov	Dec
Total Temp Accom Occupancy	128	152	137	134	134	137	127
Total Households with dependents	65	72	70	65	70	72	19
Total Number Children	106	147	143	134	138	149	141
Total 16/17 Year olds:	10	11	5	5	6	6	5
Of which:							
Self-Contained (Total)	72	75	70	70	75	72	68
of which Families in PSL	0	0	0	0	0	0	0
of which Families in HA	45	50	51	47	49	50	46
of which other H/Holds in PSL	1	2	2	4	2	1	1
of which other H/Holds in HA	26	23	17	19	24	21	21
Number children in PSL	0	0	0	0	0	0	0
Number children in HA	77	101	101	94	94	102	99
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)	37	47	42	40	35	40	37
of which male	25	32	31	35	22	27	25
of which female	5	6	6	0	7	7	7
of which young people	7	9	5	5	6	6	5
of which Families	0	0	0	0	0	0	0
Refuge (Total)	22	25	25	24	24	25	22
of which Families	20	22	19	18	21	22	19
of which Single female	2	3	6	6	3	3	3
Number of children	29	46	42	40	44	47	42

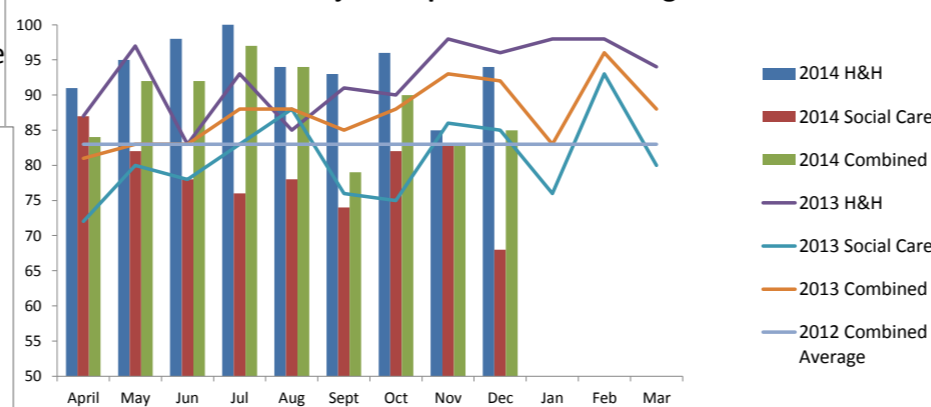
Core Cities Comparison (July-Sept 14)



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

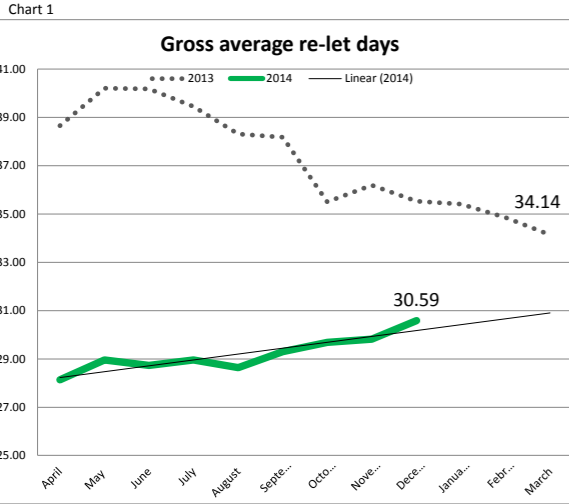
During December, there were no unauthorised encampments. There is 1 negotiated stopping site known as Kidacre in Leeds. A 3 year temporary planning application has been approved for 10 caravans.

