

Report of Chief Officer of Housing Management
Report to Environment, Housing and Communities Scrutiny Board
Date: 6 November 2017
Subject: High Rise Strategy Implementation Update

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

Summary of main issues

1. In October 2016, Executive Board agreed to implement a new High Rise Strategy for the city. The High Rise Strategy sets out Housing Leeds' plans to address a number of issues linked to High Rise Council homes, including investment need, energy efficiency, community safety, communal and grounds maintenance, under-occupation, day to day management issues and refuse and recycling.
2. A High Rise Implementation Plan has been in place since October 2016 which is being used to monitor the delivery of the High Rise Strategy. Progress has been made in delivering all key areas of the strategy, as outlined in this report, including the delivery of a standard housing management model and the development of enhanced management models for particular blocks.
3. Following the Grenfell Tower fire in London Housing Leeds has reviewed a number of procedures to ensure the effective management of high rise fire safety. Resident engagement sessions have highlighted that many residents are not aware of what we do to manage blocks and resident safety, and there some opportunities to improve our feedback to residents on issues relating to blocks.

4. The 2016 STAR Survey highlighted that there continues to be lower levels of resident satisfaction in high rise for some areas of service, in particular with heating and insulation in blocks, the neighbourhood and the efficiency and effectiveness of services.
5. A priority for the remainder of 2017/18 is to further develop our communications and engagement with residents to ensure that we provide regular feedback to residents on what we are doing to manage blocks and respond to issues being raised, and to provide more opportunities for residents to communicate issues with the service.
6. Project governance has been reviewed and a High Rise Strategy Board has been established to provide leadership to the delivery of the strategy. Further updates will be provided on a regular basis to the Environment, Housing and Communities Scrutiny Board.

Recommendations

Environment, Housing and Communities Scrutiny Board is invited to note progress to date in delivering the High Rise Strategy.

1. Purpose of this report

1.1 To provide an update to Environment, Housing and Communities Board on progress with implementation of the High Rise Strategy, which includes the delivery of a number of initiatives, including:

- The development and delivery of the standard housing management models;
- The development and delivery of the three enhanced management models;
- An update on communications and engagement with residents.

2. Background

2.1 High rise housing is a substantial part of Council Housing in Leeds, with over 7500 households in 116 blocks across the city. Housing Leeds faces a number of challenges linked to high rise flats, including high investment need, low energy efficiency, community safety, communal and grounds maintenance, under-occupation, day to day management issues and refuse and recycling.

2.2 The High Rise Advisory Group was set up in 2014 as a group of tenants and residents living in high rise homes, to support Housing Leeds in developing proposals in response to these issues, as part of a High Rise Strategy. Prior to developing the strategy a survey of all high rise residents was undertaken to identify the main issues being faced by residents living in High Rise Council homes.

2.3 In October 2016, Executive Board approved a High Rise Strategy for the city. The strategy outlines how we intend to respond to issues which affect all high rise blocks, but also how we will deliver a more targeted approach to the management of some blocks in order to better meet the needs of residents in those blocks.

2.4 A High Rise Implementation Plan has been in place since October 2016 to monitor the delivery of the High Rise Strategy. The plan sets out a number of clear actions, timescales and lead officers responsible for delivering the aims set out in the high rise strategy.

3. Main Issues

3.1 An update on progress with delivering each of the High Rise Strategy actions is outlined within this section of the report. These are broken down between:

- Standard High Rise Management Model
- Standard Investment Strategy
- Enhanced Management Models:
 - Enhanced Support
 - Family friendly

- Retirement Living
- Communication and engagement

4. Standard High Rise Management Model

4.1 Housing Management

4.2 An important part of the High Rise Strategy is to provide enhanced housing management into all high rise blocks in order to ensure the early identification and resolution of management issues. In support of this the following actions have been introduced:

- Weekly block sweeps and more detailed monthly block inspections are now being undertaken by Housing Officers to check for issues within blocks, including outstanding maintenance, building management and health and safety issues.
- Refresher training will be provided to all Housing Officers managing high rise blocks on how to effectively manage communal areas through the block inspection process during autumn 2017.
- A Block Action Plan has been developed for all 116 high rise blocks outlining the main priorities for that block. These actions are being progressed by Housing Officers with partner services.

