

LEEDS HOUSING BOARD AGENDA

Meeting: Leeds Housing Board Meeting
Date: Friday 21st July **Time:** 10:00–11:30
Location: via Teams

Item	Presented by	Time
1. Introductions and apologies	Councillor Lennox	10:00-10:10
2. Minutes of the Last Meeting	Councillor Lennox	10:10-10:15
3. Regulatory Changes Overview	Simon Baker	10:15-10:30
4. TSM 2022/23 – Q1 2023/24 Findings	Frank Perrins	10:30-10:50
5. Complaints Handling Performance	Ian Montgomery	10:50-11:10
6. Annual Report Update	Ian Montgomery	11:10-11:20
7. Consideration of Forward Plan	Simon Baker	11:20-11:25
8. AOB	Councillor Lennox	11:25-11:30

Date and Time of Next Meeting: 10am, Monday 25th September 2023

Minutes



Meeting Name:	Leeds Housing Board	
Date:	Wednesday 8 th March 2023	Time: 13.00-14.30
Location:	Microsoft Teams	
Chair:	Cllr Mohammed Rafique (MR)	
Members Present:	Cllr Mary Harland (MH), Cllr Kayleigh Brooks (KB), Cllr Sharon Hamilton (SH), Cllr Barry Anderson (BA)	
Attendees Present:	James Rogers, Director of Communities, Housing and Environment (JR), Gerard Tinsdale, Chief Officer, Housing (GT), Mandy Sawyer, Head of Housing & Neighbourhood Services (MS), Simon Baker, Policy Officer (Housing) (SB)	
Apologies:	Cllr Sandy Lay (SL)	

Minutes

Item	
1	Introductions and apologies
1.1	Cllr Rafique welcomed everyone to the meeting and noted the apologies.
2	Leeds Housing Board - name change and new Terms of Reference
	SB presented the proposals to constitute the new Board and outlined the proposed Terms of Reference. The Board were in agreement with the proposed terms of reference. BA queried how Elected Member membership would be determined if opposition parties had equal member numbers – it was agreed that in the event that this should happen that it would be guided by Corporate Governance.
3	Proposed work programme
3.1	MS outlined the proposed work programme for 2023/24, incorporating both the operational and strategic meetings. The Board approved the forward plan.
4	New Regulatory Regime – verbal update from the Policy Officer (Housing)
4.1	SB briefed the Board on the regulatory changes that are underway, specifically the Social Housing (Regulation) Bill that is before Parliament and its implications and the Tenant Satisfaction Measures. SH asked about the inspection regime for Housing Associations with under 1000 properties.

	<p>Action – SB – feedback to the next Board meeting on the inspection regime for HAs with under 1000 properties MH requested that the slide deck be shared with members. Action – SB to share the slide deck with members</p>
<p>5</p> <p>5.1</p>	<p>Tenant engagement work update</p> <p>MS brought members up to date with Housing Leeds’ work on tenant engagement, in particular outlining the new Tenant Voice Panel. She also briefed members on wider engagement work through, for example, the Housing Advisory Panels, the Tenant Scrutiny Board and Your Voice Leeds. SH stressed the importance of the panel being representative of communities and asked if the service is profiling the equality groups of members. BA queried the number of vacancies on HAPs and what action is being taken to attract new recruits as ONW HAP has found it difficult to recruit. SH confirmed that there are similar issues in INE.</p> <p>Action – MS to provide details of HAP vacancies and equality make up of new Tenant Voice Panel at the next Board meeting</p>

Next Meeting

Date: 19th May 2023 **Time:** 15:00 – 16:30

Location: Microsoft Teams

Title: Regulatory Changes Overview

Author: Simon Baker

Meeting Date: 21st July 2023

1. Background

- 1.1. The impact and aftermath of the Grenfell Tower fire in 2017 has provided the impetus behind a range of regulatory changes that will have an impact on the relationship between social housing landlords and their tenants and the regulatory and governance environments that landlords operate in.
- 1.2. This report will bring the new Leeds Housing Board members and tenant representatives up to date with the changes and their implementation.

2. Main Points

- 2.1. In November 2020, the government published its white paper 'The Charter for Social Housing Residents', which set out what social housing tenants can expect from their landlords. Every social housing tenant should:
 - be safe in their home
 - know how their landlord is performing
 - have their complaints dealt with promptly and fairly
 - be treated with respect
 - have their voice heard by their landlord
 - have a good quality home and neighbourhood to live in
 - be supported to take their first step to ownership
- 2.2. The white paper also set out the government's plans to give the Regulator of Social Housing (RSH) greater power around consumer regulation, increase transparency so tenants can see how their landlord is performing including Tenant Satisfaction Measures (explained in detail below), improving tenant engagement and reviewing the decent homes standard.
- 2.3. Following on from the white paper, in October 2022 the government brought before parliament the Social Housing (Regulation) Bill.
- 2.4. The Bill will reinforce the 'co-regulatory' approach that needs to be in place between the RSH and social housing landlords.
- 2.5. This means that landlords are responsible for meeting the required standards and can provide that assurance to the RSH.
- 2.6. The Bill has three core objectives:
 - **to facilitate a new, proactive consumer regulation regime**
 - the Bill makes safety and transparency explicitly part of the RSH's objectives and gives it new powers on transparency and provision of information.
 - the government will remove the serious detriment test (a legislative barrier to regulator action on consumer issues) and the government

will require landlords to nominate a designated person for health and safety issues.

- the Bill also makes provision for the introduction of new requirements for social housing landlords relating to electrical safety checks.
- **to refine the existing economic regulatory regime**
 - the Bill refines the RSH's current economic regulatory role, ensuring that providers are well governed and financially viable to protect homes and investment in new supply.
 - this will support the existing work of the regulator, creating continued stability and viability in the sector through robust economic regulation.
 - the government is aiming to encourage continued investment in the sector, to support the development of new homes, while protecting tenants from the risks of provider insolvency.
- **to strengthen the Regulator for Social Housing's powers to enforce the consumer and economic regimes**
 - new enforcement powers for the RSH, so it can intervene where required.
 - this will encourage landlords to maintain standards, to avoid enforcement action, and gives the RSH the tools needed to deal with non-compliance where it occurs

2.7. The Bill proposed several other major changes to the RSH's powers:

- Removal of the 'serious detriment test': This means the RSH is free to review performance or complaints about social housing providers previously limited to what was referred to as "at risk of serious detriment." This previous restriction limited the ability of the regulator to investigate or monitor standards.
- Removal of the fine limit of £5,000: Removal is seen as a positive move, especially as housing providers are multi-million-pound private companies and councils.
- Shorter notice period for condition surveys: The timescale will be reduced from the current 28 days, before a survey must be carried out, to just two days.
- Performance improvement plans: The RSH will be able to require landlords to comply with such plans where there has been a breach of standards.
- Safety: This requirement has been placed on the regulator. It includes:
 - Setting standards that can then be enforced
 - Social landlords must appoint a named health and safety officer
 - Social renters will have standards set and accountability on safety set
 - A focus on transparency
 - A new advisory panel of tenants and landlords

- 2.8. As the Bill has progressed through the various parliamentary stages through both chambers there have been a number of amendments put forward, most notably:
- Awaab’s Law – following the death of the toddler Awaab Ishak due to respiratory problems caused by damp and mould, an amendment known as Awaab’s Law will require landlords to investigate and fix reported hazards in their homes within a specified time frame or rehouse tenants where a home cannot be made safe.
 - An amendment that will require all social housing managers to have a professional qualification. The aim of this change is to help to protect residents and raise standards, ensuring residents receive a high level of service and are treated with respect at all times
 - An amendment enabling the Social Housing Regulator to set a standard relating to information and transparency requiring social landlords to provide residents with information on how they can make a complaint against them.
- 2.9. The Bill is in its final stages and is expected to receive Royal Assent shortly.

3. Consumer Standards

- 3.1. The Bill will give the Regulator the power to amend and update the existing Consumer Standards, which set out the standards landlords must meet in a number of areas.
- 3.2. The current standards are:
- Home Standard – quality of accommodation and repairs and maintenance
 - Tenancy Standard – how properties are allocated/exchanged and terms around tenure
 - Neighbourhood and Community Standard – issues around neighbourhood and communal areas and anti-social behaviour
 - Tenant Involvement and Empowerment Standard – customer service and complaints, tenant rights and involvement
 - Tenancy Standard – how properties are allocated/exchanged and terms around tenure (this was introduced from April 2023, in line with the requirement to collect TSM data.)
- 3.3. Once the Bill has become law the RSH will begin consulting on the new proposals for the updated Standards.
- 3.4. As part of the preparation for the introduction of the new Standards, the Housing Service is carrying out self-assessments of our performance with the current standards, which will give us a good benchmark going forward.
- 3.5. To date the RSH’s regulation of the Consumer Standards has been reactive, responding to referrals or other information received where a failure to meet a standard has or could have caused serious harm to tenants. However, once the Social Housing Bill is enacted the RSH will

have a more proactive role in ensuring that the Consumer Standards are met.

