



# Housing Revenue Account Business Plan 2017 - 2027



# Introduction and Strategic Context

This Plan sets out how the council intends to manage its Housing Revenue Account (HRA) resources to support the delivery of high quality council housing in Leeds over the next 10 years.

The Plan provides an updated position on the council housing portfolio and the council's priorities for investing in homes and services to effectively meet housing need in the city. It also identifies the main opportunities and threats to the delivery of the Business Plan, and how these will be managed.

Leeds has an ambition to be the best city and for Leeds City Council to be the best local authority in the UK. This means having a strong economy in a compassionate city where we tackle poverty and reduce inequalities. The Best Council Plan 2015-20 has 8 key outcomes we want for everyone in Leeds:

- Be safe and feel safe;
- Enjoy happy, healthy, active lives;
- Live with dignity and stay independent for as long as possible;
- Do well at all levels of learning and have the skills they need for life;
- Earn enough to support themselves and their families;
- Live in good quality, affordable homes within clean and well cared for places;
- Move around a well-planned city easily;
- Enjoy greater access to green spaces, leisure and the arts.

To support the delivery of the council's priorities a set of 8 cross cutting breakthrough projects are in place.

These are:

- **Tackling domestic violence and abuse;**
- **Housing growth and high standards in all sector;**
- **Making Leeds the best place to grow old in;**
- **Strong communities benefiting from a strong city;**
- **Cutting carbon and improving air quality;**
- **World class events and a vibrant city centre that all can benefit from;**
- **More jobs, better jobs;**
- **Early intervention and reducing health inequalities.**



The council also has a 5 year Housing Strategy (2016-2021) which has 6 key themes as follows:



01

### **Affordable Housing Growth**

Maximising the amount of affordable homes available to rent and buy

02

### **Improving Housing Quality**

Improving the quality and energy efficiency of homes, particularly in the private sector and reducing the number of empty homes

03

### **Promoting Independent Living**

Minimising homelessness through greater focus on prevention, and supporting vulnerable residents to live independently

04

### **Creating Sustainable Communities**

Creating confident communities through effective management of the neighbourhood environment and tackling anti-social behaviour, domestic abuse and crime

05

### **Improving Health through Housing**

Promoting healthy lifestyles, reducing health inequalities and poverty, and supporting people to meet health needs through housing options

06

### **Meeting the needs of older residents**

Ensuring that the right housing options are available which allow older people to remain active and independent in their homes and communities

**All of these strategic priorities feature strongly within our HRA Business Plan as priorities for the next 10 years, reinforcing the clear role that council housing has in making Leeds the best city in the UK.**

# Our Customer and Housing Portfolio

The council remains the largest social housing provider in Leeds and the second largest local authority landlord in the UK, with 56,468 homes across Leeds. Most of the housing portfolio is managed directly by the council, via Housing Leeds, but 1943 homes are managed and maintained directly by Belle Isle Tenant Management Organisation.

Around 2,700 properties are included within two Private Finance Initiative (PFI) contracts for improvements, repairs and maintenance, up until 2033 and 2035 respectively. The most recent PFI also helped to deliver 388 new build homes.

Housing stock numbers have continued to reduce as a result of Right to Buy and the pace of sales has increased to approximately 450 per year following a relaxation of the eligibility criteria introduced in 2015. To counter stock reductions in 2014 Leeds began its largest council housing new build programme since the 1980s, and has already delivered just over 100 new council homes in addition to those delivered through the PFI.

The housing portfolio is made up of aging housing stock, with a large number of inter-war estates, 1960s high rise flats, non-traditional properties and 1970s sheltered housing schemes. 65% of the housing stock was built prior to 1964 and each construction type presents its own particular investment challenges.

As of the end of March 2016, 95% of homes met the Decent Homes Standard. This is significantly better than the national local authority average of 84%. The average SAP rating of the council housing stock was 69, which is again better than the national local authority average of 66.

Over half of Housing Leeds properties (53%) are located in areas identified in the English Index of Multiple Deprivation 2015 as being in the lowest 10% deprived areas in the UK. The council has a critical role in supporting residents in these areas to improve access to services and increase opportunities in order to reduce levels of deprivation.

Demand for council housing remains high, with an average of 91 bids received per property (of those advertised between October – December 2016.) The majority (75%) of applicants on the Leeds Homes Register do not have an assessed housing need, but have expressed an interest in being housed by the Council. Tenancy sustainment is increasing, with the average tenancy length of 10.5 years.