4.3 Effective lettings are critical in supporting the overall sustainability of high rise communities. The agreed change to the Lettings Policy to restrict lettings in high rise to 16 and 17 year olds will be implemented as part of wider changes to the Lettings policy proposed to the Council's Executive Board in October 2017. Other proposed changes to the Lettings Policy will include strengthening Local Lettings Policies to some blocks to place a greater emphasis on applicants having a good tenancy record rather than preference being given simply on age. These Lettings Policy changes will be implemented in blocks from February 2018.

4.4 Community Safety / Anti-social Behaviour

4.5 A significant priority for tenants in the High Rise Strategy is to reduce anti-social behaviour and fear of crime in blocks. An investment programme is underway to roll out CCTV to the remaining high rise blocks in the west of the city; this is on target to complete by March 2018. At this point, all blocks in the south and west of the city will have CCTV which can be monitored via the city's Leeds Watch CCTV control room.

4.6 The East blocks continue to operate on a separate monitoring system, which feeds into Leeds Watch Control Room via an aging system called Dvtel. Investment is currently being planned to enable monitoring which fully integrates and is compatible with existing Leeds Watch CCTV monitoring services. The solution for this integrated system has been designed and a programme is being developed to ensure this is fully in place by 2020 at the latest.

- 4.7 Leeds Watch have also consulted LCC Digital & Information Services for the procurement of a fibre network. Integrating the multi-storey housing CCTV network project with the Yorkshire & Humber Public Services Network (YHPSN) would provide a more strategic investment and promote additional initiatives such as improved connectivity to social housing. As the procurement of a replacement for the YHPSN is currently underway, the requirements of a CCTV network have now been included in the project scope with the aim of aligning the two systems and providing a joined-up approach on one single fibre network. This has been agreed corporately, and an award date is anticipated in early 2018.
- 4.8 This functionality will provide improved opportunities for proactive housing management and enforcement, as it will also allow us to offer an enhanced monitoring service in blocks where there are particular issues, linking more effectively with Leeds Anti-Social Behaviour Team (LASBT) and the Police.
- 4.9 Other actions have been taken across the wider housing service to strengthen our management of anti-social behaviour. Procedures have been reviewed and refresher training has been provided to all front line staff. Quality assurance will be strengthened over the next few months to ensure that we are more effectively managing anti-social behaviour cases.
- 4.10 Cleaning
- 4.11 Housing Leeds has been working very closely with Civic Enterprise Leeds (CEL) to ensure there is a constant and harmonised cleaning service and standards at all high rise block across the city. This has now been agreed and was implemented at all High Rise blocks in the city during September.
- 4.12 Joint ongoing block audits will continue to ensure standards are being maintained and the cleaning standards and frequency will be advertised in all blocks so all residents are aware of the cleaning standards being delivered. The High Rise Strategy Group will be consulted and involved in the posters being developed and we want to encourage residents groups and block champions to be involved in joint monitoring of cleaning standards.
- 4.13 Waste management
- 4.14 Joint working with CEL and Waste Services is ongoing to improve the management of waste in High Rise Blocks. Additional afternoon checks have been introduced in the Enhanced Management blocks and other blocks where we experience problems with waste being left on landings and in foyers to move additional waste and bulky items which represent a fire risk.
- 4.15 Blocked rubbish chutes remain an ongoing problem in a number of block and an additional Chutes Clearance team have been established which means chutes can be unblocked over the weekend period. Access to flats where the chutes are on tenants own balconies remains a problem and we are looking at ways to improve access and improve advice to residents on the use of chutes to reduce blockages.