- 3.6. The self-assessments will confirm compliance with the Consumer Standards but also to consider the strength of its compliance and areas of possible improvement. The Regulator has over the last year or so indicated that it does expect some key principles to be evidenced by organisations in meeting each of the consumer standards, including data recording and quality and openness and transparency. Our self-assessments are therefore intended to look not just at our basic compliance with the standard, but also to consider the robustness of evidence available to support our compliance, wider data recording and data quality and how open and transparent our compliance is to customers.
- 3.7. The self-assessments are being undertaken by a range of senior officers who are involved in delivering the standard, co-ordinated by the Policy Officer (Housing). For each required outcome consideration is being given to the extent that we engage with customers relating to meeting the required outcome:
- Was their consultation / engagement in the development of the strategy or policy and was this used to influence the strategy / policy? Did we publicly launch the strategy or policy and is it available to the public? Was there a robust equality impact assessment?
 - Do we collect ongoing customer feedback, e.g. customer satisfaction surveys to identify ongoing satisfaction with our compliance with the standard? Does this include monitoring of equality? Do we analyse complaints and identify lessons learnt? Do we use complaints and survey feedback to improve service quality?
 - How effectively do we communicate performance / customer satisfaction / outcomes to customers to evidence the extent of our compliance with the required outcome? Do we feedback to customers following customer feedback surveys about how we have used their feedback?
 - Over the coming months we will engage with the newly formed Tenant Voice Panel to seek their input into the self-assessments.
- 3.8. The self-assessments will be brought to the Leeds Housing Board for consideration later in 2023.

4. Tenant Satisfaction Measures

- 4.1. The RSH has also implemented a new system designed to assess how well social housing landlords are performing in providing good quality homes and services for their tenants.
- 4.2. In addition to the changes to the Consumer Standards outlined above, it has also introduced twenty-two new 'Tenant Satisfaction Measures' (TSMs).

- 4.3. These are intended to make landlords' performance more visible to tenants, and to help tenants hold their landlords to account.
- 4.4. Twelve of the TSMs are collected via a tenant perception survey.
- 4.5. In Leeds these will be carried out quarterly and began in April 2022 in order to give us a year to get a system in place. The first year's results are examined in detail in a subsequent report at this meeting.
- 4.6. The remaining ten are collected from internal management data.
- 4.7. The TSMs are:

TSMs collected from tenant perception surveys	
Code	Title
TP01	Overall satisfaction
TP02	Satisfaction with repairs
TP03	Satisfaction with time taken to complete most recent repair
TP04	Satisfaction that the home is well-maintained
TP05	Satisfaction that the home is safe
TP06	Satisfaction that the landlord listens to tenant views and acts upon them
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them
TP08	Agreement that the landlord treats tenants fairly and with respect
TP09	Satisfaction with the landlord's approach to handling complaints
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour
TSMs generated from management information	
CH01	Complaints relative to the size of the landlord
CH02	Complaints responded to within Complaint Handling Code timescales
NM01	Anti-social behaviour (ASB) cases relative to the size of the landlord
RP01	Homes that do not meet the Decent Homes Standard
RP02	Repairs completed within target timescale
BS01	Gas safety checks
BS02	Fire safety checks
BS03	Asbestos safety checks
BS04	Water safety checks
BS05	Lift safety checks

- 4.8. TSM data will be required to be submitted to the RSH annually, so the first submission will be in spring/summer 2024, covering the 2023/24 municipal year.

5. Building Safety Act implementation

- 5.1. Another part of the government's response to the Grenfell Tower fire is the Building Safety Act 2022, which came into force on 1st April 2023.

- 5.2. It introduces new responsibilities for the management of high rise buildings, and is intended to help people be and feel safer in their homes and will change the way buildings are designed, constructed, and managed.
- 5.3. It applies to new and existing buildings over eighteen metres or seven storeys high and creates two new key roles. The Health and Safety Executive will function as the new Building Safety Regulator (BSR) and will have powers to enforce the rules and act against those that break them. For high-risk properties, they will be able to implement more stringent rules, including how they are designed, constructed, and occupied.
- 5.4. The new role of 'Accountable Person' has also been created, who will be responsible for registering the building with the Building Safety Regulator and regularly logging information about the building to reviewing risk assessments.
- 5.5. The Bill has introduced the concept of the 'golden thread' – an always accessible, digital audit trail throughout the life of a building, a 'single source of truth' for each building.
- 5.6. In Leeds, the latest developments are:
 - Work is being undertaken on various workstreams to meet the new regulation, looking at building safety and tenant communications, for example.
 - A Building Safety Co-ordinator has been recruited and registration of all our 118 buildings has begun. All buildings must be registered and key building information supplied to the Health and Safety Executive (HSE) by October 2023.
 - Each of the 118 high rise registered buildings will have its own unique 'Building Safety Case' which are currently under development. These documents must be submitted to the HSE by March 2024.
 - A dedicated project team has been assigned through IDS to deliver the golden thread of data. A solutions architect is in place looking at how we design a digital portal that meets the requirements of the HSE. This will include key information for each building – number of floors, number of lifts, details of the building's surroundings, relevant certificates, etc.

6. Openness and Accountability

- 6.1. A key principle of the new regulatory approach is the importance of landlords evidencing openness and transparency and proactively seeking to hear the voice of residents. Housing Leeds has a number of mechanisms in place to ensure that the voice of residents is heard:
 - Tenant Voice Panel – a newly formed mechanism to strengthen tenant influence and a strategic and operational level with 172 residents who have volunteered to act as sounding boards for policy / strategy developments, comment on communications etc.

- Tenant Scrutiny Board – a longstanding group of tenants who undertake inquiries on particular services, with their current inquiry being into the service’s management of damp and mould cases.
 - Your Voice Leeds – a digital engagement tool available to the service to seek feedback on particular issues, proposed policy changes, local priorities. E.g. digital estate walkabouts.
 - ‘Communities on Top’ model of local tenant engagement, adopting Asset Based Community Development principles of building on community assets.
 - Housing Advisory Panels – 11 local panels of tenants and elected members to influence local service delivery and performance, with a budget to support projects in support of local priorities.
- 6.2. The Leeds Housing Board has recently been established, bringing together tenants and elected members at a strategic level to advise the Council on its compliance with the regulatory framework and identify priorities for strengthening its compliance.

7. Recommendations

- 7.1. Leeds Housing Board members are requested to note the regulatory changes and comment on actions being taken by Housing Leeds in response to the changes.
- 7.2. The Leeds Housing Board will be kept updated on the regulatory changes and how they are being implemented in Leeds as they happen.

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Title: Resident survey Tenant Satisfaction Measures 22/23 and Q1 23/24 findings

Author: Frank Perrins

Meeting Date: 21st July 2023

1. Background

- 1.1. The Regulator of Social Housing has created a new system for assessing how well social housing landlords in England are doing at providing good quality homes and services. Called 'Tenant Satisfaction Measures', they are intended to:
- make landlords' performance more visible to tenants,
 - help tenants hold their landlords to account,
 - point the regulator to which landlords might need to improve things
- 1.2. Following a consultation exercise during early 2022 it has been concluded that there will be twenty-two tenant satisfaction measures, covering five themes of keeping properties in good repair, maintaining building safety, respectful and helpful engagement, effective handling of complaints and responsible neighbourhood management. Ten of these will be measured by landlords directly (for example RP02: Repairs completed with target timescale), and twelve will be measured by landlords through carrying out tenant perception surveys.

Measured by landlords	Tenant Perception (TP) - measured by surveys
	TP01: Overall satisfaction
RP - Keeping properties in good repair	
RP01: Homes that do not meet the Decent Homes Standard	TP02: Satisfaction with repairs
RP02: Repairs completed within target timescale	TP03: Satisfaction with time taken to complete most recent repair
	TP04: Satisfaction that the home is well maintained and safe to live in
BS - Maintaining building safety	
BS01: Gas safety checks	TP05: Satisfaction that the home is safe
BS02: Fire safety checks	
BS03: Asbestos safety checks	
BS04: Water safety checks	
BS05: Lift safety checks	
RP - Respectful and helpful engagement	
	TP06: Satisfaction that the landlord listens to tenant views and acts upon them

	TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them
	TP08: Agreement that the landlord treats tenants fairly and with respect
CH - Effective handling of complaints	
CH01: Complaints relative to the size of the landlord	TP09: Satisfaction with the landlord's approach to handling of complaints
CH02: Complaints responded to within Complaint Handling Code timescales	
NM - Responsible neighbourhood management	
NM01: Anti-social behaviour cases relative to the size of the landlord	TP10: Satisfaction that the landlord keeps communal areas clean, safe and well maintained
	TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods
	TP12: Satisfaction with the landlord's approach to handling of anti-social behaviour

- 1.3. The regulator has provided detailed definitions of each of the TSMs measured by the landlord and given clear guidance around how the perception surveys are to be carried out to capture accurate, robust and representative satisfaction scores.
- 1.4. The Tenant Perception measures will be measured via a Tenant Satisfaction Measures (TSM) survey, replacing the STAR survey as the industry standard for undertaking tenant perception surveys.
- 1.5. Organisations will need to start to record these measures during 2023/24 to submit a report to the Regulator at end of the financial year. Once the first year's performance has been reported, performance will be benchmarked across landlords and published so that tenants can see how their landlord is performing compared to other landlords.

2. Main Points

2.1. TSMs Measured by Landlords

- 2.2. Whilst some of the TSMs measured by the landlord have been reported by Housing Leeds for some time there are a number of new indicators along with some changes to definitions. Housing Leeds has been working closely with colleagues in the corporate Performance and Intelligence Team and IDS to create new reports and amend existing reports in order to calculate and report performance strictly in line with the new definitions from April 2023.

2.3. A performance management framework has been developed for the reporting of TSMs. Quarter 1 performance information is currently being collated and quarterly performance on the TSMs will be reported into the Leeds Housing Board from November 2023.

