



## TENANT SCRUTINY BOARD

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Wednesday, 21st December, 2016 at 1.30 pm

*(A pre-meeting will take place for ALL Members of the Board at 1.00 p.m.)*

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### MEMBERSHIP

Sallie Bannatyne

Olga Gailite

John Gittos (Chair)

Christine Gregory

Michael Healey

Maddy Hunter

Rita Ighade

Peter Middleton

Roderic Morgan

Jackie Worthington

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

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**Agenda compiled by:**  
**Lee Ward**  
**Neighbourhood Services**  
**Tel: 0113 37 83195**

**Scrutiny Officer: Sharon Guy**  
**Tel: 0113 37 83194**

# 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			<b>MINUTES - 30TH NOVEMBER 2016</b>  To confirm as a correct record, the minutes of the meeting held on 30 <sup>th</sup> November 2016	
5			<b>CHAIR'S UPDATE</b>  To receive an update from the Chair on scrutiny activity, not specifically included on this agenda, since the previous Board meeting.	1 - 2
6			<b>UPDATE ON ANNUAL HOME VISITS INQUIRY</b>  The Boards inquiry in 2014/15 municipal year focused on Annual Home Visits.  The Board is requested to receive the update on Annual Home Visit recommendations and raise any questions with the manager in attendance for this item.	3 - 10
7			<b>MOBILE WORKING UPDATE</b>  The Board requested a further update on mobile working and its rollout. This report gives an update to the Board on the work so far.	11 - 14
8			<b>CONTACT CENTRE CALLS AND LEEDS BUILDING SERVICES</b>  The Board previously made a request to observe calls at the Contact Centre in respect of their on-going inquiry into Leeds Building Services.  As this visit was unable to take place, the Board have asked to meet with a Manager and a Customer Services Officer from the Contact Centre to discuss their work.	
9			<b>SCRUTINY CONFERENCE UPDATE</b>  This item is to update the Board on a Scrutiny Conference visit taken by some members on 6th December. Members will give a verbal update at the meeting.	15 - 18

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <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

WEDNESDAY, 30TH NOVEMBER, 2016

**PRESENT:** John Gittos in the Chair

Sallie Bannatyne, Olga Gailite, Christine Gregory, Michael Healey, Maddie Hunter, Peter Middleton and Jackie Worthington

### **27 Exempt Information - Possible Exclusion of the Press and Public**

There were no exempt items.

### **28 Late Items**

There were no late items.

### **29 Apologies for Absence**

Rita Ighade, Roderic Morgan

### **30 Minutes - 26th October 2016**

**RESOLVED** – That the minutes of the meeting held on 26<sup>th</sup> October 2016 be approved as a correct record.

### **31 Chair's Update**

The Chair explained the topic of the last meeting of Environment and Housing Scrutiny Board was around community safety which included ASB, youth offending, begging and CCTV.

It was noted that noise nuisance is still the biggest issue for the Anti Social Behaviour team and the difficulties faced with people not wanting to come forward to give evidence. The Board were informed that noise nuisance has increased by 30% in the last 12 months. There are plans to extend out of hours service to a 24 hours provision.

Youth offending – work is underway to try and prevent young people from going into custody through early intervention to prevent young people entering the criminal justice system as this can be a major impact in their lives for something that may only happen once as a youngster.

Begging has been highlighted as an issue. It was explained the usual approach is to give dispersal orders to beggars, with 270 such orders given to 85 beggars. 2 beggars were issued with Criminal Behaviour Orders after their behaviour was deemed aggressive. It was noted a campaign is under

Draft minutes to be approved at the meeting  
to be held on Wednesday, 21st December, 2016

way to think before you give, as many of them are on the streets due to addiction and by not giving money this helps stop a funding stream to continue it. Often beggars do have places to go so are not living on the streets.

CCTV – there are over 300 street cameras which are monitored, a further 203 are in West Yorkshire bus stations along with a further number in tower blocks. These cameras have helped with crime and disorder offences as well as missing persons.

The Chair updated Board members about the visit to Leeds Building Services in Seacroft on 16th November. The Chair explained this was done in two halves. The first was a tour round the depot which was impractical for all members to attend and so Michael Healey attended with the Chair on this tour. The second half which was open to all Board members was around the Total Works system which is being rolled out in LBS. It was noted this was the first time that LBS staff had seen this system in operation. The Chair noted the openness and honesty with questions posed during the tour and the demonstration. The Chair gave thanks to Leeds Building Services staff for their hospitality during the day and also to Total Works for their demonstration of the system.

CG asked if vans are currently being topped up of supplies on site or if this is something which will come in when the new system is introduced. It was clarified after the meeting the current situation is all responsive operatives have a van stock, depending on their trade. When they use items from the van stock, they fill out a form and submit it to Wolseley. On a weekly basis a Wolseley driver will contact the operative and arrange to meet them on site to deliver their van stock, unless they need to go to the Wolseley stores, where they will collect it.