New Unauthorised Encampments & Tolerated Sites 2014-15

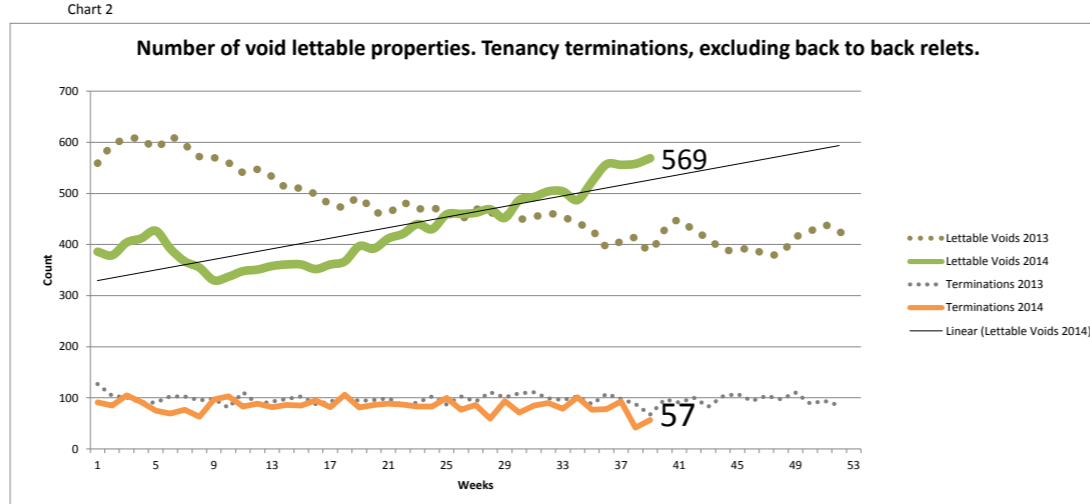


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Housing Leeds priorities, December 2014
Top Level: City Wide



Priority 2: Void Dwellings



Commentary:

The overall average relet time has increased in December to 30.59 days. The void service is in the process of streamlining the services across West, South and East to ensure continued improved performance.

In terms of the voids numbers in total there are 160 additional voids that show on the void lists that are New builds and full refurbishments. These will be discounted. If these were taken out of the void numbers the voids would be at 409 voids which is a reduction compared to this time last year.

2nd Level: Area/BITMO breakdown

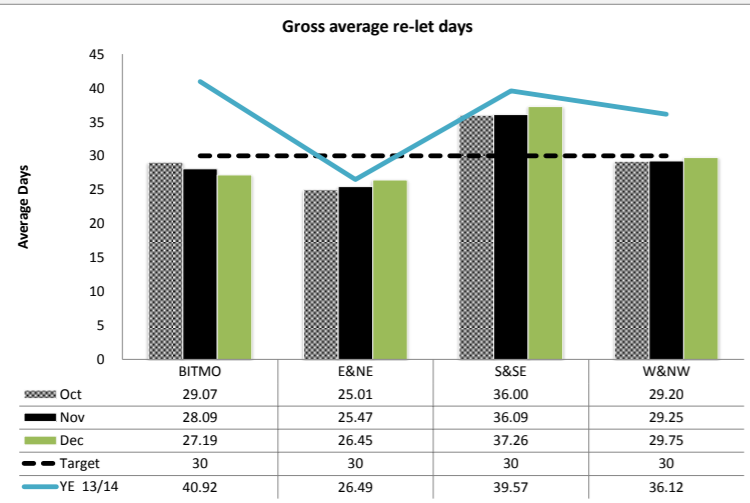
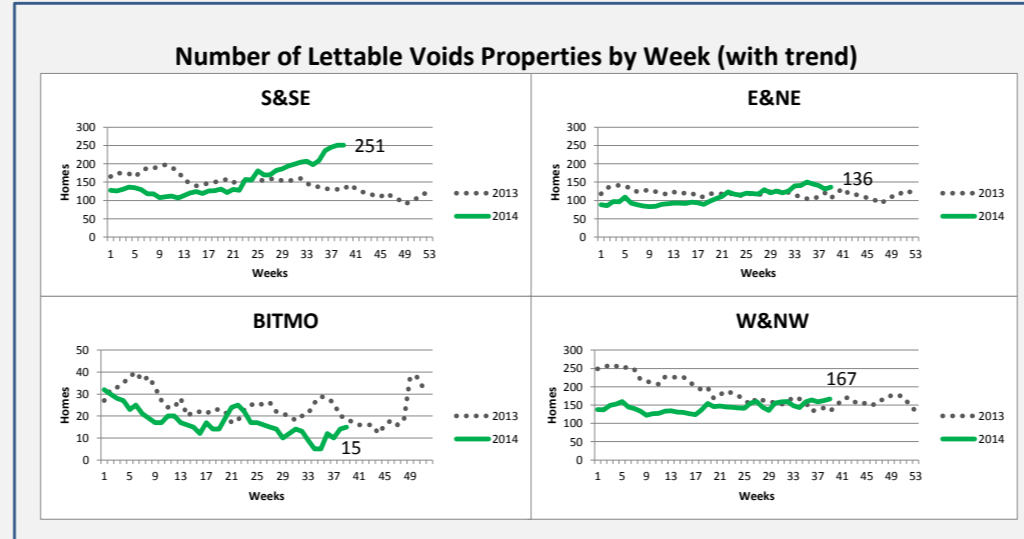


