



TENANT SCRUTINY BOARD

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 14th June, 2017 at 1.30 pm

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

MEMBERSHIP

Sallie Bannatyne

Olga Gailite

John Gittos (Chair)

Michael Healey

Maddy Hunter

Rita Ighade

Peter Middleton

Roderic Morgan

Jackie Worthington

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

Agenda compiled by:
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Tel: 0113 37 83194

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p style="padding-left: 40px;">RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p style="padding-left: 40px;">No exempt items have been identified.</p>	
2			<p>LATE ITEMS</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>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
4			<p>MINUTES - 26 APRIL 2017</p> <p>To confirm as a correct record, the minutes of the meeting held on 26th April 2017.</p>	1 - 8
5			<p>CHAIR'S UPDATE</p> <p>To receive an update from the Chair on scrutiny activity, not specifically included on this agenda, since the previous Board meeting.</p>	9 - 10
6			<p>STAR SURVEY UPDATE</p> <p>In November / December 2016, Housing Leeds conducted a satisfaction survey of its tenants.</p> <p>This presentation summarises the responses to the survey and compares it to a similar survey conducted in 2014.</p>	11 - 20
7			<p>LETTING STANDARD SUB GROUP UPDATE</p> <p>This year, the Scrutiny Board has undertaken an additional piece of work, looking at Housing Leeds Lettable Standard. This item of work has not been a full Board Inquiry.</p> <p>This piece of work has now concluded and the Board is in a position to report on its findings from the evidence gathered.</p>	21 - 24
8			<p>TERMS OF REFERENCE AND PROCEDURAL RULES UPDATE</p> <p>It is prudent for the Board to ensure on a regular basis that their Terms of Reference and Procedural Rules are fit for purpose.</p> <p>This report asks Members to consider amendments to the Terms of Reference and also consider any appropriate amendments to the Procedural rules</p>	25 - 34

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>DATE AND TIME OF NEXT MEETING</p> <p>Wednesday 5th July 2017 at 1:30pm (pre meeting for all Board Members at 1:00pm)</p> <p>THIRD PARTY RECORDING</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, 26TH APRIL, 2017

PRESENT: John Gittos in the Chair

Sallie Bannatyne, Olga Gailite, Michael Healey, Maddie Hunter and Rita Ighade

56 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

57 Late Items

No late items

58 Apologies for Absence

Christine Gregory, Peter Middleton, Roderic Morgan, Jackie Worthington

59 Minutes - 1st March 2017

RESOLVED – That the minutes of the meeting held on 1st March 2017 be approved as a correct record.

60 Chair's Update

The Chair outlined details of a meeting he had on 22nd March around the drafting of the East Leeds Responsive Repairs report.

The Chair noted his attendance at Environment and Housing Scrutiny Board on 23rd March which discussed recycling, air quality, and how to engage more people to recycle. There was also discussion around blocked gullies which is a particular issue in Headingley.

The Chair explained he had attended an Environment and Housing Scrutiny Board on 20th April. This has a section on private rented housing and there was discussion around the emphasis on private rented properties which are not always of good quality and that more Council housing should be built.

The Chair noted that the STAR survey had been published and this would come to the Board in June.

There was a discussion on the Lettable Standard and the targeting of certain areas with an incentive to decorate certain rooms in the property prior to letting. This links into the working group which the Board set up and we will look at this report hopefully in June or July, but this is dependent on the

Draft minutes to be approved at the meeting
to be held on Date Not Specified

Board's work schedule, however the Chair stressed this work would be completed.

The Chair discussed interest from a tenant who wishes to join the Board. It was noted that an interview for this will take place on 18th May. In line with the Board's terms of reference, the Chair, along with Peter Middleton and Sharon Guy will conduct the interview. Following the interview, a separate meeting will be held with Sharon Guy to discuss the agenda for the next Board meeting.

61 Scrutiny Inquiry - East Leeds Repairs

The Chair introduced this agenda item and the supplementary document. The Chair explained to Board members that if they were not happy with the report which is presented at this meeting that they could write their own report and submit this to the Board. The Chair explained a vote will be taken on each recommendation.

The Chair explained that this report was agreed, that it would be presented at Environment and Housing Scrutiny Board on 23rd May and asked if another member of the Board would accompany him.

RESOLVED That LW contact OG and RI for their availability to accompany the Chair to this meeting.

The Chair then went through each of the recommendations in the draft report.

Recommendation 1 – That Housing Leeds provide dedicated repairs training for new staff as part of their first week induction and regularly review training needs of existing staff.

The purpose of this recommendation is to ensure that repairs are carried out right first time. The Chair explained that what he found surprising was that the Contact Centre received training on repairs but Housing Officers don't and are learning this on the job.

RESOLVED The Board voted and agreed unanimously to this recommendation with an addition to be added which would emphasis this should be citywide.

Recommendation 2 – Implement and roll out the Total Works system.

The desired outcome for this recommendation is for increased efficiency and further opportunities for improvement of the service. It was explained that the new system will help Leeds Building Services manage repairs more efficiently.

The Board noted that this recommendation will help get the right trades person to the job in an effective manner, especially where follow on work is required on a job which is often an area where the repair fails.

RESOLVED The Board voted and agreed unanimously to this recommendation.

Recommendation 3 – Implement new working practices through Total Works, in relation to creating additional appointments, by reducing waiting times and increase tenant satisfaction. We also request that this Board be provided with an update on progress.