Housing Leeds let almost 4700 properties in 2015/16, and the number of lets is generally following a downward trend. The average length of tenancy has remained fairly constant over recent years at just over 10 years, but with a slight increase over the last 2 years to 10.5 years.

Our tenant profile offers a number of challenges to the HRA Business Plan. 28% of tenants identify themselves as having a disability and 25% of tenants are over 65. It is projected that the percentage of council tenants aged 85 and over will increase from 4% to 18% over the next 15 to 20 years (Renew research, 2014).

# Our Priorities

## Our Asset Management and Investment Priorities

Our Asset Management Strategy is summarised in the plan-on-a-page at Appendix 2. This details how council housing investment will contribute to the Best Council outcome of:

We want everyone in Leeds to live in good quality, affordable homes within clean and well cared for places



Our asset management and investment priorities over the next three years are:

### 1. Delivering modern, fit for purpose homes and neighbourhoods

- Achieving the Leeds Homes Standard – by spending £50m on renewing kitchens, bathrooms, roofs, windows and doors and £4m on electrical works, as well as looking at differential standards across different areas and property types (e.g. family friendly blocks);
- Meeting the investment needs of our most challenging property types – by completing the remodelling of sheltered bedsit blocks, spending £59m on our high-rise investment programme (including £20m on new district heating schemes) and developing investment plans for our non-traditional and hard-to-treat stock; and
- Modernising repairs and maintenance – through more planned and batched works, more preventative repairs to head-off disrepair and working with the Chartered Institute of Housing on 'Rethinking Repairs'.

### 2. Reducing fuel poverty, cutting carbon and improving health outcomes

- Delivering warm, energy efficient homes that are affordable to heat – by investing £23m on heating and hot water renewals and £8m on insulation works to low and medium-rise properties, as well as cladding, roof insulation and heating upgrades for high-rise blocks; and
- Investing in works to improve health outcomes – by working with colleagues in public health and the NHS to understand the areas with worst health outcomes, works that will have the biggest impact in terms of health outcomes and to explore joint funding opportunities.

### 3. Increasing affordable housing supply

- Reshaping the housing stock – by developing a forward programme of options appraisals for the estates/property types/blocks/schemes that are poorest performing; and
- Delivering new or additional homes – by working with the Housing Growth team to identify and bring forward HRA sites that are suitable for development of affordable housing, bespoke properties and self-build.

#### 4. Intelligence led stock portfolio management

- Driving stock improvement and estate sustainability – by understanding the relative performance of different areas or property types through financial (NPV) and non-financial (sustainability) modelling, and using this intelligence, alongside analysis of repairs, disrepair etc, to inform and guide investment proposals. Also by spending £4m on environmental works to improve estate areas and support community investment from Housing Advisory Panels.

### Our Tenancy Management Priorities and Plans

To reflect the priorities in the Best Council Plan and Housing Strategy the main tenancy management priorities and plans are:



#### 1. Best Use of Stock - effectively using our stock to ensure that housing need is met, minimising homelessness and the number of people living in unsuitable homes

- Community Lettings Policies will be implemented over the next 3 years, as part of Ward Based Lettings Plans, to capture any specific local housing needs based on availability of housing types in a local area;
- Draft Lettings Policy changes have been developed which propose the introduction of a Tenant Transfer Policy, which will help to support tenant mobility to more suitable housing, although implications of the introduction of fixed term tenancies through the 2016 Housing and Planning Act on current tenants will need to be considered;
- Supporting initiatives such as the Tenant Mobility Scheme and Homeless Prevention Grant to offer incentives to tenants to move to more suitable homes;
- Further develop the tenancy fraud strategy to prevent, detect and prosecute cases of tenancy fraud which present the highest risk to the council, in particular unlawful subletting and right to buy fraud

#### 2. Creating sustainable communities - through proactive management of neighbourhoods, tackling anti-social behaviour, domestic abuse and crime

- Supporting the delivery of the Council's Priority Neighbourhood Improvement approach;
- Embedding partnership working with key locality service providers in order to proactively plan the management of neighbourhood issues, including anti-social behaviour;
- Delivery of the High Rise Strategy, including more proactive housing management, a clear investment strategy for improving the blocks and a number of other initiatives to achieve sustainable communities alongside an effective marketing and communications strategy for high rise living;
- Actively supporting the Front Door Hub in proactively managing domestic abuse cases;
- Working proactively with communities to support initiatives to build community resilience through Asset Based Community Development principles.