The future aim is to get Total Repairs to order the van stock via their PDA, so this will alleviate the need for completing paperwork.

The Chair noted the Tenant Scrutiny Conference which is being held on 6th December. 4 places have been booked for this event, the Chair explained initially two officers would attend along with two Board members, however, one officer space has been relinquished to enable an additional Board member to attend. The Chair made the decision who would attend based on workloads and involvement in other areas of work, to ensure that all Board members have the opportunity to contribute. The Chair advised Board members attending that feedback would need to be provided at the next meeting.

The Chair also reported to the Board that due to his absence in early December that he has met with Sharon Guy to plan the December agenda so that it could be issued in the appropriate timescales. He also explained that he will be meeting with Mandy Sawyer and Sharon Guy to discuss governance of the Board which falls timely with the discussion held last meeting about the

terms of reference. He stressed he will continue to update the Board on this area of work.

The Chair reported that Councillor Proctor of E&H scrutiny board would be leaving that position in the coming months in order to take up a seat in the European Parliament. The Board expressed their thanks for his work and support throughout his tenure.

## **32 Update on Estate Standards Inquiry**

The Chair introduced David Longthorpe, Head of Housing Management to go through the progress made by Housing Leeds on recommendations made for the Estate Management inquiry.

DL went through the current position on the recommendations and the Board raised various issues as well as giving a position status score.

### **Recommendation 1**

The Chair asked if there are currently any Housing Officer shortages? DL noted there are around nine vacancies but these are currently in the process of being recruited to and it is hoped they will be in post around Christmas/New Year time.

SB asked what training is given to officers coming into post. DL responded by saying new staff have a full week induction, but clearly this cannot cover everything that could occur in their role. Ongoing training is therefore offered on new procedures and policies which come up. DL gave an example that when the new estate management procedure came in training was given on this to all officers.

The Chair noted that often Housing Officers are moved on before they get to know the estates and the tenants – and asked if this is something the department does routinely. DL responded saying that Housing Leeds don't set a time limit on how long an officer can remain on an estate, some officers remaining in the same area for many years, but acknowledged that officers leave the Council, are promoted or are moved because of other circumstances. DL also noted that there was recently a situation where there were a number of vacancies in South Leeds and so officers were moved over from other areas to ensure a more even staff resource spread.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

### **Recommendation 2**

DL advised that standard posters are being used by officers and the walkabouts are advertised on social media. Letters are also sent to interested parties about future walkabouts with reminders a week before. Ward Members and TARAs should also be sent a report of actions even if didn't attend.

DL noted other services do struggle to send staff to all walkabouts Housing Leeds carries out but they will attend walkabouts where a specific issue has been identified to provide support to Housing Officers.

The Chair noted that the Board have carried out two follow up walkabouts in September / October to see the new process in action. The Chair raised concerns about work which is being done but the Housing Officer isn't notified. DL responded by saying given the volume of work this may be difficult to give feedback but he would ask if there was an easy mechanism by which jobs when completed could be reported back on. CG asked why Highway jobs done on a computer system, DL explained that they used a system which isn't compatible with the Housing IT system used.

JW reported that she felt there had been major improvements with the walkabout process since the harmonisation.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

### **Recommendation 3**

It was explained that some re-landscaping has been carried out to allow easier access for wheelie bin collections. Where this is not possible then we have been looking at alternative ways. On green recycling bin collection, some areas where recycling rates were very poor or were being contaminated with waste that could not be recycled had the green bins removed and residents had to opt back in to green bin collections.

A question was asked if high rise bins are an issue. DL noted this can be an issue due to chutes and people putting things down that are too big which causes blockages which then has a knock on effect for everyone else. CG noted on a recent visit to a high rise block that there were issues with the bins being open and the risk of rats.

**RESOLVED** The Board voted by a majority to give this recommendation a status of 4 – Not fully implemented (Progress made acceptable, continue monitoring)

**RESOLVED** A report of the situation was requested and to be brought back in February.

### **Recommendation 4 (Council provide more bins on estates)**

DL gave an update on progress and the Board voted on the position status of this recommendation.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

### **Recommendation 4 (Timely removal of full glass banks)**



DL gave an update on progress that this is something which waste are always looking at to ensure this is carried out. The Board then voted on the position status of this recommendation.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

**Recommendation 4 (Introduce more clean up days)**

DL gave an update on progress to this recommendation. The Chair asked how tenants know these are going on. It was responded that TARAs are notified and the information is also distributed on social media.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

**Recommendation 4 (Education campaign)**

DL noted that we continue to do this in a variety of ways with partners. All Housing Officers are trained by waste management to help them in their role.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

**Recommendation 5**

DL noted this recommendation and explained it does take time for Housing Officers to work through the processes associated with messy gardens and it is not always immediately obvious anything is being done, however action will be ongoing.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

**Recommendation 6**

DL explained there is a slight delay with this but it is currently being piloted in the Armley area. When we have assessed that pilot and its effectiveness, Housing Leeds will decide whether to roll this out across the city.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

**Recommendation 7**

DL explained a number of toolbanks have been set up historically and haven't been sustainable for a number of reasons.