This is linked to recommendation 2, but it was noted that there were concerns raised by staff around changes this will cause to new working practices, however the view of the Board is whilst rolling out this new system they should consider tenants and how this can improve the repair service and increase tenant satisfaction. The Board give this recommendation from a tenant perspective, but appreciated the concerns staff have raised. RI raised concerns about how staff feel about the changes to the system which can have a knock-on effect on performance.

RESOLVED The Board agreed to add in these concerns to the recommendation and voted and agreed unanimously to this recommendation.

Recommendation 4 – Improve customer satisfaction by using and act on learning from complaints and improve the process of follow on work which may be required.

Lengthy discussion with staff from Housing Leeds and consultation with tenants group and Councillors to some extent found if it is a straightforward repair tenants are satisfied however where the repair isn't straightforward then follow up work didn't work well and this caused dissatisfaction.

The Board noted that taking ownership of the repair is important and should be included into the recommendation. The Chair noted in particular this is a key issue as previously this has been a problem which has occurred during former ALMO boards.

SB asked that emergency repairs for out of hours be included as there is some slippage in this regard, especially around ownership as this is only made safe on these out of hours visits and is not followed up during the day.

RESOLVED The Board agreed to the amendment to the recommendation on out of hours and daytime service communication needs to be improved, and voted and agreed unanimously to this recommendation.

Recommendation 5 – That Leeds Building Services, work with the Contact Centre, HUBs and local housing offices to ensure staff know how to identify key issues for properties types, such as heating type, to enable more accurate repair reporting.

The Board discussed this recommendation and the differences between the various heating systems in properties and that the correct operative is not always sent out.

The Chair noted that the check undertaken is sometimes lacking and the Contact Centre didn't think this was so much of a problem but Leeds Building Services thought otherwise. However the Chair acknowledged that the Contact Centre takes a large number of different enquiry types and that this wasn't an easy job to carry out. MH noted that sometimes staff which are not experienced may continue to make errors until they become more experienced. A discussion was held that sometimes the tenant doesn't give the correct heating type as well which further compounds the problem.

MH raised concerns around supplying a portable heater where a repair cannot be done when the operative on site. Discussion was held around operatives not having these in their vans because they have run out of stock.

RESOLVED The Board asked that continue increasing awareness of heating system, providing a training script to ask the right questions and that some systems are unique in that they are both electric and gas and having this information readily available, and that portable heating is provided where a repair cannot be completed. The Board voted to these amendments and agreed unanimously to this recommendation.

Recommendation 6 – Administration of repairs performance is improved – so that orders are closed down in a timely manner on systems, including sub-contractor orders.

The Board discussed this recommendation and how managers explained that some sub-contractors orders hadn't been closed down and payments made which meant performance was adversely affected.

RESOLVED The Board voted and agreed unanimously to this recommendation.

Recommendation 7 – Make repair raising more accessible online, whilst this is currently available, it is not actively promoted or widely utilised.

The Board discussed that this is not widely promoted even though the service is currently available. The Board explained that they felt this is a good alternative for people who want to report things online. Whilst this would not replace calling the Contact Centre or a Housing Office it provides a wider way to report repairs. The Chair asked a proviso is put in so that the system is simple to use.

RESOLVED The Board noted their liking of pictures on the repair system that it is in plain English. The Board voted and agreed unanimously to this recommendation.

Recommendation 8 – That there is a named contact at Leeds Building Service for new and existing staff to reference enquiries on repairs.

This was a regular theme which came up – high turnover of staff at the Contact Centre and also at Housing Offices. By having an expert to call at Leeds Building Service with technical questions that they make that service available so staff can get it right first time. The Chair explained to the Board that part of the reason for the loss of staff from the Contact Centre is down to staff moving to other departments in the Council and this is because of the skills and experience they gain at the Contact Centre.

RESOLVED The Board voted and agreed unanimously to this recommendation.

Recommendation 9 – Where a trade has a shortfall in operative numbers, Leeds Building Services consider apprenticeships in these trades and continues to upskill operatives in a multi skilled approach.

Discussion was held early on about securing certain trades which could be affected due to being able to get more lucrative private contracts depending on the market conditions. This recommendation hopes to help with capacity building because these apprentices can be trained where they have certain trade needs.

The Chair noted that there is an issue around sharing of staff between repairs and the Commercial side. The Chair indicated it would be prudent to have a clear understanding of the two distinct functions and that the repairs service shouldn't suffer because of this.

RESOLVED The Board requested that the support for the client/contractor function is placed into the report. The Board voted and agreed unanimously to this recommendation.

The Chair asked the Board for authority to sign the report off on their behalf once the amendments have been made.

RESOLVED The Board gave the Chair authority to sign the report off on the Board's behalf once amendments have been made to it.

62 Tenant Scrutiny Board Update

The Chair explained that this was an additional item but was to explain a number of issues which have come up.

Firstly, a complaint has been received from a member of the public around Tenant Scrutiny Board. The Chair explained that the complaint has been responded to. However, for the benefit of the Board the complaint was explained about being around transparency of the Board.

The Chair explained that he did not agree with the comments made by the complainant. There were also queries about the administration being moved from Democratic Services. The Chair explained that the Board did not accept this proposal straight away and ensured a 'trial' period was carried out in

order that it could be tested and that the Board could remain independent, the Chair explained that the Board's independence has remained intact.

The Chair then explained a second complaint was received further to the response given, which was later retracted.