- 4.16 A review of chutes in the most problematic blocks is underway. This review includes a survey of the condition of chutes and an evaluation of opportunities to improve waste management within blocks. A number of options will be piloted within different blocks. This review is happening alongside a wider review of waste management in blocks to ensure that there is adequate provision of waste and recycling facilities.
- 4.17 Blocks where Waste Services have a particular problem with access due to vehicles parking in the keep clear areas in front of bin room doors, this is being addressed by amending existing Traffic Regulation Orders on car parks of high rise blocks to enforce the keep clear areas for Waste Services and Emergency vehicles. We are also looking to introduce new Traffic Regulation Orders at other blocks where there is a particular parking problem and introduce restricted parking on the entrance roads to High Rise blocks.
- 4.18 Communal repairs
- 4.19 As part of the High Rise Strategy Housing Leeds has implemented a proactive repairs service to communal areas. Since October 2015 a multi skilled operative has been visiting each block on a scheduled basis, assessing the block and aiming to complete all outstanding repairs to communal areas during the visit where possible, and arranging follow up repairs where needed.
- 4.20 When evaluated in 2016 the service was identified as offering good value for money, as it addressed a number of repairs that may not be reported through usual procedures. The service was also supported by residents. The service continues to be evaluated on an ongoing basis and improvements made.
- 4.21 Investment Strategy
- 4.22 As part of the High Rise Strategy, Housing Leeds allocated £134m to deliver its investment strategy in High Rise over the next 10 years, focusing on improvements to heating systems, lifts, externals and communal areas. A summary of the 10 year investment programme was included in the Executive Board report in October 2016.
- 4.23 Housing Leeds is making good progress in developing and delivering this investment programme. The current investment programme for high rise over the next 5 years is outlined in Appendix One. It should however be noted that this is constantly under review due to changes in funding (e.g. a £280m reduction in the HRA capital programme over a 10 year period due to rent reductions), newly arising investment requirements (e.g. new fire safety requirements following Grenfell Towers) etc. A revised investment strategy for the entire housing stock is due to be considered by Executive Board in November 2017.
- 4.24 Despite being on track for delivery within the agreed timescales, there are some risks identified that may impact on progress, particularly around the delivery of complex investments such as District Heating Clusters / MSF Electrical Mains Strengthening / MSF Structural and Concrete repairs. These are being addressed

through commencing procurements for specialist consultants to ensure a clear scope and programme are in place and are being monitored regularly.

4.25 In relation to the Recycling and Energy Recovery Facility (RERF) district heating (DH) project, the Council has recently awarded 2 conditional contracts to Vital Energi for two distinct elements.

- The first is for the construction of a spine DH network to convert steam from the Recycling and Energy Recovery Facility (RERF) to low temperature hot water, and supply this via 4.5km of super insulated underground pipes to the city centre.
- The second is for the construction of a housing DH network that will construct c4km of super insulated underground pipework to connect the spine to clusters of multi-storey flats in Lincoln Green, Ebor Gardens, Saxton Gardens and Stoney Rock. This work will provide affordable, low carbon heating and hot water to tenants in 1,983 flats.
- Both projects are making good progress. The Housing DH project has already started preliminary work, and is due to spend c£1.74m by end of October 2017, when work is also due to commence on the Spine DH project. An outline timetable is provided below:

Project Milestone	Date
Investment Committee approval	September 2017
Combined Authority approval	October 2017
Mobilisation commences	October 2017
Planning granted	November 2017
Construction Commences	November 2017
Spine Commissioning	March 2019
Spine Completion	April 2019
Saxton Gardens and Stoney Rock spine connection	May 2019
Lincoln Green complete	October 2019
Ebor Gardens complete	February 2020

4.26 In total, the two projects are worth c£39m, funded through £17.276m of prudential borrowing, £4m of grant from WYCA, £11.3 of HRA capital and £5.774 of European Regional Development Fund (ERDF).

4.27 Progress is also being made regarding providing free Wi-Fi in a number of selected tower blocks as follows:

Clyde Court	<p>Installation is fully complete. Currently negotiating an activation date to allow sufficient time for tenant communications to be designed and delivered.</p> <p>Aim to go live October / November 2017 – currently working with Telcom to develop appropriate marketing</p>
--------------------	---

	materials and to ensure support arrangements are in place to be able to respond to any resident queries
Lovell towers	<p>park</p> <p>Installation almost complete - cabled to all floors and the roof works completed.</p> <p>Aim to go live October / November 2017, potentially same date as Clyde Court, currently working with Telcom to finalise tenant communications and support arrangements.</p>
Marlborough towers	Awaiting activation
Naseby grange	Awaiting activation
Holborn towers	Awaiting activation

4.28 Communications and contractual negotiations are also on-going with 6G to develop a programme for the remaining 14 blocks, taking into account the structure, future investment works programme and lease arrangements. The Service looks forward to offering this service to residents as a way to engage more dynamically, particularly providing new opportunities to further improve communications, for example through the creation of localised and unique landing pages with useful communication links and key messages for residents.

5. Enhanced Management Models

5.1 Enhanced Support Model

5.2 As part of the High Rise Strategy it is recognised that there are concentrated issues and low levels of resident satisfaction in a small number of high rise blocks which require more intensive support. Executive Board therefore agreed for us rolling out an enhanced level of management to 19 blocks across the city. Key elements of the Enhanced Support Model are increased security within blocks, a more intensive housing management approach and additional support to tenants, in order to increase community safety and encourage early intervention on issues.

