



## TENANT SCRUTINY BOARD

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Wednesday, 23rd July, 2014 at 1.30 pm

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### MEMBERSHIP

Adam Abeid

Carol Bennett

Sandra Bland

Jim Fergusson

John Gittos

Michael Healey

Maddy Hunter

Steve Ilee (Chair)

Roderic Morgan

Keith Newsome

Phillip Rone

Kevin Sharp

Barry Stanley (Vice Chair)

Teresa Tucker

Maddie Ullah

Damien Walsh

Jackie Worthington

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*Please note: Certain or all items on this agenda may be recorded*

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p><b>No exempt items have been identified.</b></p>	
2			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
3			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
4			<p><b>MINUTES - 5 JUNE 2014</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 5 June 2014.</p>	1 - 4
5			<p><b>MINUTES OF SCRUTINY BOARD (HOUSING AND REGENERATION) - 24 JUNE 2014</b></p> <p>To receive for information, the minutes of Scrutiny Board (Housing and Regeneration) held on 24 June 2014.</p>	5 - 8
6			<p><b>TENANT ENGAGEMENT UPDATE</b></p> <p>To consider a report from the Head of Scrutiny and Member Development presenting information requested by the Tenant Scrutiny Board at its informal meeting held on 26 June 2014.</p>	9 - 32
7			<p><b>PERFORMANCE REPORT - QUARTER 4 AND OTHER REQUESTED INFORMATION</b></p> <p>To consider a report from the Head of Scrutiny and Member Development presenting information requested by the Tenant Scrutiny Board at its informal meeting held on 26 June 2014.</p>	33 - 58
8			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	59 - 60
9			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Wednesday, 24 September 2014 at 1.30pm in the Civic Hall, Leeds.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p><b>THIRD PARTY RECORDING</b></p> <p>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.</p> <p>Use of Recordings by Third Parties– code of practice</p> <p>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.</p> <p>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.</p>	

## TENANT SCRUTINY BOARD

THURSDAY, 5TH JUNE, 2014

**PRESENT:** Steve Ilee in the Chair

Adam Abeid, Carol Bennett,  
Jim Fergusson, Michael Healey,  
Maddy Hunter, Roderic Morgan,  
Keith Newsome, Phillip Rone,  
Teresa Tucker and Jackie Worthington

### 13 Exempt Information - Possible Exclusion of the Press and Public

No exempt items had been identified.

### 14 Late Items

The Tenant Scrutiny Board received additional information in relation to the following areas:

- Housing Revenue Account
- Implementation of the review of Housing Services
- Tenant Engagement.

### 15 Apologies for Absence

Apologies for absence were submitted by Sandra Bland, Allan Gibson, John Gittos, Kevin Sharp, Barry Stanley, Maddie Ullah and Damien Walsh.

### 16 Minutes - 16 April 2014

**RESOLVED** – That the minutes of the meeting held on 16 April 2014 be approved as a correct record.

### 17 Matters arising

The following matters arising were noted:

- Clarification provided regarding reimbursement of expenses.
- Confirmation that all procedural amendments raised at the April 2014 meeting had been made.
- A schedule of proposed meeting dates for 2014/15 municipal year was circulated at the meeting.
- An update regarding the Scrutiny Lounge event in Barnsley on 10 June 2014. Board Members were advised to contact Tenant Central to confirm their attendance.

## **18 Sources of work for the Tenant Scrutiny Board**

The Head of Scrutiny and Member Development submitted a report which provided information and guidance on potential sources of work for the Tenant Scrutiny Board.

The following representatives were in attendance:

- Tim Young, Independent consultant and trainer
- Mandy Sawyer, Head of Neighbourhood Services, Housing Leeds.

The following information was appended to the report:

- Housing Support – Performance Framework (March 2014)
- Performance information presented to Scrutiny Board (Housing and Regeneration) (March 2014)
- A list of housing related topics considered by Scrutiny Board (Housing and Regeneration) over the past two years
- Previous Tenant Scrutiny Recommendations and Actions 2012-2014
- A series of potential items drawn up by the Chair for consideration.

The Chair introduced Tim Young, Independent trainer and consultant to facilitate the Tenant Scrutiny Board's discussion on potential sources of work.

The following potential work areas were discussed:

### **Tenancy Visits: why have them, what do we do with the information?**

- On-going commitment to Annual Tenancy Visits as part of arrangements established through Council's Executive Board.
- Potential development and influencing role for Tenant Scrutiny Board.

### **Customer satisfaction / Value for Money of Housing Advisory Panel spend**

- Interim budget process in place. Longer term approval process being developed.
- Review approval process once new arrangements had been established.

### **Arrears – Developing a process for rent arrears collection**

- Await outcome of report to Scrutiny Board (Housing and Regeneration).

### **Welfare changes impacts**

- Significant work already undertaken by Welfare Reform Operations Group.

### **Local Letting of new homes impact**

- Await outcome of report to Housing Advisory Board.

### **Impact of the capital programme on stock condition and customer satisfaction**

- Role for Tenant Scrutiny Board to be involved in review of Investment Strategy.
- More detailed performance information required in relation to repairs.

### **Repairs performance and customer experience**

- Monitor outcomes of work already undertaken by tenant scrutiny in relation to repairs, measuring satisfaction and tenant involvement.

### **Developing / reviewing the Tenure Policy**

- Report to Executive Board to be forwarded to all Members of Tenant Scrutiny Board.

### **Delivery of older people's housing solutions**

- Await outcome of report to Housing Advisory Board.
- Possible item for pre-decision scrutiny.

### **Long-term solutions for high rise living**

- Significant work already being undertaken by Leeds High Rise Group.

### **Effective housing for people with disabilities – adapt or move? Impact on overall stock and housing options**

- Further information requested about how the system works.

### **Tenant Involvement Structure and Recruitment**

- Await outcome of report to Housing Advisory Board.

### **RESOLVED –**

- (a) That the contents of the report and appendices be noted.
- (b) That the Board's work schedule be updated to reflect the key areas of work discussed during today's meeting for subsequent approval by the Tenant Scrutiny Board.

## **19 Design of Future Performance Reports**

This item was deferred to the July meeting.

## **20 Dates of Future Meetings**

The following meeting dates were agreed for the 2014/15 municipal year:

- Wednesday, 23 July 2014
- Wednesday, 24 September 2014
- Thursday, 16 October 2014
- Thursday, 13 November 2014
- Thursday, 18 December 2014
- Wednesday, 21 January 2015
- Wednesday, 18 February 2015
- Thursday, 19 March 2015
- Wednesday, 15 April 2015

(All meetings to take place at Leeds Civic Hall, Committee Rooms 6 & 7 at 1.30pm)

(The meeting concluded at 1.00pm)



## SCRUTINY BOARD (HOUSING AND REGENERATION)

TUESDAY, 24TH JUNE, 2014

**PRESENT:** Councillor J Procter in the Chair

Councillors D Collins, P Grahame,  
M Harland, M Iqbal, D Nagle, J Pryor,  
A Smart and G Wilkinson

### 1 Late Items

There were no late items.

### 2 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

### 3 Apologies for Absence and Notification of Substitutes

An apology for absence was submitted by Councillor C Towler. Notification had been received that Councillor M Harland was to substitute for Councillor C Towler.

### 4 Sources of Work

The Head of Scrutiny and Member Development submitted a report which provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

The following information was appended to the report:

- Best Council Plan – Plan on a Page
- Executive Board minutes from 2 April 2014.

The Chair welcomed to the meeting, Councillor Peter Gruen, Executive Board Member (Neighbourhoods, Planning and Personnel), Councillor Richard Lewis, Executive Board Member (Transport and Economy), Neil Evans, Director of Environment and Housing, Phil Crabtree, Chief Planning Officer and Christine Addison, Chief Asset Management and Regeneration Officer.

The following sources of work were identified as potential areas for Scrutiny involvement:

- Review of lettings policy.
- Development of a new housing quality standard.
- The quality of private rented sector housing.
- Housing delivery and housing growth. Possible review of building capacity across the city.

- The Council's house building programme.

The Scrutiny Board also considered scrutiny work brought forward from the previous year for potential further scrutiny in 2014/15. These included:

- Work with furniture re-use organisations to provide cookers to tenants in need. Members were advised that site visits to furniture re-use organisations had been planned for the July Scrutiny Board meeting.
- Pre-decision scrutiny of the review of local lettings policies.
- Analysis of the outcomes of the programme of Annual Tenancy Visits.
- Rent arrears.
- East Leeds Extension and East Leeds Orbital Road progress.

#### **RESOLVED –**

- (a) That the report and contributions made during the discussion be taken into account when the Board is finalising its work programme and deciding its priorities.
- (b) That the Board receives reports on scrutiny work carried out from the previous year, early in the year in order to complete sign off issues where possible.

(Councillor Peter Gruen left the meeting at 1.55pm during the consideration of this item.)

#### **5 Minutes - 25 March 2014**

**RESOLVED –** That the minutes of the meeting held on 25 March 2014 be approved as a correct record.

#### **6 Matters arising from the minutes**

##### Minute No. 100 – Local lettings policies

The Scrutiny Board sought clarification regarding the role of Housing Services in relation to right to buy properties that had been sold on for private sector rental and not adequately maintained. The Director of Environment and Housing advised that the Council had limited powers, but that the concerns raised (a local issue concerning a fence in need of replacement) would be developed as a case study exercise and reported back to Members.

#### **7 Scrutiny Board Terms of Reference**

The Head of Scrutiny and Member Development submitted a report which presented the terms of reference for the Housing and Regeneration Scrutiny Board as agreed by Council on 9 June 2014.

**RESOLVED –** That the Scrutiny Board's terms of reference be noted.

## **8 Co-opted Members**

The report of the Head of Scrutiny and Member Development sought the Board's formal consideration for the appointment of Co-opted Members.

The Board was informed that they could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council; and/or
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

**RESOLVED** – To appoint co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

## **9 Protocol between the Tenant Scrutiny Board and Scrutiny Board (Housing and Regeneration)**

The Head of Scrutiny and Member Development submitted a report which presented the protocol concerning the relationship between the Housing and Regeneration Scrutiny Board and the Tenant Scrutiny Board for Members' information.

It was requested that the Board be provided with details of the specific wards that current Members of the Tenant Scrutiny Board represented and the method for selecting new Members of the Board.

**RESOLVED** –

- (a) That the protocol be noted.
- (b) That the Scrutiny Board be provided with the information requested.

## **10 2013/14 Quarter 4 Performance Report**

The Director of Environment and Housing and the Director of City Development submitted a joint report which provided a summary of performance against the strategic priorities for the council and city relevant to the Scrutiny Board.

The following information was appended to the report:

- A summary of performance at Quarter 4 across both City Priority Plan (CPP) and Best Council Plan (BCP) priorities.

The following were in attendance for this item:

- Neil Evans, Director of Environment and Housing
- Debra Scott, Head of Performance and Service Review
- Fiona McAnespie, Deputy Head of Policy, Performance & Improvement.

