



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 20th May, 2015 at 5.00 pm

MEMBERSHIP

Councillor P Gruen (Chair)

Councillor J Bentley

Councillor B Anderson

Councillor A Gabriel

Councillor K Maqsood

Councillor P Truswell

Tenant/ Leaseholder

Ted Wilson
Andy Liptrot
Madeline Hunter

Independent Representative

Timothy Woods
Matthew Walker
Andrew Feldhaus

Co-opted Member

David Glew
Jo Hourigan

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

3

LATE ITEMS

To identify any items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13 -16 of the Members' Code of Conduct

5

APOLOGIES FOR ABSENCE

To receive any apologies for absence

6

MINUTES OF THE PREVIOUS MEETING

1 - 10

To approve as a correct record the minutes of the Housing Advisory Board held on 3rd February 2015.

(Copy attached)

7

MATTERS ARISING FROM THE MINUTES

11 - 12

To consider any matters arising/ outstanding issues and actions from the previous minutes.

(Report attached)

8

HOUSING LEEDS CAPITAL FINANCIAL POSITION OUTTURN 2014/15

13 - 22

To consider a report by the Director of Environment and Housing which provides a financial position statement on the Housing Leeds Capital programme at outturn for the financial year 2014/15 and also sets out proposals on future delivery of the Housing Leeds Capital Programme.

(Report attached)

9

HOUSING LEEDS (HRA) PROVISIONAL REVENUE OUTTURN POSITION - 2014/15

23 -
26

To consider a report by the Director of Environment and Housing which provides the provisional outturn position for the 2014/15 financial year in respect of the Council's Housing Revenue Account (HRA).

(Report attached)

10

STAR SURVEY 2014/15 - HEADLINE FINDINGS

27 -
36

To consider a report by the Director of Environment and Housing which provides the headline findings from the Survey of Tenants and Residents (STAR) 2014/15 survey and an analysis of key themes. In addition to summarise service action points for 2015/16 arising as a consequence

(Report attached)

11

TENANT ENGAGEMENT FRAMEWORK UPDATE

37 -
50

To consider a report by the Director of Environment and Housing which provides an update on: the development of the tenant involvement service, and progress against delivering the new Tenant Involvement Framework; how the service proposes to support and strengthen its role and give opportunity for a strategic voice for tenants and how the service will look to increase the opportunity for young tenants to influence the way that services are provided.

(Report attached)

12

HIGH RISE PROJECT UPDATE

51 -
62

To consider a report by the Director of Environment and Housing which provides an update on progress made with the High Rise Project, and includes information on a number of projects that are underway in response to the MSF tenant survey undertaken in July/August 2014.

(Report attached)

13

**TENANT SCRUTINY BOARD
RECOMMENDATIONS - REVIEW OF ANNUAL
TENANCY VISIT PROCESS**

63 -
76

To consider a report by the Director of Environment and Housing which sets out details of the Tenant Scrutiny Board's Inquiry and their recommendations to the Annual Home Visit process. The report also provides an update on recent changes made to the Annual Home Visit policy and procedure, following the inquiry.

(Report attached)

14

DRAFT LEEDS HOUSING STRATEGY

77 -
154

To consider a report by the Director of Environment and Housing which seeks approval to an updated Leeds Housing Strategy, accompanying Action Plans and the proposed progress reporting arrangements.

(Report attached)

15

**HOUSING LEEDS PRIORITIES AND
ASSOCIATED INDICATORS**

155 -
162

To consider a report by the Director of Environment and Housing which sets out the outcomes of a review of performance for the reporting year 2014/15 against the six existing Housing Leeds priorities, set within the context of performance trends over the last 3 years and a significantly changing operating environment. The report also seeks the views of Members on the proposals for refreshing the set of priorities and indicators used.

(Report attached)

16

**HOUSING ADVISORY BOARD - FORWARD
PLAN 2015**

163 -
164

To note/ amend the contents of the Housing Advisory Board Forward Plan 2015

(Report attached)

DATE AND TIME OF NEXT MEETING

To note that future meetings of the Housing Advisory Board will be arranged as follows:

- Tuesday 7th July 2015
- Tuesday 8th September 2015
- Tuesday 10th November 2015

All meetings to take place at the Civic Hall, Leeds commencing at 5.00pm

Third Party Recording

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.

Use of Recordings by Third Parties– code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete

HOUSING ADVISORY BOARD

TUESDAY, 3RD FEBRUARY, 2015

PRESENT: Councillor P Gruen in the Chair

Councillors B Anderson, J Bentley,
A Gabriel and P Truswell

Tenant/Leaseholder

Ted Wilson
Andy Liptrot
David Atkinson

Independent Representatives

Timothy Woods
Matthew Walker
Andrew Feldhaus

Co-opted Members

David Glew
Jo Hourigan

31 Chair's Opening Remarks

The Chair welcomed everyone to the February meeting of the Housing Advisory Board.

The Chair introduced and welcomed David Atkinson from the Leeds Housing Federation who was attending in the absence of Maddie Hunter.

The Chair also announced that Steve Hunt, Chief Officer, Property and Contracts would shortly be retiring and today's meeting would be Mr Hunt's final Advisory Board Meeting.

In paying tribute the Chair said that Steve had been an important figure in the Housing Leeds scheme for many years as Chief Executive of East North East ALMO and more recently overseeing the Capital Programme - his knowledge and experience would be greatly missed.

Board Members joined the Chair in expressing their best wishes to Steve in his retirement and future endeavours.

32 Appeals Against Refusal of Inspection of Documents

There were no appeals against the refusal of inspection of documents.

33 Exempt Information - Possible Exclusion of the Press and Public

There were no items identified where it was considered necessary to exclude the press or members of the public from the meeting.

34 Late Items

There were no late items of business.

35 Declaration of Disclosable Pecuniary Interests

There were no declarations of Disclosable Pecuniary Interests made at the meeting.

36 Apologies for Absence

Apologies for absence were received from Maddie Hunter

37 Minutes of the Previous Meeting

RESOLVED – That the minutes of the previous meeting held on 11th November 2014 be accepted as a true and correct record.

38 Matters Arising from the Minutes

The following Matters arising/ Actions from the Minutes were highlighted:

Housing and the Jobs and Skills Agenda – Minute No.6 – 4th December 2013 (Shadow Advisory Board refers)

David Glew raised the issue of action against minutes. Neil Evans suggested a more detailed log to be taken in future, with a named officer marked against each action.