2.4. TSMs Measured by Surveys

2.5. The Regulator initially published the proposed questions in early 2022 as part of their consultation on the new guidelines. This has given us time to trial the survey throughout the year, piloting different survey methods and learning how tenants feel about services now, following a break since the last STAR survey in 2018 (the 2020 STAR survey did not take place due to the COVID pandemic).

2.6. Trialling Different Approaches

2.7. In a change to how we previously carried out the STAR survey (as a large one-off survey every two years), we have moved to carrying out ongoing surveys with smaller samples, each quarter. This means we can track satisfaction trends over time (albeit at low accuracy), and then pull these figures together into a set of accurate cumulative figures at the end of the year, to be reported to the regulator.

2.8. Throughout each quarter we have piloted different combinations of 2 or 3 of the following methods, which has helped us to understand how they affect: levels of engagement from different demographics, satisfaction scores, costs and response rates:

- Online surveys sent by email and text messages
- Telephone surveys carried out by a third party contractor
- Postal surveys

2.9. As we have been piloting different approaches this has contributed towards differences in levels of satisfaction for each quarter, meaning that a like for like comparison of performance between each quarter is difficult.

2.10. TSM Survey Results

2.11. The results for the full 2022/23 financial year are shown in the table overleaf. This shows that overall satisfaction with services provided was 60% in 2022/23.

2.12. The Regulator released the final TSM question set in Autumn of 2022, so there were a number of changes made to questions between Q2 and Q3, including rewording some questions and adding a couple of new 'filter questions'. The TSM questions and results are highlighted in grey and the results where there has been some change to method are highlighted orange, with notes below.

- 2.13. Combining the responses from all quarters including BITMO (910 + 610 + 549 + 583 = 2,652) gives a confidence interval of +/-1.9% city wide, which is within the TSM margin of +/-2%.

	2018	2022/ 23	Diff- erence
Count of Responses		2652	
Statistical accuracy - confidence interval	1.4%	1.9%	
Method: Online=O, Postal=Po, Telephone=T, Text reminder=(tx)	PO	O(tx)PT	
Overall			
Overall satisfaction with services provided	77%	60%	-17%
The home			
Percentage of tenants who had a repair in the last 12 months	74%	66%	-8%
Satisfaction with overall repairs service received in the last 12 months ¹	70%	66%	-4%
Satisfaction with time taken to complete most recent repair	69%	61%	-8%
Satisfaction that landlord provides a home that is well maintained ²	74%	61%	-13%
Satisfaction that landlord provides a home that is safe ³		61%	
Satisfaction that your rent provides value for money	76%	67%	-9%
Percentage who find energy bills difficult to afford		50%	
Heating and insulation is good at keeping your home warm in the winter	66%	53%	-13%
Contact and communication			
Satisfaction that your landlord listens to your views and acts upon them	56%	44%	-12%
Satisfaction that you are kept informed about things that matter to you	65%	53%	-12%
Percentage of tenants agreeing 'my landlord treats me fairly and with respect' ⁴	74%	62%	-12%
Percentage who made a complaint in the last 12 months		32%	
Satisfaction with your landlord's approach to complaints handling ⁵	55%	39%	-16%
Satisfaction that your landlord is easy to deal with	63%	56%	-7%
Agree that landlord has a good reputation in your area	60%	48%	-12%
Agree that landlord has friendly and approachable staff	78%	67%	-11%
Agree that the landlord is approachable if need advice and support	69%	59%	-10%
Neighbourhood and community			
Satisfaction that communal areas are kept clean and well maintained ⁶		56%	
Satisfaction with neighbourhood as a place to live	74%	63%	-11%
Satisfaction that landlord makes a positive contribution to your neighbourhood		44%	
Satisfaction with your landlord's approach to handling anti-social behaviour	56%	42%	-14%
Feel safe in the local area	76%	66%	-10%
Satisfaction with overall appearance of neighbourhood	69%	58%	-11%
Other			
Describe their current financial position as fairly or very difficult	22%	26%	4%
Use the internet (at home or via smartphone)	66%	83%	17%

TSM question - grey

²Satisfaction with overall quality of your home in Q1 and Q2

³Satisfaction that your home well maintained and safe to live in in Q1 and Q2

⁵Filtered to those who have made a complaint in previous 12 months from Q3

⁶Removed 'safe' from question re communal areas from Q3

GN tenants only asked in 2018 - pale orange

¹Satisfaction with repairs and maintenance in 2018

⁴Satisfaction that your landlord treats you fairly in 2018

- 2.14. Satisfaction across most indicators is lower than it was in STAR 2018. 'Overall satisfaction with services provided' shows a drop of 17%. Whilst there has been a fall in satisfaction, some of this is attributable to changes to the method - with greater use of online surveys and the need to apply statistical weightings. Modelling the data to take account of these, presents a truer picture of the drop to be around -10%.
- 2.15. The survey asked tenants to rate the importance of key aspects of the service. This table presents the findings for the full year, as the % of tenants that said the service is very important. The order of priorities has remained consistent each quarter.

All Qtrs Priority area	% said very important
Repairs and maintenance service	89%
Overall quality of your home	86%
Dealing with anti-social behaviour	85%
Neighbourhood as a place to live	81%
Quality of customer service provided	74%
Being kept informed about things that might affect you	73%
Support and advice with rent and claiming benefits	64%
The online service available	46%

2.16. Benchmarked Performance

- 2.17. Since 2022/23 has been a pilot period for social landlords and the Regulators' TSM survey did not formally start until April 2023/24, it has not been possible to formally compare performance accurately with other providers.
- 2.18. HouseMark is a leading data and insight company for the UK housing sector which has worked with the Regulator to develop the TSMs. Over the last year they have been supporting organisations to prepare for the implementation of the TSM framework. Housemark has confirmed that they have seen big drops in satisfaction across the sector compared to the pre-Covid surveys, particularly in large urban areas like Leeds, with drops of around 10% or more. They report likely reasons for this include repairs volumes, workforce and materials delays, contact centre waiting times, potential increases in ASB, rise in formal complaints, voids backlog.

2.19. Key drivers of satisfaction:

- 2.20. Using a data mining algorithm (Multiple Linear Regression) to measure the relationships between responses to key questions and the overall satisfaction question, we can identify which areas have most bearing on how tenants feel overall. These key drivers, in order of influence, were seen to be:

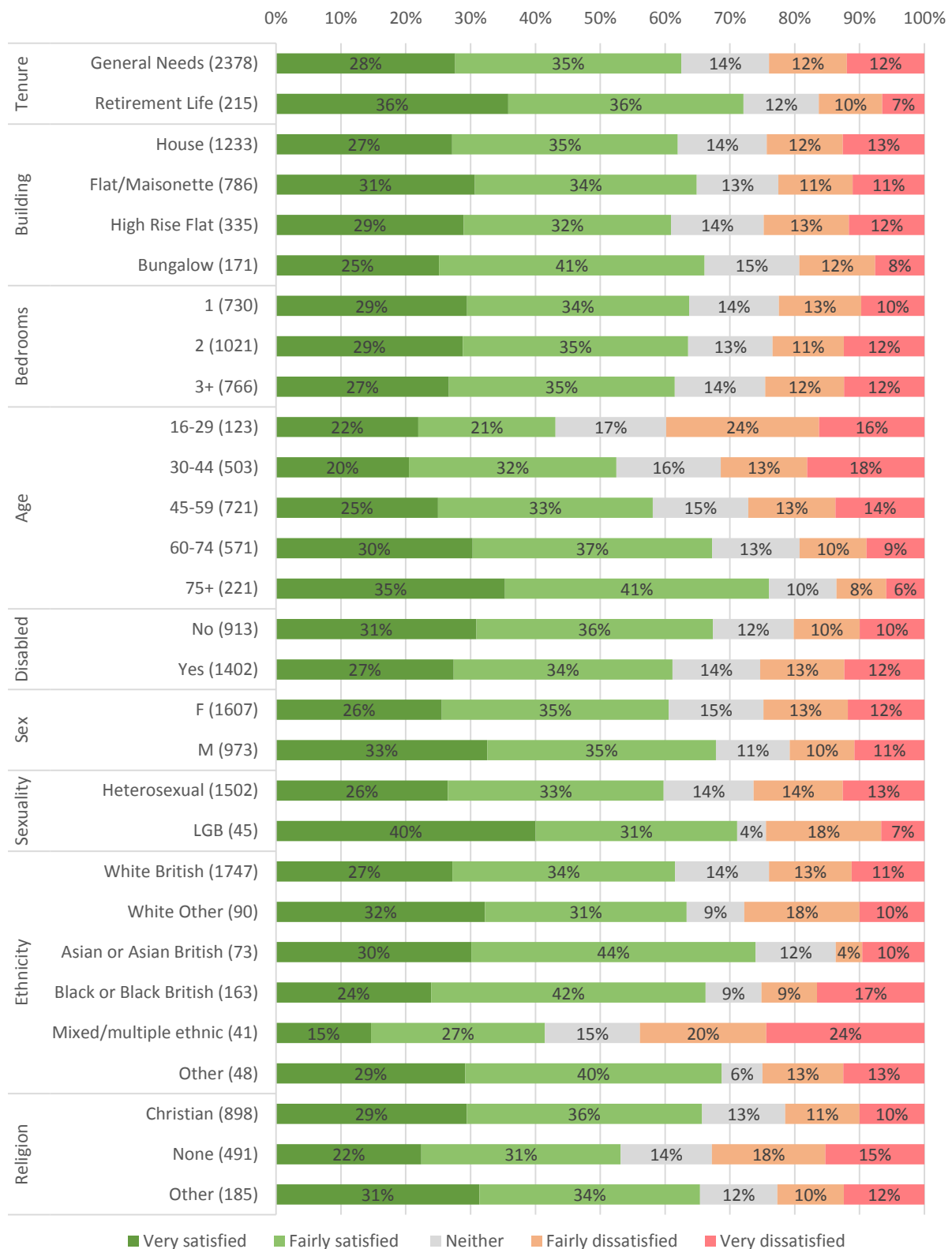
- Key drivers: Satisfied with the repairs service - Home well maintained / satisfied with quality of home
- Secondary drivers: Easy to deal with - Listens and acts on views – Landlord has a good reputation
- Further drivers: Home is in a safe condition - Treat fairly and with respect