The key areas of discussion were:

- Concern regarding the low percentage of annual tenancy visits completed by Belle Isle Tenant Management Organisation (BITMO). Members were advised that annual tenancy visits was a priority area for Housing Services and that the issue had been addressed with the organisation.
- The process for determining target milestones and whether some target milestones were in need of review, particularly when the target had been exceeded by a significant margin.

**RESOLVED –**

- (a) That the contents of the report be noted.
- (b) That a detailed report on rent arrears be presented to the Scrutiny Board in September 2014.
- (c) That the Director of Housing and Environment be recommended to increase the performance target for the percentage of major adaptations completed within target timescales in light of the high performance achieved last year.

**11 Work Schedule**

The Board noted the draft work schedule and agreed that the Chair and the Principal Scrutiny Adviser be asked to incorporate the issues raised in the discussion under the sources of work agenda item.

**RESOLVED –** That the Chair and the Principal Scrutiny Adviser circulate a draft work programme for the Board's confirmation.

**12 Date and Time of Next Meeting**

- Tuesday, 29 July 2014 at 1.00pm (site visits to furniture re-use organisations)
- Tuesday, 23 September 2014 at 1.30pm (pre-meeting for all Board Members at 1.00pm)

(The meeting concluded at 2.55pm.)

**Report of Head of Scrutiny and Member Development**

**Report to Tenant Scrutiny Board**

**Date: 23<sup>rd</sup> July 2014**

**Subject: Tenant Engagement Update**

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

**Summary of main issues**

1. This report provides the available information requested by the Tenant Scrutiny Board at its informal meeting held on 26<sup>th</sup> June 2014 in relation to tenant engagement. The following reports are attached;
  - Appendix 1 – Housing Advisory Board report of 3<sup>rd</sup> June 2014 and accompanying appendices
  - Appendix 2 – Tenant and Community Involvement update
  
2. Officers will be in attendance at the meeting to provide a verbal update and answer any questions.

**Recommendation**

3. Members of the Board are requested to consider the attached information and consider if they wish to undertake further scrutiny.

**Background papers<sup>1</sup> None**

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

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**Report of Chief Officer, Housing Management**

**Report to Housing Advisory Board**

**Date: 3 June 2014**

**Subject: Tenant Engagement Update**

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

**Summary of main issues**

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

**Recommendations**

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

**1 Purpose of this report**

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

## **2 Background information**

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

## **3 Main issues**

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

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

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



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

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

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

3.5.11 Projects recently supported by the panels includes:

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

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

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

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

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

### **3.7 Community Development**

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

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

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

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

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

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

3.8.2 LTF's core objectives are:

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

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

Promote best practice in resident involvement across housing tenures.

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

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

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

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

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

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

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

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

### **3.10 Marketing and Communications**

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

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

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

### **3.12 Equality analysis**

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

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

## **4 Corporate Considerations**

### **4.13 Consultation and Engagement**

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

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

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

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

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

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

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

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

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

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

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

#### **4.17 Legal Implications**

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

#### **4.18 Risk Management**

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

## **5 Conclusions**

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

## **6 Recommendations**

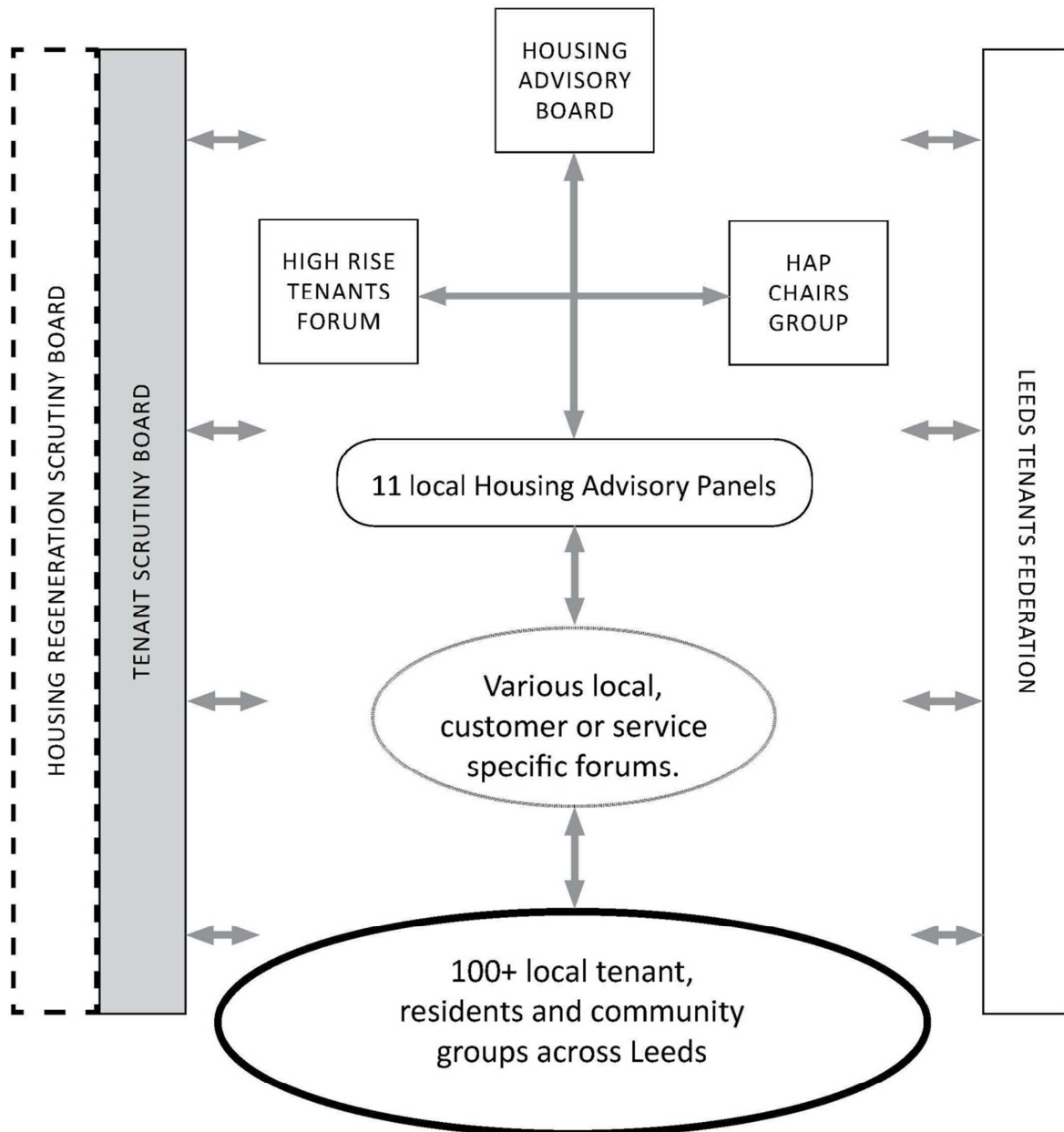
That Housing Advisory Board note and comment on the contents of the report and the current position regarding tenant engagement.

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

## **7 Background documents**

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





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## HOUSING ADVISORY PANEL: ANY PANEL



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



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

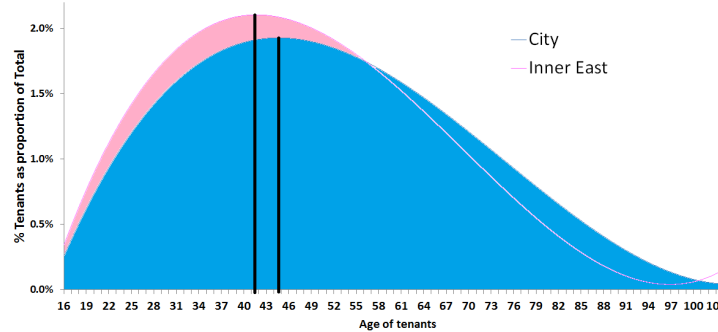
### Knowing our neighbourhoods:

#### Homes

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

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

#### Community



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

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

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

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



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

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City priorities

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

Housing priorities

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

**High Rise in Leeds**

**Summary**

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

**Demographic**

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

**Satisfaction**

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

**Progress to date ...**

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

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

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

High Rise priorities

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- **Commitment to tenant involvement** - A key priority for Housing Leeds is to develop a tenant engagement and community development framework which builds on the positive work carried out by the former ALMOs, but based on one citywide involvement framework. Officers are working with tenants to develop a citywide tenant involvement approach which gives tenants a stronger strategic influence in decision making.
- As a social landlord we are required to meet the **Home and Community Agencies' Tenant Involvement and Empowerment Standard**. This standard makes the landlord responsible for ensuring that tenants are given a wide range of opportunities to influence & be involved in developing housing related policies regarding housing services, decision making, setting services standards, scrutiny of performance, the management of repairs & maintenance services, and agreeing local offers for service delivery.
- **Tenant Scrutiny Board (TSB)**. The TSB now sits within the council's scrutiny function and is co-ordinated by the Head of Scrutiny and Member Development. The role of this Board is to challenge and drive improvements to the housing service.
- **Housing Advisory Panels (HAPs)** The 11 former area panels are now operating as Housing Advisory Panels (HAPs), with a consistent Terms of Reference. Each HAP has a budget of £120,000 to invest in local environmental and community projects. The HAP's are also developing a 'plan on a page' which outlines both the service and funding priorities for the panel area. This will demonstrate how the HAP will support the city priorities whilst taking into account the make-up and needs of the local area.
- The 11 Chairs of the Housing Advisory Panels have come together to form the **Cross City Chairs Group (CCCG)** to represent tenants and their panel at a city-wide level
- **Service or Customer Specific Forums.**
  - **Leeds High Rise Group (LHR)**. Membership is made up of tenant representatives and lead staff from key service areas, including repairs and maintenance and anti-social behaviour. The aims of the group are to work together to understand the needs of local communities and to influence future investment and service delivery
- Work is underway to develop other service or customer specific forums which represent the views of particular groups across the city, including citywide forums for older, disabled and Lesbian, Bisexual, Gay or Transgender (LGBT) tenants.
- **Leeds Tenants Federation (LTF)**. A key priority over the next few months is to work with LTF to strengthen the links between LTF and Housing Leeds, and to ensure that LTF are embedded within the overall Housing Leeds Tenant Engagement Framework.
- **Tenants and Residents Associations (TRA's)**. TRA's and Area Representatives continue to play an important role within their communities. The annual 'offer' to TRA's and the criteria, along with the cross city procedures and documentation, are currently being developed. We need to ensure the appropriate level of support is provided to enable groups to operate independently and to their full potential.

- **Deaf Forum**

The Deaf forum was set up as a result of a complaint made by one of our deaf tenants regarding the service that he was receiving for repairs at his property. In the course of resolving the complaint a number of steps were put in place to ensure that in future, this customer receives as good a service as our hearing customers. It was then decided to hold a deaf forum to ensure that all our Deaf tenants receive a better service as the original complaint flagged up some potential improvements which could be made.

***Aims and Objectives;*** to start regular communication between Housing Leeds and its Deaf customers, continuously improving the level of communication, identifying barriers to services for Deaf tenants and improve the level of access for Deaf tenants to external services.