The Chair then discussed VITAL Housing Leeds which meets bi-monthly and is made up of all the Chairs and Vice Chairs of city wide involved tenant groups. The Chair explained that he had been approached as VITAL wish to have a working relationship between themselves and Tenant Scrutiny Board. The Chair explained he has been advised in the past by Democratic Services that he should not attend as the Chair of TSB at VITAL meetings. However, following much thought and discussion it has been agreed that the Chair will attend VITAL at the start of the Boards municipal year as a means of increasing the Boards consultation with key stakeholders. The Chair emphasised that he would not be bound by their suggestions and the Board would make the final decision on the work programme for the coming year. SB supported this approach and stated that as a member of VITAL she could see no reason for the need to attend meetings more frequently.

The Chair attended Environment and Housing Scrutiny Board. He explained that in December they asked for a report from Mandy Sawyer around Tenant Scrutiny Board and Tenant Involvement. The Board were given an update of the history of Tenant Scrutiny, how they recruit and the work which has been carried out. The Environment and Housing Scrutiny Board would now be doing a report on this, however the Chair explained that they had decided that for future meetings of the Environment and Housing Scrutiny Board the Chair would attend on housing matters and sit with them rather than in the background and so will have a say on the Board. The Chair feels this is a positive step for Tenant Scrutiny Board, which will enable a closer working relationship. The Chair noted that this is something which needs to be included in the terms of reference and that is part of the role of the Chair.

The Chair also feedback that a Councillor had commented on the lack of feedback from a particular Housing Office on estate walkabouts. The Chair believes this might just be one particular Housing Office/Officer but as this was part of the Board's recommendations then he felt the Board should request and update on this from Housing Leeds.

RESOLVED The Board gave the Chair authority to attend VITAL as their representative in 14th June 2017.

RESOLVED The Board agreed that an annual attendance to VITAL by the Chair to discuss the upcoming work for the municipal year would be appropriate and proportionate.

RESOLVED The Board agreed that the Terms of Reference be looked at and that is part of the role of the Chair.

63 Date and Time of Next Meeting

Draft minutes to be approved at the meeting
to be held on Date Not Specified

Dates to be confirmed in May and members will be written to once known.

THE MEETING CLOSED AT 3:00PM

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Report author: Sharon Guy
Tel: 07891 273581

Report of Scrutiny Officer

Report to Tenant Scrutiny Board

Date: 14 June 2017

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 papers¹

4.1 None used

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



Report author: Sharon Guy

Tel: 07891 273581

Report of Scrutiny Officer

Report to Tenant Scrutiny Board

Date: 14 June 2017

Subject: STAR Survey 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 In November / December 2016, Housing Leeds conducted a satisfaction survey of its tenants.
- 1.2 A presentation will be given by a member of the Improvement and Intelligence Team which summarises responses to the survey and compares it to a similar survey conducted in 2014.
- 1.3 An action plan is included as an appendix which outlines action which will be implemented from the findings.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to note the findings presented and ask any questions they may have about the presentation and the action plan.

3.0 BACKGROUND DOCUMENTS ¹

- 3.1 None

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

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DRAFT 2017 Survey of Tenants and Residents (STAR) ACTION PLAN

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
Share Outcomes	Special HAB 02/05/17	Mandy Sawyer	Various	02/05/17	Action Plan to be presented
	Share detailed outcomes with staff – staff engagement exercise	Mandy Sawyer	All	May 17	Planning underway
	Share detailed outcomes with VITAL / HAPs / Repairs and Investment Focus Group	Mandy Sawyer	VITAL	May 17	Planning underway
	Share with ward members / tenants on website / social media	Mandy Sawyer	Coms	May 17	Planning underway
	Share and develop action plan with contractors / partners	Service Managers	Contractors / Other Services	May 17	Planning underway
Communication Channels	Undertake analysis of contact types via office visit (currently 34% of contact) to identify opportunities encourage channel shift	David Rickus / AHMs	Customer Services	Sep 17	Planning underway
	Consider impacts of General Data Protection Regulation on future of customer surveys / consultation	TBC	Information Governance	June 17	Impacts currently being considered
Dealing with Enquiries / Listening and Acting	Analysis of failure demand to understand reasons for repeat contact.	Service Managers	Customer Services	Sep 17	Analysis underway as part of scrutiny enquiry
	Monitoring Contact Centre / Housing Office phone performance / response to Work Qs.	Roisin Donnelly / AHMs / Service Managers	Customer Services	Ongoing	Strengthen monitoring already in place
	Review Customer Services scripts to	Roisin Donnelly	Service	Sep 17	Scrutiny recommendation