The Love Your Garden project in Middleton have looked to flip this idea on its head, as they had experience of it not working in the past. Part of the problem is people not having transport so it is difficult to take and return equipment. As such they now have volunteers who take equipment to peoples gardens and do this work for them, or do the work to a point in which they can do it themselves in future.

They still need a van and volunteers so these are challenges to the project. They have one keen volunteer who is happy to do a lot of the work at the one in Middleton. DL noted that volunteers are often enthusiastic in summer but not so much in winter.

Current feedback on the toolbank has been positive. They have looked to do gardens for people who may have mental health problems as well who see the garden as a challenge but if it's its worked on to a point they can pick it up from it is better for them.

Housing Leeds would look to do something similar but not run a toolbank as we don't have capacity to run these. A standard toolbank in some locations may work but others may need this different approach outlined above. Housing Leeds would help with funding through various approaches as required to help them get going.

The Chair asked if any private organisations do this that could provide advice as he is aware that organisations in the South that run these who could help. DL was not aware of any but would look to benchmark and find out why it works there but not in Leeds. The Chair mentioned this was being done in Cottingley and while the uptake has been slow, it is working, but is this may be because Cottingley is more compact whereas Middleton is spread out in a wider area.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

#### **Recommendation 8**

DL distributed a leaflet round to members that Parks had produced. This helps residents understand what can and can't be done as part of the grounds maintenance contract. It can be used by Housing Officers on walkabouts for example and why issues arise such as cars parking on grass which means is cannot be done. The Board complimented the department on the leaflets produced.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

#### **Recommendation 9**

DL explained that often places are on the map but have not been maintained to a standard. Some reasons can be flytipping, no access for Continental to get into to. DL stressed the importance of weekly reports of which parts haven't been cut and then we can look to resolve this. If we don't get these reports we don't know about it and so this has been stressed to Continental. If there are reports of non-mapped areas we will investigate also to identify if this is Council land as we will not maintain private land.

SB asked about Leaseholders and how this affects them. DL explained it is difficult without prior knowledge of the area, but usually where it is a leaseholder who has a grass verge in the street its usually Council land, but

where it's within their own property boundary they would be responsible. Within a block of flats usually the Council will do this as it is on contract and they will then recharge a percentage of the costs back to the leaseholder.

**RESOLVED** The Board voted unanimously to agree to position status 2 – Achieved.

#### **Recommendation 10**

DL explained that all garage sites have been inspected. All have been rated in terms of their sustainability on criteria of: are they a good site, how many are currently let, the number empty and their condition. Where sites are sustainable we continue to repair and let. Sites deemed unsustainable, Housing Leeds are looking at option appraisal, and what the land can be used for. Some may be useful for development but this is a large piece of work and some sites may be unsustainable but difficult to develop on due to access issues and so we would then need to decide what to do in the future with the site.

**RESOLVED** The Board voted unanimously to give this recommendation a status of 4 – Not fully implemented (Progress made acceptable, continue monitoring).

**RESOLVED** The Board requested a further progress report on garages for the February meeting.

### **33 Lettable Standard Update**

CG explained they have had three meetings. The first one was with the Voids Service Manager, the second was with a Lettings Team Leaders. The third consisted of visits to four void properties.

CG explained the concerning point was that all the voids had been returned from the contractor as ready to let when they all had issues of some kind. Two of the voids in particular were of concern as they had significant failings and did not meet the Lettable Standard, as confirmed by the manager attending the inspections with Board Members.

The best void was a bungalow visited but this had a few health and safety issues and this was a concern given it was sheltered housing. It was a worthwhile trip to visit voids.

The Chair asked if Officers attended and did they think it was ready to let. CG explained they agreed that 2 of the properties inspected would be returned back to the contractor to do more work on. It is reported the Officer in attendance was shocked by the void in Bramley.

CG explained the high rise property visited and that they inspected still had cleaners in the property. However this property had issues and whilst this was subject to the variable letting standard which meant certain rooms were

decorated there were issues with the painting of the property which even when these are difficult to let anyway this would not help.

The Chair asked would it be possible to find out what the cost of painting voids and how this compares to giving a decorating grant. CG explained the new variable letting standard is more expensive. Sharon Guy explained there has been inappropriate use of decoration vouchers in the past and this is why this a new approach is being taken. CG explained she understands why Housing Leeds are decorating hard to let properties but it needs to be done right. The Chair noted that could Housing Leeds not use discretion to award decoration grants given the cost of painting voids?