- **West Yorkshire Diversity Forum**

The cross sector Diversity Forum was established in 2004. The group is a network of local employers who are responsive to the needs of the local labour market. The group develop initiatives that provide employers with improved access to sources of labour, increase job opportunities for people who face barriers to entering the labour market, and increase skills in the workforce. The remit of the group is to encompass all aspects of recruitment and retention, focusing on support for Jobcentre Plus clients to get, stay and advance in work and to increase their skills. The group meet on a quarterly basis. The group covers all aspects of the diversity agenda, but will focus on support for disabled and black and minority ethnic jobseekers and employees within West Yorkshire. This forum enables members to share information on current initiatives and to highlight any shortfalls in current government funded provision around recruitment, retention and workforce development and to identify potential solutions.

- **Sheltered Housing Forums**

Sheltered Housing Forums have been established with meetings taking place based on geographical Sheltered Housing Cluster.

Sheltered Forums have given tenants the opportunity to become involved and give their views on a wide range of issues including the provision of key safes, the provision of activities, contributing to the Sheltered Housing Guide and the Care Ring scheme.

2014/15 update – this group will be reviewed in the emerging Customer and Community Involvement Strategy. It is intended that this group will be enhanced to cover the city wide region. There will be several localised forums and an overarching strategic working group.

## **LOCAL PROJECTS**

### **HUGO BUS Project**

HUGO is an impressive digitally enabled bus bringing an internet style cafe to the doorstep, flooding free Wi-Fi across each neighbourhood it visits & inspiring and engaging people of all ages to become confident and engaged within the global digital community.



HUGO is a resource that we are using to help our tenants to get online for free, with officers on board offering guidance on how to improve their digital skills. It is also a great facility for staff as it enables them to work online within their local areas

This is currently used in South and being trialled in West and will hopefully roll out to use in East.

### **Mystery Shopping of Hate Incident Reporting Centres**

Following the Hate Crime Conference in December 2013, involved tenants in West suggested we undertake mystery shopping of our Hate Incident Reporting centres (West).

The purpose was to assess the services that customers experience at our reporting centres. The findings were mainly positive. All staff recognised the serious nature of what was being reported with the need for further staff guidance on the recording and reporting of incidents

### **Tenant Inspectors**

#### Ready to Let Voids

They have been inspecting our ready to let Void properties. The inspectors look to see if these properties meet the lettable standard, making sure the void is ready to let at the first viewing, and reporting back findings the voids team. They make suggestions on improvements to our services. Suggestions include: to help reduce mould in properties to provide information sheets re ventilation etc. Also look at when the cleaning services are going in to clean voids, to go in after any work has been completed.

#### Advertised Estate Walkabouts & Spot Checks

Estate walkabouts are advertised monthly. Local Tenant inspectors assist in inspecting our estates with the Neighbourhood Management Officers and the Inspectors give an independent score of the estates. Tenant Inspectors have also undertaken spot-check estate inspections, where a poor performing estate has been identified by the Area Performance Manager.

### **New Group in Seacroft – Inclusive and active Group**

This group was set up to introduce people with learning disabilities to get together in a safe environment and be active in various projects and day trips, it is now self-managing and has the services of a volunteer driver who was trained to drive our company minibus, all the volunteers are CRB checked.

The projects range from all sorts of tasks including a photography course and crafts, this has helped to boost confidence and mix with other people.

### **Digital Inclusion and Age UK courses**

These very popular & successful groups were formed to help to support residents from all our areas who have no computer skills and can join a free course that is separately funded from UK Online to acquire an accreditation in basic & level 1 advanced computing under the guidance of a Business Support and Development Tutor

- To help seek employment
- Produce better correspondence
- Help with group activities

### **Computer Skills drop in Sessions**

Tenants can drop in between 10 and 12 on a Friday to Cottingley Community Centre LS11. They can go on line and use the computer or ask for help on how to do this.

### **Junior Wardens**

Since 2010 we have been running a wardens scheme at local schools and the 3 Junior Wardens schemes in the East of the City are now coming to an end for this academic year. 30 Junior Wardens have successfully completed a programme of activities/visits throughout the Year, such as visits to West Yorkshire Police, Fire stations, Redhall Nursery, Growing Zone at Kippax and a local quarry, they also carry out clean ups around their areas. The Wardens will be rewarded with a visit to the Laser Centre on 23<sup>rd</sup> July. They are taught how to develop personal, social & life skills. Recruitment for 2014/15 Academic year will commence shortly.

### **Goals Uk/Job seeking skills**

This is open to all our residents who wish to improve their job prospects and applications, these are free, accredited courses built around producing CV's and how to apply for employment, applicants receive a BTEC level one certificate at the end of the course which will enhance their CV's and help to promote their prospects when applying for jobs. Seven trainees gained apprenticeships and 3 gained full time employment.

### **Volunteer Pool (2014)**

The volunteer Pool now has successfully placed 11 of our residents with project across the East of the city. Our volunteers play a major part in ensuring that projects in the communities continue, such as Active and Inclusive groups, and Gardening Groups. In addition we have also successfully trained two residents to become volunteer drivers, assisting staff with activities and events. The volunteer Pool is an on-going scheme; all interested residents are given relevant training, such as safeguarding and Risk Assessment

## **Moortown over 50's**

The group has been meeting since 2006 and are one of our most successful groups. The group have sustained themselves throughout this period and are successful in applying for/accessing funding for their events and activities.

## **Halton Moor Youth distraction project – football coaching (2014)**

Following concerns raised within the community the football coaching project was set up after consulting with the young people in the area asking them what they would like to do on an evening. Over the last twelve months more than 500 young people have attended the sessions which run on Thursday evenings at the local leisure centre during the winter and on the terminus during the lighter evenings.

Since the project has been running anti-social behaviour in the area has fallen to an all-time low! The young people on the estate have become more integrated and racial tensions in the community have also seen a decrease. The sessions are supported by two qualified coaches and funded by LASBT East. The project has also been successful with a funding bid to keep the project going for a further twelve months which has been supported by the East HAP.

## **RHS training for community Gardening**

The community gardening was set up to promote healthy eating for our local residents, in particular for those who live in high rise properties. Fifteen local residents signed up to the project and have been attending the sessions facilitated by staff from Housing Leeds and the Royal Horticultural Society as part of a partnership.

Residents are shown what and when to plant seeds and how to get the best crops, along with tips on soil types and irrigation. The scheme has encouraged residents to take away ideas that they have learnt and develop their own growing areas around the blocks where they live. Two sites have been identified and raised beds developed in Seacroft and Gipton.

The residents will soon be harvesting fruits and vegetables from the Seacroft site.

## **Leeds Swahili Cultural Community Group**

Leeds Swahili Cultural is a community group, which provides educational support, religion education and cultural training for children from Swahili speaking families in the Leeds area.

The group was established 8 years ago and is still active to support and serving the Swahili community within the Leeds and beyond.

The group activities aimed to:

- Provides English, Maths and Science classes to support the Swahili children aged 5-16.
- Promoting cultural integration between peers and their families
- Preparing students to understand the cultural differences
- Setting up group activities and trips for the Swahili children

### **Community Parenting Programme 2014**

Community Parenting Programme is a free eight-week course. The programme aims to identify, develop, help and support East North East Tenants to establish strong families through providing sustainable Parenting course programmes to impact our Black Minority Ethnic (BME) community and improve relationships. This project is run in partnership with Women Together Project and Family and Childcare Trust organisation to empower parent's mums and dads aged 16-45 years old to improve their families and parenting skills. Through the course, we found different ways to approach with our BME parents by deliver positive parenting sessions, workshops about Domestic Violence and the Domestic Violence impact on children and cultural differences.

### **Roadshows**

We started Roadshows in 2011-12 to go into those areas that suffer from little or no Resident Involvement.

It allowed the residents to discuss issues around ASB, Drugs and Benefits enquiries, people also enquired how to set up residents groups.

Housing Support officers and benefit advisors attend the shows; they were staged in an accessible position in all 4 areas. We are planning new roadshows for this year.

### **Editorial Panel/Home Consultation Panel**

We have a group of committed tenants who are available on line for us to share our newsletters etc and ask for constructive feedback on content and design.

### **Satisfaction Surveys**

We have a range of surveys across Housing Leeds. These are currently under review, to make sure we are asking the right questions and not asking the same questions too many time causing survey fatigue.

### **Gala's**

We attend and support local galas where ever we can.



Report author: Peter Marrington  
Tel: 3951151

**Report of Head of Scrutiny and Member Development**

**Report to Tenant Scrutiny Board**

**Date: 23<sup>rd</sup> July 2014**

**Subject: Performance report - Quarter 4 and other requested information.**

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 the available information requested by the Tenant Scrutiny Board at its informal meeting held on 26<sup>th</sup> June 2014. The following reports are attached;

Appendix 1 - Quarter 4 performance relevant to the Board within the Best Council Plan

Appendix 2 – Housing Performance Information Quarter 4 2013/14

Appendix 3 – The use of Arena Partnership Tracker

Appendix 4 - Star Survey

2. Areas of performance to highlight include:

- Rent collection performance for 2013-14 is 97.85%. Whilst this is short of the 98.06% target, this is better than expected at the start of the year and there has been month on month improvement in quarter 4. Members may wish to note that over £1.1m in Discretionary Housing Payments (DHP) and £286k in Housing Benefit Credits have helped to minimise the impact of Welfare Reform on rent collection. The number of current tenants with arrears and the amount of arrears has decreased since Q3. Members are asked to confirm whether a more detailed breakdown and analysis of arrears will be required for the Scrutiny Board Meeting in September.

- From January we have adopted a new approach to ATVs which involves a greater number of staff and this is showing signs of an improved performance although “no access” outcomes are still an issue. Since January 1st we have hit our monthly target which suggests that in 2014/15 we will make our overall target.
  - Reported performance on the number of repairs being completed within target has increased to 94.29% since the last quarter. Although overall performance for the last quarter is below the ambitious target of 99%, the actual figure for March is 99.86%. The challenge for 2014/15 will be to ensure this level of performance is sustainable.
  - Relet performance remains below target but is continuing to improve. East North East Area has performed within target across the year to date and all other areas have shown quarter on quarter improvements.
3. Officers will be in attendance at the meeting to discuss available performance information, but not the detail behind the performance. Should Members wish to investigate a specific performance area in more detail this will be scheduled into the next appropriate meeting.