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
	<p>ensure that process and timescales are clearly communicated to tenants.</p> <p>Customer Care Training</p> <p>Analysis of Housing Office customer contact to identify how communication could be improved for key contact types.</p> <p>Review Work Q process for repairs enquiries to design out double handling, which causes delays and impacts on resource capacity</p> <p>Pilot Tier 2 Repairs Support within the Contact Centre to establish impact on Right First Time</p>	<p>Roisin Donnelly</p> <p>AHMs / Service Managers</p> <p>Rebecca Levine</p> <p>Rebecca Levine</p>	<p>Managers</p> <p>Managers</p> <p>Customer Services / Housing Managers</p> <p>Customer Services</p>	<p>March 18</p> <p>Sep 17</p> <p>Aug 17</p> <p>May 17</p>	<p>Pilot training programme completed – to roll out. Scope needed</p> <p>Planning underway</p> <p>Planning underway</p>
Being Treated Fairly	<p>Undertake further analysis of STAR data to identify themes to tenants feeling that not treated fairly.</p> <p>Use findings to inform changes to scripts / process / information shared to increase transparency</p> <p>Raise awareness and deliver training for Property and Contracts staff and contractors that aligns to better around management of complex cases involving vulnerability and mental health issues</p>	<p>Frank Perrins</p> <p>Service Managers / AHMs</p> <p>Service Managers</p>	<p>Managers</p> <p>Customer Services</p> <p>Housing Support / LASBT / Housing Related Support / Contractors</p>	<p>June 17</p> <p>Sep 17</p> <p>Oct 17</p>	<p>Analysis planned</p> <p>To plan once analysis undertaken</p> <p>Planning underway. Developing case studies to form basis of training</p>
Landlord Reputation	<p>Increase tenant communications on positive messages, awards etc., to raise</p>	<p>David Rickus</p>	<p>All</p>	<p>Ongoing</p>	<p>Teams being encouraged to put forward positive</p>

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
	<p>profile of positive elements of service delivery.</p> <p>Refresher Training on Complaints for all staff dealing with complaints, to ensure high quality responses to complaints.</p>	Roisin Donnelly	Managers	June 17	<p>messages</p> <p>Training delivered to Housing Managers / awareness in Housing Leeds Matters</p>
Anti-Social Behaviour	Greater analysis of data to identify if issues in particular areas / elements.	Frank Perrins / Keith Mack	LASBT	May 17	Analysis underway
	Review of ASB Procedures to strengthen process and tenant communication	AHM / Keith Mack	LASBT	May 17	Procedure review underway
	Undertake a customer survey on satisfaction with the ASB process	AHM / Keith Mack	LASBT	Sep 17	Scope to be developed
	ASB refresher training (including noise nuisance) for all housing staff	AHM / Keith Mack	LASBT	June 17	Training being planned
	Review tenant information in relation to ASB / noise nuisance	AHM / Keith Mack	LASBT	June 17	Review planned
	Deliver enhanced management model, with enhanced security as part of High Rise Project.	Dave Longthorpe / Mark Grandfield	LASBT	Various	Separate project plan in place
	Review policy / approach to dealing with requests for fencing, security alarms, security lighting etc. to ensure the approach supports and links in to dealing effectively with ASB cases	Rob Goor / Phil Charlton	LASBT / Housing Managers	June 17	Currently reviewing fencing policy and collecting data on alarm / lighting demand
Estate Environment	Greater analysis of data to identify if lower satisfaction with the estate environment in particular areas / does it link to Priority	Frank Perrins	AHMs	June 17	Analysis planned

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
	<p>Neighbourhoods</p> <p>Identify if there are priority areas for more intensive action on the estate environment – linking to HAPs and Community Payback</p> <p>Increase sharing of good new stories on the estate environment on the local pages of the website / social media.</p>	<p>AHMs</p> <p>David Rickus</p>	<p>Communities and Environment</p> <p>Communities and Environment</p>	<p>Sep 17</p> <p>Ongoing</p>	<p>To plan once analysis undertaken</p> <p>Teams being encouraged to put forward positive messages</p>
<p>Satisfaction with Moving Home</p>	<p>Comments indicate that most dissatisfaction is with:</p> <ul style="list-style-type: none"> • Feedback on likely waiting times • Band B customers waiting longer • Needing to move to an accessible/ adapted home • Condition of property when move in (voids and mutual exchanges) <p>Undertake more analysis of dissatisfied tenants against known housing position.</p> <p>Review information on likely waiting times to give consideration to how customer communication / management of expectations could be improved.</p> <p>Review procedures on accessible housing and void process</p> <p>Review of website content in relation to lettings to maximise transparency.</p> <p>Review of New Home Survey feedback to identify themes and service improvement opportunities.</p>	<p>Frank Perrins / Kath Bramall / AHMs</p> <p>Kath Bramall</p> <p>Kath Bramall / Colin Moss</p> <p>Kath Bramall</p> <p>Mandy Askham</p>	<p>AHMs</p> <p>AHMs</p> <p>AHMs Health and Housing Property and Contracts</p> <p>Frank Perrins</p>	<p>Sep 17</p> <p>Sep 17</p> <p>Feb 18</p> <p>Feb 18</p> <p>July 17</p>	<p>Analysis planned</p> <p>To plan once analysis undertaken</p> <p>To plan once analysis undertaken</p> <p>As part of ICT Project</p> <p>Survey carried out</p>

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
	Review how repairs are managed during the early life of new tenancies to ensure minimal responsive visits are required	Mandy Askham	Contractors	Oct 17	Currently collecting supporting data to determine pressure areas
	Pilot the introduction of a new tenancy 'Home Induction' to ensure good information on the repair & maintenance responsibility and use of services within the home	Mandy Askham	Contractors / Housing Managers		Discussing and exploring benefits through 'Chartered Institute of Housing – Rethinking Repairs' project
Repairs & Maintenance	<p>Analyse specific comments and develop actions for team / contractors based on trends and outcomes including sharing positives</p> <p><u>Address Inequalities with East Satisfaction</u></p> <ul style="list-style-type: none"> • Improve east order raising model to ensure citywide consistent citywide service • Improve planning & scheduling of LBS repairs through roll out of Total Mobile & introduce scheduler • Introduce/Improve LBS performance management and formalise operational procedures <p>Undertake review of current repairs call handling and establish future options to improve right first time levels and improved customer experience</p>	Rob Goor		April 17	Analysis ongoing
		Rob Goor	LBS	Nov 17	Developing detailed SOR's as part of the Total Mobile project
		Mark Grandfield	LBS	Aug 17	Total Mobile roll out ongoing
		Rob Goor	LBS	Dec 17	Developing project plan
		Rob Goor	Customer Services	Dec 17	Piloting Tier 2 support within Contact Centre