5.3 The Enhanced Support Model was piloted in the four Clydes and Wortleys blocks during 2016, and was rolled out to the remaining 15 blocks during early 2017. Key principles of the enhanced model are as follows:

- Smaller Housing Officer patch sizes to allow a more intensive approach;
- Daily 'sweeps' of the block to identify any issues within the block which require an urgent response, and more detailed monthly walkabouts to address routine issues;
- Weekly surgeries at blocks with communal rooms
- Additional contact is made with tenants in order to offer a wraparound service. Frequency of tenant contact is determined by the support needs identified at the Annual Home Visit;

- Additional support in maximising income and in response to Welfare Reform;
- Additional checks are in place to ensure effective lettings of flats;
- Where a tenant needs additional support, the Housing Officer will support them with accessing support, either from the Housing Officer (Support) or from a specialist support provider;
- The Housing Officer developing effective relationships with residents, key local partners and community groups to ensure a collaborative approach to the management of blocks.

5.4 Housing Officers undertook a robust training programme to enable them to carry out this more intensive role, including training on common repairs issues in high rise, tenancy support and enhanced income management. A Team Leader is in place to matrix manage the Housing Officers, ensuring a consistent approach across the city. A performance management framework is in place to monitor the key outcomes of the project.

5.5 The project has had a significant impact on tenancy sustainment in the Clydes and Wortleys blocks. The number of evictions, closure orders and warrants has plummeted since the project has been in operation, and the number of tenancy terminations has reduced by over 40% since the start of the project. Outcomes of the enhanced support model are being monitored at all blocks although it is too early to measure the impacts of the model.

5.6 The enhanced blocks are also receiving additional investment – enhanced CCTV which provides cameras on each floor and enhanced controlled entry. Of the 18 blocks due to receive improved Controlled Entry (KMS) systems, 9 are on track to be completed this financial year, with a further 7 blocks programmed for next year, and the remaining 2 during 2019/20. These figures exclude the four family friendly blocks that need to be programmed in once the timescales and final scope of works has been formally agreed.

5.7 The works to the blocks have been programmed to take into consideration other works such as the RERF, communal electrical upgrades and emergency lighting

5.8 Enhanced security monitoring is in place at the Clydes and Wortleys blocks. A pilot to trial additional security monitoring (for example a 'virtual concierge' provided by Leeds Watch and lift access fobs) is currently in place which will be monitored to help decide on the final scope of the Virtual Concierge Service to be rolled out to the other enhanced support blocks during November 2017 (once recruitment for additional monitoring / security resource is complete). This enhanced security monitoring will involve proactive patrols visiting enhanced blocks out of working hours to identify and respond to community safety issues. A detailed specification for this service is currently being developed. Once enhanced CCTV is installed in blocks the nature of the service will change to a CCTV monitoring service, with Leeds Watch officers responding to any community safety issues that arise.

5.9 A pilot was introduced in November 2016 to carry out enhancements to the lettable standard in some difficult to let property types, including the enhanced

management blocks. The enhancement included the decoration of the kitchen, bathroom and one other room before letting. The impact of the project on lettings outcomes will be evaluated in autumn 2017.

5.10 **Retirement Living model**

5.11 The High Rise Strategy outlined a new approach to older tenants in high rise stock, through the development of the Retirement Living model, which is being piloted at three blocks in East Leeds. This retains an age related focus, primarily aimed at the 55 plus age group, and maximises choice to enable older tenants to live independently for as long as possible in their home and avoid the need for them to move.

5.12 In particular, this model offers:

- the opportunity to live in an environment with people of a similar age;
- Enhanced security (door entry systems and CCTV) to provide increased safety and peace of mind;
- Enhanced Annual Home Visit to identify additional support needs and referrals made to appropriate services;
- Enhanced programme of wellbeing activities and support for tenant groups to encourage an active community;

5.13 Agreement has now been given to re brand this approach as '*High Life*' – *Active retirement "Living In a Friendly Environment"* and is to be piloted at tenants who want to live in communities with people of a similar age.

5.14 Profiles of the blocks have now been developed along with information advising tenants on our service offer and these will be advertised locally within the foyers. A housing Manager has been identified to lead on this pilot and our intention will be to market any further vacant flats within this pilot from November 2017.