### **Recommendation**

4. Members of the Board are requested to consider the Quarter 4 performance information and the associated documents and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

### **Background papers<sup>1</sup>**

5. None

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

**Housing Management Priorities March 2014**  
**Top Level: City Wide**

**Priority 2: Void Dwellings**

**Lead: Steve Hunt**

Chart 1

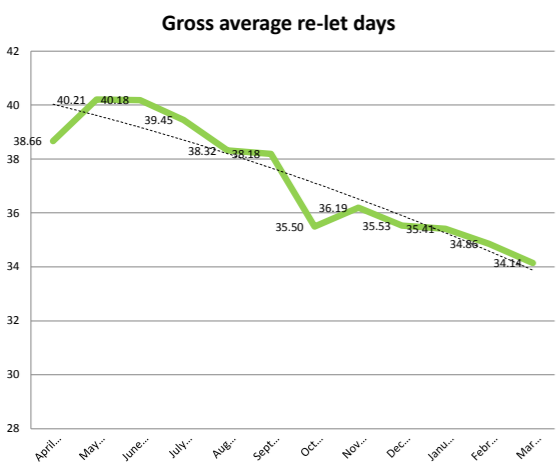
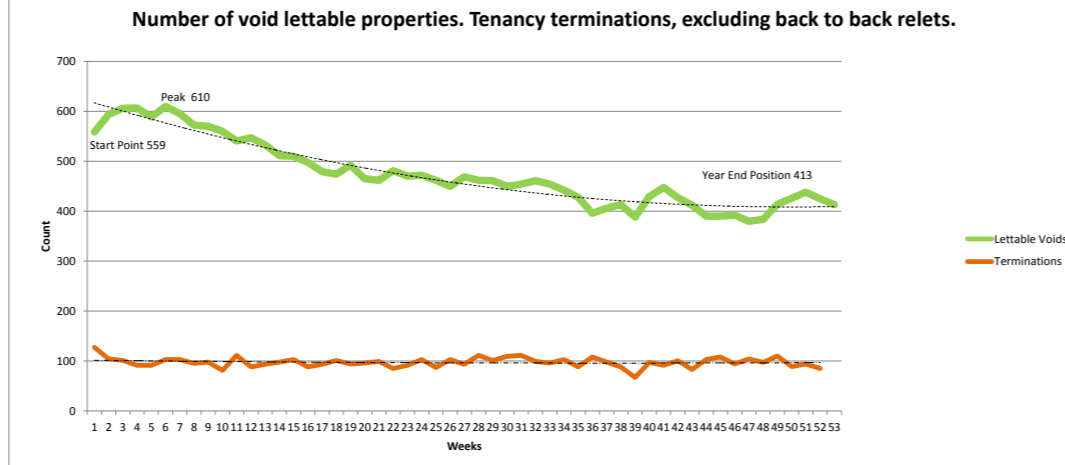


Chart 2



**Info Box:**

**30 Day Target**

Considerable amount of work has gone into achieving target; we've out-turned at 4.14 days over target.

BITMO contract at 40.92 days, the South contract at 39.57 days, the East contract at 26.49 days and the West contract at 36.12 days. This resulted in turn-round times of 34.19 days across the city.

**Reasons for being over Target**

A number of properties requiring extensive works came back into charge. This affected the void turn-round times. We are focussed on achieving target for year 14/15

Good performance was achieved through stream-lining existing processes and working closer with the internal service provider (Construction Services) and Mears. This can be demonstrated by the direction of travel. Rent Loss on Voids has reduced significantly, by 740k when compared with last year.

**2nd Level: Area/BITMO breakdown**

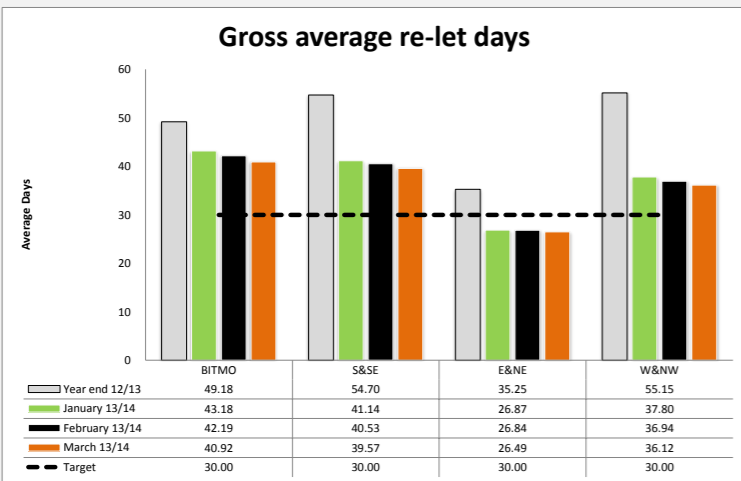
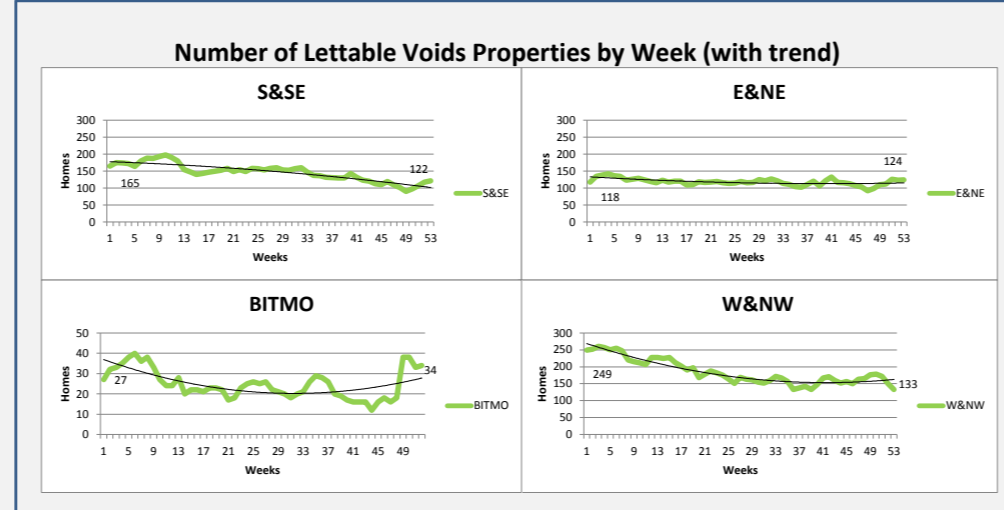


Chart 3

Chart 4



	30 day Target Met	30 Day Target Unmet	Total No. Re-lets
CITY	2960 (57%)	2266 (43%)	5226
S&SE	588 (43%)	767 (57%)	1355
BITMO	117 (52%)	107 (48%)	224
E&NE	1233 (74%)	440 (26%)	1673
W&NW	1022 (52%)	951 (48%)	1973

**3rd Level: Area/BITMO Statistics**

Table 2

Area	Jan 13	Feb 13	Mar 13
CITY	£2.14M	£2.3M	£2.45M
S&SE	£659.6K	£698.1K	£740.1K
BITMO	£99.1K	£107.1K	£116.4K
E&NE	£528.2K	£564.K	£599.1K
W&NW	£857.5K	£930.5K	£993.7K
Area	Jan 14	Feb 14	Mar 14
CITY	£1.34M	£1.49M	£1.57M
S&SE	£428.7K	£469.9K	£492.7K
BITMO	£68.2K	£73.4K	£77.K
E&NE	£327.7K	£369.3K	£390.6K
W&NW	£518.5K	£573.4K	£606.K

Table 3

Area	Jan 13	Feb 13	Mar 13
CITY	1.19	1.17	1.16
S&SE	1.37	1.34	1.31
BITMO	1.62	1.60	1.61
E&NE	0.89	0.88	0.86
W&NW	1.29	1.28	1.26
Area	Jan 14	Feb 14	Mar 14
CITY	0.83	0.82	0.81
S&SE	0.99	0.98	0.95
BITMO	1.21	1.19	1.24
E&NE	0.63	0.62	0.62
W&NW	0.87	0.86	0.85

Table 4

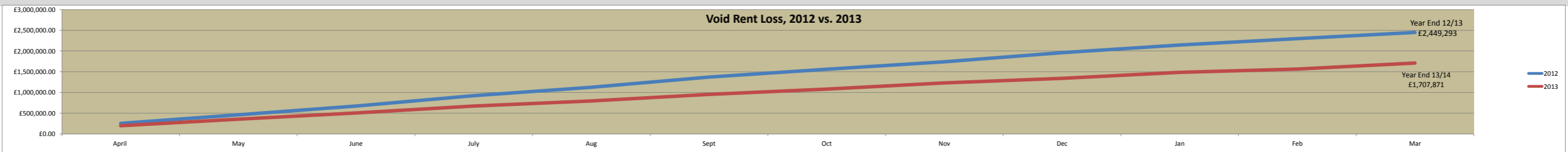
Area	Major Works	Police	Squatters	Other	Net Days after Discount
CITY	36,141	2,241	285	1,414	28.96
S&SE	16,524	28	86	1,110	26.58
BITMO	0	0	0	0	47.43
E&NE	6,630	2,213	51	51	27.77
W&NW	12,987	0	148	253	29.49

Table 5

Area	January 13/14	February 13/14	March 13/14
City	7	6	9
BITMO	0	0	0
S&SE	0	0	1
E&NE	7	6	8
W&NW	0	0	0

Table 6

Area	Days	Number of Properties and Reason
CITY	13,104	
S&SE	72	1 prop - Squatters, 1 prop - exceptional circumstances
BITMO	1,505	2 prop - change of use, 1 prop - decant
E&NE	11,223	1 prop - police use, 1 prop - returned from another organisation, 1 prop - squatters, 1 prop - change of use
W&NW	304	1 prop - used as decant



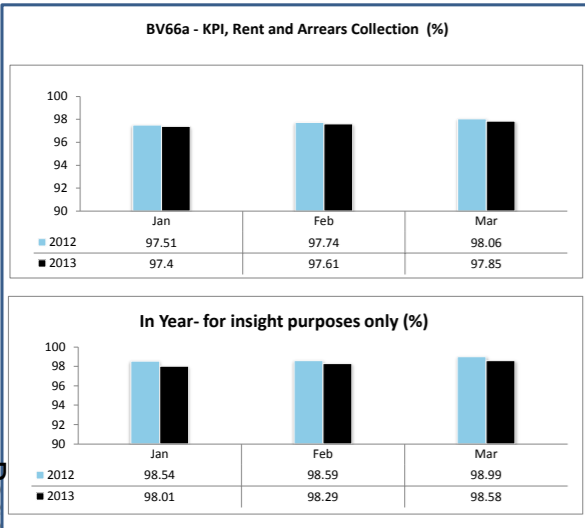
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# Housing Management Priorities March 2014

## Top Level: City Wide

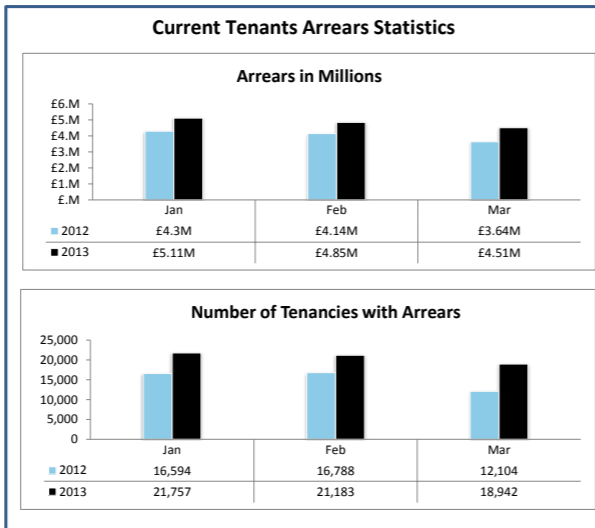
Chart 1 and 2



## Priority 3: Maximise rent collection

## Lead: Lorraine Wright

Chart 3 and 4



**Info Box: City**  
 Rent collection performance for 2013-14 is 97.85%. Whilst this is short of the 98.06% target, this is better than expected at the start of the year. We need to bear in mind that this is against the backdrop of 19 additional staff, over £1.1m in DHP and £286K in HB credits for the 1996 loophole. Performance on Rent Loss On Voids has seen a significant improvement compared to last year.