**RESOLVED** The Board requested information on how many times properties have been returned to the contractor for more work and how much delay this has caused.

**RESOLVED** The Board resolved via the sub group to visit some voids in East Leeds given they use a different contractor.

**RESOLVED** The Board to obtain the void schedule for the voids which have been visited by the sub group.

**RESOLVED** The Board requested that the final report on Lettable Standard be brought to the February meeting.

**SB left the meeting at 3:20pm.**

#### **34 Questionnaire to Councillors on East Leeds Repairs**

To ensure the Board receives a wide variety of feedback from key stakeholders, the Board were presented with a questionnaire which would be distributed to Councillors in East Leeds to complete. The Board were requested to consider the questions suggested and make any amendments required.

**RESOLVED** The Board agreed to the questionnaire for Councillors.

#### **35 Questionnaire for tenants on East Leeds Repairs**

To ensure the Board receives a wide variety of feedback from key stakeholders, the Board were presented with a questionnaire which would be distributed to tenants in East Leeds to complete. The Board were requested to consider the questions suggested and make any amendments required.

**RESOLVED** The Board agreed to the questionnaire for tenants.

#### **36 Date and Time of Next Meeting**

Wednesday 30<sup>th</sup> November 2016 at 1:30pm (pre meeting for all Board Members at 1:00pm)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 21st December, 2016

**THE MEETING CLOSED AT 3:30PM**

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**Leeds**  
CITY COUNCIL

Report author: Sharon Guy  
Tel: 07891 273581

**Report of Scrutiny Officer**

**Report to Tenant Scrutiny Board**

**Date: 21<sup>st</sup> December 2016**

**Subject: Chair's Update Report**

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

## 1 Purpose of this report

- 1.1 The purpose of this report is to outline some of the areas of work and activity of the Chair of the Scrutiny Board.

## 2 Main issues

- 2.1 Invariably, scrutiny activity takes place outside of the formal monthly Tenant Scrutiny Board meetings. Such activity can take the form of specific activity and actions of the Chair of the Tenant Scrutiny Board.
- 2.2 The purpose of this report is to provide an opportunity to formally update the Tenant Scrutiny Board on activity since the last meeting, including any specific outcomes. It also provides an opportunity for members of the Tenant Scrutiny Board to identify and agree any further scrutiny activity that may be necessary.
- 2.3 The Chair and Scrutiny Officer will provide a verbal update at the meeting, as required.

## 3. Recommendations

- 3.1 Members are asked to:
- a) Note the content of this report and the verbal update provided at the meeting.
  - b) Identify any specific matters that may require further scrutiny input/activity.

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

##### **4.1 None used**

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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.





Report author: Sharon Guy

Tel: 07891 273581

**Report of** Housing Manager

**Report to** Tenant Scrutiny Board

**Date:** 30 November 2016

**Subject:** Update on Annual Home Visits Inquiry

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

## 1.0 SUMMARY OF MAIN ISSUES

- 1.1 The Boards inquiry in 2014/15 municipal year focused on Annual Home Visits.
- 1.2 The report from Tenant Scrutiny Board was agreed to be implemented by Housing Leeds with the Board requesting regular updates on progress of recommendations which had been agreed to.

## 2.0 RECOMMENDATIONS

- 2.1 The Board is requested to receive the update on Annual Home Visit recommendations and raise any questions with the manager in attendance for this item.

## 3.0 BACKGROUND DOCUMENTS<sup>1</sup>

- 3.1 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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Position Status Categories

1. Stop monitoring or determine whether any further action is required
2. Achieved
3. Not fully implemented (Obstacle)
4. Not fully implemented (Progress made acceptable. Continue monitoring)
5. Not fully implemented (Progress made not acceptable. Continue monitoring)
6. Not for review this session

**Desired Outcome** – To reassure tenants that the primary purpose of home visits is to build good tenant/landlord relations

**Recommendation 1** – That the confused purpose of the ATV be clarified to clearly show that the primary purpose of the ATV is to get to know tenants and understand their needs *not* to detect tenancy fraud.

**Position July 2015**

Agreed, but tenancy verification will still have a secondary role in the ATV.

**February 2016:** There has been no change since July 2015. The Annual Home Visit process was revised April 2015, following recommendations made by Tenant Scrutiny Board. Tenancy verification remains an element of the visit; however, there has been a shift in focus to deliver a more customer focused visit which is tailored to meet individual need. The updated staff guidance notes confirm the primary purpose of the visit is about:

- Getting to know our tenants
- Understanding tenant needs
- Promote tenancy sustainment
- Improve customer satisfaction
- Tenancy verification
- Identify support needs, including introduction of Universal Credit

**Position as of November 2016**

No change on position from February.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** – To reassure tenants that the primary purpose of home visits is to build good tenant/landlord relations

**Recommendation 2** – That the ‘tarnished’ image of the ATV be improved with a change of name. The phrase ‘*Home Environment Review*’ is suggested as an umbrella term to capture information about the built environment and social environment.