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting	
	Create a collaborative learning environment involving key stakeholders, which develops ongoing service improvement based on customer feedback and lessons learnt.	Rob Goor	Repairs Team / Customer Services / Contractors / Housing Management Teams / Repairs & Investment Focus Group	June 17	Improved (Collaborative) relationships between Repairs – Contact Centre Contractor. Need to encompass wider stakeholders	
Quality of Home	Reduce instances of damp to improve living conditions through the delivery of the Disrepair Reduction Strategy	Tom Finch	Service Managers, Contractors	May 17	Finalising strategy	
	<u>Address Inequalities with East Satisfaction</u>					
	Analyse specific comments and develop actions based on feedback and tenant priorities. Explore options to address through investment programme.	Phil Charlton			May 17	Planning ongoing
	Consider / Profile impact of the Heat from RERF project on East satisfaction based on heating and insulation being a key driver on overall satisfaction against this theme.	Frank Perrins			May 17	Planning ongoing
Satisfaction of Younger	Better use of Business Intelligence to shape and prioritise services based on customer demand and high volume areas of activity.	Service Mangers	Intelligence & Improvement Team	June 17	Developing suite of key BI areas	
Satisfaction of Younger	Further analysis and more detailed survey / engagement with young people to understand reasons for higher levels of	Frank Perrins	Tenant Engagement / AHMs /	June 17	Analysis planned	

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
Tenants	dissatisfaction				
	Use learning to review procedures / information for younger tenants	TBC	Repairs and Investment Focus Group	Sep 17	To plan once analysis undertaken
	Develop repairs self-service platform through Civica, with engagement from younger tenants	Gurmeet Viridi	CIVICA Project Team	July 18	Developing requirements through workshops
	Using analysis to guide social value work with Mears into specific communities	Rob Goor	Mears / Tenant Engagement	Sep 17	Planning underway
Area Differences	Greater analysis of ENE satisfaction to understand drivers for dissatisfaction.	Frank Perrins	AHMs	May 17	Analysis underway
	Greater analysis of wards where overall satisfaction is less than 41% to understand drivers for dissatisfaction.	Frank Perrins	AHMs	June 17	Analysis planned
Tenants in Financial Difficulty	Greater analysis of survey results to understand reasons for 8% drop in numbers experiencing financial difficulty.	Frank Perrins	AHMs	May 17	Analysis underway
	Use outcomes to identify priority groups for additional support	Simon Swift	AHMs	Sep 17	To plan once analysis completed
Equality and Diversity	Consider equality and diversity when undertaking analysis work and undertake equality impact assessment of policy and procedure changes	Jenny Coop	All	Ongoing	To be incorporated into monitoring of all parts of the action plan
Housing ICT Solution	Consider what opportunities are available to increase customer satisfaction for each of the area of the action plan through the delivery of ICT enhancements, e.g.	Gurmeet Viridi	Digital Information Service / Service	March 18	Project implementation plan in place

STAR Theme / Priority	Action	Lead Officer	Involved	When	Progress reporting
	customer access portal, Leeds Homes Website, mobile technology		Leads		
Ongoing Monitoring of Action Plan	Action plan to be reported into: <ul style="list-style-type: none"> • Joint Housing Management and Property and Contracts SMT on quarterly basis • VITAL / HAB on six monthly basis 	Mandy Sawyer	All	June 17	First report to VITAL in May 17



Report author: Sharon Guy

Tel: 07891 273581

Report of Scrutiny Officer

Report to Tenant Scrutiny Board

Date: 14 June 2017

Subject: Lettable Standard

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 This year, Tenant Scrutiny Board has undertaken an additional piece of work, looking at Housing Leeds Lettable Standard, with a view to providing a tenants perspective. This item of work has not been a full Board Inquiry.

- 1.2 The project group conducted meetings with relevant officers of Housing Leeds and also conducted visits to four void properties in West and South Leeds to assess the lettable standard in practice.

- 1.3 This piece of work has now concluded and the Board is in a position to report on its findings from the evidence gathered.

2.0 FINDINGS

- 2.1 It was explained by Officers that the Lettable Standard was introduced to ensure a consistent city wide approach is adopted. In addition, it was explained that prospective tenants would have clear information in terms of what to expect in their new tenancy. Further it was explained that a sample of pre and post void inspections are carried out to ensure consistency and maintain standards.

The project group were informed that a viewing is undertaken with prospective tenants accompanied by Housing Officers and on occasion Sheltered Support Officers may also be in attendance.

The group were also advised that Housing Officers use a void schedule to explain what works have been carried out to the property to prospective new tenants.

The project group noted that some properties were deemed to be harder to let than others for a variety of reasons. As part of their evidence gathering, the group received a copy of the variable letting standard which is applied to a number of properties which have been identified as being difficult to let.

2.2 VARIABLE LETTABLE STANDARD

The variable letting standard allows for a property to have certain rooms decorated; this applies to the kitchen, bedroom and one other room of the tenants choice. However it would usually be carried out once the property has been relet.