Performance on HMA1 (arrears as a proportion of the rent roll) fell short of the 1.86% target at 2.20%. Numerous factors have contributed to the rent collection figure:  
 - Visiting all tenants affected by the changes to explain the options available to them and support to make decisions about their future  
 - 19 additional staff in Housing Management  
 - Review of the rent arrears recovery procedures to ensure sufficient opportunities to provide targeted support to tenants affected by the welfare changes  
 - Supporting DHP applications - over £1.1m has been paid to council tenants in DHP

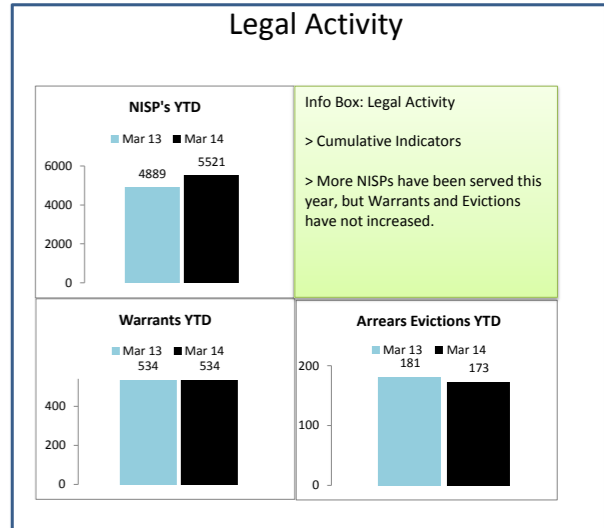
**> 1. Chart 1 Rent and Arrears Collection (BV66a).**  
 BV66a is the Council's principle indication for income collection. Rent collection this month is 97.85%, up from 97.61% last month but below the target of 98.06%. Numerous factors have contributed to the rent collection figure:  
 - Visiting all tenants affected by the changes to explain the options available to them and support to make decisions about their future  
 - 19 additional staff in Housing Management  
 - Review of the rent arrears recovery procedures to ensure sufficient opportunities to provide targeted support to tenants affected by the welfare changes  
 - Supporting DHP applications - over £1.1m has been paid to council tenants in DHP

**> 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 has risen to 98.29% from 98.58%, but less than last year, 98.99%

**> 3. Chart 3 + 4 - Current Arrears Statistics (3) and Number of tenancies with arrears (4).**  
 Over half of the tenancies in debt owe less than £100.

**> 4. Tables 1+2 - Void Rent Loss:** Void Rent-Loss has reduced by a total of £740k compared to last year. This is a marked improvement compared to last year.

Chart 5



## 2nd Level: Area/BITMO collection

Chart 6

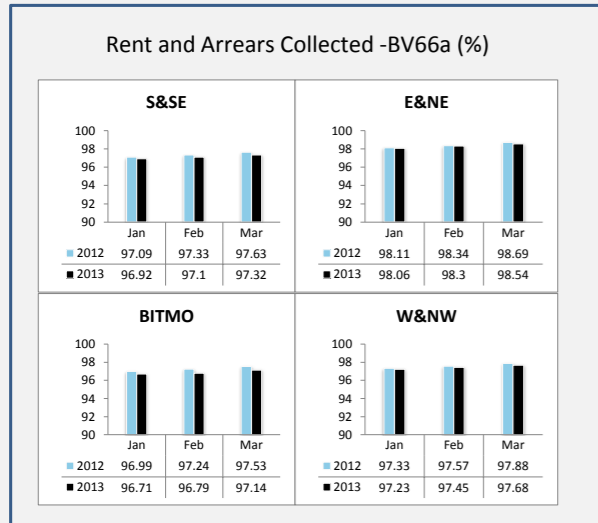


Chart 7

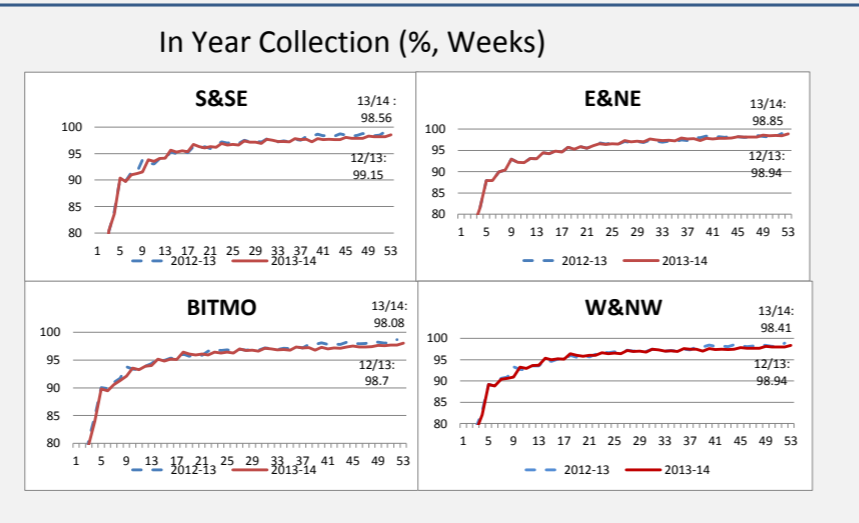


Table 4

**Arrears Statistics last 3 months**

Area	HMA1 (Arrears as % of rent roll)			£'s owed
	Jan 13	Feb 13	Mar 13	
CITY	2.05%	2.12%	1.86%	£4.14M
S&SE	2.53%	2.61%	2.34%	£1.35M
BITMO	2.40%	2.43%	2.19%	£161.8K
E&NE	1.53%	1.61%	1.37%	£1.04M
W&NW	2.15%	2.19%	1.93%	£1.59M

Area	HMA1 (Arrears as % of rent roll)			£'s owed
	Jan 14	Feb 14	Mar 14	
CITY	2.44%	2.32%	2.20%	£4.51M
S&SE	2.90%	2.80%	2.70%	£1.47M
BITMO	2.92%	2.88%	2.72%	£190.9K
E&NE	1.96%	1.82%	1.69%	£1.14M
W&NW	2.50%	2.37%	2.25%	£1.71M

**Info Box: Housing Management - Geographical**

> 1. **Chart 6 BV66a**, All areas have experienced an increase in rent collection compared to last month. All areas missed their local collection target.

> 2. **Table 4 HMA1**. Arrears as a % of the total rent roll. The % of arrears owed is improved - down from 2.32% last month to 2.20% this month. As above, all areas missed their local target.

> 3. **Table 1. Void Rent Loss**. All areas are showing a marked improvement compared to last year.

> 4. **FTA. Table 3**. Former Tenant Arrears (FTA) - Where a debt arises which relates to former tenancy, every effort is made to recover the debt. Bad debt write offs have a greater impact on arrears levels than actual collection performance. With this in mind, FTA is expected to increase throughout the year, marked by periodic drops when an organisation writes off debt.

## 3rd Level: Area/BITMO statistics

Table 2

**Rent Loss through voids (Cumulative Es)**

Area	Jan 13	Feb 13	Mar 13
CITY	£2.14M	£2.3M	£2.45M
S&SE	£659.6K	£698.1K	£740.1K
BITMO	£99.1K	£107.1K	£116.4K
E&NE	£528.2K	£564.K	£599.1K
W&NW	£857.5K	£930.5K	£993.7K

Area	Jan 14	Feb 14	Mar 14
CITY	£1.49M	£1.57M	£1.71M
S&SE	£469.9K	£492.7K	£529.2K
BITMO	£73.4K	£77.K	£88.9K
E&NE	£369.3K	£390.6K	£428.8K
W&NW	£573.4K	£606.K	£660.9K

Table 2 b

**Rent Loss Through Voids (% of rent roll)**

Area	Jan 13	Feb 13	Mar 13
CITY	1.19	1.17	1.16
S&SE	1.37	1.34	1.31
BITMO	1.62	1.60	1.61
E&NE	0.89	0.88	0.86
W&NW	1.29	1.28	1.26

Area	Jan 14	Feb 14	Mar 14
CITY	0.83	0.82	0.81
S&SE	0.99	0.98	0.95
BITMO	1.21	1.19	1.24
E&NE	0.63	0.62	0.62
W&NW	0.87	0.86	0.85

Table 3

**Former Tenancy Arrears (£)**

Area	Jan 13	Feb 13	Mar 13
CITY	£2.72M	£2.37M	£2.46M
S&SE	£867.1K	£732.7K	£732.K
BITMO	£154.3K	£124.2K	£125.1K
E&NE	£625.6K	£648.6K	£674.5K
W&NW	£1073.6K	£861.6K	£924.4K

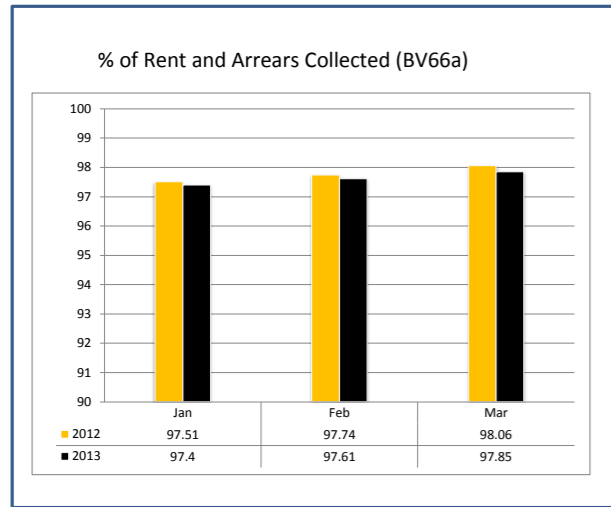
**Former Tenancy Arrears (%)**

Area	Jan 14	Feb 14	Mar 14
CITY	1.30%	1.13%	1.20%
S&SE	1.56%	1.32%	1.34%
BITMO	2.17%	1.75%	1.78%
E&NE	0.91%	0.94%	1.00%
W&NW	1.38%	1.11%	1.22%

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Housing Management Priorities March 2014  
Top Level: City Wide

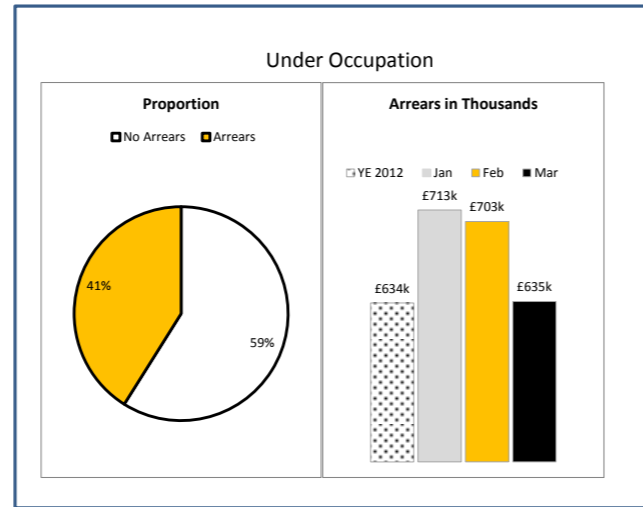
Chart 1



Priority 4: Welfare Change

Lead: Jill Wildman

Chart 2



Info Box:

Rent collection performance for 2013-14 is 97.85%. Whilst this is short of the 98.06% target, this is better than expected at the start of the year. We need to bear in mind that this is against the backdrop of 19 additional staff, over £1.1m in DHP and £286k in HB credits for the 1996 loophole.