**Position July 2015**

Agree with the proposal to change the name – but feel that ‘Home Environment Review’ is officer type language, and so we would recommend ‘Annual Home Visit’.

**February 2016:** The position has not changed since July 2015. The process was reviewed April 2015; this included a change of name. The new process was launched and widely publicised to staff in April 2015 using our weekly staff news bulletin. In addition, we have

introduced a number of initiatives for the revised process which provides flexibility for visits for tenants.

Training is now delivered to all new staff at induction, which outlines the purpose of the visit, and how to undertake a quality visit. Area Managers undertake quality assurance checks to ensure quality standards. The Senior Leadership Team receives regular updates on progress, including learning from visit outcomes to drive service improvement.

**Position as of November 2016**

No change on position from February. Process and visit content was further reviewed for the 2016/17 year, to ensure that a greater emphasis was placed on considering additional support needs. All Housing Officers have been trained on the revised process to ensure that a greater focus is placed on having a quality conversation with tenants.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome – Better use of officer time and improving tenant/landlord relations**

**Recommendation 3** – That visits be by appointment in the first instance where possible

**Position July 2015**

Agreed, where appropriate, but not in cases where tenancy fraud is suspected

**February 2016:** The position has not changed since July 2015. The revised process confirms visits are undertaken by appointment, unless there are concerns around tenancy fraud. We also offer flexible early morning / evening appointments for tenants who work dependent on staff availability.

**Position as of November 2016**

No change on position from February.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome – Focussing resources on tenants most in need of support**

**Recommendation 4** – That housing managers have local discretion to extend the period between visits to two years for those tenants they feel are not at risk.

**Position July 2015**

We feel strongly that an annual visit to each tenant is important – shows our commitment to all tenants, communicating on new issues, preventing escalation of issues, so we would like to continue with all of these annually.

**First Update 2016:** The position has not changed since July 2015. The revised process confirms that every tenant will be visited at least once a year; vulnerable tenants may be visited more frequently with their consent, to support tenancy sustainment. We feel this approach underpins our aim of getting to know and understanding our tenants needs and improve customer satisfaction.

**Position as of November 2016**

No change on position from February. So far for 2016/17 84% of tenants have received an

AHV.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome –** More effective use of officer time

**Recommendation 5** – That housing officers work smarter with other agencies in terms of planning visits and gaining access.

**Position July 2015**

Agreed

**February 2016:** The position has not changed since July 2015. The revised process allows staff to maximise opportunities for combining visits such as; the annual gas service and repair appointments to achieve optimum levels of efficiency. The Housing Officer is directed to undertake a quality, comprehensive visit which captures all of our tenants needs at the one visit, which avoids duplication of visits.

**Position as of November 2016**

Housing Officers now receive lists of properties that have an outstanding gas check and work with contractors to jointly secure access to properties. This has helped us to gain access to properties to undertake AHVs.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome –** To reach tenants not already contacted through ATVs

**Recommendation 6** – That 'Action Days' be used to target areas in the city where landlord/tenant contact is low

**Position July 2015**

Agreed

**February 2016:** The position has not changed since July 2015. We routinely arrange multi agency action days to drive environmental and community safety improvements. These are arranged and promoted in advance to local residents, partners and tenant and resident groups, this approach gives a high visible presence. We also take a coordinated approach and target tenants where contact is traditionally low.

**Position as of November 2016**

The position has not changed since July 2015. We continue to routinely arrange multi agency action days, and as part of these days carry out AHVs.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome –** Reduction in duplication of effort

**Recommendation 7** – That those living in sheltered accommodation be removed from the formal visiting arrangements

**Position July 2015**

Agreed that the ATV needs to be done differently for sheltered tenants who are receiving support, and can look to combine with reviews of support plans.

**February 2016:** The position has not changed since July 2015. We combine the Annual Home Visit with our on-going support review plans. We feel this approach is beneficial to tenants as it allows a quality conversation and comprehensive visit, where staff are able to discuss ways to get involved and promote ways to engage with local activities which help combat social isolation.

**Position as of November 2016**

The position has not changed since July 2015. We combine the AHV with our on-going review of support plans.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome – Increased and better targeted and managed contact with tenants**

**Recommendation 8** – That Housing Leeds reviews alternative contact methods for identified groups

**Position July 2015**

Similar to comments on recommendation 4

**February 2016:** The position has not changed since July 2015. We offer flexible early morning / evening appointments for tenants who work, and combine visits where possible to avoid duplicate visits. We undertake joint visits with support providers and advocates for vulnerable tenants. Additionally, we provide periodic updates in the tenant's newsletter to promote the purpose and benefits of Annual Home Visits.