In providing an update Officers reported that the main contractors had recently taken on a full complement of apprentices (50+). Other opportunities within Housing Leeds would continue to be explored. The Housing Advisory Board would continue to receive updates – Status of action “Open in progress”

Towards a New Housing Strategy – (Minute No.29 – 8th April 2014 refers)

It was noted that an item “Draft Leeds Housing appeared elsewhere on the agenda. Status of action “Closed”

Housing Advisory Board Forward Plan 2014/15 – Minute No. 65 – 9th September 2014 refers)

It was noted that an item “Housing Revenue Account Investment Strategy” appeared elsewhere on the agenda. Status of action “Closed”

Issues around High Rise Blocks – Minute No. 29 – 11th November 2014 refers)

It was reported that an officer had been appointed (Martyn Long) to lead on the high rise strategy – Status of action “Open in progress”

Tenant Working Group – Minute No. 29 – 11th November 201 refers

Added to Forward Plan (March 2015) - Status of action “Open in progress

Adaptations – Minutes No. 29 – 11th November 2014 refers

Added to Forward Plan (March 2015) - Status of action “Open in progress

39 Draft Leeds Housing Strategy

The Director of Environment and Housing submitted a report which sought the views of the Board on the draft Leeds Housing Strategy.

Simon Costigan, Chief Officer, Strategic Housing, Environments and Housing, presented the report. In providing background information it was reported that the Housing Strategy was one of Leeds key strategic plans, enabling the Council and its partners to form a clear understanding of the City’s significant housing challenges and identify innovative solutions to meet the needs and aspirations of its communities.

It was explained that the draft Strategy was framed around five key themes: Affordable Housing Growth, Improving Housing Quality, Promoting Independent Living, Improving Health through Housing and Creating Sustainable Communities. Each theme containing a number of priorities reflecting the key housing related priority areas for the city

Detailed discussion ensued on the contents of the report which included:

- The delivery of 70,000 new homes by 2018
- Initial annual target of 3,600 (1,100 to be affordable)
- The five key themes

In offering comment, David Glew said there was some useful detail but overall he was disappointed with the contents. He suggested the document looked dated, the strategy could be more aspirational, more detail was required in some of the key sections, further consideration should be given to establishing more links to the various topics and better use of graphics was required.

David Atkinson said there was absence of a carers strategy and suggested the development of such a strategy with a possible link to new lettings.

Andrew Feldhaus echoed the comments of other Members in that the strategy lacked aspiration and also suggested that the themes should not be viewed in isolation.

Tim Wood stressed the importance to challenge targets and be more aspirational

Referring Section 5.2 of the report David Glew questioned the accuracy of the information “There may be a need to create around 40 new Primary Schools and 6 New Secondary Schools” – Was this correct?, more site allocations could be added which could affect these numbers.

In offering comment the Chair said checking and cross reference was essential but accepted situations may change over time and the strategy could be out of date by the time of publication, he said there was a need for a living document.

Matthew Walker said it was difficult to meet all needs; the draft strategy was a “best fit” document and could not be everything to everybody.

Jo Hourigan said the Sub Group had made some innovative suggestions but these had not been included. It was important to “think outside the box”, be bold in order to sell the document, otherwise opportunities would be missed.

Councillor Bentley said it was a good report but it should not be the final submission. In commenting on the content he suggested the themes were good but more connections were required: Homes/Health/ Insulation for example.

Commenting on Affordable Housing Growth, paragraph 3.5 Councillor Truswell suggested more substantive targets were required.

David Glew commented on the target referred to in section 4.4 Ageing Well, suggesting caution / review, such statements may hold us “hostage to fortune”

In drawing the discussion to conclusion the Chair thanked Members for their comments, suggesting some useful ideas had been raised in particular the need to be more aspirational, the challenging of targets and the accuracy of the information presented were all issues which should be revisited.

The Chair invited the Director to comment on the feedback received.

The Director of Environment and Housing thanked Board Members for their contributions. The Director said we need to be mindful of the audience the document is intended for, possibly drafting a short/ sharp version intended for residents with a more detailed version for professionals. We would also need to form a judgement on ambition, provide more depth on contextualisation and look again at the diversity of themes. Overall it was a good step forward.

RESOLVED –

- (i) That the comments made by Board Members be received and welcomed
- (ii) That the Director of Environment and Housing be requested to look again at the draft strategy taking into account the feedback received
- (iii) That the report be brought back to the next meeting of the Board (April 2015) for further consideration

40 Housing Leeds Capital Financial Position Period 8 2014/15

The Director of Environment and Housing submitted a report which provided a financial position statement on the Housing Leeds Capital programme at period 8 for the financial year 2014/14.

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included.

- Housing Leeds Services & BITMO
- Housing Leeds Newbuild and Other

It was noted that actual spend and commitment at period 8 was £30.4m (47% of revised available resources). Planned works in 2014/15 were estimated at £48.3m with a total spend and commitments at period 8 of £20.7m (43% of revised programme).

Referring to the BITMO programme, the Head of Finance, Environments and Housing said spend and commitments at period 8 was £1.7m (59% of available resources of £2.9m)

Spend on the Council House growth and new build programme was £2.1m in 2014/15. The current cash flow projection at period 8 was £5.9m. It was reported that the additional HCA funding secured in July would take available resources for the Council House Growth Programme to £81.4m

In offering comment the Chair welcomed the report and asked if details of progress on major schemes could be incorporated in the next Capital Financial Position report to the Board

RESOLVED –

- (i) To note the Housing Leeds Service refurbishment programme and Housing Leeds Council House Growth programme position at period 8 2014/15

- (ii) That details of progress on major schemes be incorporated in the next Capital Financial Position report to this Board

41 Housing Leeds (HRA) Revenue Financial Position Period 8 2014/15

The Director of Environment and Housing submitted a report which provided an update on the revenue financial position for the Housing (HRA) Services at period 8

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included.

- Income
- Expenditure
- Right to Buy (RTB) Sales
- Arrears

Commenting on section 3.7 of the submitted report Councillor Anderson asked how many disrepair claims had been made because “we did not get it right”

In responding the Chair said that it was possibly not dealing with the repairs quickly enough.

Commenting on the funding for a vehicle replacement programme for Construction Services, Ted Wilson asked, why purchase, could the vehicles not be leased?

In responding the Head of Finance, Environments and Housing said a surplus on accounts had been identified and it was more economical to buy outright than lease.

Commenting on collection rates, the Director of Environment and Housing said collection made in respect of 5,500 properties, previously fully covered by benefit payments paid directly to Housing Services were now more difficult to collect, following changes to occupation rules.

RESOLVED – That the contents of the report be noted

42 Proposed Rent and Service Charge Increases for 2015/16

The Director of Environment and Housing submitted a report which set out proposals for rent and Service charge increases for 2015/16.

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included.

- Proposals to increase dwelling rents in 2015/16
- Government Rent Policy (A new rent setting formula, to be fixed for ten years from 2015/16)
- Proposed introduction of a nominal service charge for medium rise flats and increasing service charges for multi storey flats (MSFs)

Commenting on Section 3.1 of the submitted report Ted Wilson sought clarification around the proposal to introduce a service charge to low/medium rise flats.

In responding the Head of Finance said no charge had been previously made for the cleansing of communal areas in low/ medium rise flats. Under the new proposals a £1 per week service charges would be made to these properties.