>Chart 2 under occupation. In March 41% of tenancies with an under occupation charge had a debt on their rent account; this is down from 49% last month.

>Table 2a and 2b. The number of tenancies affected by under-occupation is 5,541. This is down from over 7000 at the start of the financial year. There are various reasons for the reduction including data cleansing; change of circumstances i.e. family members, employment, age; and tenancy terminations / mutual exchanges where under-occupation applied at some point

>Table 2c, 2d and 2e. These three charts demonstrate the movement in relation to under-occupying tenants. The total debt of under-occupiers has decreased from ~£703k to ~£635k (table 3a) - in the main this is due to DHP payments and HB credits for the 1996 loophole. Furthermore, table 3b illustrates the level of debt for under-occupiers who had a clear rent account at the start of the financial year. Of the 5,541 tenancies affected by under-occupation in March, 3710 had no debt at the end of 2012/13 and 1039 (28%) of these had arrears at the end of March owing a total of £141,249. Of the 1039 cases, 695 (67%) owed less than £100.

>Table 4, 5 and 6. There has also been a notable change in patterns of demand (Table 4) with a reduction in the number of bids for 2 and 3 bedroom multi storey flats and maisonettes and 3 bedroom houses across the city. Whilst there is reduced demand for certain property types, there are currently no difficulties in letting these properties. Officers are working with affected tenants to maximise moves via mutual exchange; table 5 indicates that 216 households have moved via a mutual exchange where at least 1 of the families in each MX has been affected by under-occupation. Furthermore, tenants have been supported through referrals to internal and external agencies as appropriate (table 6).

Statistical Breakdown - Rent

Area	BV66A (%)	HMA1 (%)
CITY	97.85	2.20%
S&SE	97.32	2.70%
BITMO	97.14	2.72%
E&NE	98.54	1.69%
W&NW	97.68	2.25%

Area	City Total	Under Occupiers	%
CITY	4,514,984	635,364	14.07%
S&SE	1,472,203	207,036	14.06%
BITMO	190,883	24,763	12.97%
E&NE	1,139,511	154,749	13.58%
W&NW	1,712,386	248,817	14.53%

Area	City Total	Under Occupiers	%
CITY	18,942	2,276	12%
S&SE	4,878	531	11%
BITMO	696	73	10%
E&NE	6,025	768	13%
W&NW	7,343	904	12%

Under Occupation Statistics - 3 month snapshot

Area	Jan	Feb	Mar
CITY	5,571	5,675	5,541
S&SE	1,355	1,355	1,325
BITMO	186	186	178
E&NE	2,035	2,035	2,072
W&NW	1,995	1,995	1,966

Area	Jan	Feb	Mar
CITY	1,598	1,475	1,046
S&SE	375	336	215
BITMO	60	53	34
E&NE	603	543	399
W&NW	560	543	398

Area	Jan	Feb	Mar
CITY	5,104	5,384	5,115
S&SE	1,256	1,320	1,222
BITMO	172	174	164
E&NE	1,851	1,997	1,914
W&NW	1,825	1,893	1,815

Area	Jan	Feb	Mar
CITY	467	291	426
S&SE	99	67	103
BITMO	14	9	14
E&NE	184	102	158
W&NW	170	113	151

Area	Jan	Feb	Mar
CITY	462	311	402
S&SE	108	75	102
BITMO	16	7	7
E&NE	151	108	154
W&NW	187	121	139

Area	Year End 2012	Jan	Feb	Mar	Variation: Mar - Mar	Change: YE12 - YE13
CITY	634,209	712,678	702,868	635,364	1,154	0%
S&SE	183,026	229,490	230,998	207,036	24,010	10%
BITMO	14,932	29,790	27,213	24,763	9,830	33%
E&NE	183,809	184,027	176,265	154,749	-29,060	-16%
W&NW	252,442	269,370	268,392	248,817	-3,625	-1%

Area	Year End 2012	Jan	Feb	Mar	Change: YE12 - YE13
CITY	-	246,564	207,207	141,249	-42.7%
S&SE	-	69,395	62,152	38,229	-44.9%
BITMO	-	9,004	7,279	3,486	-61.3%
E&NE	-	71,432	58,567	44,109	-38.3%
W&NW	-	96,732	79,208	55,424	-42.7%

3rd Level: Activities Quarter 4

	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	Total
<b>2013 YTD</b>						
CITY	72	62	51	32	20	
S&SE	59	63	43	29		
BITMO	69	92	45	29		
E&NE	89	65	54	31	20	
W&NW	68	55	54	34		
<b>Total Let</b>	<b>1872</b>	<b>1985</b>	<b>874</b>	<b>111</b>	<b>1</b>	<b>4843</b>
<b>2012 YTD</b>						
CITY	70	71	70	39	35	
S&SE	59	67	69	32		
BITMO	64	78	52	32		
E&NE	86	75	72	40	65	
W&NW	67	70	69	45		
<b>Total Let</b>	<b>1,848</b>	<b>1,808</b>	<b>785</b>	<b>81</b>	<b>5</b>	<b>4,527</b>

	S&SE	BITMO	E&NE	W&NW	CITY
<b>Mutual Exchanges relating to Welfare Change</b>					
Jan	2			2	4
Feb	1			2	3
Mar	2			3	5
<b>Total (YTD)</b>	<b>57</b>	<b>20</b>	<b>81</b>	<b>58</b>	<b>216</b>
<b>Swap Shops Held</b>					
Jan				1	1
Feb	1				
Mar	1			1	2
<b>Total (YTD)</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>12</b>	

	S&SE	BITMO	E&NE	W&NW	CITY
<b>Number of referrals made to Adult and Children's Social Services due to Under Occupancy.</b>					
Jan			1	2	3
Feb					0
Mar					0
<b>TOTAL (YTD)</b>	<b>5</b>		<b>4</b>	<b>5</b>	<b>14</b>
<b>Number of case conferences held from referrals, where ALMO is a part of it.</b>					
Jan					0
Feb					
Mar					0
<b>TOTAL (YTD)</b>	<b>1</b>		<b>1</b>	<b>2</b>	<b>4</b>
<b>Number of referrals handled within ALMOs</b>					
Jan	52		4		56
Feb	21		2	3	26
Mar	16		6	2	24
<b>TOTAL (YTD)</b>	<b>322</b>		<b>91</b>	<b>93</b>	<b>506</b>
<b>Number of referrals signposted to other agency (exc A&amp;C social services)</b>					
Jan			4	5	9
Feb			1	4	5
Mar				3	3
<b>TOTAL (YTD)</b>	<b>4</b>		<b>40</b>	<b>39</b>	<b>83</b>

Satisfaction.

Survey is being undertaken, results to follow.

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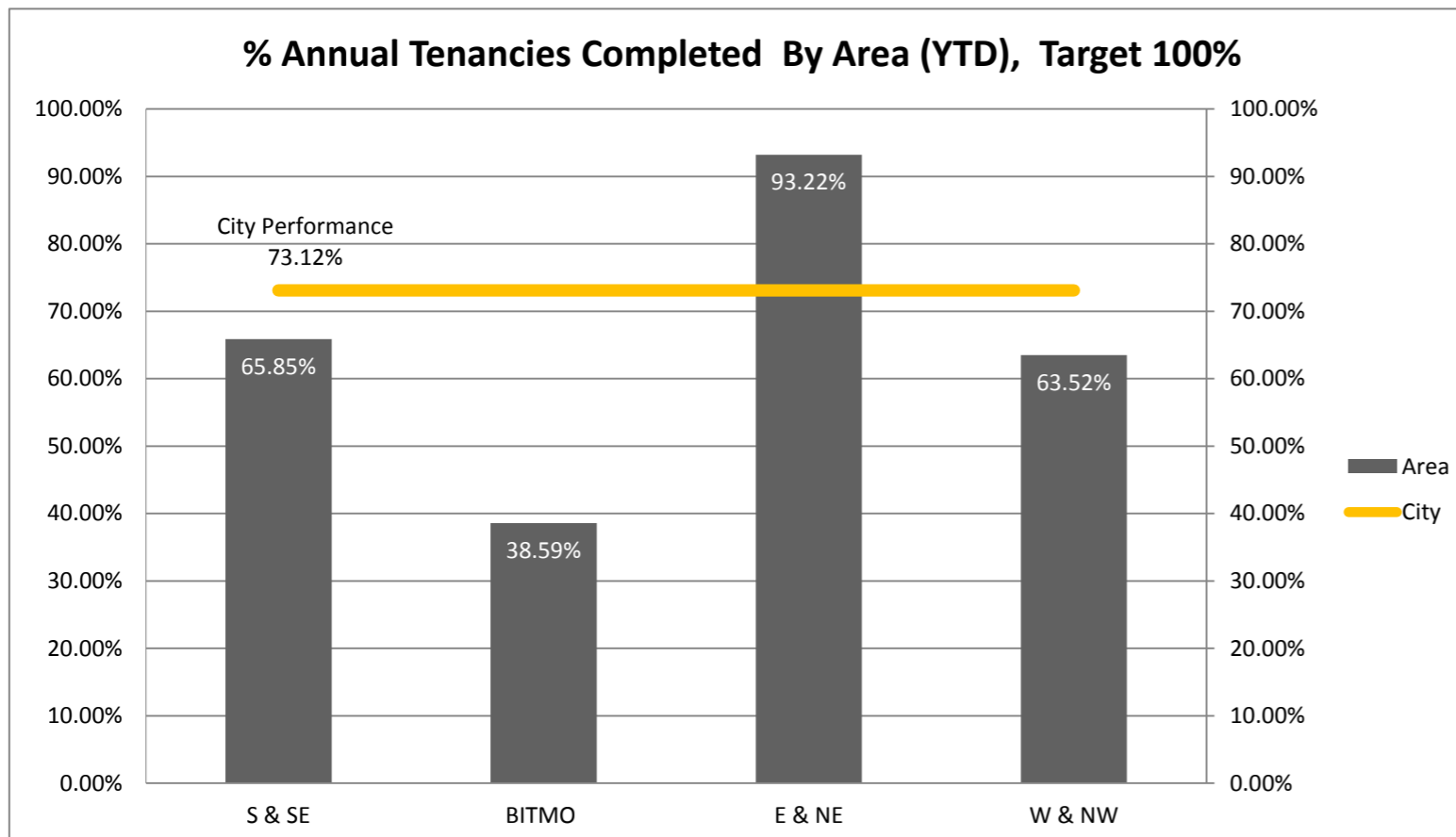


Chart 1

Annual Tenancy Visit (ATV) Summary

Metric	S & SE	BITMO	E & NE	W & NW	CITY
Completed ATVs	10,834	852	19,497	14,874	46,057
Outstanding ATVs	5,619	1,356	1,417	8,542	16,934
KPI (% Completed)	65.85%	38.59%	93.22%	63.52%	73.12%

Table 1

Commentary

**S&SE**

During 2013/14, 10,834 out of 16,453 Tenancies received an Annual Tenancy Visit (ATV). To achieve this, officers working in all customer facing services made 28,404 ATV visit attempts, through:

- Day to day operational work
- Targeted ATV action days
- ATV 'out of hours' working
- Project initiatives linked with 'Burglary Reduction' and 'Arrears Recovery' work; and
- Project initiatives linked with tenant involvement work and planned works regeneration schemes.