2.21. Summary of tenant demographic analysis

- 2.22. Raw (unweighted) figures were analysed against a range of tenant demographic and property characteristics to understand areas of high and low satisfaction. A chart for overall satisfaction is included overleaf.
- 2.23. Sheltered tenants were generally more satisfied than general needs, with figures similar to those of older tenants. However, they were slightly more likely than older tenants to say they had reported a repair in the last 12 months, and to say their financial position is okay, and less likely to say they have access to the internet, and that they are satisfied with the neighbourhood/the landlord's contribution to it.
- 2.24. Considering types of property, those in high rise flats were less likely to say their heating and insulation is good, however they were more positive than others about the ease of affording energy bills. Those in bungalows were generally much more positive, linked to the higher proportion of older tenants. However, they were less likely to say it is easy to afford energy bills and that they have access to the internet at home.
- 2.25. Younger tenants were generally less positive than older tenants throughout the survey. This difference was most polarised around overall satisfaction, the repairs service, the home, and heating and insulation. However, those that were least likely to describe their financial situation positively were those in the middle age groups.
- 2.26. Disabled tenants were less satisfied in general, and in particular around communication and customer services. They were more likely to have had a repair in the last 12 months and much less likely to have internet access or be positive about their current financial situation or the ease of affording energy bills.
- 2.27. Female tenants were generally less positive, and in particular around the repairs service and maintenance of the home. They were more likely to have reported a repair in the last 12 months.
- 2.28. Lesbian, gay or bisexual tenants were generally much more positive throughout, however the sample was small (43 surveys) and is likely to be inaccurate.
- 2.29. Considering tenants of different ethnicities: Asian or Asian British tenants were generally the most satisfied, followed by Black or Black British tenants - who were slightly more positive than White British tenants in all areas except for the repairs service and home maintenance. Results for the White Other tenants were similar to White British tenants. Tenants of mixed/multiple ethnicities were least satisfied throughout, although the sample was low (45), so this is likely to be inaccurate.

2.30. Those tenants with no religion or belief were generally much less positive than Christian tenants or those of other religions, however this is likely to be linked to age - with younger tenants less satisfied.

Taking everthing into account, overall satisfaction



2.31. An equality impact assessment has been undertaken of different survey methods, to identify how accessible different survey methods are to different demographic groups. The number of phone and online methods are fairly representative of the tenant profile, whilst postal surveys are low for the younger age group and high on the older population compared to the tenant profile.

		Survey Responses			Tenants
		Online	Postal	Phone	
Age	18-39	21%	10%	23%	26%
	40-59	43%	27%	34%	40%
	60+	36%	63%	44%	34%
Sex	F	65%	57%	65%	61%
	M	35%	43%	35%	39%
Disabled	No	43%	34%	38%	
	Yes	57%	66%	62%	
BAME	White:British	81%	85%	80%	77%
	Ethnic Minority	19%	15%	20%	23%
Number Of Bedrooms	1	26%	34%	27%	28%
	2	42%	38%	43%	41%
	3+	32%	29%	30%	31%
Asset Type	Bedsit	1%	1%	0%	0%
	Bungalow	5%	10%	4%	5%
	Flat	27%	31%	31%	26%
	High Rise Flat	14%	12%	16%	13%
	House	51%	46%	47%	53%
	Maisonette	3%	1%	2%	2%
Category Type	GN	96%	84%	96%	92%
	RLS	4%	16%	4%	8%

3. Communicating the Results

- 3.1. Our performance against the TSMs will be reported to tenants in our June annual report, with quarterly 'bite size' summaries of the perception measures being shared with residents throughout the year going forward. The annual report is currently in development and will be shared with the Executive Member for comment ahead of issue in mid-June. Members of the Tenant Voice Panel are involved in the design and content of the report and will help shape the presentation of the report so that the TSM information is accessible and can be understood by a wide audience.
- 3.2. Results from the TSM survey will also be shared with staff and used to inform our service improvement plans for the year ahead with a particular focus on the customer, customer care and complaints incorporated into team plans and staff objectives.

4. 2023/24 TSMs

- 4.1. A performance framework has been developed for the reporting of TSM performance from April 2023. Quarterly performance will be reported to

the Leeds Housing Board as it becomes available. Results for quarter 1 have recently become available for the key TSM questions and are included below. It can be seen that 'Overall satisfaction with services provided' was 63% in quarter 1 (compared to 60% for 2022/23), and results from many of questions have performed significantly better. However, it should be noted that these figures are less accurate than when accumulated across a full year and should be treated with some caution.

TSM Survey Results Q1	22/23	Q1	Diff to 22/23
Count of Responses	2652	560	
Statistical accuracy - confidence interval	1.9%	4.1%	
Overall			
Overall satisfaction with services provided	60%	63%	3%
The home			
Percentage of tenants who had a repair in the last 12 months	66%	68%	2%
Satisfaction with overall repairs service received in the last 12 months	66%	68%	2%
Satisfaction with time taken to complete most recent repair	61%	63%	2%
Satisfaction that landlord provides a home that is well maintained	61%	68%	7%
Satisfaction that landlord provides a home that is safe	61%	74%	13%
Contact and communication			
Satisfaction that your landlord listens to your views and acts upon them	44%	54%	10%
Satisfaction that you are kept informed about things that matter to you	53%	66%	13%
Percentage of tenants agreeing 'my landlord treats me fairly and with respect	62%	76%	14%
Percentage who made a complaint in the last 12 months	32%	30%	-2%
Satisfaction with your landlord's approach to complaints handling ⁵	39%	30%	-9%
Satisfaction that your landlord is easy to deal with	56%	67%	11%
Neighbourhood and community			
Satisfaction that communal areas are kept clean and well maintained	56%	66%	10%
Satisfaction that landlord makes a positive contribution to your neighbourhood	44%	64%	20%
Satisfaction with your landlord's approach to handling anti-social behaviour	42%	51%	9%

4.2. The methodology for the 2023/24 TSM Survey has been finalised to ensure a balance between survey methods which achieve higher satisfaction scores, whilst ensuring accessibility to all customer groups and represent best value for money. Following the TSM guidance of the Housing regulator, details of the finalised approach for 2023/24 will be presented to the Board at the November meeting along with evidence to support the decision, including the Equality Impact Assessment.

5. Service Priorities In Response to the TSM Results

- 5.1. Through the Housing Leeds service improvement plan we are seeking to improve performance and customer satisfaction across all areas of the housing service. The delivery of the 2023/24 Housing Leeds Service Plan will be overseen by Housing Leeds' senior management team.
- 5.2. Targeted improvement plans are underway for service areas which are known to have the biggest drivers of customer satisfaction – the repairs service and quality of the home along with customer service and landlord reputation:
- 5.3. Repairs Service – Since the start of the financial year the number of repairs at Work in Progress (or WIP) status has reduced by approximately 9,000 and is now only fractionally above the 'target WIP' position set in the service improvement plans. This position has been achieved by a number of means, including additional resources, process reviews and the implementation of efficiencies in the delivery of responsive repairs. Reducing these outstanding repairs has also meant that the number of 'overdue' repairs has also reduced significantly, outlined by the improvement in customer satisfaction.
- 5.4. Contact Centre Performance – Housing Leeds have regular meetings with the Contact Centre both at an operational and strategic level to review performance, identify any contact issues and trends and identify opportunities to improve performance / the customer experience. The volume of calls has reduced since the end of 22/23 and so call rates / answer times have improved slightly although they have not yet recovered to pre-COVID levels due to higher call volumes and longer call handling times. We will continue to work with the Contact Centre to drive further improvements in performance.

6. Recommendations

- 6.1. Members of the Leeds Housing Board are asked to note and comment on the first year of data from the TSM surveys, along with the quarter 1 results from 2023/24.