Andy Liptrot referred to the siting of telephone communication equipment on high rise blocks and the income it generated. He asked if the income generated could go directly back to the tenants of the block.

In responding the Chief Officer Property and Contracts said that such income has been used to cover subsidies to Council tenants with shared service areas not just the ones specific to that block.

RESOLVED – To note:

- (i) The proposed 2.88% increase in rents for 2015/16 and;
- (ii) The proposal to introduce a £1 per week service charges at low/medium rise flats and increase service charges by £1 at Multi Storey flats.

43 Housing Revenue Account Investment Strategy

The Director of Environment and Housing submitted a report which provided an update on the capital investment need in the existing stock and the resources available to meet that need.

The report also sought the views of the Board on proposals to align spend profiles with income levels in years 1-4.

Richard Ellis, Head of Finance, Environments and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included.

- Numerous changes affecting the original Housing Revenue Account Business Plan (HRA BP) approved in 2012
- Meeting investment aspirations over the next 10 years

- The need to priorities investment in key areas

Offering comment on the need to priorities investment in key areas, Councillor Anderson said he would not support slipping the budget for energy efficiency schemes.

On the theme of renewables, David Glew said it was important to maintain the simple things: ensuring draft excluders were properly fitted and checking boiler thermostats were working properly. There were other solutions, he suggested.

Councillor Bentley suggested more creativity around treasury management was required.

In echoing Councillor Bentley's comments Councillor Truswell said it was important to priorities certain areas of expenditure.

David Atkinson said the High Rise Group had raised this issue of "cost of heating" as a major concern and a priority (43% of tenants) but they appeared not to be listened to.

In responding the Chief Officer, Property and Contracts said there was a boiler replacement programme but this was area based and subject to cash flow.

The Director of Environment and Housing explained that the capital budget was increasing, but that the standards the Board had signed up to had increased too. In order to allow longer term aspirations to be planned and to fit overall, priority investment needed to be identified.

In summing up the Chair said that in order to deliver a balanced budget and programmes over the next four years some difficult decision were required.

The Chair suggested the setting up of a Working Group to work closely with officers to gain an insight into the resources available and identify areas of potential savings. Anyone wishing to join the Working Group should contact the Chief Officer, Property and Contracts.

RESOLVED –

- (i) That the contents of the report and the resources available for investment be noted
- (ii) To approve the setting up of a Working Group with a view to identifying areas of potential saving

44 Housing Advisory Panels (HAP) - Funding and Decision Making Arrangements

The Director of Environment and Housing submitted a report which provided an update on the Housing Advisory Panels (HAPS), in particular outlining and proposing improvements to the funding and decision making arrangements.

Mandy Sawyer, Head of Neighbourhood Services, Environments and Housing, presented the report. It provided background information. It was reported that current allocation of funding was based on an equal distribution to the 11 panels and did not take into account the number of Council homes and tenants within each panel area. Under the revised arrangements it was proposed to adopt a fairer funding allocation, providing 50% by area and 50% on the basis of the number of homes.

Detailed discussion ensued on the contents of the report which included:

- Funding allocations
- HAPs had supported 229 local projects
- The establishing of consistent decision making practices amongst local panels.

In offering comment Jo Hourigan said the small villages and the less populated areas would lose out with funding been allocated to the high density areas.

In responding Councillor Truswell said that the less densely populated would continue to receive more funding per head (Outer North East receiving 1.5 x per head)

The Chair suggested that groups would be able to pool resources to fund larger schemes, ideas/ suggestions were welcome.

The Director of Environment and Housing said that between 75% – 80% of the funding had already been committed which was really positive.

RESOLVED -

- (i) To support the proposal for the allocation of HAP funding in accordance with option 3 in the submitted report –allocating £60k to each HAP and then allocating the remaining half of the budget based on the proportion of Housing Leeds dwellings within the area.
- (ii) To support other funding arrangements to HAPs for 2015/16 as outlined in Section 3 of the submitted report.

45 2014/15 Quarter 3 Performance Report

The Director of Environment and Housing submitted a report which provided a summary of the Quarter Three Performance data for 2014/15 against the six Housing Leeds priorities.

Appended to the report were copies of the following documents for the information/ comment of the meeting:

- Priority 1 – Homelessness (Housing Support Dashboard)
- Priority 2 Dashboard – Void Dwellings
- Priority 3 Dashboard – Maximise Rent Collection
- Priority 4 Dashboard – Welfare Change
- Priority 5 Dashboard – Annual Tenancy Visits

Debra Scott, Head of Resources and Strategy, Environments and Housing, provided a brief update on each of the priority areas

In summing up the Chair welcomed the report commenting that performance against the six Housing Leeds priorities showed a general improvement.

RESOLVED –

- (i) To note the Quarter 3 performance information relating to the six Housing Leeds priorities
- (ii) To note the intention to review the priorities and high level performance measures

46 Housing Advisory Board - Forward Plan 2015

The Board considered the contents of the Housing Advisory Board Forward Plan 2015.

With reference to Minute No. 38 – Draft Leeds Housing Strategy, this item be brought back to the next meeting of the Board for further consideration.

RESOLVED – That subject to the inclusion of the above, the contents of the Housing Advisory Board Forward Plan for 2015 be noted

47 Date and Time of Next Meeting

RESOLVED – To note that future meetings of the Board will take place as follows:

- Tuesday 7th April 2015
- Tuesday 7th July 2015
- Tuesday 8th September 2015
- Tuesday 10th November 2015

Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 6 th May 2015)	Status
04/12/13	6.	<u>Housing and the Jobs and Skills Agenda</u> Officers work with Cllr Maqsood who is employment lead and for a further paper to be brought back to a future meeting of the Board.	Housing Leeds COs	Employment and Skills colleagues	Verbal update provided on 3 rd February 2015. 50 (plus) apprentices taken on. Other opportunities within Housing Leeds will continue to be explored. Board to continue to receive further updates	Open (in progress)
08/04/14	29	<u>Towards a New Housing Strategy</u> HAB to act as project Board and oversee production and future monitoring (HAB members to be involved in themed work)	Rob McCartney	HAB Members and other partners/ stakeholders	Report considered by HAB on 3 rd February 2015. Report to be amended following feedback from Board Members and brought back to following meeting (20 th May 2015)	Done – proposed to close
11/11/15	29	<u>Housing Advisory Board – Forward Plan 2014/15</u> That issues around High Rise Blocks, Tenant Working Groups and Adaptations be included on the Boards Forward Plan	Liz Cook	HAB Members and other partners/ stakeholders	Verbal request from Board Members made at the meeting on 11 th November 2014. Reports on High Rise Blocks and Tenant Working Groups to be submitted to HAB on 20 th May 2015.	Open (in progress)