17,570 (61.9%) were unsuccessful due to officers being unable to gain access to tenants homes at the time of visiting.

A key out come from is, additional household and tenancy support information was obtained on 10,148 (93.7%) tenants, to support future works towards key council priorities.

High levels of no accesses experienced at the initial visit and subsequent repeat home visits remain a challenge. To mitigate this, there is ongoing work with the Contact Centre and Repairs Contractor, designed to increase the opportunity for a successful visit on the first attempt.

**BITMO**

By the end of March BITMO staff had undertaken 2556 visits, of which 882 resulted in a successful ATV - the large number of no accesses has had a large impact on the workload of the small team of staff completing the visits. From January we have adopted a new approach to ATVs which involves a greater number of staff and this is showing signs of an improved performance although no access visits are still an issue.

**W&NW**














For the W&NW area performance started slowly during quarters 1&2 , however monitoring arrangements were implemented and individual targets for each of the local area teams were revised, also a number of ATV team action days were planned and implemented. Therefore during Qtr 3 & 4 whilst the trend improved significantly until year end the year-end target was not achieved.

For 14/15 a revised performance monitoring framework has now been implemented down to patch level and individual targets are in place and these are monitored by the Team Leaders on a weekly basis. Scheme Managers continue to undertaking the ATV visits as part of the Annual Support Plan. Officers also now combine ATV visits along with any other visits , ie rent arrears , benefit visits, support visits .

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	A	B	C	D	E	F	G	H	I
1	<b>Housing and Regeneration Performance Information Quarter 4 2013/14</b>								
2	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Quarter 4 (Q4) Result (*cumulative)
18				Tracker: % of Capital Programme left to spend	To spend 100% of annual profile by end of year	City - 82% S&SE - 85% BITMO - n/a E&NE - 82% W&NW - 81%	City - 67% S&SE - 65% BITMO - n/a E&NE - 68% W&NW - 66%	City - 33% S&SE - 26% BITMO - 56% E&NE - 39% W&NW - 31%	No Q4 update yet
19				PI: % of rent collected	City - 98.06% S&SE - 97.63% BITMO - 97.53% E&NE - 98.69% W&NW - 97.88%	City - 96.72% S&SE - 96.34% BITMO - 96.35% E&NE - 96.91% W&NW - 96.87%	City - 97.26% S&SE - 96.79% BITMO - 96.74% E&NE - 97.74% W&NW - 97.23%	City - 97.24% S&SE - 96.81% BITMO - 96.57% E&NE - 97.81% W&NW - 97.12%	City - 97.85% S&SE - 97.32% BITMO - 97.14% E&NE - 98.54% W&NW - 97.68%
20				Tracker: Current tenants arrears		4.4m (19,147 current tenancies with arrears)	4.6m (19,259 current tenancies with arrears)	5.19m (21,845 current tenancies with arrears)	4.51m (18,942 current tenancies with arrears)
21				PI: % of annual tenancy visits completed		measure being developed	measure being developed	City - 59.97% S&SE - 52.20% BITMO - 13.54% E&NE - 92.03% W&NW - 40.67%	City - 73.12% S&SE - 65.85% BITMO - 38.59% E&NE - 93.22% W&NW - 63.52%
22				PI: % of repairs completed within target	99%			City - 91.53% S&SE - 88.38% BITMO - 88.22% E&NE - 92.29% W&NW - 89.71%	City - 93.43% S&SE - 93.71% BITMO - 96.26% E&NE - 93.53% W&NW - 92.97%

APPENDIX

	A	B	C	D	E	F	G	H	I
	Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	Quarter 1 (Q1) Result	Quarter 2 (Q2) Result (*cumulative)	Quarter 3 (Q3) Result (*cumulative)	Quarter 4 (Q4) Result (*cumulative)
23	Other housing measures			PI: % overall satisfaction with services provided	74% (Tenant Satisfaction Survey 2012-13)				
24				PI: gross average relet days	<30 days	City - 40.18 S&SE - 43.48 BITMO - 65.23 E&NE - 26.46 W&NW - 47.16 	City - 38.18 S&SE - 43.21 BITMO - 46.66 E&NE - 28.07 W&NW - 42.26 	City - 35.53 S&SE - 41.13 BITMO - 43.71 E&NE - 26.38 W&NW - 38.51 	City - 34.14 S&SE - 39.57 BITMO - 40.92 E&NE - 26.49 W&NW - 36.12 
25				PI: number of lettable voids	City - <559 S&SE - <165 BITMO - <27 E&NE - <135 W&NW - <249	City - 533 S&SE - 155 BITMO - 28 E&NE - 123 W&NW - 227 (Week 13) 	City - 469 S&SE - 158 BITMO - 26 E&NE - 116 W&NW - 169 (Week 27) 	City - 429 S&SE - 143 BITMO - 17 E&NE - 122 W&NW - 147 (Week 40) 	City - 413 S&SE - 122 BITMO - 34 E&NE - 124 W&NW - 133 (Week 53) 
27				Tracker: number of households in PSL/ALMO temporary accommodation		97	27	5	2
27				Tracker: number of new unauthorised encampments (LCC land)		17	17	3	 15
28				Tracker: number of new unauthorised encampments (private land)		3	3	0	4
29				PI: % major adaptations completed within target timescales (H&H and Social Care)	83%	83% 	85% 	92% 	88% 





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## Arena Partnerships Tracker – Overview

Web based software to profile, record and evaluate resident engagements.

It is composed of various modules that link to a single database of residents, including:

- Profiling – identify various tenant groups,
- Communication – manage communications to tenants by their preferred method,
- Participation – record, manage and analyse residents participation,
- Feedback – manage an integrated satisfaction programme.

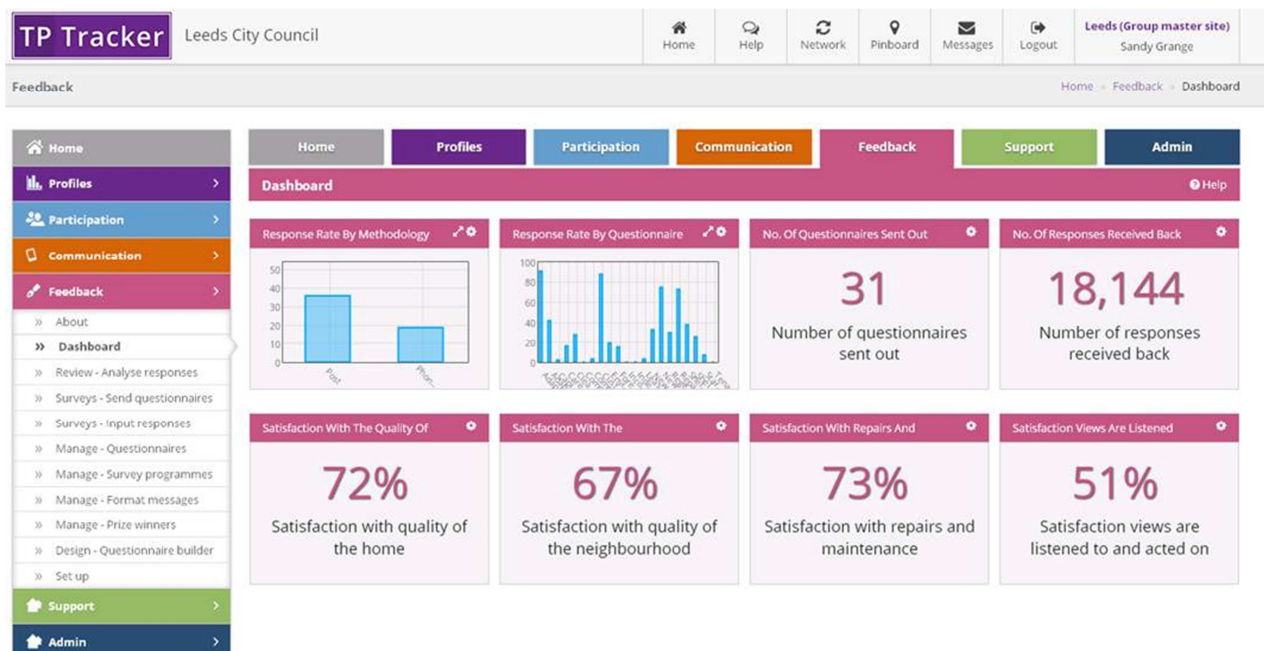
### Feedback Module:

For managing satisfaction surveys, analysing the results and identifying ‘key drivers’ for improvement action plans. Includes the following features:

- Surveys can be conducted by post, text, phone or online.
- All responses are held securely within the database where they can be linked with the resident database to conduct analysis across demographic factors.
- Individual survey responses can be reviewed and follow up actions recorded.
- ‘Survey fatigue’ controls that prevent individuals from being over-surveyed.
- Results can be benchmarked with other Tracker users

### Tracker Version 2:

Arena are currently working on a new version of tracker, planned to go-live in Leeds over summer:



This boasts a number of improvements including widgets (as above) that provide an instant window onto results. Reporting options have been vastly improved to enable trend analysis and cross-tabulation of all questions and diversity fields. Other new functions include the ability to check overall statistical reliability, and to easily monitor response rates by different groups.

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**Report of**

**Report to: Housing Advisory Board**

**Date: 20/03/2014**

**Subject: STAR survey 2014/15 – Method & Approach**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input 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. Although there is no longer a regulatory requirement to carry out a large tenant perception survey, Housing Leeds needs to understand current tenant concerns and priorities to continue to develop and improve services.
2. The approach used for STAR was suitable, effective and low cost. Following the same method and carrying out the survey at the same time of year, will enable robust tracking of trends.
3. Planning the survey to be accurate to Ward level would be beneficial to the new service, whilst not costing a significant amount extra.
4. Offering translated surveys incurred a fair amount of additional cost and staff time, but the number of tenants that used the service (10) was so small as to be statistically insignificant.
5. Following the review of housing services, there is now an opportunity for service improvements to be coordinated and monitored by a central function, which would be better-positioned to support with the development of strategic improvements.

**Recommendations**

6. A large scale tenant perception survey is carried out in 2014/15, by the internal Research Team who carried out the previous survey, repeating the same approach as STAR 2012 and at the same time of year.

7. To only produce an English language version of the survey (and versions for sight impaired customers), potentially saving over £1000.
8. For the survey to again be accurate to each management areas (and BITMO), but to improve reliability at WARD level, at an additional cost of up to £1500.
9. During the project planning phase a central function is agreed, through consultation with service managers, to coordinate and monitor planned service improvements across the city.