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Title: Complaints Handling Performance

Author: Roisin Donnelly/Ian Montgomery

Meeting Date: 21 July

1. Background

- 1.1. The Social Housing White Paper, published in November 2020, mapped out the future for social housing providers in terms of regulation and strengthened consumer protection. The content of the White Paper was captured in a [Charter for Social Housing Residents](#) that made a commitment for residents to *'have your complaints dealt with promptly and fairly, with access to a strong ombudsman who will give you swift and fair redress when needed'*
- 1.2. This included strengthening the powers and role of the Housing Ombudsman and the creation of a national [Complaint Handling Code](#), outlining the requirements of how all social landlords manage and learn from complaints and to support a positive complaint handling culture.
- 1.3. Within this context the service wishes to update the Leeds Housing Board on activity related to the management of complaints, specifically:
 - a) Overall complaints performance for 2022/23
 - b) Complaints' satisfaction monitoring findings
 - c) Our wider complaints management activity

2. Performance Update for 2022/23

A summary of overall performance for 2022/23 is below:

Indicator	Apr – Jun 2022	Jul – Sep 2022	Oct – Dec 2022	Jan – Mar 2023	2022/23 Total
Stage 1 complaints received	553	535	653	664	2,405
Stage 1 responded to within 10 working days	59%	61%	61%	57%	60%
Stage 1 responded to within 15 working days	74%	73%	76%	71%	74%

Indicator	Apr – Jun 2022	Jul – Sep 2022	Oct – Dec 2022	Jan – Mar 2023	2022/23 Total
Stage 2 complaints received	114	118	142	136	510
Stage 2 responded to within 15 working days	61%	67%	67%	64%	65%

- 2.1. Note that the overall LCC Policy is to respond to stage 1 complaints within fifteen working days. However, in line with the Housing Ombudsman Complaint Handling Code we have amended the policy to acknowledge that the response timescales are now ten working days (with up to 5 days to acknowledge) for housing complaints. There is an increased focus on timescales by the HOS in light of upcoming consultation with councils around a joint code with the Local Government and Social Care Ombudsman.
- 2.2. Performance overall for last year was below our target of responding to 95% of complaints within timescales, however, a number of management and improvement actions have been put in place. Please see the update on wider management activity below.
- 2.3. Following a query from the Housing Ombudsman during February, we reviewed all open complaint cases over the last 12 months, and this was a useful exercise to improve complaints records (with some complaints responded to that had not been recorded as such). This gives the service a better baseline position and better-quality records to monitor performance for the year ahead.
- 2.4. For May 2023, our latest full performance month, we are currently responding to 90% of stage 1 complaints within timescale and 83% of stage 2 complaints in timescale. This is an indication that performance is improving and that the measures put in place to improve are having an impact.
- 2.5. In terms of Ombudsman cases, during 2022/23 we received:

	HOS assessment	HOS Formal*	LGO assessment	LGO formal
Q1	8	14	0	5
Q2	7	11	1	1
Q3	4	8	1	2
Q4	3	10	3	3

*Formal cases are those which the Ombudsman will investigate, whereas assessment requests are where the Ombudsman ask us for information, and these can progress to formal cases. The HOS are more likely to progress straight to formal investigation than the LGO.

- 2.6 From those received, outcomes to date for cases opened during 2022/23 are:
- 10 cases were closed after the initial enquiry with no further action required or were outside of jurisdiction.
 - 6 cases were not upheld
 - 9 cases were upheld (with a decision letter and remedies outlined)
 - 4 cases the HOS found a service failure (with a decision letter and

remedies outlined)

- 1 case of severe maladministration (see below)

2.7 In January the Housing Ombudsman issued a [severe maladministration finding against Housing Leeds](#) related to our handling of a water leak and subsequent actions and impact to a tenant over a two year period. The case provided a significant opportunity to identify the lessons learnt and a number of actions have been implemented as a result. For example:

- Sharing the learning as a case study with all staff and our contractors.
- Provided refresher training/extra guidance for all officers who investigate and respond to complaints to make sure that we are meeting our service standards.
- Ensuring 'out of hours' staff have mobile devices to update repairs information to allow day-time staff access to information on any activity outstanding.

3. Satisfaction Monitoring

3.1. The Housing Ombudsman's [Complaint Handling Code](#) requires all social landlords to create a '*positive complaint handling culture through continuous learning and improvement*'. To help do this, we undertake monthly satisfaction surveys to try and better understand the customer experience of the complaints process. In the second week of the month, a text message is sent with a survey link to those customers who have had a complaint closed in the previous month. There have been 271 responses informing the findings for 2022/23, and 200 responses received during 2021/22 for comparison.

3.2. The survey is likely to achieve lower results by the nature of the topic and how it is difficult to separate the complaint outcome (which may or may not be upheld) with the overall quality of the process. The survey design is therefore focused on the quality of the process in terms of how well we communicate, listen, and respond to the complaint – not about the complaint outcome. The survey is also completed by relatively small numbers of residents, and we know residents are more likely to complete if they remain unhappy. We therefore use the results as a guide to identify learning opportunities.

3.3. **Summary from 2022/23**

3.4. When comparing overall satisfaction of this year to last, the key findings are that:

- Overall satisfaction with how we handle complaints has increased from 15% to 20%
- Satisfaction with the speed with which we manage complaints has risen from 21% to 28%

- Satisfaction with how well we have kept a resident informed about the progress of their complaint has fallen from 25% to 21%
- Satisfaction with how well we listened and understood a person's complaint fell from 24% to 21%
- Satisfaction with how well we took a resident's individual circumstances into account fell from 20% to 18%
- Satisfaction with how much we cared about putting the complaint right fell from 20% to 17%
- 67% of respondent said they would feel confident making a complaint again, which is an increase of 10% from last year's 57%.
- The survey includes a final question, "Is there anything you would like to tell us about how we managed your complaint?". This year 8% had something positive to say, which is up from 5% last year.

3.5. Learning outcomes from satisfaction monitoring are that:

- We continue to share a monthly learning from complaints feature in Housing Leeds Matters, the internal staff bulletin.
- Identifying those cases where satisfaction is poor or if there is an issue outstanding so we can highlight to the relevant team and proactively intervene if value or benefit for the customer in doing so.
- Changes to the standard response templates to make clearer the requirement for investigating officers to contact the customer to talk about their complaint and to ensure we acknowledge this in the final response.

4. Wider complaints management activity

4.1. To strengthen our approach to complaints management we have undertaken the following actions:

- a) The Wider Housing Leadership Team received an update on our complaint performance and improvement activity in March. This helped reinforce the message across the service about the importance of meeting timescales, giving quality responses and making sure we communicate effectively with the customer.
- b) We have delivered four 'Investigating Officer' training/refresher sessions with a further eighty investigating officers from across the service. This reminds investigating officers about good practice and requirements of the complaints process, especially the importance of making contact with the customer to understand their complaint so we can effectively respond. We will continue to offer training and support for those staff and teams who may need this.
- c) Over the last 18 months, the service has undertaken a number of Quality Assurance checks on a sample of complaints responses. These checks compare our responses to the requirements of the Complaint Handling Code and have been used to identify service improvements, training needs and content for regular reminders about good complaints handling

in the staff bulletin. This has also helped us identify good complaint responses to share.

- d) Each December, we complete the Complaint Handling Code Self-Assessment and [publish a summary on the website](#). BITMO are to undertake their own self-assessment against the code (in line with good practice), however, Housing Leeds remain responsible for BITMO's management of complaints as whole. We will ensure reporting and compliance against the code from BITMO as part of our future assurance framework with them.
- e) The Housing Ombudsman continue to share 'spotlight' reports and also cases of severe maladministration from social landlords nationally that are reviewed by the service to identify lessons learnt and integrate this within existing service improvement plans.
- f) The Regulator for Social Housing has confirmed the inclusion of a complaints related satisfaction question within the overall suite of 'Tenant Satisfaction Measures'. To acknowledge that only a small proportion of customers raise a complaint with us, a filter question has been added in 2023/24, i.e. our satisfaction survey asks 'have you made a complaint in the last 12 months?' and if so 'how satisfied or dissatisfied are you with your landlord's approach to complaint handling'. For 2022/23 our satisfaction was 23%. This is a new question that was added in Q4 and so no direction of travel information is available.
- g) The Regulator for Social Housing TSM's also require landlords to report on management information related to complaints, our performance within timescale and also the number of complaints relative to the size of the landlord (per 1,000 homes owned). More information will be provided to the board as the year progresses on our performance against the TSMs as a whole. With the arrival of national TSMs we will also participate in wider benchmarking with comparable landlords.
- h) We are engaging with other landlords through the Housing Quality Network (HQN) to seek to improve the accessibility of our standard response templates. We are keen to use less formal and escalatory language. This is also something we have discussed with the Housing Ombudsman Service who are themselves wanting to update their guidance on.
- i) Related to the above, the service is currently commissioning some bespoke training from HQN on '*high quality written responses to complaints – values into action*'. This will help investigating officers to respond to complaints in a more customer friendly tone and more accessible format.

5. Recommendations

5.1. The Leeds Housing Board is recommended to note and comment on the data included in this report.

Title: Annual report update

Author: Roisin Donnelly/Ian Montgomery

Meeting Date: 21 July

1. Purpose

- 1.1 To share the draft Housing Leeds Annual Report to tenants and seek support to publish – attached as appendix 1

2. Previous position:

- 2.1 We previously produced an [annual report for tenants](#) at the beginning of October each year- an accessible online version, coupled with an interactive pdf published on social media
- 2.2 The report was shared via the monthly tenant email, on social media (with a countdown of summary posts in the preceding days) and circulated to staff. Ward Members were made aware via an item in the corporate ward member update
- 2.3 The report itself had four themes, described as 'Your Home', 'Your Rent', 'Your Voice' and 'Your Neighbourhood' which mirror the existing Regulator for Social Housing's Consumer Standards
- 2.4 Within the report we included a range of performance information, statistics and figures that demonstrated our activity and outcomes for residents, a section on learning from complaints and short case studies highlighting positive pieces of work such as an example from the investment programme.