					Adaptations report listed on Forward Plan for 7 th July 2015	
03/02/15	40	<u>Housing Leeds Capital Financial Position Period 8 2014/15</u> Agreed that details of progress on major schemes be incorporated in the next Capital Financial Position report to the Board	Richard Ellis	other partners/ stakeholders	Capital Spend and Investment Report on agenda for 20 May includes breakdown of capital spend by scheme	Done – propose to close
03/02/15	43	<u>Housing Revenue Account Investment Strategy</u> Approved the setting up of a Working Group with a view to identifying areas of potential savings	Richard Ellis	HAB Members and other partners/ stakeholders	HAB member have been involved in reviewing arrangements for reworking capital investment plans and outcomes are included in paper on HAB agenda 20 May	Done – propose to close

Report of Head of Finance and Head of Strategy and Investment Environment and Housing

Report to Housing Advisory Board

Date: 20th May 2015

Subject: Housing Leeds Capital Financial Position Outturn 2014/15

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

Summary of main issues

1. At the request of Housing Advisory Board, the purpose of this report is to provide a financial position statement on the Housing Leeds Capital programme at outturn for the financial year 2014/15 and also to provide information and proposals on future delivery of the Housing Leeds Capital Programme.
2. The attached information has been provided by the relevant Head of Finance for the Board's consideration in relation to:-
 - Housing Leeds & BITMO refurbishment programme (section 3)
 - Housing Leeds future years delivery 2015/16 onwards (section 4)
 - Housing Leeds newbuild programme & other (section 5)

3.0 HRA CAPITAL PROGRAMME

3.1 Housing Leeds Services & BITMO

3.2 Housing Leeds actual spend at outturn 2014/15 is £57.1m equating to 99% of the revised available resources at period 11. Housing Leeds delivered to within (£300k) of the revised position at period 11. However total slippage over the year equated to £22.0m which has now been added to future years programmes.

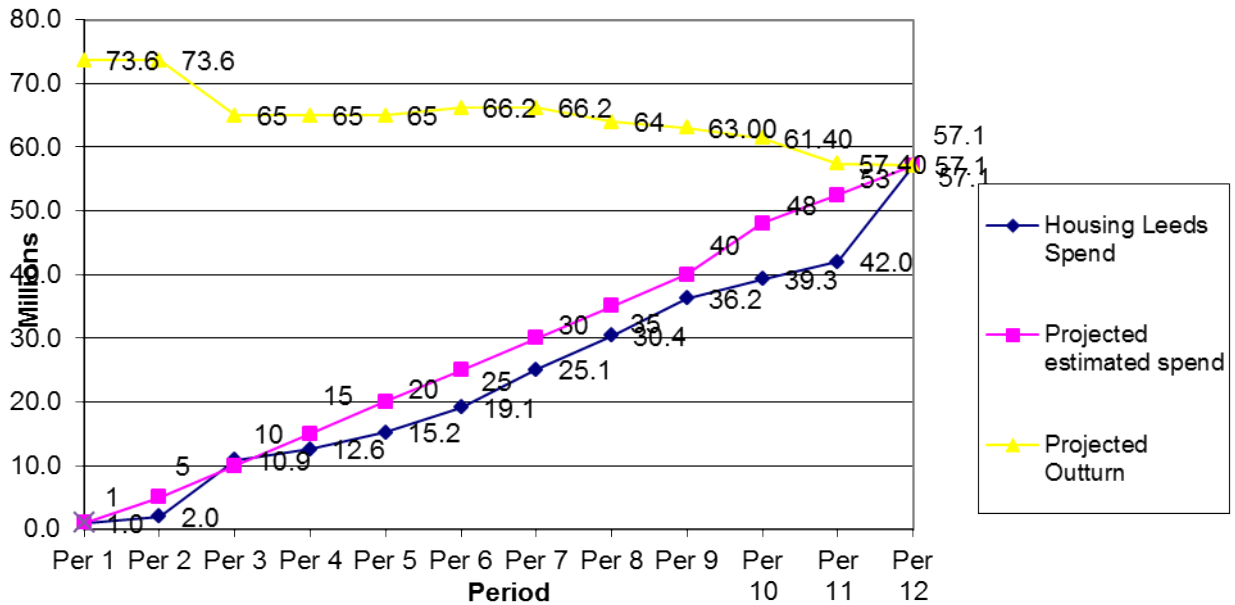
3.3 Housing Leeds planned works spend at outturn 2014/15 is £42.8m equating to slightly over the revised available resources at period 11. The breakdown of where funding has been spent on planned works is shown in the table below:

2014/15 PLANNED WORKS SPEND	
Heating & Energy Efficiency	9,657.3
Kitchens & Bathrooms	6,538.4
Fire Safety Works	4,282.2
Conversion/Regeneration Works	3,831.7
Electrical	2,193.4
Structural Remedials & Insulation	2,084.1
Re-roofing	1,804.8
Window & Door Replacement	830.0
Communal Replacements	725.0
Environmentals	488.6
Commercial Assets	304.3
Miscellaneous	147.0
Service Delivery	9,872.3
TOTAL PLANNED PROGRAMME	42,759.0

3.4 Housing Leeds responsive works spend at outturn 2014/15 is £14.3m equating to 5% under the revised resources estimate mainly attributable to the underspend on adaptations (£445k) and Voids (£213k) and an exercise is underway to explain these variances.

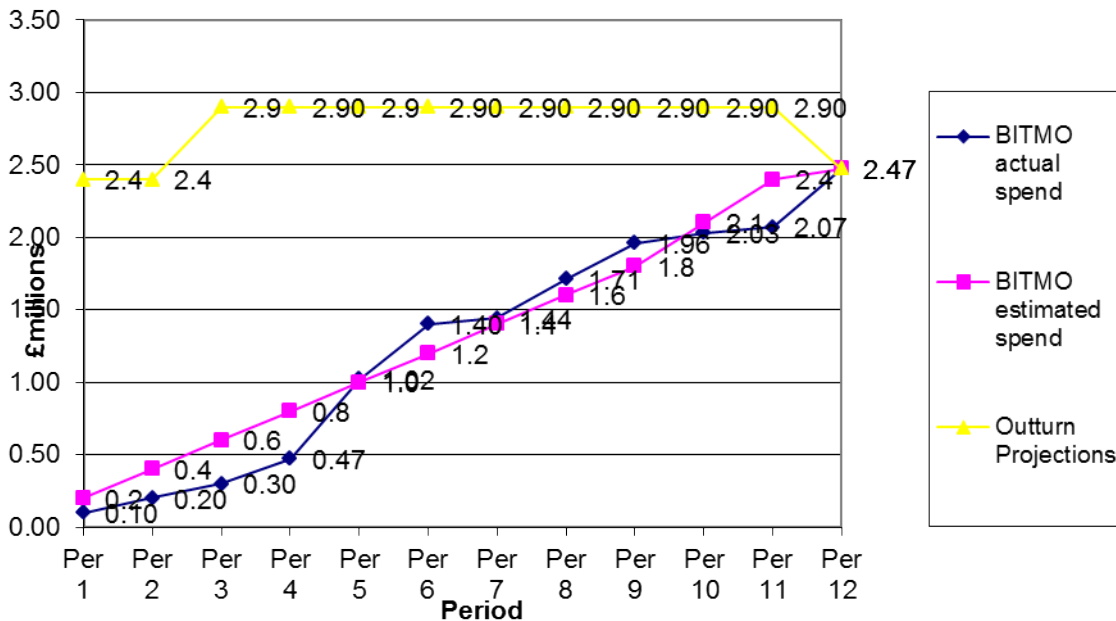
3.5 The overall variance from the setting of the new capital programme in February 2015 to the outturn equated to (£4.3m) and an explanation will be provided to June's Executive Board as part of the Financial Performance Outturn report.