Chart 4



	30 day Target Met		30 Day Target Unmet		Total No. Re-lets
CITY	1971	61%	1269	39%	3240
S&SE	390	46%	466	54%	856
BITMO	109	70%	47	30%	156
E&NE	736	74%	261	26%	997
W&NW	736	60%	495	40%	1231

3rd Level: Area/BITMO Statistics

	Oct	Nov	Dec
2013 CITY	£1.08M	£1.23M	£1.34M
2013 BITMO	£54.K	£62.6K	£68.2K
2013 E&NE	£256.4K	£295.5K	£327.7K
2013 S&SE	£343.5K	£392.K	£428.7K
2013 W&NW	£427.4K	£480.7K	£518.5K

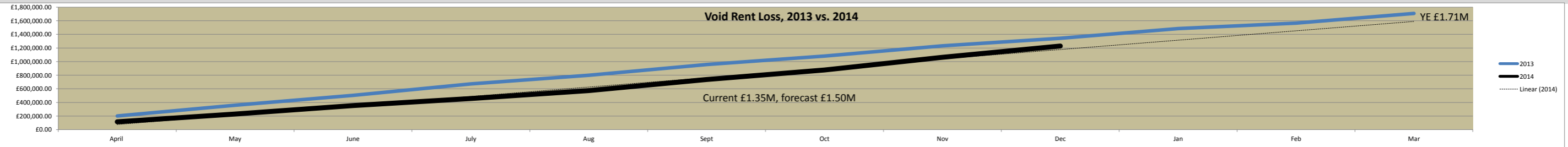
	Oct	Nov	Dec
2013 CITY	0.88%	0.86%	0.85%
2013 BITMO	1.29%	1.29%	1.26%
2013 E&NE	0.63%	0.63%	0.63%
2013 S&SE	1.05%	1.03%	1.02%
2013 W&NW	0.94%	0.91%	0.88%

	Oct	Nov	Dec
2014 CITY	£876.6K	£1.06M	£1.23M
2014 BITMO	£42.1K	£45.9K	£49.4K
2014 E&NE	£231.9K	£283.8K	£326.1K
2014 S&SE	£301.6K	£375.7K	£448.2K
2014 W&NW	£301.K	£356.7K	£403.8K

	Oct	Nov	Dec
2014 CITY	0.70%	0.73%	0.76%
2014 BITMO	0.98%	0.92%	0.89%
2014 E&NE	0.61%	0.64%	0.66%
2014 S&SE	0.83%	0.89%	0.95%
2014 W&NW	0.65%	0.66%	0.67%

Area	Oct 14	Nov 14	Dec 14
CITY	2	1	2
S&SE	0	0	0
BITMO	0	0	0
E&NE	2	1	2
W&NW	0	0	0

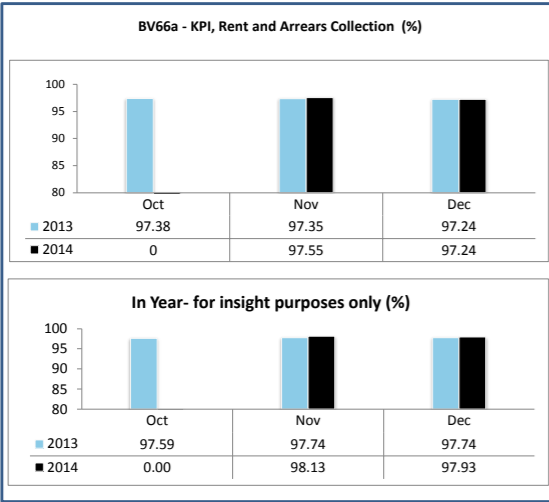
Area	Days	Number of Properties and Reason
CITY	16,402	51 Props, see below for reasons
S&SE	9,816	20 Props, 1 buy back, 1 major adaptation, 1 major works, 3 PFI, 11 Refurbs, TORT
BITMO	5,502	13 Props, 1 buy back, 12 major works
E&NE	670	7 Props, 1 heli by legal, 1 investment, 1 major works, 4 TORT
W&NW	414	1 Decant, 1 Major works, 1 PFI, 8 TORT