5.15 **Family Friendly model**

5.16 A number of areas in Leeds have insufficient supply of family housing to meet demand, and in these areas many families live in high rise homes. In recognition of this the High Rise Strategy outlines how we intend to make high rise living as child friendly as possible through the delivery of a pilot to develop four family friendly blocks in the Burmantofts area. The Executive Board report outlined that the model will include:

- Intensive housing management approach, working closely with the Children and Families department and other agencies to provide additional support;
- Enhanced security measures – including controlled access and CCTV;
- Enclosure options for the rear private balconies to make them safer;
- Enhanced communal play facilities;
- Affordable heating (via the District Heating Scheme);

- Looking at how individual void properties might be improved to make homes more suitable for family living, considering options such as opening up the kitchen and living room and providing enhanced storage.

5.17 Work to date has focussed on the options, design, costs and feasibility of the physical improvements specific to the four blocks and their location. This has involved working with a wide range of partners including design services, district heating colleagues, and Parks & Countryside, as well as progressing with the city wide programmes e.g. for CCTV and security, to accelerate work related to these blocks. The project team is currently engaging with key stakeholders to refine the scope of works and designs for local resident consultation.

6. Fire Safety in High Rise

6.1 Following the tragic fire at Grenfell Tower in London, Housing Leeds has undertaken a number of actions to assure itself and residents that fire safety is being effectively managed in Leeds' high rise Council homes.

6.2 We immediately identified that no Council high rise blocks had the Aluminium Composite Material cladding which was present on Grenfell Tower. However, we have undertaken tests of all of our 23 blocks which have cladding or rendered insulation to check the fire safety of products.

6.3 We have been working with Central Government to help identify a national picture of the issues relating to fire safety in high rise, and to support a national response to these issues. We are not looking to make major policy decisions linked to high rise, including the installation of sprinklers, until further government guidance is made available.

6.4 We have sent three letters to tenants living in all high rise blocks (and a fourth letter to blocks with cladding) to keep them informed of what we have done in response to the fire at Grenfell. We have also held resident engagement sessions across all blocks, with senior officers and technical support available to respond to any concerns and to provide reassurance to residents. An email address and contact telephone number has been provided to residents who wish to make contact on particular issues.

6.5 We are using the feedback from residents to review and strengthen our procedures as follows:

- Fire Safety Checks - we have made some immediate changes to fire safety checks and are currently reviewing our more detailed procedures to ensure that they are as robust as possible. Included within the review is refresher training and guidance for staff, and improved communications to residents on the outcome of checks;
- Waste management – targeted communication to residents in blocks where there are issues with waste being left in communal areas, creating fire risks., about reviewing our waste management procedures as outlined earlier in this report;

- Parking enforcement in spaces reserved for emergency vehicles – we are working with Parking Services Team to consider how parking enforcement can be improved around blocks.

6.6 Housing Leeds has been investing in fire safety measures in its high rise blocks for several years now, spending in excess of £10m in the last three years to upgrade fire doors, deliver compartmentation, emergency signage and lighting. A programme is currently underway to fit sprinklers to 8 sheltered blocks – 6 blocks have now been completed, with the remaining two PFI blocks due for completion during 2018/19. Further plans are being developed to identify the next 8 priority blocks to receive additional fire safety measures, based on block height, single staircases and frequency of fires.

6.7 A Fire Safety Action Plan has been developed to co-ordinate all actions being taken by Housing Leeds following the Grenfell Tower. The delivery of this action plan is being co-ordinated by the Fire Safety Team in Housing Leeds. However, there are a number of actions which cross over with the overall High Rise Strategy Action Plan.

6.8 The Environment, Housing and Communities Scrutiny Board undertook two Scrutiny Workshops into the Council's response following the Grenfell fire. These workshops involved input from residents via Tenant Scrutiny Board and the High Rise Strategy Group (the tenant group supporting the delivery of the High Rise Strategy). Recommendations from the Scrutiny enquiry will be incorporated into the Fire Safety Action Plan.

6.9 One of the main issues arising from the resident engagement sessions is resident awareness of fire safety procedures already in place and our feedback on issues identified and actions being undertaken. We will work with the High Rise Strategy Group over the next couple of months to improve our communications to residents, making more effective use of noticeboards in communal areas.