#### 3. Supporting residents and communities to reduce poverty and maximise financial inclusion

- Working proactively with residents at risk of financial exclusion, including those affected by Welfare Reform, to maximise income, access affordable finance and fuel, and access digital opportunities, training and employment.
- Working proactively with communities to support projects and promote campaigns that support financial and digital inclusion.

#### 4. Embedding Tenant Responsibility

- Delivering a high support / high challenge tenancy management service which is based on restorative principles;
- Embedding a 'Rent First' culture where the expectations of tenants to pay their rent is clear, but with support available to help tenants who are experiencing hardship to maximise their income.

#### 5. Supporting older and disabled residents to remain active and independent in their own homes

- Delivery of support models to provide flexible housing and support options for older tenants, alongside an effective marketing and communication strategy for retirement living;
- Supporting the delivery of additional extra care council housing;
- Supporting tenants needing adaptations to remain independent in their own homes;
- Delivering enhanced AHVs for Over 75s to proactively identify support needs and reduce social isolation.

#### 6. Delivering high quality customer services and increasing customer satisfaction with services provided

- Supporting the delivery of the remainder of the Community Hub programme to facilitate customer facing housing services in Community Hubs;
- Delivery of improved digital information and communications to tenants and providing greater opportunity for online self-service;
- Investment in staff training is underway to embed an organisational culture of providing high quality customer services;
- Supporting ongoing improvements to customer facing processes.
- Implementing the revised Tenant Engagement Framework, allowing all tenants the opportunity to influence and help improve services.

In order to achieve the above priorities it is a priority for us to maintain regular contact with all of our tenants. Housing Leeds remains committed to undertaking Annual Homes Visits to all tenants, as a means of identifying any new tenancy or support issues at an early stage to enable preventative and proactive action to be taken.

### Our Business Priorities

To support the delivery of our asset management and investment priorities, and tenancy management priorities the main business priorities are:



#### 1. Maximising income

- Delivering a Rent Policy which seeks to maximise income from rent and service charges within allowed government parameters,
- Effectively collecting rent via promotion of a 'Rent First' culture with tenants and applicants, and a strong performance management culture within staff teams;
- Minimising the amount of rent loss from empty properties by continued process improvement and active void management.

#### 2. Maximising the efficiency of service delivery through improvements to systems and processes

- Delivering a new Housing ICT solution by 2019 which delivers improved system integration, mobile working and allows greater channel shift to allow customers to access services online.
- Delivering Changing the Workplace for all employees, to facilitate more mobile and flexible working.

### 3. Maximising value for money achieved through contracted services

- Delivering procurement efficiencies on future contracts in accordance with the Housing Leeds procurement strategy.
- Procuring contractors and suppliers to the value of circa £150m each year utilising both traditional and innovative procurement methodologies.
- Procuring the planned works programme to manage annual expenditure of £80m from 2018.

### 4. Developing stronger citywide and regional partnerships

- Strengthening our influence as a Strategic Housing Authority over how Leeds landlords support the delivery of Housing Strategy priorities and in turn some of our HRA Business Plan priorities;
- Strengthening our links with key local service providers in order to influence how and what services are provided to tenants and neighbourhoods, e.g. housing related support;
- Strengthening our relationships at a strategic level both at a regional and national level in order to influence the development of national policy.

### 5. Becoming more enterprising through the introduction of and piloting new and innovative technology and practices

- Delivering a district heating system via underground heating network from the Recycling and Energy Recovery Facility (RERF);
- Encouraging a culture of enterprise where new initiatives are piloted to drive continuous improvements in service delivery and technology.

## Tenant Priorities

During 2016/17 a Survey of Tenants And Residents (STAR) was undertaken. This highlighted that the 7 biggest priorities for tenants were as follows:

- Repairs and maintenance;
- The overall quality of the home;
- The neighbourhoods as a place to live;
- Dealing with anti-social behaviour;
- Value for money of rent and service charges;
- Keeping residents informed;
- Listening to tenant views and acting upon them.



These priorities have informed the asset management, tenancy management and business priorities identified within this Business Plan.