## 1 Purpose of this report

- 1.1 To provide a summary of what was learnt from STAR survey 2012, and how services have changed as a consequence.
- 1.2 To propose a method for carrying out a large city-wide customer perception survey of general needs tenants during 2014/15.

## 2 Background information

- 2.1 Until 2010 social housing providers were required to carry out tenant perception surveys following the STATUS survey methodology. Since then, HouseMark developed the STAR survey, following many of the key principles of STATUS and with similar questions, so that providers can track trends over time and benchmark with other similar organisations.
- 2.2 In 2012 the ABCL Research team carried out a STAR survey entirely in house, using council resources including the Print and Mail Room, and completed the project at a cost of £13,888 (less than half of what it had cost to out-source STATUS surveys in previous years).

### 2.3 Key findings from STAR 2012 survey:

In general the results were positive with increased satisfaction in many areas including the key question - overall satisfaction with services:

#### 2.3.1 Successes:

- Increase in overall tenant satisfaction rising by 5% city wide to 74%,
- Dealing with enquiries generally (+9%),
- Neighbourhood as a place to live (+4%),
- Dealing with anti-social behaviour (+8%), and
- Landlord listening to tenants views and acting upon them (+5%).

#### 2.3.2 Areas of concern:

- Repairs - decreases in satisfaction with **speed of repair** (-10%) and **quality of repair work** (-6%), and **repair right first time** was low at 61% - although **overall satisfaction with repairs** up slightly (+1%).
- Neighbourhood issues – responses showed low levels of satisfaction with **communal cleaning** and **overall estate services**. **Car parking & rubbish and litter** reported as major issues across the city.
- Advice and support - satisfaction with all advice and support questions was low, in particular **paying rent and managing finances** (-15% - although inclusion of extra element 'managing finances' this year) and advice and support to **vulnerable tenants** (-5%).

- Reputation of the landlord - agreement that the landlord has a **good reputation** was arguably low at 60%.

### 2.3.3 Key drivers identified that affect overall tenant satisfaction were:

- Satisfaction with **repairs and maintenance** – and tenants reported this was by far their most important priority.
- Satisfaction with **listening and acting upon views** – underlining the importance of feeding back to tenants after consultation and informing them of any actions taken.
- Tenant **age** - with the highest levels of dissatisfaction in the younger population.

2.4 Further research and analysis was carried out to consider the areas with the highest and lowest levels of satisfaction alongside a number of other information sources. This 'Insight Report' was shared with local housing services to inform discussion on 'what might be the reasons for greater or lesser satisfaction?', and so inform the development of future services.

Areas with the most satisfied tenants	Areas with the most dissatisfied tenants
1.Wetherby	1.Kirkstall
2.BITMO	2.Armley
3.Meanwood	3.Wortley
4.Harehills and Chapeltown	4.Halton Moor and Osmondthorpe
5.Swarcliffe	5.Seacroft South

### 2.5 Key Service Improvements:

The ALMOs produced local action plans using the findings of the survey, which included many planned improvements. Listed below are some of the key improvements that link to the survey findings.

#### 2.5.4 Addressing **repairs and maintenance** concerns from the findings, including speed of repair and getting it right first time:

- On-going city-wide review of repair scripts and additional training provided to staff, with a view to reduce misdiagnosis - a key factor affecting repairs getting done right first time.
- The repairs policy has been reviewed city-wide and a new tenants' handbook produced, which sets out the service parameters and customer responsibilities, to enable the service to better focus resources where they are needed.
- Coordinating planned works city-wide in such a way as to pre-empt future responsive repairs and create a more efficient service.



- 2.5.5 Addressing **neighbourhood** issues from the findings including rubbish and litter, anti-social behaviour, drugs, and car-parking:
- EASAP project accessed £250k funding to carry out works to improve the appearance and the cleanliness of targeted estates.
  - In SSE Leeds, £150k set aside for environmental works, resulting in improvements to fencing and open spaces, parking, and to the council buildings within estates.
  - Working in partnership with LASBT and the Police, Operation Champion targeted hot spots in Seacroft South with increased officer presence, and resulted in tenancy action being taken against problem tenants.
- 2.5.6 Addressing issues from the findings around **advice and support with managing finances** and for **vulnerable tenants**:
- Across the city 19 additional officers brought in to support tenants affected by welfare reform.
  - In SSE Leeds, winter 'survival packs' containing food, warm clothing and blankets given to vulnerable people.
  - In ENE Leeds, Operation Champion assisted a number of vulnerable tenants, rehousing some due to safeguarding issues.
- 2.5.7 Addressing low satisfaction with **moving and swapping home** and with advice and support for this service:
- Changed procedures in ENE Leeds to ensure mutual exchange website kept up to date and carried out 'swap shops' in Seacroft and Halton.
- 2.5.8 Continuing to improve how we **listen to and act on tenants views**, and improving **landlord reputation**:
- Development of Social Media as a communication channel city-wide including Facebook, Twitter, and through Youtube videos that highlighted estate improvements. Targeted emails and text messages used to contact hard to reach groups including younger people.
  - In WNW Leeds, internal systems set up to identify and report positive stories.

### **3 Main issues**

- 3.1 Although there is no longer a regulatory requirement to carry out a large tenant perception survey, Housing Leeds needs to understand current tenant concerns and priorities to continue to develop and improve services. The local service surveys currently in use neither provide overall satisfaction figures or the insight across all services that a tenant perception survey would provide.
- 3.2 Housemark's STAR survey framework is the industry standard tenant perception survey, providing accurate results that can be compared with other similar

organisations. Following the STAR approach again would enable tracking of trends over time - particularly useful during this period of change.

- 3.3 STAR 2012 was carried out through the post, supplemented by emailed web surveys. Postal surveys are generally more cost effective than other methods, such as phone surveys, and aren't restricted to a small number of questions.

Results can be skewed by a preference of certain demographic groups to complete surveys, however they can (as previously) be weighted to ensure they represent the views of all tenant groups. To help with this we could again supplement the returns with emailed web surveys to attract responses from younger tenants.

Different survey methods can affect overall satisfaction results. Repeating a postal method would ensure like-for-like comparison with previous results.

- 3.4 Research has shown that tenant satisfaction levels can differ slightly depending on the time of year. For this reason surveys should be sent out at the same time as previous surveys (October and November), so that results are comparable. Other times of year have been shown to negatively affect levels of satisfaction. This would be the result in the following project timeline:

Month	Activity	Phase
Apr	Agree high level method and approach	Project planning, preparation and design
May	Plan project. Collaborate with Service Managers to develop survey questionnaire from optional STAR questions.	
June		
July	Complete first draft of survey. Work with internal teams/external partners to get quotes for print/mail and schedule work.	
Aug		
Sept	Complete mail sample and send to printers with final draft of survey.	Field work
Oct	1 <sup>st</sup> mail out	
Nov	2 <sup>nd</sup> mail out	Data entry, cleansing and weighting
Dec	Complete data entry	
Jan15	Initial top line findings	
Feb15	Present findings to key stakeholders.	
Mar15	Publish detailed city-wide report.	

- 3.5 The previous surveys were designed to be highly reliable to the 3 ALMO areas (and BITMO). Following the same approach, would enable us to track trends and compare satisfaction in these areas, by which many services will continue to be managed.

In order to report by local governance areas, the survey could be planned to be reliable at Ward level. This would provide a more detailed picture than the Neighbourhood Office level previously used, but would consequently require 10% more surveys to be sent out, at an additional cost of up to £1500.

- 3.6 For STAR 2012 we offered translated versions of surveys, at a cost of £725 (plus incurring staff time and printing a further side of A4). We only received around 10 completed non English language returns, which will have made no effect to the figures.
- 3.7 Working with a number of separate organisations in 2012 made it difficult to monitor that findings were used effectively to inform service improvement. Following the review of housing services, there is now an opportunity for this coordinated by a central function, which would be better-positioned to support with the development of strategic improvements. How best to do this could be considered in consultation with service managers during the project planning phase.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The STAR survey is a key consultation tool, which collect tenant feedback around services provided and consults on their priorities.
- 4.1.2 We have previously used these surveys as an opportunity to ask tenants if they want to get involved – providing engagement teams with lists of interested tenants.

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

- 4.2.1 Using a combination of survey questions and what we already know about tenants from the tenant profile, it is possible using the STAR method to gain a wealth of insight around the opinions and priorities of different social and demographic groups, which can be used to support future service development.

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

- 4.3.1 The Best Council Plan includes the objective of ensuring high quality public services, with a focus on improving customer satisfaction. The STAR survey is a key tool for assessing whether this best council objective has been met.

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

- 4.4.1 STAR 2012 was carried out by the ABCL Research Team using internal print and mail services at a cost of £13,888. It would cost around £30,000 to have this work

carried out by an external market research organisation. The team would be able to carry out STAR 2014 for a similar amount.

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

4.5.1 The STAR survey is a confidential survey, subject to data protection laws around the use of market research.

#### **4.6 Risk Management**

4.6.1 A key risk would be that the survey doesn't gain the insight needed to drive further service development in 2015/16. To reduce this the questionnaire will be created in consultation with service managers across Housing Leeds.

4.6.2 A Risk Register will be developed before May 2014 as part of the project management process.

### **5 Conclusions**

5.1 Housing Leeds needs to carry out a large scale tenant perception survey in 2014/15 and if we again follow the STAR approach this would enable tracking trends over time and benchmarking with other similar organisations.

5.2 The approach used for STAR was suitable and effective and low cost. Following the same method and carrying out the survey at the same time of year will enable robust tracking of trends.

5.3 Planning the survey to be accurate to Ward level would be beneficial to the new service, whilst not costing a significant amount extra.

5.4 Offering translated surveys incurred a fair amount of additional cost and staff time, but the number of tenants that used the service was so small as to be statistically insignificant.

5.5 Following the review of housing services, there is now an opportunity for service improvements to be coordinated and monitored by a central function, which would be better-positioned to support with the development of strategic improvements.

### **6 Recommendations**

6.1 A large scale tenant perception survey is carried out in 2014/15, by the internal Research Team that carried out the previous survey, repeating the same approach as STAR 2012 and at the same time of year.

6.2 To only produce an English language version of the survey (and versions for sight impaired customers), potentially saving over £1000.

6.3 For the survey to again be accurate to each management areas (and BITMO), but to improve reliability at WARD level, at an additional cost of up to £1500.

6.4 During the project planning phase a central function is agreed, through consultation with service managers, to coordinate and monitor planned service improvements across the city.

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

7.1 None

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

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**Report of Head of Scrutiny and Member Development**

**Report to Tenant Scrutiny Board**

**Date: 23<sup>rd</sup> July 2014**

**Subject: Work Schedule**

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 Purpose of this report**

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the forthcoming municipal year.

**2 Main issues**

2.1 Further to the discussions held during today’s meeting and in previous meetings, Members are now requested to consider topics for Scrutiny.

**3. Recommendations**

3.1 Members are asked to prioritise the topics identified for Scrutiny.

**4. Background papers<sup>1</sup>**

4.1 None used

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

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