3. Appraisal of the previous position

- 3.1 There is no longer a requirement to produce an annual report at any specific time of the year. We also had feedback that releasing the report in October feels 'out of date' with content at that point going too far back. Many residents may also reasonably interpret our statements about 'during the year' as the calendar year, not financial year
- 3.2 The previous method of sharing reached a reasonable number of residents. Sharing on Facebook reached 1.5k people, 222 engaging with the post in some way, clicking on links, leaving a comment, sharing the post, and reacting to it. The posts we shared in the build-up reached 1.6k people and were engaged with 192 times. On Twitter, the Annual Report reached 1.2k people with 59 engagements. Posts shared in the build-up reached 273 people and were engaged with ten times. The tenant email featuring the Annual Report was opened by 18,010 people, achieving 198 individual views of the digital version and 86 of the accessible version
- 3.3 Whilst reach can be improved, the above demonstrates the value of retaining the digital sharing methods as a cost-effective way for us to share the report

- 3.4 There had been a reduced level of tenant input into the design and content whilst we developed our new framework and the Tenant Voice Panel
- 3.5 The October 2022 version was thirteen pages long. Whilst this is shorter than we have done historically – there’s scope to focus more on the most important issues to tenants
- 3.6 When connecting with other landlords, our report has generally been praised for its use of infographics, symbols, and overall presentation, but could be improved by presenting clearer trends in performance and the use of higher quality photography

4. Current position

- 4.1 We have retained the same themes in line with the consumer standards.
- 4.2 To meet with current and likely future regulatory requirements, we have developed content for this annual report that includes:
 - TSM data for 22/23 year-end – displayed clearly and prominently, introduced as new key measures that we will be regularly reporting to tenants. Laying foundation for us to show comparative data/our direction of travel more clearly in future
 - Content that shows how we are providing quality services – not just numbers of activity, to demonstrate we understand the customer experience
 - Small customer facing case studies and impact of investment work
 - Learning from complaints
- 4.3 Annual report timetable:
 - a) Publish the full annual report by the end July
 - a. Content as above
 - b. Greater engagement on the design and content with residents – Tenant Voice Panel members were offered the chance to provide feedback on last year’s report through a SMART survey and/or attendance at a Teams session. Some positive feedback received and taken on board with the current draft including:
 - i. Refreshed images
 - ii. Reduced amount of text to make it easier to see key information
 - iii. More information on damp and mould
 - iv. Kept case studies in as tenants liked these
 - v. Presented the information in different formats
 - c. Clear presentation of TSM 22/23 year-end data
 - d. Share as previously (accessible online version, via countdown on social media), communicated through the tenant email. In addition, share with tenants, residents and community groups

and issue to all HAP members.

- b) Publish short quarterly updates – (end Oct, end Jan)
 - a. To include 22/23 year-end and most recent quarter available – with a trend line to indicate the direction of travel and any actions to improve
 - b. Shared online and on social media. Like the annual report, shared with tenants, residents and community groups and issued to all HAP members.

5. Recommendations

- 5.1 For the board to review the draft Annual Report and agree sign-off for publication w/c 24 July 2023 or make any final comments.

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Housing Leeds Annual Report 2022/23

Welcome to Housing Leeds Annual Report for 2022/23

Welcome to the latest **Annual Report for tenants**, updating you on our activity and performance from March 2022 to April 2023. This year, in response to your feedback, we're publishing this report in June. This is earlier in the financial year, so that our updates to you are timelier. We also want to keep you updated more throughout the year. Look out for updates every three months on some of our key areas of work.

I took over the role of Executive Member for Housing from Cllr Mohammed Rafique in May 2023. I'm eager to work with you, staff, and our partners to focus on the key services that matter most to you. I'm committed to helping improve your satisfaction with our services. This has fallen in Leeds in recent years. We've seen a similar trend amongst other large social landlords across the country.

We've again seen challenges to our services over the last year. The increase in the cost of living continues to add financial pressures to many households. It's great to see that our teams have **supported over 1,200 households** to claim additional benefits to maximise their household income. We'll continue to work with you to help tackle the cost-of-living increase and provide support to tenants who are struggling.

Our commitment to build new council homes continues. I'm delighted to see the homes being built to meet housing needs across the city. We also delivered on our commitment to invest in our current homes.

Over the year we spent £92.4 million on 100's of schemes helping improve the quality of your homes. This included works to improve fire safety measures and more efficient and cheaper to run heating systems. We've included an update on our 'Fit for the Future' scheme. This is one of many improvement projects underway or planned in the next few years. These projects help tenants to reduce their fuel bills and support the Climate Emergency agenda.

We're always pleased to hear from you and get your feedback on our services. This report showcases how working with you helps to improve the services that we offer. We want to do more of this over the coming year. We're committed to reviewing our service offer based on your feedback and continuing to learn from complaints. Please get involved in our online 'Your Voice Leeds' community or join our growing Tenant Voice Panel. Visit our website to look at the different ways we work with input from tenants.

I hope you will find this report a useful summary of our work. Let us know what you think by emailing councilhousingcommunications@leeds.gov.uk



Councillor Jessica Lennox
(Executive Member for Housing)

Your satisfaction with our service

Every three months we send a satisfaction survey to a random sample of residents to ask how satisfied you are with our service. We started this in April 2022, so we have our first full year of satisfaction information in this report.

With our overall service	60%
With the repair service in the last 12 months	66%
With the time taken to complete your most recent repair	61%
That we provide a home that is well maintained	61%
That we provide a home that is safe	61%
That we listen to your views and act upon them	44%
That you are kept informed about things that matter to you	53%
That we treat you fairly and with respect	62%
With our approach to complaint handling	39%
That communal areas are kept clean and well maintained	56%
That we make a positive contribution to your neighbourhood	44%
With our approach to handling anti-social behaviour	42%

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These questions have been set by the 'Regulator for Social Housing'. They require us to ask you about our service so that you have information about how well we are performing. From April 2024, the Regulator will use this information to assess us and you'll see how we're performing compared to other landlords. Many thanks to everyone who has completed a survey.







How we performed

We know that your home is important to you and we are committed to maintaining your home to a good standard. As part of this commitment we:

Spend on repairs and maintenance (excluding PFI)		
£20.2m (2021/22)	£31.1m	(2022/23)
Number of repairs carried out		
200,402 (2021/22)	143,982	(2022/23)
Repair appointments made		
65,906 (2021/22)	42,198	(2022/23)
Repair appointments kept		
61,952 (2021/22)	40,623	(2022/23)
Annual gas safety inspections completed		
99.63% (2021/22)	99.97%	(2022/23)

Investing in your home

Some highlights of the work we carried out.

	New kitchens and bathrooms	
	238 (2021/22)	210 (2022/23)
	New gas boilers installed	
	2,474 (2021/22)	1,975 (2022/23)
	Re-roofing and insulation	
	417 (2021/22)	340 (2022/23)
	Homes supplied by ground source heat pumps	
	274 (2021/22)	806 (2022/23)

Fit for the future

We completed a **£9.5 million** energy efficiency refurbishment programme to 300 homes in Boggart Hill. This included:

- external wall and improved loft insulation
- new environmentally friendly ventilation systems
- energy efficient lighting
- electric vehicle charging points to 50 homes with driveways

"I went into the winter months feeling less worried about ... my home being cold"

"I had lots of repairs on my property. This scheme has solved a lot of those issues I was having, worst of all the damp."



The difference we make

Adapting Homes

Our Health and Housing team provide adaptations to council and private homes, supporting residents to remain independent. This reduces the likelihood of injuries and accidents and the need for carers or care placements.

We completed **1,116** major adaptations in council homes and **955** in the private sector, an increase on the previous year. The service spent just under **£18million** on adaptations and the promotion of independent living for people across the city.

Case Study

One of our tenants living with her daughter in West Leeds struggled to access the upstairs of her property and required adjustments making to her kitchen, bathroom, and garden. Following an assessment, we adjusted the height of her kitchen cabinets and worktop, installed a wet floor shower, levelled her garden, and installed a through floor lift, providing access to upstairs. These adjustments have made her and her daughter's life much easier.

YOUR HOME












Find out more about our repair service and how to request a repair - www.leeds.gov.uk/repairs



Our commitment to tackling damp and mould



We want you to live in a home that is free from damp and mould. To make sure that we're dealing with your reports of damp and mould we:

-  Set up a dedicated Damp and Mould Team
-  Assessed ourselves against the Housing Ombudsman's spotlight report on damp and mould
-  Set up a Damp and Mould Prevention Board with senior officers overseeing all the work
-  Updated our website with new damp and mould advice and information
-  Developed a damp and mould policy
-  Developed damp and mould awareness training for all frontline staff and contractors
-  Changed the way we work to make sure that mould growth is treated quickly ahead of any survey visits or other activity
-  Provided hundreds of free mould sprays to residents to treat small areas of mould
-  Worked with the British Gas team to issue fuel vouchers to tenants with pre-payment meters
-  Sent regular updates to our tenants on how to report and prevent damp and mould
-  Translated the damp and mould leaflet into key community languages

Fire safety

To keep you safe we have:

- Carried out **538** 'safe and well' visits to our more vulnerable residents giving home safety advice
- Fitted sprinklers to a further **22** high rise blocks. We've now fitted sprinklers to **62** blocks
- Completed fire safety work in 'back to back' homes, including internal fire doors, fire alarm systems, and fire safety work to basements
- Continued fire safety works to buildings that have been converted into flats. The works include fire stopping measures, new flat entrance doors, hard wired smoke alarms, and fire alarms in communal areas
- Commenced fire safety checks on passenger lifts, flat entrance doors, and communal doors in line with the new Building Safety Act.