**Position as of November 2016**

The position has not changed since July 2015. We continue to offer flexible appointments for tenants who work, and where possible combine visits to avoid duplication.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome – Increased service efficiencies and opportunities for savings**

**Recommendation 9** – That the Director of Environment and Housing supports the business case for funding to introduce mobile technology in housing management (subject to a successful pilot) We also request that this Board be provided with an update on the pilot outlining the financial and operation viability of the technology.

**Position July 2015**

Pilot underway to implement mobile working.

**February 2016:** The position has not changed since July 2015. An update on mobile technology was presented to Tenant Scrutiny Board at Octobers' meeting.

Following evaluation it has been established that tablets have not been as successful as we would have liked due to running an updated version of the Windows operating system. Therefore, we have now purchased three small laptops which are currently being tested by

Housing Officers.

The new hardware will still give officers access to all housing management applications and therefore still provide the benefits discussed with Tenant Scrutiny Board.

We will provide an update to Tenant Scrutiny Board once additional information is available.

#### **Position as of November 2016**

All Housing Officers now have a laptop available to them to support officers working remotely as part of Changing the Workplace. Housing Leeds are currently re-procuring a new Housing ICT solution and an improved mobile working solution is being sought via this procurement. Separate report to Tenant Scrutiny Board.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

#### **Desired Outcome – To ensure data collected is correct to improve service outcomes**

**Recommendation 10** – That the data collected be reviewed as part of the development programme for the introduction of mobile technology and an evaluation be undertaken about how the information collected is shared and translates into service improvement.

#### **Position July 2015**

Agreed

**February 2016:** The position has not changed since July 2015. The six Housing Leeds priorities were agreed by Housing Advisory Board at their meeting on 20 May 2015. Getting to know our tenants through the Annual Home Visit process is priority 5. We provide quarterly performance information in the form of a dashboard giving a range of performance and other contextual information, together with supporting commentary to Housing Advisory Board.

Following the Tenant Scrutiny Board Inquiry on Annual Home Visits, the service has improved the way that it records the outcome of visits, which allows greater intelligence of the visit outcomes. The main points that are coming out of the visits are as follows:

A number of our tenants don't have a bank account that allows direct debits. This may be an issue for those tenants as Universal Credit is implemented.

A number of tenants have told us that they need additional support with budgeting and are not confident that they could make a claim on line. Additionally, a number of tenants have indicated they would struggle receiving their benefits on a monthly basis.

This information taken at the Annual Home Visit indicates the scale of additional support our tenants will need during the transition to Universal Credit, but will help us to deliver more targeted support to tenants during the transition period. We have recently appointed 16 additional Housing Officers as part of our Enhanced Income Management Service to provide targeted support to those tenants impacted by Welfare Reform and the introduction of Universal Credit in Leeds.

Following feedback from a number of customer forums, it is also intended to include a question about tenant insurance at the next process review. We provide period information for the details of the surveys we undertake for the majority of visits that are required. Moving on to the issue of flexible appointments and mobile working solutions they will target those for priority. This provides

#### **Position as of November 2016**

Housing Leeds continues to use the information collected at the AHV to inform any follow up

actions for each resident, including where there are outstanding repairs, unmet support needs etc. Updated contact and household details are also updated into the tenant record on the Orchard system. The 2016/17 AHV form includes a question on whether the tenant has contents insurance and offers a Tenant Insurance leaflet.

The overall data is used to report trends from the AHVs, such as the number of tenants with access to the internet at home and outstanding repairs.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*





Report author: Gerard Tinsdale  
Tel: 0113 3783195

**Report of**    **Head of Housing Management**

**Report to**    **Tenant Scrutiny Board**

**Date:**        **21 December 2016**

**Subject:**    **Mobile Working 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

## 1.0 SUMMARY OF MAIN ISSUES

- 1.1 The Board requested a further update on mobile working and its rollout. This report gives an update to the Board on the work so far.

## 2.0 CURRENT PROGRESS

- Laptops have now been provided to approximately 200 Housing Officers within Housing Leeds
- MIFI units have been supplied to Housing Teams to enable remote working.
- Teams have received training on the use of the devices

## 3.0 RECOMMENDATIONS

- 3.1 The Board are requested to receive the report attached and the verbal update from the Officer in attendance on mobile working.

## 4.0 BACKGROUND DOCUMENTS<sup>1</sup>

- 4.1 None.