# Financial Plan

The purpose of the Financial Plan is to detail the level of resources available within the HRA to support the delivery of the priorities outlined in this Business Plan. The plan covers the period 2017/18 to 2026/27 and is detailed in Appendix 1.

The HRA includes all expenditure and income incurred in managing the council's housing stock and, in accordance with government legislation, operates as a ring fenced account.

Based on current assumptions, the projections over the next ten years show a balanced HRA budget.

## Key Assumptions

The key assumptions within the plan are set out below.

- **Rents.** The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17. Social housing rents will therefore reduce by 1% until 2019/20 for the majority of dwellings. The Financial Plan assumes there will be a return to a Consumer Price Index +1% rent increase from 2020/21 onwards. Whilst the 2016 Act requires that social rents have to reduce by 1% per annum until 2019/20, properties funded through PFI can be exempt from this requirement. An increase in accordance with the government's rent formula of CPI+1% is therefore assumed. The projections for rental income reflect Right to Buy assumptions and the increase in the stock due to the Council House New Build programme. It also assumes a void level of 1% for the period covered by the plan.
- **Pay and Price.** The Financial Plan provides for pay increases and inflationary increases on specific contractual commitments and utilities.
- **Service Charges.** Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and only pay a notional charge towards the cost of these services meaning other tenants are in effect subsidising the additional services received. Service charges will therefore continue to increase to reflect more closely the costs associated with providing services.
- **Efficiencies** in staffing and running cost reductions will continue to be realised over the period covered by the Financial Plan.
- **Repairs to Dwellings** will be maintained at current levels until 2019/20. Recognising that the level of resources available to maintain our homes remains a priority to tenants, it is proposed that from 2020/21 the budget will increase by 2% per year.
- **Unitary Charge** payment variations in respect of the 'Little London, Beeston Hill and Holbeck' and the 'Swarcliffe' Private Finance Initiative (PFI) schemes are to be managed within the overall level of resources available each year.

- **Provision for Bad Debts** is dependent upon the expected level of arrears. The impact of Universal Credit is likely to lead to an increase in the level of arrears and the impact on the HRA is that an increase in the provision for doubtful debts will have to be made. Largely based on our experience of the first Universal Credit cases in Leeds, the Financial Plan incorporates increases for the level of provision that is required to deal with arrears. As Universal Credit is rolled out across Leeds then this projection will be revised to take account of performance in collecting rent due.
- **Investing in the Housing Stock** remains a priority. The council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy. The council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the stock.

When compared to the level of resources assumed in the last approved Business Plan, the rent reduction policy equates to a loss of £283m of rental income over a 10 year period. This has been managed largely through a combination of the use of reserves, reduction in capital resources as outlined above, efficiencies within the service and increases in service charges so that the level of contribution received more closely reflects the costs associated with the delivery of the services.

In light of this reduction in resources the council will need to revise its HRA Investment Strategy. Based on the current financial assumptions capital resources are as set out in the summary table below.

Capital Resources available

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2025/26
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
78,000	77,527	77,039	76,568	75,799	75,395	74,721	77,111	77,220	78,600

## Business Plan Risks

There are a number of uncertainties which may impact on the level of resources available to the HRA. Rent Policy, Universal Credit, increased Right to Buy sales, changes in housing priorities and changes to legislation are all factors which will influence the funding available to the council to deliver the priorities outlined in this Business Plan. The 2016 Welfare Reform and Work Act, the Housing and Planning Act 2016 and the Housing White Paper 'Fixing our broken housing market' will influence the period covered by the Financial Plan. These are outlined below:

- **Government's Rent Policy Beyond 2020** – any change to the current government rental policy of a return to CPI+1% rental increase could impact significantly upon the level of resources available to the HRA. Previous changes to rent policy required the use of reserves to manage the 2016/17 to 2019/20 rent reductions, which cannot be sustained beyond 2020. A 1% variation in rent equates to approximately £2m.