Housing Leeds 2014/15
Total Spend v Estimated spend per period Outturn projections
per period



3.6 BITMOs actual spend at outturn 2014/15 is £2.5m equating to 85% of available resources of £2.9m. This was slightly less than the 90% they were predicting at period 11. The 2015/16 programme will incorporate the yearly slippage giving a total revised programme of £2.16m.

BITMO 2014/15
Total spend v estimated spend per period
& outturn projections per period



4.0 Housing Leeds Future Delivery 2015/16 Onwards

- 4.1 As a result of the slippage in 2014/15 and additional resources made available to Housing Leeds the 2015/16 planned works programme currently sits at £76.77m. The 2015/16 responsive programme is £13.95m giving a total programme of £90.72m. A full breakdown of schemes slipped for delivery into the the future years capital programme is included at Appendix A of this report, with details of the three year budget also included at Appendix B.
- 4.2 The Property and Contracts Division of Housing Leeds was originally set up to deliver an annual capital programme of c£55m p.a., however as a result of the review of HRA resources and changes to the business plan the level of resources has increased significantly as detailed below.

2015/16	2016/17	2017/18	2018/19	2019/20
£90.7m	£76.1m	£77.9m	£80.3m	£84.9m

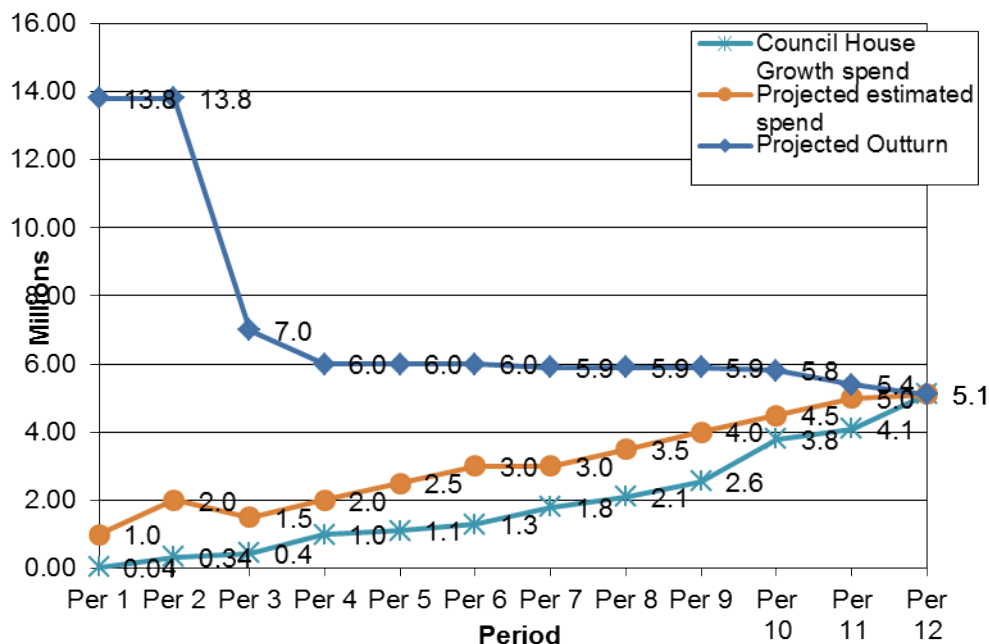
- 4.3 To deliver a capital programme of this size several areas of the business have been reviewed with the following areas requiring action.
- Increase resources – Staffing costs for staff directly involved in capital programme delivery is a standard capitalisation charge within the capital programme therefore there is no revenue implication.
 - Procure Smarter and quicker- By embedding a procurement resource from PPPU into the operational business we will avoid duplication and fully utilise all available procurement routes reducing the number of stand-alone procurement exercises undertaken.
 - Project Management – Further development of project management and progress reporting to visibly track schemes, ensuring mitigation measures can be deployed if deliver is behind target.
 - Internal Service Providers – Increase in the amount of Planned work in line with the ISPs new business plan. Due to the realignment taking place in 2015/16 it is likely that this will begin in 2016/17.
- 4.4 Implementation of the required changes identified above will take time therefore it is proposed to smooth the delivery of the capital programme over a 5 year period meaning an average annual capital programme of £82m will be delivered year on year however 2015/16 will take time for these changes to be implemented so a revised programme in year will be reported at period 2.
- 4.5 Cash-flow issues over the coming 4 years, with investment need out-stripping available resources during this time, were discussed at HAB in February 2015. A HAB working group was subsequently set up to examine the issues in more detail and agree an approach to deal with it. The group have met twice and concluded that the following are required:

- Consideration to be given to additional borrowing (where there is a sound business case and for schemes which generate an income to repay borrowing costs);
- That the Lettable Standard be explored to see if any savings could be made by reducing works carried out to void properties;
- Working with Health and Adults/Childrens Services to explore the provision of additional funding to Housing Leeds that would make greater savings to these organisations (e.g. to prevent bed blocking);
- Delaying decency works where they are not required within the next four years (while continuing to target investment to areas in greatest need);
- Delaying non-essential communal works in blocks (e.g. TV infrastructure upgrades);
- Delaying further aspirational environmental works, utilising HAP funding for urgently required environmental;
- Delaying investment in further heating and renewable schemes to allow time for further research to be carried out into the most cost-effective measures for different property types that make the greatest reductions in energy usage (and therefore fuel poverty).

5.0 Council House Growth Programme

5.1 The Council Housing Growth and new build programme spend at outturn 2014/15 is £5.1m which equated to 94% of the revised resources target at period 11. This underspend of (£0.4m) was mainly down to delays in East Park Road newbuild site where we hit some groundwork problems.

**Council House Growth Programme 2014/15
Total spend v Estimated spend per period
& outturn projections per period**



- 5.2 The total funding injected and available for the Council House Growth Programme as at outturn is £95.37m. Overall authority to spend is £72.8m.
- 5.3 The council also received a determination from CLG on our HRA debt limit which will allow us to borrow a further £4m above our limit. We will inject this in the quarter 1 capital programme report in July 2015 cash flowed £1.2m in 15/16 and £2.8m in 2016/17 which will increase the programme to £99.37m.