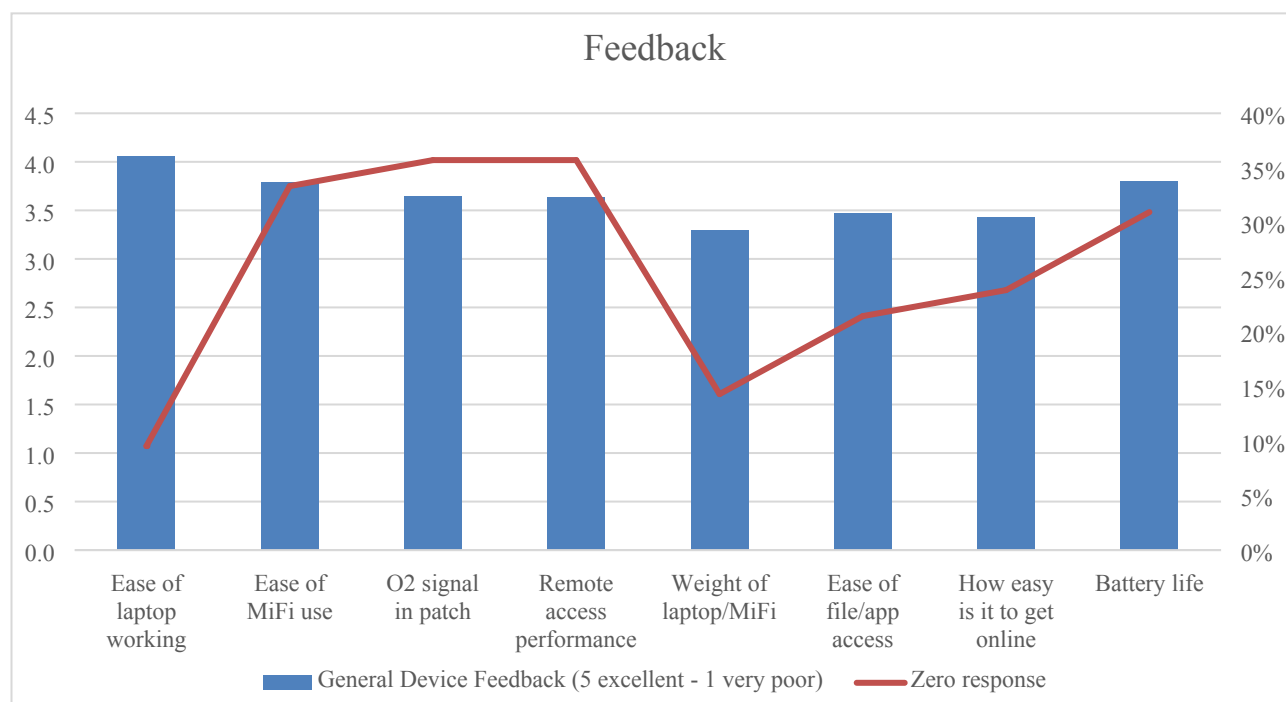
### Provide an update to Tenant Scrutiny on Mobile Working

1. Laptops have now been provided to approximately 200 Housing Officers within Housing Leeds
2. MIFI units have been supplied to Housing Teams to enable remote working.
3. Teams have received training on the use of the devices

### Findings and feedback

6 months after the rollout completed we engaged with staff for feedback on the laptops, MiFi units and their ability to work outside of the office environment.

Feedback was mixed as we expected it would be given that mobile technology is dependent upon where it is being used and individual use cases but never the less the overall findings when averaged out are positive.



On a scale of 1-5 (5 being excellent) none of the criteria we measured came back with an average of under 3 suggesting that overall acceptance and usability of the devices has been positive.

Specific feedback in most cases mirrored our pilot findings;

- The laptop whilst meeting all necessary H&S requirements is heavier than ideal for a device to use on the go. Future devices will be lighter and new form factors are being tested by ICT which would alleviate these concerns.
- The VPN process required to access applications and files on the go requires either a keychain or smartphone meaning another piece of hardware is required for the setup to function. Investigations are taken place to consider alternative options however this would come as part of a wider policy change outside of the scope of this project.
- Reliability of connecting to applications over mobile data connections. Orchard is hosted using Citrix technology it is designed for stable office based hardware and has little in the way of network robustness when used in this environment. Most of the applications utilized within E&H are legacy applications and are not designed for mobile use. The procurement of new systems has allowed for an increased emphasis on mobile working with offline data storage to accommodate dropped connections. It is envisaged that the new housing solution will greatly help in this aspect.
- Equipping staff with laptops has allowed them a far greater amount of freedom in terms of how and where they work. When combined with the MiFi unit a staff member can setup their office wherever is appropriate for their work. Teams such as the Income Team have particularly embraced the technology and have seen benefits both in back office and face to face functions.
- The reliability of the MiFi units has also proven to be very good with staff finding them easy to use and versatile.