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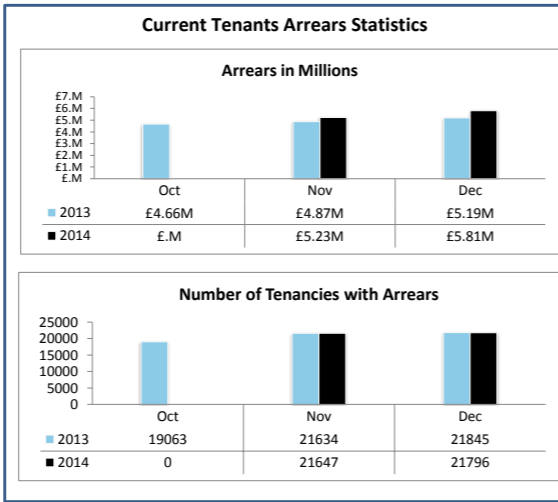
Housing Leeds priorities, December 2014
Top Level: City Wide

Chart 1 and 2



Priority 3: Maximise rent collection

Chart 3 and 4



Commentary:

October's (week 31) figures in chart 1 2 3 4 6 and 7, plus table 4 (BV66a, In Year, Arrears owed and HMA1) are omitted due to IT system error during that period.

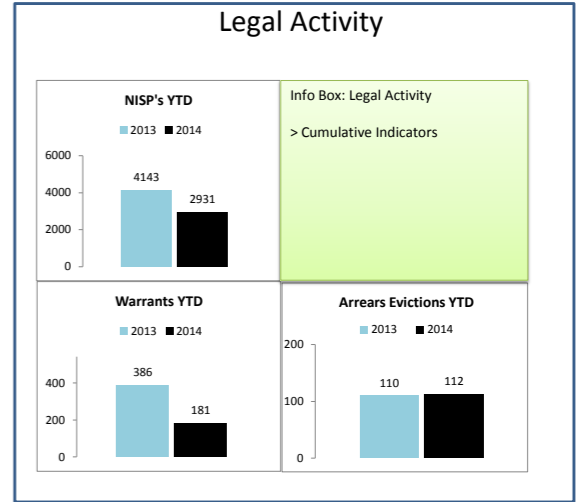
1. Chart 1 Rent and Arrears Collection (BV66a). BV66a is the Council's principle indicator for income collection. Rent collection this month is at 97.24% a fall from 97.55% last month. There was a similar fall over the Christmas period last year, and performance is identical to last December (97.24%).

2. 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. This indicator stands at 97.93%, compared to 97.74% for the same period last year and this represents an improvement in performance this year.

3. Chart 3 + 4 Current Arrears Statistics (3) and Number of tenancies with arrears (4). The value of rent arrears owed has increased from 5.23M last month to £5.81M. Arrears are higher than for the same period last year. (£5.19M) The number of tenants in arrears has decreased from 21845 to 21796 for same period last year, a decrease of 49. Under Occupancy continues to have an impact on arrears. In response, a campaign to reduce arrears will take place during Quarter 4.

4. Chart 5 Legal Activity. There is still a reduction in serving Notices (4143 to 2931), and also requests for evictions (386 to 181). Actual evictions carried out is 2 higher than last year (110 to 112). This is due to the fact that a supportive approach is being taken with steps being put in place to address financial exclusion and provide tenants with appropriate debt and budgeting advice. The Quarter 4 campaign mentioned above, may lead to an increase in Notices being served.