- **Roll Out of Universal Credit** – the rollout of Universal Credit in Leeds commenced in 2016 and once fully implemented it will require the council to collect rent directly from around 24,000 tenants who are in receipt of full or partial Housing Benefit. Although the financial impact of this is still difficult to quantify, and an assumed increase is included in the Financial Plan, it is possible that the level of arrears is greater than that anticipated in the plan.
- **Increased Right to Buys** – a reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the government’s Right to Buy legislation continues to sustain an increase in the number of sales with a subsequent reduction in the amount of rent receivable. There is therefore a risk that the council sells more properties than anticipated.
- **Sale of Higher Value Homes** - the Housing and Planning Act 2016 has introduced the requirement for local authorities to sell their higher value homes and allows the government to estimate the amount of money that they expect each local authority to receive from such sales each financial year. Authorities will then be required to pay these receipts to the Treasury every quarter. Details of the definition of higher value homes and the mechanism by which the government will calculate the amount to be paid by each Authority are yet to be published but implementation of this policy could have a significant impact upon the level of resources available.
- **Investing in Housing Stock** – The HRA Investment Plan approved by Executive Board in 2015 noted a shortfall in capital resources available to meet investment need up to 2018/19 which would be overcome by an increase in capital resources after that period. As the capital resources now available to support the Investment Plan after 2018/19 have reduced, the Investment Plan will need to be reviewed to reflect the revised resource position. The Investment Strategy will therefore be reviewed by Autumn 2017, detailing how we will deliver the investment need deriving from the priorities identified in the Asset Management Strategy within the revised capital resources now available. This will then begin a cycle of annual reviews of the HRA Business Plan and Investment Strategy which will be reported to Executive Board and inform the subsequent annual budget setting process.

## Risk and Performance Management

Housing Advisory Board is a strategic board made up of tenants, Ward Members and independent members which is responsible for advising the Executive on the strategic direction of the housing service and reviewing performance.

A review will be undertaken of the performance priorities reported to Housing Advisory Board, in order to more closely align these to the HRA Business Plan and Housing Strategy priorities. Business plan performance and risks will then be reported to Housing Advisory Board on a regular basis.

A review will be undertaken of the Business Plan on an annual basis, to ensure that HRA strategic priorities and investment plans are updated to reflect any changes in resources available. This review will be considered by Executive Board in September of each year, and will inform HRA annual budget setting process.