The group noted it is easier to decorate a property whilst it is unfurnished and given it is being decorated to a standard magnolia colour rather than the tenant choosing the colour carrying this out during the void would be more beneficial to the new tenant.

The Board acknowledged that this may impact on relet times, but it is felt that the time spent on decoration may improve the speed by which it can be relet. It would also help tenants who may find it difficult to decorate a property give them a good start in their new home and improve tenant perspective of the service received.

2.3 VISITS TO READY TO LET PROPERTIES

Though any review, the 'theory' of how the service should work is often different in practice. In order to experience what tenants see when they visit a property, Board Members visited four properties during November 2016 which were recorded as ready to let, repairs complete, with the exception of final fix items.

The four properties were chosen randomly by the Board from a selection of ten properties which had been returned the Friday before the visits which took place on the Monday morning.

The group wanted to see a wide range of property types, and so selected a low rise flat, a house, a bungalow and a high rise flat. The key findings from each property visited are summarised below.

Low Rise Flat (Upper floor)

It was noted that at the time of the Boards visit, void work was still in progress and so not ready to let, including not been washed down.

Defects noted

- One of the windows had no safety catch on it.
- One part of the garden which the flat would have been responsible for had not been cut back

Group members were concerned that this property was said to be ready to let when in reality there was work still ongoing and therefore did not meet the lettable standard at the time of viewing.

Bungalow

Members felt whilst this property had a few outstanding issues that needed to be corrected, it met the lettable standard.

- Board members felt as this was a sheltered property ideally there should have a grab rail along the footpath from the doorway as there was a considerable difference in levels of the garden which could pose a potential hazard to the new

tenant.

- Gas pipe was still in the living room when this shouldn't have been there.
- Loose pipe cover in the bedroom. Potential risk hazard for being burnt as this was loose.
- Loose shower seat which would become further damaged under the weight of a person.

Multi Storey Flat – (property subject to the variable letting standard)

This property gave Board Members many questions which given its difficulty in letting already, further highlighted concerns.

- One smoke detector fitted.
- A number of protruding nails had been left in the skirting board.
- Kitchen and lounge of the property had been decorated.
- The bathroom was painted but had a toilet in a separate room and this had not been painted.
- Kitchen had been painted but cutting in not done which resulted in visible red paint from the previous decorating on windows and around plug sockets.
- Pantry door in kitchen was stuck
- Property had the floors washed but not done the edges.
- Stiff windows
- Damage to some of the floor which has not been fully levelled up.

The project group did not feel this particular property had met the lettable standard.

House

This property out of the four visited raised serious concerns and it was the opinion of both Board Members and the Officer in attendance that this property should not have been returned as ready to let. The majority of issues related to poor condition of plaster, but other issues were noted including:

- Front door was sticking and not easy to open.
- Nails protruding in flooring.
- Couldn't check windows as property still had steel sheeting on
- Rubbish had been left in the garden.
- Loft hatch needed repair.
- Polystyrene ceiling tiles removed but not made good leaving an uneven surface.

The group were surprised at the major differences between standards of repair at each of the properties. This was in contrast to previous evidence received which said all properties in Leeds were returned to the same standard.

The project group therefore had concerns about the number of properties which are potentially being returned in this way and the impact this has on both customer satisfaction and also relet times. The Board acknowledged the need to have good performance on relet times but felt this shouldn't compromise the standard of properties returned. The Board also noted that where properties were returned unfinished or where they did not meet the lettable standard this is likely to have an impact of perception by the new tenant. The group also queried why the contractor felt that this was an acceptable standard to return a property in.

The Board asked if a record was kept of properties which are returned and found to not meet the lettable standard and where new tenants had raised concerns or complaints. The Board was informed a record was not kept, however they were advised the contractor returns immediately to complete work.

Whilst the Board felt this was a positive step when the contractor returns immediately, it becomes apparent this must be at the expense of other void properties and so there is potential to have a knock on effect. Also the property visited where major issues were identified would take more than a few hours to bring this property up to the lettable standard which will have a further impact on rent loss which the Council are unable to recover.

3.0 RECOMMENDATIONS

- 3.1 Members are asked to consider appropriate recommendations and provide feedback and agree as appropriate the Board's report following its inquiry into the lettable standard.



Report author: Sharon Guy

Tel: 07891 273581

Report of Scrutiny Officer

Report to Tenant Scrutiny Board

Date: 14 June 2017

Subject: Tenant Scrutiny Board's Terms of Reference and Procedural Rules 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
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1.0 SUMMARY OF MAIN ISSUES

- 1.1 It is prudent for the Board to ensure on a regular basis that their Terms of Reference and Procedural Rules are fit for purpose.
- 1.2 This has been prompted as at April's meeting, the Chair reported on a number of meetings which have improved the relationship between Tenant Scrutiny Board and other groups.
- 1.3 The Chair reflected at that time the Terms of Reference for the Board would need to be updated to formally record these.
- 1.4 The addition of the following statements are proposed to the terms of reference:-
 6. *That the Chair of Tenant Scrutiny Board attends Scrutiny Board (Environment and Housing) as and when meetings are called. The Chair will attend as a member when that Board discusses housing topics and when other topics are being discussed attend as an observer.*
 7. *That a member of Tenant Scrutiny Board attend VITAL (Voice of Involved Tenants Across Leeds) on an annual basis, to consult with VITAL when developing the Tenant Scrutiny Board's forward plan of scrutiny inquiries for the year. The Board will not be bound to instigate an inquiry based on the suggestions made by VITAL.*
 8. *That members of Tenant Scrutiny Board do not hold a position on any Housing Leeds Citywide group, (unless they are involved prior to this rule being agreed).*

Where a member wishes to join Tenant Scrutiny and holds a position on a Housing Leeds Citywide group, they must tender their resignation.