Chart 5



2nd Level: Area/BITMO collection

Chart 6

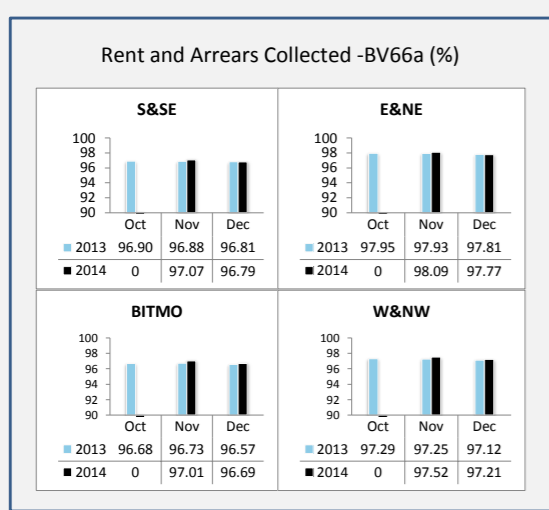


Chart 7

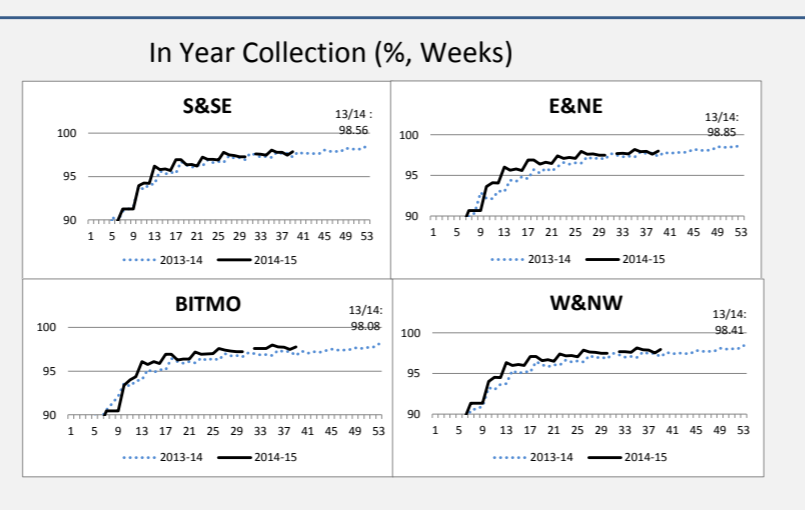


Table 4

Area	Arrears as % of rent roll (HMA1) 2013			E's owed 2013
	Oct	Nov	Dec	
CITY	2.22%	2.33%	2.48%	£5.19M
BITMO	2.61%	2.70%	2.96%	£210.8K
E&NE	1.77%	1.87%	2.02%	£1.39M
S&SE	2.68%	2.80%	2.92%	£1.63M
W&NW	2.26%	2.35%	2.52%	£1.95M

Area	Arrears as % of rent roll (HMA1) 2014			E's owed 2014
	Oct	Nov	Dec	
CITY		2.41%	2.68%	£5.81M
BITMO		2.81%	3.09%	£229.9K
E&NE		1.95%	2.24%	£1.48M
S&SE		2.83%	3.08%	£1.95M
W&NW		2.43%	2.69%	£2.14M

3rd Level: Area/BITMO statistics

Rent Loss through voids (Cumulative £s) 2013				
Area	Oct	Nov	Dec	
CITY	£1.08M	£1.23M	£1.34M	
BITMO	£54.K	£62.6K	£68.2K	
E&NE	£256.4K	£295.5K	£327.7K	
S&SE	£343.5K	£392.K	£428.7K	
W&NW	£427.4K	£480.7K	£518.5K	

Rent Loss Through Voids (% of rent roll) 2013				
Area	Oct	Nov	Dec	
CITY	0.88%	0.86%	0.85%	
BITMO	1.29%	1.29%	1.26%	
E&NE	0.63%	0.63%	0.63%	
S&SE	1.05%	1.03%	1.02%	
W&NW	0.94%	0.91%	0.88%	

Former Tenancy Arrears (£) 2014				
Area	Oct	Nov	Dec	
CITY	£2.66M	£2.72M	£2.78M	
BITMO	£164.1K	£165.6K	£169.1K	
E&NE	£611.7K	£584.5K	£596.4K	
S&SE	£870.5K	£893.5K	£924.1K	
W&NW	£1.02M	£1.075.5K	£1.09M	