Council House Growth Programme	Total	Committed	Uncommitted	Total Spend to date	Budget remaining	Total No of Properties to deliver	No of Properties delivered to date
	£000s	£000s	£000s	£000s	£000s		
Newbuild & Off shelf LCC funding	54,055	10,837	43,218	3,169	50,886	479	13
HCA Grant	7,779	1,575	6,204		7,779		
RTBs 1 for 1 newbuild	7,582	2,271	5,311		7,582		
	69,416	14,683	54,733	3,169	66,247	479	13
Empty Homes Ph1	2,253	2,051	202	2,000.9	252	22	22
Empty Homes Ph2	9,000	9,000	0	0	9,000	100	0
	11,253	11,051	202	2,001	9,252	122	22
Grants to RPs from RTBs 1for1	2,043	1,635	407		2,043	77	
Potential to RPs from RTBs 1for1	2,360		2,360		2,360	68	
	4,403	1,635	2,767	0	4,403	145	0
Funding available awaiting schemes							
HCA grant for negotiation	572		572		572		
RTB 1 for 1 receipts residual 17/18	9,019	0	9,019	0	9,019		
HRA Borrowing balance	4,707	0	4,707	0	4,707		
	14,298	0	14,298	0	14,298	0	0
TOTAL CHGP	99,370	27,369	72,000	5,170	94,200	746	35

- 5.4 The above table shows the current programme under the three main elements, newbuild, Empty Homes and grants to registered providers. It also shows the funding still available and awaiting schemes to come forward.
- 5.5 The programme as it sits will deliver 479 new build properties (13 have been delivered to date on Thorn Walk), an empty homes programme which will return 122 properties back into use (22 of which have been delivered as phase 1) and grants to registered providers which will contribute to 145 new units.

6.0 Recommendation

- 6.1 Housing Advisory Board are asked to note the Housing Leeds Service refurbishment programme and Housing Leeds Council House Growth programme position at outturn 2014/15.
- 6.2 Housing Advisory Board are asked to note the issues raised and comment on the plan moving forward regarding the smoothing of the budget over a five year period, Resources, Procurement, Project Management and Internal Service Providers.

7.0 Background documents¹ No documents referred to.

**2014/15 CAPITAL PROGRAMME SLIPPAGE
INTO FUTURE YEARS DELIVERY PROGRAMME**

Scheme No	Sub Scheme No	Capital Scheme	Budget Holder	Total Final Slippage
Responsive Budgets				
32030	CB6	14/15 Adaptations	Mandy Askham	425.8
Windows & Doors				
14205	AK9	14/15 Windows & Doors East	Neil Diamond	5.0
32021	CH2	14/15 W&D Upgrades	Neil Diamond	82.2
Heating & Energy Efficiency				
32022	DB1	Electrical Heating Replacements	Adam Crampton	237.5
32022	DF1	Electrical Heating - The Crimbles	Adam Crampton	12.5
32022	DF3	Sheltered Heating - Phase 2	Adam Crampton	200.0
32022	CM7	Solar PV	Jon Andrews	2,160.3
16376	BD8	Clydes Biomass District Heating	Jon Andrews	1,359.4
32022	CK2	Ebor Gardens Prepay Meters	Neil Diamond	272.0
32022	CM6	Ebor Gardens Prepay Meters M & E	Adam Crampton	48.7
Electrical				
32024	CI5	CCTV	Adam Crampton	950.0
32024	CI1	Controlled Access	Neil Diamond	85.0
32024	CI6	14/15 Fob Upgrades	Adam Crampton	120.0
32024	CE4	14/15 Rewires S2	Neil Diamond	44.4
Kitchen & Bathrooms				
32026	CG5	14/15 K & B Scarcroft	Neil Diamond	22.4
32026	CA6	14/15 K & B Referrals	Neil Diamond	32.5
Environmentals				
32027	CB9	Nevilles Environmental Improvements	Neil Diamond	743.0
32027	CK5	14/15 Tinshills Environmentals	Phil Charlton	80.0
32027	CN3	Hebden Place Garage Demolition	Phil Charlton	61.4
14219	AM5	13/14 ENE Environmentals	Phil Charlton	20.0
Miscellaneous Work				
32028	CK7	Satellite TV Upgrades	Adam Crampton	448.0
Modifications & Adaptations				
32030	CC5	DDA Works	Neil Diamond	154.9
Service Delivery Associated Costs				
32033	000	Service Delivery Pot (For Allocation to Schemes)	Neil Diamond	2,061.6
32033	CL2	Kirkstall Office Refurbishment	Neil Diamond	80.0
32122	000	Construction Service - Vehicles	Tony Butler	1,147.0
32033	DD6	IT Projects (inc Orchard)	Mark Grandfield	250.0
Structural Remedials & Insulation				
32034	CH7	MSF Structural & Concrete Repairs Phase 3	Neil Diamond	1,454.0
32034	CH3	MSF Highways Blocks 1 & 2	Neil Diamond	2,027.6
16087	AI2	Manor Farm	Neil Diamond	87.6
16087	AH7	Eco EWI insulation 13/14	Neil Diamond	138.1
32034	CH4	Green Deal (LCR) Reference Scheme	Neil Diamond	1,401.4
32034	CL1	Tingley Bungalow	Neil Diamond	99.1
16205	AN6	Wimpey H Block redials	Neil Diamond	139.6
Communal Replacements				
32035	CH8	MSF Lift Replacements	Adam Crampton	250.0
32035	CH9	Low Rise Lift Replacements	Adam Crampton	268.6
32035	CL3	Drying Room Louvre Screens	Neil Diamond	245.6
32035	CI2	Entry Refurbs	Neil Diamond	20.3
Conversion & Regeneration Work				
32036	CE6	Beckhills Maisonettes Demolition	Phil Charlton	81.0
32036	CC4	Bawn Estate CPO	Neil Diamond	87.0
32036	CL5	Cross Green Group Repairs	Mark Ireland	1,004.2
32036	CJ3	14/15 Housing Office Little London Hub	Phil Charlton	190.0
16095	AH4	Malverns & Waverleys	Neil Diamond	430.8
16393	AM1	Moorhaven Court	Neil Diamond	10.0
32036	000	Sheltered Housing Remodelling	Sarah May	528.0
1994	AZ7	Farrar Lane	Neil Diamond	610.8
Fire Safety Works				
16205	AL9	Queensview Fire Doors	P Gibbons	9.2
32037	CC6	Fire Safety - Emergency LED Lighting High Rise Blocks	P Gibbons	27.6
32037	CC7	Fire Safety -Sprinklers for High Rise Sheltered Phase 1	P Gibbons	473.2
32037	CC9	Fire Safety - MSF Fire Stopping	P Gibbons	589.1
32037	CD1	Fire Safety - MSF Signage	P Gibbons	30.0
32037	CD3	Fire Safety - Scooter Stores	P Gibbons	30.0
32037	CD5	Fire Safety - Meter & Service Covers	P Gibbons	69.7
32037	CE2	Fire Safety - Ventilation & Glazing	P Gibbons	45.5
32037	CD9	Fire Safety Fire Detection	P Gibbons	10.0
32037	CC3	Fire Safety 14/15 West	P Gibbons	128.0
32037	CB3	Fire Safety 14/15 Fire Doors Scheme Leaseholders	P Gibbons	149.9
32037	CB4	Fire Safety 14/15 Fire Doors Scheme Tenants	P Gibbons	49.8
32037	CA9	Fire safety 14/15 Cottingley Fire Doors	P Gibbons	3.0
32037	CC8	Fire Safety - Fire Detection Care Ring -Sheltered	P Gibbons	245.5
TOTAL SLIPPAGE BY SCHEME				22,037.8

