

Report of: Head of Housing Management West

Report to: Director of Environment and Housing

Date: 3<sup>rd</sup> September 2015

Subject: Clydes/Wortley Project Resource & Staffing Requirements – High Rise Project

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 Delivery of a step change in the quality of the City's High Rise housing stock is a key priority within the Housing Management Service Pan for 2015/16. The High Rise Project have identified the 4 high rise blocks, the Clyde's and Wortley's as a pilot to trial new and innovative solutions through a holistic approach to investment in the fabric of the blocks to a fundamental change in the management of the blocks to support and challenge tenants and change the perception and reputation of the blocks.
- 1.2 The report recommends the approval of additional staffing resources employed directly for up to 12 months to deliver a more intensive model of housing management and support to the tenants, plus resources to commission additional health interventions through a PEP worker commissioned through BARCA and additional onsite security through Leeds Watch. Together this will create a temporary dedicated team to help transform the 4 Blocks.

## 2.0 Recommendations

- 2.1 Approve the creation of an additional temporary 1 x SO2 Team Leader (tenancy) for a period of 12 months (Subject to review) funding of £36k
- 2.2 Approve the creation of an additional temporary 1 x C3 Housing Officer (Support) for a period of 12 months (Subject to review) funding of £35k
- 2.3 Approve the commissioning of a PEP Worker for a period of 12 months, part funding of £40k
- 2.4 Approve the creation of a concierge team for an initial period of 6 months to help sustain the project funding of £100k

- 2.5 Approve the funding of £68k for resources to support the above. These are Pre tenancy training (£10k), tenancy support (£30k), Marketing (£5k), Evaluation (23k)

The total cost is £279k

### 3.0 Purpose of the Report

- 3.1 To approve the creation of a temporary dedicated team to help transform the 4 Blocks.

### 4.0 Background Information

- 4.1 The Clyde's & Wortley's tower blocks have struggled with long term entrenched issues including criminal activity and anti-social behaviour. The concentration of issues within the blocks has led to low demand resulting in many vulnerable people being housed in the blocks due to limited choice and the need for quick rehousing. The vulnerability of many of the tenants has been a barrier to tenants challenging bad behaviours and criminality and therefore it is assumed that there is a significant level of under-reporting.

- 4.2 A more intensive housing management and support service is essential to help and challenge tenants and their behaviours to transform the reputation of the blocks and make them a destination of choice. Tenant satisfaction has been consistently much lower than the city average for a number of years.

- 4.3 A fundamental shift in approach is supported by a multi-agency group which is taking a holistic and comprehensive approach to change. Some work has commenced and the action plan is based around three key themes - Physical Investment; Housing Management and Multi-Agency Interventions

- 4.4 Below is a summary of the themes.

#### 4.4.1 Physical Investment

Security, communal area decorating & landscaping to create a safer, secure by design environment. The works will be managed and delivered through the housing capital programme. The investment is funded within the HRA

#### 4.4.2 Housing Management

The intensive / enhanced Housing Management Service will provide in-depth support and challenge to the tenants, creating individual personalised plans to create effective and well managed tenancies, assisting tenants to manage their tenancies effectively and addressing their individual support needs. The team will develop a clear and effective performance management system to track individual outcomes, such as access to support services, tenants supported into work and overall outcomes such as length of tenancies, cases of nuisance and anti-social behaviour

In addition the intensive housing management service will deliver the safety and security that is necessary to ensuring change is implemented and is effective. Commissioning of concierge for an initial period of 6 months is essential to stabilise and control entry to the blocks. It is envisaged that after the initial 6 months presence the system will move to a virtual concierge system delivered through Leeds Watch.

Implementation of change which is sustainable may require a review of the Local Lettings approaches to create a mix of tenants and create a more engaged and cohesive community. The Housing Management team will consider and present options for lettings approaches which may result in

rehousing of some existing residents into more suitable accommodation. Any proposals to change the lettings processes with are subject to a separate report.

#### 4.4.3 Multi- Agency Interventions

Housing Leeds working in partnership with the Inner West Community Committee, Public Health and LASBT resources to support a newly created PEP Housing Worker. This builds on the NHS LWCCG PEP workers in primary care. This worker will be part of the West Leeds PEP social prescribing team at Barca, a Third sector organisation, but will carry out much of the work in the community. It is proposed that this will be a highly motivated and resilient person who is able to work with individuals living in the tower blocks in who are experiencing challenges such as social isolation, debt and unemployment. The PEP worker will work closely with Leeds City Council Environment & Housing Department to support people to tackle issues that prevent them from feeling safe and part of their community.

#### 5.0 Corporate considerations.

##### 5.1 Consultation and Engagement

Included discussions with WNW Area Leadership Team, Elected members, High Rise Project Board, and tenant representatives

The proposals have been discussed with Human Resources.

#### 6.0 Equality Diversity Cohesion and Integration

##### 6.1 The proposed scheme will meet key equalities priorities as identified in Leeds City Council's policy. Specifically these will be to:

Increase a sense of belonging that builds cohesive and harmonious communities

Ensure that housing and regeneration investment meets the changing needs of individuals and communities

Improve housing conditions and energy efficiency

An EIA has been completed.

#### 7.0 Council Policies and City Priorities

##### 7.1 The Best Council Plan 2015 – 2020 includes

Supporting communities and tackling poverty. People in Leeds

- Have a better quality of life, particularly those who are vulnerable or experiencing
- poverty and inequality
- Are safe and feel safe in their homes, in the streets and the places they go
- Live longer and have healthier, active lives
- Have a voice and influence in decision-making
- Receive accessible and integrated services that meet their needs

Delivering the better lives programme. People with care and support needs in Leeds:

Are contributors to their community and live healthy, fulfilling lives with adequate access to, and choice and control over, any support that they may need

- Stay independent for as long as possible
- Live safely and with dignity
- Are treated as 'whole people' and have an altogether smoother, more seamless, less
- fragmented experience of their health and social care services
- Have access to a greater choice of services that are geared to respond to people's specific needs

## 8.0 Resource and Value for Money

8.1 The total cost of £279k will be met through the HRA

8.2 Some of the desired outcomes are:

- Increased tenant satisfaction with the services delivered and the neighbourhood
- Improved quality to the inside of the blocks and immediate neighbourhood
- Greater engagement with tenants living in the blocks
- Increased employment opportunities for tenants
- Improved links with Housing services and partner agencies
- Reduced debt and rent arrears
- Increased tenancy sustainment
- Increased demand to live in the accommodation
- Decreased number of voids
- Increased rent collection

## 9.0 Legal Implications, Access to Information and Call In

There are no legal implications and the decision is not subject to call in.

## 10.0 Risk Management

The project will reduce risks to the Council around vulnerable residents in high rise blocks

## 11.0 Conclusion

The proposals will better enable the Housing Management Service to deliver and support the MSF project. The desired outcomes are listed in 8.2 above which will be realised through a radical intervention through physical improvements, Housing Management and Multiagency working.