Rent Loss through voids (Cumulative £s) 2014				
Area	Oct	Nov	Dec	
CITY	£876.6K	£1.06M	£1.23M	
BITMO	£42.1K	£45.9K	£49.4K	
E&NE	£231.9K	£283.8K	£326.1K	
S&SE	£301.6K	£375.7K	£448.2K	
W&NW	£301.K	£356.7K	£403.8K	

Rent Loss Through Voids (% of rent roll) 2014				
Area	Oct	Nov	Dec	
CITY	0.70%	0.73%	0.76%	
BITMO	0.98%	0.92%	0.89%	
E&NE	0.61%	0.64%	0.66%	
S&SE	0.83%	0.89%	0.95%	
W&NW	0.65%	0.66%	0.67%	

Former Tenancy Arrears (%) 2014				
Area	Oct	Nov	Dec	
CITY	1.23%	1.26%	1.28%	
BITMO	2.21%	2.23%	2.27%	
E&NE	0.92%	0.88%	0.90%	
S&SE	1.38%	1.42%	1.46%	
W&NW	1.27%	1.35%	1.37%	

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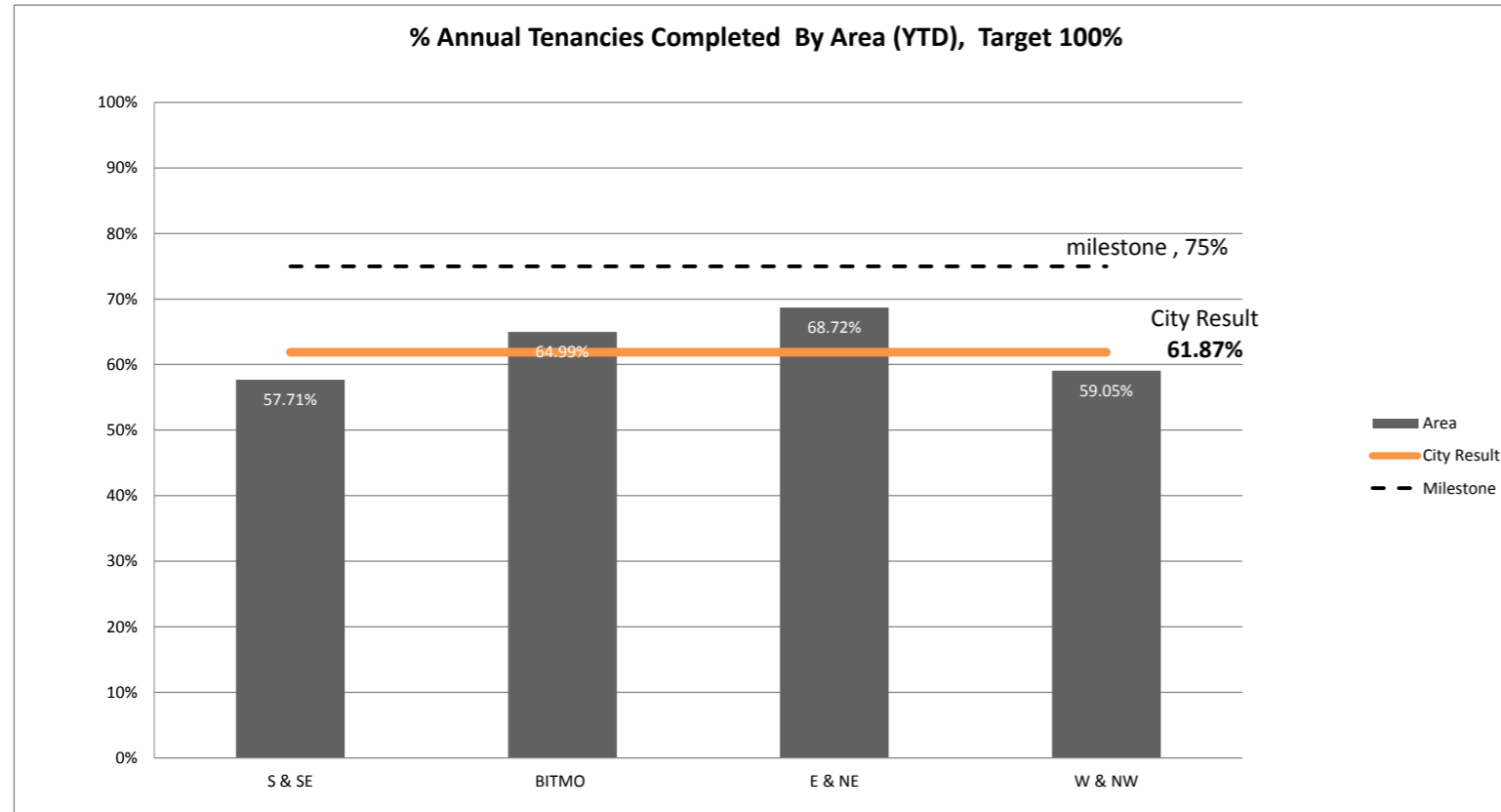