- 1.5 It is also prudent to, at the same time, ensure that the Procedural Rules are also fit for purpose.

2.0 RECOMMENDATIONS

- 2.1 Members are requested to review the updated terms of reference including the amendments noted above in 1.4 and approve if appropriate or suggest amendments.
- 2.2 Members are request to review the procedural rules and suggest amendments if required.

3.0 BACKGROUND DOCUMENTS ¹

- 3.1 None

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

TENANT SCRUTINY BOARD – TERMS OF REFERENCE

The Tenant Scrutiny Board provides independent, customer focused scrutiny which will robustly challenge policy practice and performance to ensure that Leeds City Council provides a high quality housing service that retains tenants at the heart of the organisation.

The Tenant Scrutiny Board is authorised to discharge the following scrutiny functions:

1. Provide independent assurance on the quality of service delivery against agreed performance indicators.
2. Assist in supporting the process of establishing performance indicators.
3. Act as a “critical friend” on behalf of tenants and residents providing “challenge” to the Council in relation to its Housing service delivery and by reviewing policies and strategies.
4. Review tenant satisfaction.
5. Ensure tenants are consulted before major changes to Housing Services are implemented.
6. That the Chair of Tenant Scrutiny Board attends Scrutiny Board (Environment and Housing) as and when meetings are called. The Chair will attend as a member when that Board discusses housing topics and when other topics are being discussed attend as an observer.
7. That a member of Tenant Scrutiny Board attend VITAL (Voice of Involved Tenants Across Leeds) on an annual basis, to consult with VITAL when developing the Tenant Scrutiny Board’s forward plan of scrutiny inquiries for the year. The Board will not be bound to instigate an inquiry based on the suggestions made by VITAL.
8. That members of Tenant Scrutiny Board do not hold a position on any Housing Leeds Citywide group, (unless they are involved prior to this rule being agreed). Where a member wishes to join Tenant Scrutiny and holds a position on a Housing Leeds Citywide group, they must tender their resignation.

Form an integral part of the governance of Leeds City Council through effective links with the Housing Advisory Board and Scrutiny Board (Environment and Housing)

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TENANT SCRUTINY BOARD¹ - PROCEDURE RULES

1.0 FREQUENCY AND PLACE OF MEETINGS OF THE SCRUTINY BOARDS

- 1.1 The Tenant Scrutiny Board will meet every Month
- 1.2 Extraordinary meetings may be called from time to time as and when appropriate.
- 1.3 A meeting may be called by;
 - the Chair; or
 - the Scrutiny Officer if he/she considers it necessary or appropriate.
- 1.4 The Tenant Scrutiny Board may sit at such place and at such time as it considers necessary and appropriate.
- 1.5 The Tenant Scrutiny Board may appoint a Working Group as it feels appropriate and necessary to assist in ensuring the effectiveness and efficiency of its work².

2.0 QUORUM / SUBSTITUTE MEMBERS

- 2.1 The quorum for the Scrutiny Board shall be 50% of membership plus 1
- 2.2 Substitute members will not be allowed

3.0 NOTICES OF MEETINGS

- 3.1 Notices for all meetings of a Tenant Scrutiny Board shall be issued from the office of the Scrutiny Officer.

4.0 ADMISSION TO MEETINGS

- 4.1 All meetings of the Tenant Scrutiny Board shall be open to the public unless identified as confidential. This shall be without prejudice to any power of exclusion to suppress or prevent disorderly conduct or other misbehaviour at a meeting.
- 4.2 The Tenant Scrutiny Board may resolve to exclude the press and public from a meeting (whether the whole or part only of the proceedings) by passing a resolution.

¹ All references to Scrutiny Board relate to Tenant Scrutiny Board

² These must be appointed to carry out specific tasks such as visits to premises or other information gathering activities as part of an on-going Inquiry.

5.0 MINUTES

- 5.1 All meetings of each Tenant Scrutiny Board shall be minuted.
- 5.2 Oral evidence given to a Tenant Scrutiny Board may be recorded via tape recording as shall appear to the Tenant Scrutiny Board to be appropriate.

6.0 RIGHTS OF TENANT SCRUTINY BOARD MEMBERS TO DOCUMENTS

- 6.1 When a Tenant Scrutiny Board conducts a review, every member of the Board³ shall have a right of access to any documents which are relevant to the subject matter of the review and are not deemed confidential.

7.0 AGENDA ITEMS

- 7.1 A Scrutiny Board shall as a minimum consider the following business at an Ordinary Meeting:
- apologies for absence;
 - minutes of the last meeting;
 - the Board's work programme; and
 - the business otherwise set out on the agenda for the meeting.

8.0 WORK PROGRAMMING

- 8.1 No Tenant Scrutiny Board may undertake a review into:
- any decision of a Plans Panel or the Licensing Committee or a Licensing sub-committee;
 - any decision taken by an officer under delegated authority which falls within the terms of reference of a Plans Panel or the Licensing Committee or a Licensing Sub-Committee;
 - any matter which falls outside of the Tenant Scrutiny Board's Terms of Reference
 - any decision in respect of which there are:
 - ongoing judicial proceedings, Ombudsman or audit inquiry or complaint under the Council's formal complaints procedure;⁵ or
 - individual personnel issues.