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Income</b>										
Dwelling Rents Income	(212,141)	(209,643)	(206,940)	(211,444)	(216,031)	(220,703)	(225,461)	(230,306)	(235,239)	(240,260)
Other Rents (Shops & Garages)	(3,156)	(3,262)	(3,372)	(3,453)	(3,535)	(3,620)	(3,707)	(3,797)	(3,888)	(3,983)
Service Charges	(6,857)	(7,544)	(8,351)	(8,380)	(8,398)	(8,497)	(8,621)	(8,772)	(8,940)	(9,012)
PFI grant	(21,385)	(21,385)	(21,385)	(21,385)	(21,385)	(21,385)	(21,385)	(21,385)	(21,385)	(21,385)
Internal Income	(6,240)	(6,425)	(6,483)	(6,541)	(6,651)	(6,763)	(6,878)	(6,994)	(7,114)	(7,235)
External Income	(1,693)	(1,722)	(1,752)	(1,783)	(1,814)	(1,846)	(1,879)	(1,912)	(1,946)	(1,980)
<b>Total Income</b>	<b>(251,472)</b>	<b>(249,982)</b>	<b>(248,284)</b>	<b>(252,986)</b>	<b>(257,815)</b>	<b>(262,815)</b>	<b>(267,931)</b>	<b>(273,166)</b>	<b>(278,512)</b>	<b>(283,856)</b>
<b>Expenditure</b>										
Employees	26,241	26,811	27,031	26,705	27,330	27,865	28,411	28,968	29,536	30,115
Repairs to dwellings	43,548	43,548	43,548	43,983	44,863	45,760	46,675	47,609	48,561	49,532
Premises	7,268	7,311	7,410	7,515	7,663	7,813	7,967	8,124	8,283	8,446
Supplies & Services - Payments to PFI contrac	10,142	9,345	9,644	10,543	10,692	10,899	11,328	11,795	13,326	14,851
Supplies & Services - Other	4,840	4,476	4,351	4,415	4,484	4,554	4,625	4,697	4,771	4,847
Transport	409	417	425	434	443	452	461	470	479	489
Horticultural Maintenance	4,102	4,102	4,184	4,268	4,353	4,440	4,529	4,620	4,712	4,806
Environmental Services	4,429	4,429	4,518	4,608	4,700	4,794	4,890	4,988	5,088	5,189
Community Safety	3,366	3,366	3,400	3,434	3,502	3,572	3,644	3,717	3,791	3,867
Supporting People in their own homes	3,546	3,546	3,581	3,617	3,690	3,763	3,839	3,915	3,994	4,074
Services to families with Council tenancies	1,197	1,197	1,209	1,221	1,245	1,270	1,296	1,322	1,348	1,375
Housing Services	4,007	4,007	4,047	4,087	4,169	4,252	4,338	4,424	4,513	4,603
Customer Access	5,702	5,702	5,759	5,817	5,933	6,052	6,173	6,296	6,422	6,550
Support Services	8,767	8,767	8,855	8,944	9,122	9,305	9,491	9,681	9,874	10,072
Welfare Advice & Support	300	300	300	300	300	300	300	300	300	300
Legal Services	891	891	900	909	928	946	965	984	1,004	1,024
Corporate Governance & Other Services	3,883	3,883	3,013	3,034	3,095	3,157	3,220	3,284	3,350	3,417
BITMO fees	3,162	3,156	3,169	3,219	3,284	3,349	3,416	3,485	3,554	3,626
Area Panels, LTF, LCU	1,024	565	565	565	565	565	565	565	565	565
<b>Provisions</b>										
- Bad debts	1,881	1,959	2,048	2,106	2,535	2,226	2,289	2,354	2,420	2,489
- Disrepair	1,000	700	700	700	700	700	700	700	700	700
Council Tax on Empty Homes	757	787	819	835	852	868	886	903	921	940
Discretionary Housing Payments	500	500	500	500	500	500	500	500	500	500
Capital Charges - Interest	27,661	27,721	28,097	27,992	27,940	28,940	30,940	30,940	33,272	34,272
Capital Charges - PFI	17,445	16,923	16,892	16,267	16,449	16,528	16,390	16,220	14,993	13,778
Council House Growth Programme	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital (Investment)	71,000	68,327	67,740	67,568	68,300	69,896	70,223	72,611	72,721	74,101
Use of Allowable Debt (RTB)	0	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
<b>Total Expenditure</b>	<b>257,067</b>	<b>252,237</b>	<b>252,205</b>	<b>253,087</b>	<b>257,136</b>	<b>262,267</b>	<b>267,558</b>	<b>272,971</b>	<b>278,498</b>	<b>284,026</b>
<b>Appropriations</b>										
Contribution to PFI Projects	(4,562)	(1,776)	(3,437)	(102)	678	547	373	195	14	(171)
Earmarked Reserves	(1,033)	(479)	(484)	0	0	0	0	0	0	0
General Reserve										
<b>Net (surplus)/deficit*</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## We want everyone in Leeds to live in good quality, affordable homes within clean and well cared for places

- Supporting healthy communities, reducing fuel poverty and cutting carbon emissions by spending money wisely in council homes and neighbourhoods

We will help achieve this by:

- Enabling affordable housing, employment and economic growth through council-housing related investment

### Our Priorities

#### Intelligence-led stock portfolio management

**Driving stock improvement** - Using financial and non-financial techniques to help understand and deliver better stock performance  
**Estate sustainability** – Developing robust neighbourhood plans to ensure neighbourhoods are safe, clean and well cared for

#### Delivering modern, fit for purpose homes and neighbourhoods

- Achieving the Leeds Homes Standard** - Ensuring all properties and neighbourhoods with a long term future are brought up to the Leeds Homes standard
- Meeting the investment needs of our most challenging property types** - Ensuring specifically tailored plans are in place to improve or remodel our most difficult stock types
- Modernising repairs and maintenance** - To have well designed repairs and maintenance systems which ensure the stock is maintained in an efficient, cost effective and responsive way

#### Reducing fuel poverty, cutting carbon and improving health outcomes

- Delivering warm, energy efficient homes that are affordable to heat** - Developing a long term strategy and programme to improve the energy efficiency of the housing stock, at the same time helping to reduce fuel poverty and carbon emissions
- Investing in works to improve health outcomes** - To explore the links between housing conditions and health, investing in works that make a material difference to health outcomes and/or savings to health services

#### Increasing affordable housing supply

- Reshaping the housing stock** - Using a robust options appraisal process to shape and inform decisions about the future suitability, viability and sustainability of properties, schemes and estates
- Delivering new or additional homes** - To identify sites for replacement or additional homes of the type and quality needed in areas people want to live