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CAPITAL PROGRAMME 2015/16 -2017-18

Scheme No	Sub Scheme No	Capital Scheme	15/16 Programme	2016/17 Programme	2017/18 Programme
RESPONSIVE					
32032	DE6	Capitalised Repairs	2,400.0	2,000.0	2,000.0
32030	DE4	Adaptations	4,900.0	3,465.0	3,465.0
32031	DE5	Capitalised Voids	6,650.0	6,500.0	6,000.0
TOTAL RESPONSIVE			13,950.0	11,965.0	11,465.0
PLANNED					
Windows & Doors					
32021	000	Windows & Doors	110.0	2,700.0	2,700.0
32021	CH2	14/15 W&D Upgrades	20.0	0.0	0.0
32021	DA3	Windows & Doors - CS	425.7	0.0	0.0
32021	DA4	Windows & Doors -Mears	1,329.9	0.0	0.0
Heating & Energy Efficiency					
32022	000	Boiler Replacements & New Installations -South & West	0.0	4,200.0	4,200.0
32022	000	Boiler Replacements & New Installations -East	0.0	2,835.0	2,835.0
32022	DA6	Boiler Replacements & New Installations -Aqua	1,900.0	0.0	0.0
32022	DA7	Boiler Replacements & New Installations -Mears	4,000.0	0.0	0.0
32022	DA8	Boiler Replacements - Liberty Gas	1,600.4	0.0	0.0
32022	DB1	Electrical Heating Replacements	237.5	250.0	250.0
32022	DF1	Electrical Heating - The Crimbles	250.0	0.0	0.0
32022	000	Future Years - Sheltered Heating Replacements	0.0	525.0	525.0
32022	DB3	Sheltered Heating - Haliday Court	500.0	0.0	0.0
32022	DF3	Sheltered Heating - Phase 2	200.0	0.0	0.0
32022	DA9	Commercial heating plant replacments/legionella prevention	180.0	193.5	193.5
32022	DA5	Asbestos -Heating & Energy Efficiency	383.6	0.0	0.0
32022	CM7	Solar PV	3,800.0	0.0	0.0
16376	BD8	Clydes Biomass District Heating	1,655.4	0.0	0.0
32022	CK2	Ebor Gardens Prepay Meters	272.0	0.0	0.0
32022	CM6	Ebor Gardens Prepay Meters M & E	150.0	0.0	0.0
32022	DB2	Heat Meters	50.0	0.0	0.0
32022	000	Heat from Waste Project	0.0	5,000.0	5,000.0
32022	CH5	West Park Drive District Heating	0.0	250.0	0.0
Community Safety					
32023	DB4	Alarms & Lighting	175.0	160.0	160.0
32023	DB5	Community Fencing	451.0	0.0	0.0
32023	DB7	Middleton Park Porches	100.0	0.0	0.0
Electrical					
32024	CI5	CCTV	2,021.7	0.0	0.0
32024	CI1	Controlled Access	534.2	0.0	0.0
32024	000	Future Years Rewires	100.0	1,320.0	1,350.0
32024	DB8	Rewires - Mears	423.0	0.0	0.0
32024	DB9	Rewires - CS	412.0	0.0	0.0
32024	DC1	Asbestos - Rewires	81.0	0.0	0.0
32024	000	MSF Mains Upgrades	0.0	300.0	300.0
Re-Roofing					
32025	000	Roofs	100.0	7,494.5	9,542.9
32025	DC3	Roofs - East,	1,450.0	0.0	0.0
32025	DC4	Roofs -South & West	2,698.2	0.0	0.0
32025	DC2	Asbestos - Re-Roofing	311.1	0.0	0.0
Kitchen & Bathrooms					
32026	000	Kitchen & Bathroom	1,034.9	14,962.4	19,462.5
32026	DC6	Kitchen & Bathroom - Mears Scheme 1	2,618.9	0.0	0.0
32026	DC7	Kitchen & Bathroom - Mears Scheme 2	2,618.9	0.0	0.0
32026	DC8	Kitchen & Bathroom - Mears Scheme 3	2,619.0	0.0	0.0
32026	DC9	Kitchen & Bathroom - Mears Scheme 4	2,619.1	0.0	0.0
32026	DD1	Kitchen & Bathroom - CS	1,260.0	0.0	0.0
32026	DC5	Asbestos Kitchen & Bathrooms	588.8	0.0	0.0
Environmentals					
32027	CB9	Nevilles Environmental Improvements	675.0	0.0	0.0
14219	AM5	ENE Environmentals	20.0	0.0	0.0
32027	DD2	Demolition of Garages Highfield Road, Aberford	16.5	0.0	0.0
Miscellaneous Work					
32028	CK7	Satellite TV Upgrades	0.0	448.0	0.0
32028	DE3	Sanctuary scheme (for victims of domestic violence)	50.0	50.0	50.0
Modifications & Adaptations					
32030	CC5	DDA Works	175.0	0.0	0.0