9.0 REQUESTS FOR SCRUTINY

9.1 Reviews requested by a member of the Tenant Scrutiny Board

Any member of the Tenant Scrutiny Board may propose that a review be undertaken into a relevant matter. The Board will then consider whether to

³ Information received as a member of a Tenant Scrutiny Board should be used only in this capacity.

undertake the review. In doing so, it shall take into account the wishes of all members of that Board.

9.2 Requests for reviews from other sources

The Tenant Scrutiny Board shall consider a request from any other source to conduct a review.

9.3 If the Scrutiny Board decides not to carry out a review into the matter, the Scrutiny Officer will inform the referring body about the decision of the Tenant Scrutiny Board, and the reasons for its decision

10.0 SELECTING SCRUTINY INQUIRIES

10.1 Before deciding to undertake a scrutiny Inquiry, the Tenant Scrutiny Board must

- consider how the proposed Inquiry falls within its terms of reference; and
- consider the current workload of the Tenant Scrutiny Board and the available resources required to carry out the work.

10.2 Where any Scrutiny Board decides that there shall be an Inquiry, the Scrutiny Board shall

- consult with the relevant Director and Executive Member;
- agree the Terms of Reference of the Inquiry;
- agree the period within which the Inquiry's Report is to be completed;
- compile a preliminary list of witnesses from whom the Tenant Scrutiny Board require evidence; and
- compile a preliminary list of documents which the Tenant Scrutiny Board requires to be produced.

11.0 REPORTS AND RECOMMENDATIONS

11.1 At the conclusion of a review the Tenant Scrutiny Board shall, where it considers it to be appropriate, produce a written report summarising the evidence that it has taken and set out its recommendations.

11.2 Where the Tenant Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to it finalising its recommendations. The detail of that advice shall be reported to the tenant Scrutiny Board and considered before the report is finalised.

11.3 The review report shall include:

- an explanation of the matter reviewed or scrutinised;

- a list of the participants involved in the Inquiry (save where the Board considers that a name of a witness should be withheld for reasons of confidentiality) ;
- a list of all documentation that has been considered by the Board; and
- any conclusions and recommendations on the matter reviewed or scrutinised.

11.4 Where any member of the Tenant Scrutiny Board does not agree with the content of the Board's Report, they may produce a Minority Report setting out their findings and recommendations. The Minority Report will be an appendix to the Tenant Scrutiny Board's Report.

12.0 RESPONSES TO REPORTS AND RECOMMENDATIONS

12.1 The Housing Advisory Board, the Executive Board, Community Committee's or officers shall consider any report and recommendations of the Tenant Scrutiny Board within two months of it being received. The Council or Executive is under a duty to respond to the Tenant Scrutiny Board, indicating what action (if any) it proposes to take and to publish its response.

13.0 WITNESSES – GENERAL PRINCIPLES

13.1 Where the Tenant Scrutiny Board wishes to take evidence from a witness, the Scrutiny Officer shall notify the witness of:

- the date upon which their evidence is to be taken;
- the matters upon which evidence is sought;
- any documents that the Tenant Scrutiny Board wishes to have produced; and
- the date upon which the Board requires any written evidence from the witness.

13.2 Those assisting the Scrutiny Board by giving evidence shall be treated with respect and courtesy.

14.0 MEMBERS AND OFFICERS GIVING ACCOUNT/ INFORMATION

14.1 The Tenant Scrutiny Board may require any Executive Member, or Member in relation to a matter where the Member has exercised functions, the Chief Executive and/or any senior officer to attend before it to answer questions and provide information about:

- any particular decisions or series of decisions;
- the extent to which actions taken implement Council policy

14.2 It is the duty of those officers and Members to attend and to answer questions.

14.3 The Chair of the Tenant Scrutiny Board will inform the Scrutiny Officer if the Scrutiny Board requires any Member (including an Executive Member) or

officer to attend a Scrutiny Board under this provision. The Scrutiny Officer shall inform the Member or officer of this, giving at least 7 working days' notice of the meeting at which he/she is required to attend.

14.4 The notice will state:

- the nature of the item on which he/she is required to attend to give account; and
- whether the Tenant Scrutiny Board requires him/her to produce any documents or reports.

14.5 Where the Scrutiny Board requires the person to produce a report, then the Scrutiny Officer will give the Member or officer concerned sufficient notice to prepare it.

14.6 The Chair of the Tenant Scrutiny Board will inform the Scrutiny Officer where a Scrutiny Board requires a Director to attend the Tenant Scrutiny Board in person.

14.7 Directors may be accompanied by any other officer the Director feels appropriate.

14.8 Where the Tenant Scrutiny Board does not require a Director to attend in person, he/she will be responsible for ensuring that an officer of sufficient knowledge and requisite seniority attends. Any such witness may be accompanied by such adviser(s) as he/she considers necessary.

14.9 Where, in exceptional circumstances, the Member or officer is unable to attend on the required date, and then the Scrutiny Officer shall, in consultation with the Chair of the Tenant Scrutiny Board and the Member or officer, arrange an alternative date for attendance, or agree an appropriate substitute.

15.0 ATTENDANCE BY OTHERS

15.1 A Tenant Scrutiny Board may invite members of the public or other persons to attend meetings, address it, discuss issues of local concern and/or answer questions.

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