7. Resident Satisfaction in High Rise

7.1 Analysis has been undertaken of the 2016 STAR Survey by property type and this highlights that satisfaction of residents living in high rise homes is lower than the overall average in a number of aspects. Overall resident satisfaction is 5% lower in high rise, and particular areas of lower satisfaction including:

- The neighbourhood as a place to live (9% lower);
- Rent and service charge offering value for money (6% / 5% lower);
- The way that the landlord deals with moving home (7% lower);
- The landlord provides an efficient and effective service (8% lower);
- Heating and insulation is good at keeping your home warm in winter (20% lower).

7.2 However, the analysis indicated that satisfaction is the same as or higher in high rise in some areas, particularly satisfaction with responsive repairs and support with income related issues. There was mixed levels of satisfaction with the way that we

deal with enquiries – for some questions satisfaction was higher and others it was lower.

7.3 A really positive outcome of the STAR Survey was that residents living in high rise were more likely to want to get involved in helping Housing Leeds to improve services and the local environment.

7.4 A comparison has also been made against the results of the 2014 STAR Survey of high rise resident satisfaction. This also shows mixed progress in different areas of satisfaction, as follows:

- Overall resident satisfaction reduced by 6%;
- Satisfaction with the neighbourhood reduced by 8%;
- Satisfaction with the way that we deal with ASB reduced by 10%;
- Satisfaction with the way that we deal with complaints and enquiries reduced by 14% and 9%;
- Agree that landlord has friendly and approachable staff increased by 7%;
- Satisfaction with the repairs service was similar to 2014;
- Satisfaction that heating and insulation is good at keeping their home warm in winter increased by 6%;
- Where tenants had made contact with the service in the last 12 months satisfaction with the being able to get hold of the right person and outcome of the repair had both increased by 5% and 4%.

7.5 Most of the changes in satisfaction between 2014 and 2016 reflect changes in satisfaction across the wider resident population, e.g. a reduction in satisfaction with the neighbourhood, the way that we deal with ASB, but with the change in satisfaction being significantly greater for high rise residents.

7.6 Many of the actions as part of the High Rise Strategy were in the early stages of implementation at the point the 2016 STAR survey was undertaken and so will have had limited impacts on the outcome of the STAR Survey. Analysis of the survey outcomes including qualitative comments has been undertaken which supports that the actions currently underway to support the delivery of the High Rise Strategy (along with agreed wider STAR actions) are the actions that will have the greatest impact on future resident satisfaction.

8. Resident Engagement and Communication

8.1 While there has been progress in all areas of the High Rise Strategy, there has been limited overall communication with high rise residents on the strategy, as there are a number of elements to the strategy and each are progressing at a different rate, making co-ordinated communications with residents difficult to achieve. There has however been some communication with residents on particular areas of the strategy implementation, e.g. on the enhanced support model to residents in the affected blocks.

- 8.2 It was evident from the recent resident engagement sessions on fire safety that many residents are not aware of arrangements that we have in place for managing high rise homes and for ensuring resident safety. There is a huge opportunity for us to provide more ongoing information to residents about what we are already doing within blocks, in order to provide the greater reassurance and feedback on issues raised.
- 8.3 There are a number of communication opportunities which are being planned, as follows:
- Website development to include a general page on high rise, which provides regular updates on the high rise strategy and more information on what is planned at a block by block level – will be developed during 2018;
 - Pilot interactive online forums / E-Surveys, linked to the website to provide opportunities for ongoing feedback on issues – will be developed during mid 2018;
 - Pilot greater use of targeted emails / texts to communicate with residents of individual blocks on issues relating to the block – from autumn 2017;
 - Consideration is being given to producing a one off High Rise Newsletter in autumn 2017 which provides information on the High Rise Strategy and progress made, but also more local information about what is happening in blocks;
 - Communal Noticeboards – develop a consistent approach to recording block specific information and feedback – implemented during autumn 2017;
 - Review of housing surgeries during autumn 2017 to ensure that we offer tenants a convenient way to access services, prioritised at blocks where there are management issues or low levels of satisfaction;
- 8.4 The High Rise Strategy Group has an important role in supporting us to develop some areas of the High Rise Strategy, in particular our communication and engagement plan to high rise residents. The group will also have an important role in monitoring the delivery of the strategy, acting both as critical friend and reviewing quality assurance.
- 8.5 There are also lessons that we can learn from the recent resident engagement sessions on fire safety. These were very well received by residents, who appreciated our efforts to reassure residents and seek out local issues. It is proposed that more local resident engagement is undertaken in relation to the issues at a block by block level, making use of communal rooms or the HUGO bus to deliver ongoing engagement sessions.
- 8.6 A follow up for the 2014 High Rise Survey will be undertaken during 2018, to identify how the Housing Strategy actions have impacted on resident satisfaction.

