

**Report of: Director of Environments and Housing**

**Report to: Housing Advisory Board**

**Date: 9<sup>th</sup> September 2014**

**Subject: A Strategy for High Rise Housing**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: 2 Technical Apppendix	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

## 1. Introduction and Summary of main issues

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

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

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

Work completed to date;

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

Future work planned;

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

## **2. Summary of Recommendations**

The Housing Advisory Board is requested to consider;

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

## **3. A New evidence base for High Rise Housing**

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

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

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

### 3.1. Definition of High Rise Housing

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

The <b>121</b> high rise multi-storey blocks of residential flats that have <b>seven stories or more</b> and are owned and managed by Leeds City Council.
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### 3.2. Brief History of High Rise Housing in Leeds

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

### 3.3. Type of block

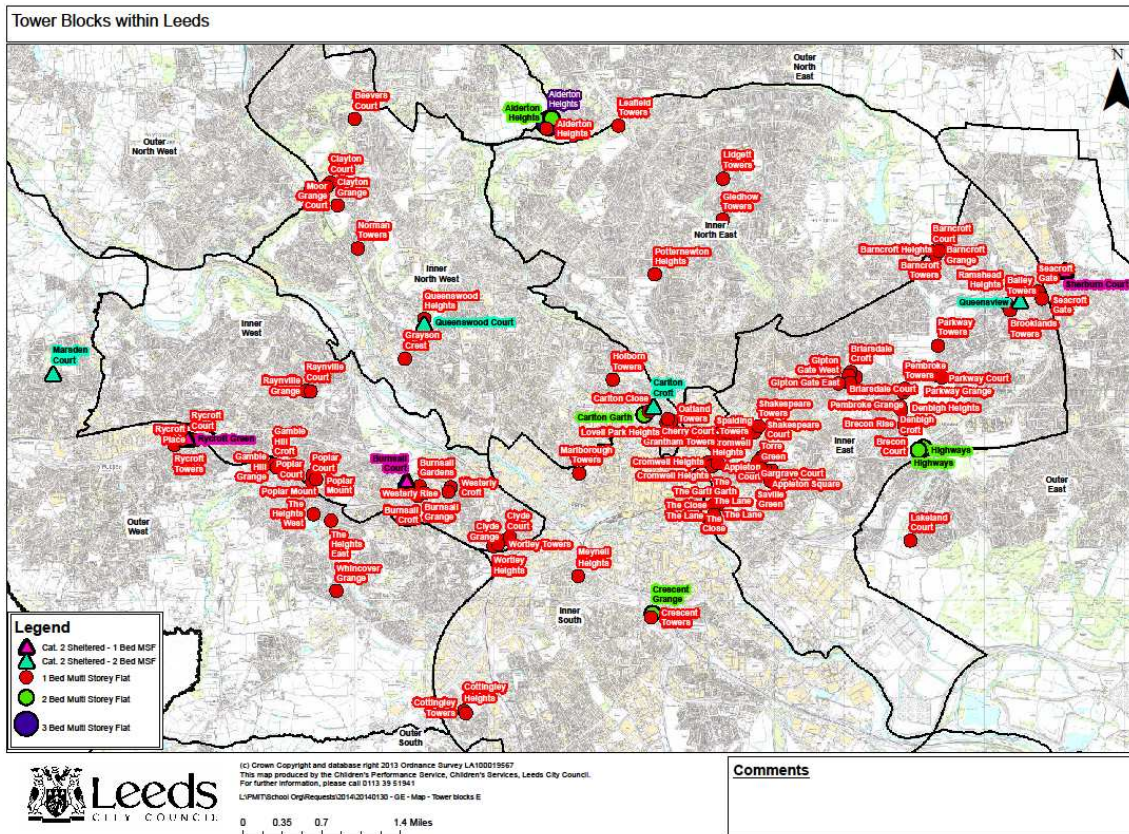
As part of the work carried out by the High Rise Housing Strategy Group, and supported by Re'New a more detailed profile of the 12 blocks is now available.

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

### 3.4. Location

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

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



### 3.5. Ages of tenants

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

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

### 3.6. Occupancy

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

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

### **3.7. Demand**

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

### **3.8. Turnover**

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

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

### **3.9. Customer Satisfaction**

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

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

### 3.10. Lettings and Local Lettings Policies

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

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

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

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

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

## **4. Developments in tenant Involvement in High Rise Housing**

### **4.1. Background**

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

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

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

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

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

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

### **4.2. Outcomes to date**

After two meetings the Leeds High Rise Group have:

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



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

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

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

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

### **4.4. Next steps for tenant involvement**

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

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

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

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

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

## Stage 1 – Data collection.

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

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

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

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

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

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

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

## Stage 3 – Response based on RAG Status

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

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

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

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

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

### **Piloting the model – The Clydes**

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

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

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

## **6. Existing investment needs and plans for High Rise Housing**

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

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

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

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

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

<b>Scheme detail</b>	<b>£ (k)</b>
Fire safety work required to ensure the blocks fully comply with the Regulatory Reform Fire Safety Order and deliver the concordat with WYFRS:- <ul style="list-style-type: none"> <li>• Compartmentation work</li> <li>• Flat door replacements</li> <li>• Emergency lighting LED upgrade</li> <li>• Fire detection</li> <li>• Low level signage</li> <li>• Mobility scooter parking</li> <li>• Meter cabinet replacement</li> <li>• Ventilation and glazing upgrades</li> <li>• Cable entanglement works</li> </ul>	1000 1520 360 200 150 300 200 60 25
CCTV systems upgrade and installation to complete provision at all LCC MSF blocks	750
Phase 2 installation of sheltered MSF fire sprinkler systems (Queensview)	750
MSF block painting programme year 1	1400
Clydes ERDF District Heating scheme (bio-mass)	1667
Wimpey H block panel replacement and drying room louvre replacements	200

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

## 7. Next steps

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

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

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

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

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

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

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

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

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

## **8 Corporate Considerations**

### **8.1 Consultation and Engagement**

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

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

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

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

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

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

### **8.3 Council policies and City Priorities**

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

### **8.4 Resources and value for money**

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

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

None at this stage.

### **8.6 Risk Management**

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

## **9 Recommendations**

The Housing Advisory Board is requested to consider;

- The extensive work completed to date on developing and extending the Council's understanding of High Rise Housing in the city through a new evidence base;
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- The development of a model that will inform future investment and management decisions;
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- The plan to pilot alternative management techniques and approaches that can be employed when specific difficulties or challenges arise.