Chart 1

Annual Tenancy Visit (ATV) Summary

Metric	S & SE	BITMO	E & NE	W & NW	CITY
Visited	9,225	1,257	11,869	12,121	34,472
Outstanding ATVs	9,759	677	5,042	8,407	21,245
KPI (% Completed)	57.71%	64.99%	68.72%	59.05%	61.87%

Table 1

Commentary:

Commentary:

Overall, performance continues to improve towards the 100% year end target although performance remains below the 75% target for the end of Q3. As the service currently has a 10% staffing vacancy rate this is having an impact on some areas of service delivery, including ATVs. The recent recruitment to fill a number of vacant posts and the reduced patch sizes following the restructure will help staff to work towards the target for the end of the financial year. No Accesses continue to have an impact on achieving the 100% target.

Staff teams are driving performance improvements, as outlined below:

East North East

Managers have reviewed weekly targets for the completion of ATVs and these have been communicated to staff. Some additional staffing resources have been diverted from other parts of the housing management service to support the completion of ATVs. Targeted action days will continue to be undertaken to year end.

South South East

Managers and Team Leaders are reviewing existing ATV action plans with staff and through their one to ones identifying opportunities for improved performance up to year end. This is being supported by targeted ATV action days leading up to week 52.

West North West

Housing Officers are continuing to prioritise this area of work with a least one day a week dedicated to carrying out ATV's. Performance is being monitored regularly and weekly targets are in place with Housing Officers to ensure the target is achieved.

Tenant Scrutiny Board is currently undertaking a scrutiny enquiry into ATVs. The Board is currently collating its findings to present to Tenant Scrutiny Board in February 2015. These findings will be used to refine the ATV process for 2015/16.

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Housing Advisory Board

Forward Plan

3rd February 2015



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Deadline for first drafts	Deadline for final drafts for Chair's brief	Item	CO/Author
3 February 2015			
Monday 19 th January 2015 12 noon Chairs Brief Friday 23 rd January 2015 at 11.00 am	Monday 26 th January 2015 12 noon	<ul style="list-style-type: none"> • Finance update • Performance update • Housing Investment Long-term Strategy • Housing Strategy • Rent increase • HAP Funding Allocations 2015/16 • Actions from minutes from last time • Forward Plan Update 	R Ellis D Scott M Grandfield/Helen Semianczuk Rob McCartney Richard Ellis Mandy Sawyer Debra Scott Debra Scott
7 April 2015			
Tuesday 24 th March 2015 12 noon Chairs Brief Monday 30 th March 2015 At 11.00 am	Tuesday 31 st March 2015 12 noon	<ul style="list-style-type: none"> • Finance update (cap and rev) • Performance update • Sheltered Housing • Environmental improvements • High Rise Blocks • Tenant Working Groups • Adaptations • Contract strategy and future of construction services • Star Survey results 	R Ellis D Scott Mandy Sawyer Liz Cook Liz Cook Mandy Sawyer Simon Costigan Simon Costigan Debra Scott

Agenda Item 15

7 July 2015

- Community Lettings

Liz Cook/Mandy Sawyer

8 September 2015

- Multi Storey flats

Liz Cook

10 November 2015

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