9. Project Governance

- 9.1 For the last 18 months leadership to the development and delivery of the High Rise Strategy has been the responsibility of the Joint Housing Management and Property and Contracts Senior Management Team. However, in recognition that responsibility for the delivery of the strategy lies with a number of services, including Waste Services, Environmental Services and Civic Enterprise Leeds a High Rise Strategy Board was established in October 2018 to provide more cross cutting leadership to

the strategy. This will be represented at a Chief Officer level across key service areas.

10. Corporate Considerations

10.1 Consultation and Engagement

- 10.1.1 The High Rise Strategy Group, the citywide tenants group representing the views of high rise tenants, was actively involved in the development of the High Rise Strategy. They will continue to be involved in the delivery of the strategy, taking a critical friend role, and supporting quality assurance.
- 10.1.2 Wider resident engagement and communication has become a higher priority which will be delivered during the remainder of 2017/18. The High Rise Strategy Group will be fully involved during the implementation of the project as well as exploring opportunities for wider tenant engagement.

10.2 Equality and Diversity / Cohesion and Integration

- 10.2.1 The proposals seek to better meet the needs of children, families, people with support needs and older people, as well as improving community cohesion and integration for residents living in high rise blocks.

10.3 Council policies and City Priorities

- 10.3.1 The strategy will contribute towards the delivery of a number of Best Council and City priorities, notably for everyone in Leeds to be able 'to live in good quality affordable homes within clean and well cared for places', 'to live with dignity and stay independent for as long as possible' and to 'be safe and feel safe', thereby also contributing to the Safer Leeds Plan.
- 10.3.2 High rise housing is a priority of the Council. Implementation of the high rise strategy and investment plan is being delivered in support of many of the Council's policies and procedures and is designed to deliver an improved and more cost effective Housing service for high rise tenants across the city.

10.4 Resources and value for money

- 10.4.1 The Council aims to ensure its housing stock is managed efficiently and best use is made of the limited resources.
- 10.4.2 One of the main aims of the high rise project is to determine the most efficient and effective way of using resources to develop the best offer for high rise tenants. The High Rise Strategy will ensure that all investment is determined in a consistent, fair and effective way across the city.
- 10.4.3 A number of the actions identified throughout this report will need significant resources to be delivered. These resources have been identified through efficiencies in better working practices to allow additional staffing resources to be engaged in this work, with additional Capital investment being identified as part of the Asset Management Strategy with Capital investment being identified as part of our High Rise Investment Strategy.

10.5 Legal Implications, Access to Information and Call In

- 10.5.1 None at this stage. The report is an update paper and is not subject to call in.

10.6 Risk Management

- 10.6.1 A Risk Register will be reviewed by the High Rise Strategy Board at each meeting.
- 10.6.2 There are a number of risks linked to the delivery of the strategy. These include the availability of resources and capacity to deliver property investment in high rise blocks, impacts of the Housing and Planning Act on both the availability of resources and tenure, and Welfare Reform changes. The impacts will be reviewed when guidance and regulations have been made available by DCLG.

10.7 Conclusions

- 10.7.1 Good progress is being made in implementing the proposals outlined in the High Rise Strategy. The Standard Management Model is now in place across all blocks, and progress has been made to development and deliver the enhanced models. Investment linked to the standard and enhanced models is also being progressed. Detailed block profiles are now available for each block which highlight the main priorities for the management and investment in that block. These are being used to inform our overall management and investment approach.
- 10.7.2 A big priority for the remainder of 2017/18 is to strengthen our resident engagement and communication plan, to ensure that residents are kept informed of and are involved in plans for their block.
- 10.7.3 Leadership to the delivery of the High Rise Strategy will be provided by the High Rise Strategy Board. Further updates will be provided to the Environment, Housing and Communities Scrutiny Board on a regular basis.

11. Recommendations

- 11.1 Environment, Housing and Communities Scrutiny Board is invited to note progress to date in delivering the High Rise Strategy.

12. Background documents¹

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.