Building new homes

We let **115 new council homes**. This included apartments, bungalows, semi-detached and terraced properties.



Our priorities for the year ahead

- Continue to improve the way we manage damp and mould, in readiness for the colder winter months
- Ensure we meet all the requirements of the Building Safety Act
- Reduce the time it takes us to re-let empty homes
- Invest £72m to undertake further improvement works to homes
- Continue to build new homes to meet housing need across the city



YOUR HOME

Find out more about our repair service and how to request a repair - www.leeds.gov.uk/repairs



How we performed



Rent collected

95.63% (2021/22) **95%** (2022/23)



Collected from former tenants

£757k (2021/22) **£878k** (2022/23)



Households supported to claim additional income/benefits

926 (2021/22) **1,216** (2022/23)

Annual tenancy check ins

We aim to check in with you at least once every 3 years. This gives you opportunity to meet your local Housing Officer or Retirement Life Support Officer and talk about any issues you may have. We also check your home is in a good condition and there are no concerns.



19,096 Annual tenancy check ins completed



256 Hoarding cases identified



176 Safeguarding cases identified and responded to

Rent and support

We support tenants to pay their rent, reduce their arrears, maximise their income and manage their overall living expenses. Rent collected is used to keep council homes in good repair and to provide services to our tenants. If a tenant leaves a council tenancy with arrears, we will seek to collect the money owed.

Rent enforcement

We always try to work with tenants who are having difficulties paying their rent. We will only take eviction action as a last resort, if other attempts to recover arrears are unsuccessful.



Evictions during the year

3 (2021/22) **28** (2022/23)

Tenancy fraud

Last year we recovered 20 properties where we identified housing fraud. Tackling housing fraud enables us to let homes to those who need them most. Of the fraud cases we investigated:

- **52%** for subletting fraud
- **6%** succession/assignment fraud
- **24%** for right to buy fraud
- **1%** application fraud
- **17%** for non-occupation fraud

The difference we make

Supporting tenants with the cost of living

We held several events across the city to support tenants with the cost of living. Working with partners we:

- signposted to financial advice and support
- supported tenants with rent and council tax arrears
- helped reduce Yorkshire Water debt
- gave advice and support on job opportunities
- shared tips on how to save energy and reduce fuel costs



Cost of living event for residents in **Gipton**

Our Housing Support Team helped tenants to maintain their tenancy by providing additional support with:

- the cost of furnishings and carpets
- food parcels
- rent arrears and other debt
- unemployment
- day to day support

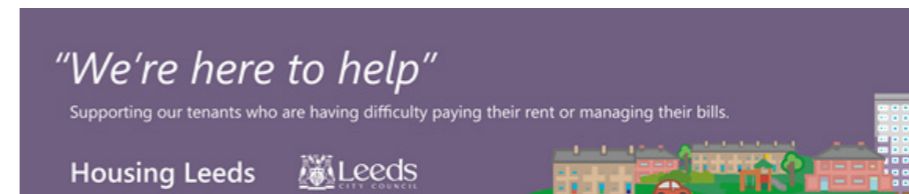


Cost of living event in **Little London**

Case Study

A couple with three children were worried about increasing rent arrears after the closure of their Universal Credit (UC) claim. We worked with the DWP and the tenants to have their claim reassessed as some information was incorrect. Their UC claim was backdated resulting in a payment of over £4,000. This paid off the rent arrears and helped towards Council Tax arrears.

A lot of our tenants pay their rent by Direct Debit, you can also pay your rent online, by phone or in person. Visit www.leeds.gov.uk/rent for more information.



We understand that many of our tenants are impacted by the cost of living. If you are worried about paying your rent, we are here to help. Please contact your housing office. We can support you and check your entitlement to welfare benefits.

YOUR TENANCY

To find out more about ways to pay your rent and the support available visit www.leeds.gov.uk/rent



Our service supports over **4,500 residents** to live independently in their homes in our **125 Retirement LIFE schemes** across the city.

- Our dedicated and friendly team of Support Officers are available to provide regular well-being checks, offering choice and flexibility to suit changing needs
- 'Living in a Friendly Environment' is at the heart of the services we deliver across all schemes. We have continued to increase staff presence on site, attending meetings with residents and social activities
- We are committed to scheme improvements, and in 2022/23 schemes at Cranmores, The Willows, Arthington Court and Greenside had new furniture, carpets and decoration to improve the look of the communal areas. Several schemes had successful HAP bids to provide outdoor furniture, garden storage and contributions to support tenants to celebrate events important to them.



Retirement Life service improvements

This year we're:

- Working closer with our partners Adults & Health and Local Care partnerships to improve signposting/referrals to support older people to live independently
- Speaking to our residents about things that matter most to them to improve the service we provide
- Making sure that our engagement with residents and activities are diverse and inclusive

Extra Care update

Extra Care Housing combines specialist housing with on-site care services for people 55+. It assists people with a range of support needs to live in their own home, within a community setting. It helps people maintain their independence and receive flexible support and care services.

In partnership with us, Home Group opened a 62-unit Extra Care Scheme in Seacroft in October 2022. Another Home Group scheme in Woodlesford is due for completion in January 2024. Our 60-unit scheme in Middleton is due for handover in early July 2023. We've also built 12 bungalows for working age disabled adults in the area. The scheme includes a bistro, a hair salon, communal gardens, an amazing roof terrace, and orangery. Residents of the bungalows can use the Extra Care Scheme facilities.

Our priorities for the year ahead

- Maximise rent collected from tenants to ensure that we are able to deliver our ambitious investment programmes to improve the quality of homes
- Support tenants who are affected by the increased cost of living, to maximise their income, pay their rent, and maintain their tenancies
- Visit as many tenants as possible through our Annual Tenancy Check In programme to identify any tenancy issues and ensure that tenants are supported in their tenancy
- Review our lettings policy to meet housing need, and to support new tenants into their home.



YOUR TENANCY

If you want to find out more about the services that we offer you can contact the **Older People's team on 0113 378 3696** or email housing.leeds.olderpeople@leeds.gov.uk

How we performed

- Helped **support 60 local tenants, residents and community groups** – helping them be independent groups and effect the change they want to see in their communities
- Invested in a **new mobile office** so we can meet with residents in their own communities
- Held a number of **events to help with the cost of living**, supporting residents to help maximise their incomes and work with partners and other services who can help.
- Continue to **support 100's of health and well-being activities** in our Retirement Life Schemes
- Worked with Leeds University, involving volunteer residents in research about **energy use** and it's links to **health and well-being**
- **Consulted with over 450 high rise residents** about building safety to help us improve our approaches to how we listen and respond to high rise residents.



The difference we make

Tenant Voice Panel

In February we launched a new 'Tenant Voice Panel' to strengthen your influence at all levels of our service. Open to tenants, residents and leaseholders, there are currently 170 members.. The panel's role is to:

- Act as a general sounding board on strategic and operational issues
- Help hold us to account on our service planning and improvement activity
- Be an editorial group, testing draft communications

The panel is designed to be accessible, seeking to attract a wide range of people living in different communities, and to give choice in how and when members wish to take part. So far, the panel has been involved in helping design this annual report, and are helping the Tenant Scrutiny Board with a review on damp and mould. We thank everyone for coming forward and being part of the new panel.

Housing Advisory Panels

HAPs made **277 local funding decisions**, to a value of **£492,000**, helping improve neighbourhoods and support community activity. You can see some examples of HAP funded activity in our HAP film. The 11 local Housing Advisory Panels, or HAPs, are made up of tenant volunteers and local councillors. They are given a budget to invest in local community or environmental activity in response to resident feedback and local priorities. HAPs also receive regular updates about performance and other issues or initiatives by local housing teams. Anyone can apply for funding, and each application is judged on it's merits and the benefit for residents as a whole



Citywide HAP get together where we shared the council's response to the cost of living and the support housing and other teams are giving to help residents



Housing Advisory Panels - Shaping a local community

Outer North East HAP funded a 3 week summer youth radio and art camp which finished with a tour of parliament

Tenant Scrutiny Board

The Tenant Scrutiny Board reviewed how we listen and respond to your feedback, making a number of recommendations to us on how the new Tenant Voice Panel should work. We accepted these, and are grateful to the board in helping make the Tenant Voice Panel work as well as possible. In the second half of the year the board met with a number of staff from different parts of our service. As a result the board have chosen to review the advice and support we give to tenants about damp and mould as their topic for review in the year ahead.

Who are the Tenant Scrutiny Board?

The Tenant Scrutiny Board are a group of tenant volunteers who review our services and make recommendations for improvement. When carrying out a review, they may speak to tenants, staff or any of our partners or contractors. They'll also look at management and performance information, and good practice from elsewhere to help them identify areas for improvement.

YOUR VOICE

To read more about all the ways we listen and respond to your feedback visit www.leeds.gov.uk/tenantinvolvement



Complaints

Number of complaints received
2,538 (2021/22) 2,405 (2022/23)

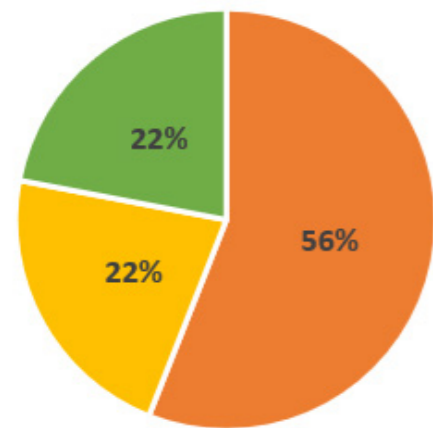
Complaints responded to in timescale
65% (2021/22) 73% (2022/23)

We welcome your feedback as it helps us improve the service that we offer. If our service fails you, you can complain to us so we can put things right.