## **Conclusion**

Using the existing software and infrastructure would always prove the limiting factor in our overall goal of creating a complete mobile office that could be taken directly to a tenant or none council location.

By taking the approach of standard laptops and MiFi units we were able to support the community hub and CtW initiatives, accelerating the rollout of devices whilst also helping us to meet council wide programs such as one person, one device.

Benefits to customers are now being realised following the roll out the devices in terms of;

1. More efficient surgeries 'on site' allowing tenants to have their enquiry dealt with at their first point of contact.
2. Complex home visits can be managed much effectively in tenant's homes with reduced preparation time for Housing staff.
3. Additional support now available with tenants at their properties to assist with complex Benefit issues and Universal Credit applications.
4. Time savings for Housing Officers as a result of reduced travel to and from the office and the need to rekey information into systems previously recorded on paper allowing more time to assist Tenants.
5. Cost savings to the organisation in terms of reduced paper usage and travel expenses which can be redirected.
6. Repair requests received whilst out on the estate can be raised and appointment times agreed whilst onsite helping to reduce back office administration and at the same time providing a more dynamic and engaging customer service experience.
7. Rent account issues can be resolved more easily as officers can provide tenants with up to date visual rent statements helping them to better understand their situation.

It is still the desire for Annual Home Visits to be completed away from the office and this will need to be part of the focus for the new housing solution once it is approved.

The interest from other directorates has given us an opportunity to recoup some of the costs involved in the project. Each staff member was originally allocated their own MiFi unit. Looking at the feedback, the current infrastructure and with an increased understanding of how teams would choose to work it is felt that the number of units could be reduced by up to 50%. There has been sufficient interest from other teams and directorates that we would be able to resell these units and pass the ongoing data charges to them whilst still maintaining the improved service offering we originally intended.

We are currently reviewing how and where we would pull these units from ensuring the areas that have benefitted the most maintain their supply. It is not our intention to remove units that staff are actively utilising. A request will be placed with ICT for usage data so we can more accurately assess areas that have benefitted.

Mobile working still represents the future for large pockets of the workforce. We will continue to explore avenues and opportunities, increasingly cross council, to provide staff with the best tools for their work.



**Leeds**  
CITY COUNCIL

Report author: Sharon Guy  
Tel: 07891 273581

**Report of Scrutiny Officer**

**Report to Tenant Scrutiny Board**

**Date: 21<sup>st</sup> December 2016**

**Subject: Contact Centre Calls and Leeds Building Services**

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

## 1 Purpose of this report

- 1.1 The Board previously made a request to observe calls at the Contact Centre in respect of their on-going inquiry into Leeds Building Services.
- 1.2 As this visit was unable to take place, the Board have asked to meet with a Manager and a Customer Services Officer from the Contact Centre to discuss their work.

## 2 Main issues

- 2.1 Whilst the Contact Centre take calls for a variety of Council services, the purpose of attendance by officers is to have a discussion about calls taken for East Leeds repairs.

## 3. Recommendations

- 3.1 Members are asked to:
  - a) Note the comments provided by the Manager and Customer Services Officer from the Contact Centre and raise any questions or queries with them.

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

- 4.1 None used

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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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**Leeds**  
CITY COUNCIL

Report author: Sharon Guy  
Tel: 07891 273581

**Report of Scrutiny Officer**

**Report to Tenant Scrutiny Board**

**Date: 21<sup>st</sup> December 2016**

**Subject: Tenant Scrutiny Conference Update**

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

## **1 Purpose of this report**

- 1.1 The purpose of this report is to update the Board on a visit taken by some members at a Scrutiny Conference held in Leeds on 6<sup>th</sup> December.

## **2 Main issues**

- 2.1 Many areas of work have organisations which look to gather best practice from other Councils and Housing Associations around the country.
- 2.2 The conference was held by Tenant Advisor and coordinated by the Northern Housing Consortium. The conference had several themed workshops available to attendees, of which the members of this Board attended three during the day.
- 2.3 The workshops which attended were:

**New co-regulation Community Trust Panel and our Tenant Inspectors, by Incommunities (a Social Housing Provider from Bradford)**

**Modernising your Tenant Panel Methodology (Yvonne Davies, Scrutiny and Empowerment Partners Ltd)**

**How we achieved by in for Customer Involvement change with a reduced budget and increased tenant voice (Northumberland County Council)**

- 2.4 These workshops were chosen as they were felt to be closely related to the work which the Board currently does and also the situation being faced by Housing Leeds in general.
- 2.5 The Board Members who attended will provide a verbal update at the meeting, as required.

### **3. Recommendations**

- 3.1 Members are asked to:
  - a) Note the content of this report and the verbal updates provided at the meeting.

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

- 4.1 None used

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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.