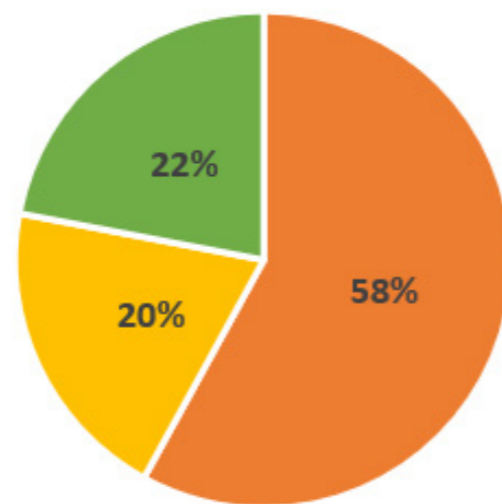
Four out of five complaints were resolved at **stage one** and **98%** were resolved without involving either Ombudsman. We work closely with both Ombudsman services to make sure that residents are given advice and information on how to access their services if they wish to.

What your complaints were about

2021/2022



2022/2023



- Day to day repairs
- Tenancy management
- Other

Our priorities for the year ahead

This year we will....

- Continue to support staff and contractors to listen to you and put things right
- Improve our record keeping as recommended by the Housing Ombudsman
- Work with both Ombudsman services as they develop their joint Complaint Handling Code
- Complete our annual complaints self-assessment alongside the new Tenant Voice Panel
- Continue to support staff with training and development to better respond to complaints

YOUR VOICE

To read more about all the ways we listen and respond to your feedback visit www.leeds.gov.uk/tenantinvolvement



Case Study

What happened?

In January this year, the Housing Ombudsman published a finding of 'severe maladministration' on one of our complaint cases. Severe maladministration is a formal decision by the Ombudsman that a landlord has failed to do something, done something it shouldn't have or, in the Ombudsman's opinion, has delayed unreasonably. In this case the customer was waiting for repairs to be completed over a long period of time, which was largely due to poor communication, not just with the customer but also between council teams

What did we do to make it right?

We apologised to the customer for the delay in completing the outstanding repairs and the time taken to resolve the complaint. We welcome feedback from our customers to help us improve the service that we offer. On this occasion, the service that we offered fell below the standard that our customers should expect. We continue to review lessons learnt from all our complaints.

Our aim is to continually learn from customer feedback. We ask all customers to complete a satisfaction survey after we have responded to their complaint and after every repair. This allows us to understand what works well, and where we need to improve.

What changes have we made?

- Given our 'out of hours' staff mobile devices to update our repairs system. This allows our day-time staff to see exactly what work is outstanding and information isn't lost
- Shared the learning as a case study with all Housing Leeds staff and our contractors – this helps staff to understand the impact on our customers when things go wrong
- Refresher training for all officers who investigate and respond to complaints, including our contractors, to make sure that we are meeting our service standards – during the complaint investigation we missed the opportunity to put things right for the customer
- Introduced a new process which tracks any further works needed after a job has been attended. Our system tracks these orders
- Set up a new Damp & Mould team that tenants can contact directly. This makes sure that damp and mould reports are recorded and responded to quickly, and that tenants are kept updated
- Created a minor works team to manage this type of 'multi trade' jobs in the future

Other improvements made as a result of your complaints

- Developed our 'Early Intervention' team to help resolve your repair queries quicker
- Worked with our contractors to improve responses to complaints
- Carried out quality assurance checks on our complaint responses and supported Investigating Officers with training, advice, and guidance

Tackling Anti-Social Behaviour

Leeds Anti-Social Behaviour Team (LASBT) work alongside Housing Leeds to respond to anti-social behaviour (ASB) complaints and concerns from across the city.

We've seen an overall decrease in ASB across Leeds over the last year. Working with West Yorkshire Police, we've focused on early intervention and prevention, as well as enforcement. Several initiatives to tackle ASB across the city have been successful.

Highlights from the last year include:

- Investing in initiatives to reduce anti-social bike use
- Using the Safer Streets fund to increase officer visibility
- Working with Youth Justice Service and Early Help Hubs to divert young people away from crime
- Improving local partnership working in hotspot areas to reduce nuisance and ASB committed by young people
- Conducting targeted operations to minimise ASB during 'peak' periods
- Creating a Leeds-wide Public Spaces Protection Order to prevent anti-social cruises across the district
- Working with partners to help address arson and nuisance fires
- Holding ASB Awareness Week. The theme was the impact of anti-social behaviour on young people

The difference we make

Estate walkabout summary

Estate Walkabouts give residents the opportunity to walk a set route around their local area with a Housing Officer to spot problems and suggest improvements. During the year we consulted with residents and ward members about how often we do walkabouts in each area. We're committed to completing two walkabouts per area each year. Last year we completed **547** across the city. We know that not everyone is able to attend a physical walkabout so last year we introduced Virtual Walkabouts. This allows more flexibility for residents to engage at times that suit them. Look out for virtual walkabouts in your area.

Other highlights over the year include:

- Working with the Tree Management Team to adopt a new approach to pruning work across the city
- Working with the Cleaner Neighbourhoods Team, Environmental Enforcement, and Waste Management to tackle environmental concerns
- Working with our partners to carry out 'Estate Action Days' to improve the environments of our estates
- Working with the Parks and Countryside Team to enhance ground maintenance during the winter months



Environmental action day in Seacroft



YOUR NEIGHBOURHOOD

For more information on how to report Anti-Social Behaviour please visit our website via the QR code



Lincoln Green MAFWA partnership

Roxby Close Community Garden

A disused playground in Lincoln Green, has been transformed into a community garden. The area is now an attractive, open green space with seating, planting, and areas to meet and play. We've worked with MAFWA and the local community to create a space that can be used to grow food, join workshops, meet friends, eat picnics, and enjoy the garden.



Our priorities for the year ahead



Your Place - Brackenwood

Carry out more online estate walkabouts to hear from a wider range of residents about local issues



Continue to respond to local issues, working with residents to achieve positive outcomes



Take a proactive approach to managing the environment



Work with our partners to improve how we manage anti-social behaviour

Belle Isle Tenant Management Organisation

Belle Isle Tenant Management Organisation (BITMO) manages 1,800 council homes in Belle Isle on behalf of Leeds City Council. It is run by tenants of Belle Isle and is the largest estate based TMO in the country.

I'm pleased to share with you a short summary of the work of BITMO and what we're doing to build a better future for Belle Isle. As a tenant led organisation we rely on the commitment of our tenants to tell us what their priorities are, and to provide leadership through our Board.

If you would like to find out more about BITMO or get involved in our volunteering programme.

Please get in touch, we'd love to hear from you.

Deborah Kelly (BITMO Chief Executive)

Percentage of rent collected

96% (2021/22) **95.99%** (2022/23)

Investing in your homes

£1.5m (2021/22) **£1.9m** (2022/23)

Additional income generated for customers

£166k (2021/22) **£107k** (2022/23)

Homes with a gas safety certificate

99% (2021/22) **99%** (2022/23)

Number of complaints received

32 (2021/22) **42** (2022/23)

Complaints responded to in timescale

63% (2021/22) **69%** (2022/23)



Engaging with our residents

Working with our residents is important to us. We have lots of ways for tenants to get involved in reviewing what we do and helping us make decisions. Here are some examples of how we have improved services with you:

- Improved security and décor in response to feedback from our residents living in flats
- Improved the cleaning standards in our blocks of flats and installed CCTV

Thank you to everyone who has come to see us at our consultation events. We're listening to what you're telling us and this will help improve our services to you. There are opportunities for tenants to be part of working groups and join our board, to influence how we work.

Supporting our community

The **BITMO Community Fund** has been open for two years providing financial support to individuals and groups in six categories:

- Decorating and minor works
- Tenancy sustainability
- Training and skills
- Environmental improvements
- Voluntary group initiatives
- Green strategy

The Community Fund is able to give grants up to £500 in each of these categories. We have supported 69 applications so far. We've seen the highest demand in the tenancy sustainability category, as this supports with purchases of essential items such as beds, fridges and cookers. Some grants have been given to groups to run activities linked to health and well-being. Equipment has been provided for a new community garden on the site of a disused garage area. Last year we gave out **£11,000**. We are relaunching the fund this year to support more of our residents.



Building a better future for Belle Isle

Agenda Item 7

Date of meeting	19th May 2023	21st July 2023
Session type operational/strategic	Operations	Operations
Proposed items	Tenant Satisfaction Measures Performance 2022/23 Damp and mould update Complaints handling performance Consumer Standards self- assessment findings	TSMs 22/23 overview and Q1 update Complaints handling update Regulatory Changes update Annual report

25th September 2023	22nd November 2023	23rd January 2024	11th March 2024
Strategy	Operations	Operations	Strategy
Housing Strategy One Year On - Key Themes update	<p>TSMs Q2 results</p> <p>Damp and mould update</p> <p>HOS Complaints handling Code self assessment</p> <p>Consumer Standards self-assessment update</p> <p>Tenant Engagement Strategy Update</p>	<p>TSMs Q3 results</p> <p>Damp and mould update</p> <p>Regulatory update - Consumer Standards, etc</p>	Housing Strategy Key Themes update