Scheme No	Sub Scheme No	Capital Scheme	15/16 Programme	2016/17 Programme	2017/18 Programme
Capital Repairs & Maintenance					
32032	DD3	Prior to Painting Repairs	150.0	150.0	150.0
32032	DE7	Capital Referrals -Mears	758.0	1,700.0	1,700.0
32032	DE8	Capital Referrals - CS	464.0	800.0	800.0
Service Delivery Associated Costs					
32033	000	Service Delivery Pot (For Allocation to Schemes)	530.6	0.0	0.0
32033	CG7	Asbestos Future Years Programme	120.0	100.0	100.0
32033	CK8	Asbestos Outhouses	800.0	0.0	0.0
32033	CL2	Kirkstall Office Refurbishment	80.0	0.0	0.0
32122	000	Construction Service - Vehicles	1,147.0	0.0	0.0
32033	CJ7	Capitalisation of salaries	3,345.0	3,378.5	3,412.2
32033	CJ9	Mears Overheads	6,255.0	4,711.9	4,711.9
32033	DD5	Heatlease Termination Fees	1,124.8	869.8	238.0
32033	DD6	IT Projects (inc Orchard)	750.0	300.0	300.0
Structural Remedials & Insulation					
32034	CH7	MSF Structural & Concrete Repairs Phase 3	1,954.0	2,000.0	2,000.0
32034	DG8	MSF Panel Repairs Phase 1	0.0	0.0	0.0
32034	DG9	MSF Parapet & Wall Repairs Phase 2	0.0	0.0	0.0
32034	CH3	MSF Highways Blocks 1 & 2	3,467.0	452.9	0.0
16087	AI2	Manor Farm	50.0	0.0	0.0
32034	CH4	Green Deal (LCR) Reference Scheme	2,196.8	0.0	0.0
32034	DD9	Cavity & Loft Insulation	200.0	150.0	150.0
32034	DD8	Airey A1F Properties	250.0	250.0	0.0
32034	CK9	Airborough Concrete	85.0	0.0	0.0
32034	CL1	Tingley Bungalow	99.1	0.0	0.0
16205	AN6	Wimpey H Block redials	139.6	0.0	0.0
Communal Replacements					
32035	CH8	MSF Lift Replacements	2,000.0	2,000.0	2,000.0
32035	CH9	Low Rise Lift Replacements	250.0	250.0	250.0
32035	CL3	Drying Room Louvre Screens	845.8	0.0	0.0
32035	CI2	Entry Refurbs	200.0	0.0	0.0
32035	DB6	Improvements to Multi Storey Flats	700.0	0.0	0.0
Conversion & Regeneration Work					
32036	CE6	Beckhills Maisonettes Demolition	550.6	0.0	0.0
32036	CL5	Cross Green Group Repairs	1,080.0	0.0	0.0
32036	DE1	Shepherds Lane Conversion	77.0	0.0	0.0
32036	CJ3	14/15 Housing Office Little London Hub	14.7	0.0	0.0
32036	New	Whatling Properties - Throstle Lane	0.0	657.0	0.0
16095	AH4	Malverns & Waverleys	555.8	0.0	0.0
32036	000	Sheltered Housing Remodelling	1,133.8	2,000.0	2,000.0
1994	AZ7	Farrar Lane	200.0	0.0	0.0
32036	DE2	Wharfedale Court	300.0	0.0	0.0
32036	DG7	Union Court	0.0	0.0	0.0
32036	CN1	Bennett Court	0.0	0.0	0.0
1994	AZ7	Farrar Lane	540.2	0.0	0.0
Fire Safety Works					
16205	AL9	Queensview Fire Doors	9.2	0.0	0.0
32037	CC6	Fire Safety - Emergency LED Lighting High Rise Blocks	285.2	140.0	140.0
32037	CC7	Fire Safety -Sprinklers for High Rise Sheltered Phase 1	603.7	0.0	0.0
32037	DF4	Fire Safety -Sprinklers for High Rise Sheltered Phase 2	250.0	600.0	600.0
32037	CC9	Fire Safety - MSF Fire Stopping	1,010.0	800.0	0.0
32037	CD1	Fire Safety - MSF Signage	180.0	135.0	0.0
32037	CD3	Fire Safety - Scooter Stores	140.0	110.0	0.0
32037	CD5	Fire Safety - Meter & Service Covers	149.7	80.0	0.0
32037	CE2	Fire Safety - Ventilation & Glazing	60.0	60.0	60.0
32037	CE3	Fire Safety - Entanglement	27.5	27.5	0.0
32037	DF2	Fire Safety -Wetherby Road Fire Safety Work	50.0	0.0	0.0
32037	DF5	Fire Safety - Compartmentation	50.0	550.0	550.0
32037	DF6	Fire Safety - Sheltered Flat & Communal Fire Doors	750.0	750.0	500.0
32037	CB3	Fire Safety 14/15 Fire Doors Scheme Leaseholders	149.9	0.0	0.0
32037	CB4	Fire Safety 14/15 Fire Doors Scheme Tenants	24.9	0.0	0.0
32037	CA9	Cottingley Fire Doors	20.0	0.0	0.0
32037	CC8	Fire Safety - Fire Detection Care Ring -Sheltered	150.0	165.0	0.0
Estate Shops & Leased Residential					
32038	DG6	Maintenance of Commercial & Leased HRA Assets	230.0	230.0	230.0
TOTAL PLANNED			76,771.7	64,106.0	66,461.0
TOTAL BUDGET			90,721.7	76,071.0	77,926.0

Report of Head of Finance, Environment & Neighbourhoods

Report to Housing Advisory Board

Date: 20th May 2015

Subject: Housing Leeds (HRA) Provisional Revenue Outturn Position - 2014/15

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

Summary of main issues

The purpose of this report is to inform Housing Advisory Board of the provisional outturn position for the 2014/15 financial year in respect of the Council's Housing Revenue Account (HRA).

Recommendations

Housing Advisory Board is requested to note the contents of this report.

1. Summary

1.1 The HRA is projecting to provisionally outturn for 2014/15 with a surplus of £(4.7)m.

2. Key Variances to Budget - Income

2.1 Income from rents is projected to be £(1.0)m more than budget. This is primarily due to the actual level of voids being less than budgeted levels of 1.25%.

2.2 Additional income of £(0.2m) from leaseholder contributions to capital works is projected and £(0.4)m of unbudgeted income is anticipated due to be received in connection with contract-related performance payments and profit sharing. This is offset by a projected reduction of £0.4m in salaries which can be capitalised in accordance with council's principles.

3. Key Variances to Budget - Expenditure

3.1 Savings of £(2.9)m over the £1.0m assumed in the budget are projected in relation to employees and transport. This is primarily due to vacancies being held whilst revised structures were being implemented as a result of the housing management function coming back in house. It should be noted however, that all these additional savings will not be recurring.

3.2 Savings of £(0.4)m are expected from Council Tax in relation to void properties. This is due to reducing void levels and is consistent with trends in 2013/14. Net savings of £(0.7)m are projected in relation to repairs which is primarily due to savings on void repairs and gas servicing offset by an overspend on planned maintenance and responsive repairs. In addition, it is projected that Construction Services will outturn with a net surplus of £0.5m.

3.3 Further savings are projected in relation to the contribution to the Bad Debt Provision £(0.5)m, and against charges for capital £(0.5)m which is due to interest rates on debt being lower than budgeted.

3.4 These savings contribute towards offsetting the additional £1.7m of costs in relation to Disrepair claims against the Council. Additional resources have been provided to address this issue. Two surveyors and two legal officers have been engaged and processes put in place to manage the service to improve efficiency and create clearer accountabilities and responsibilities within the teams. The Disrepair service is being proactively managed with regular meetings with internal and external teams including surveyors, legal, asbestos and contractors, identifying blockages in the system and amending processes. In addition to this the team is engaging with both the repairs and housing management teams to introduce measures to stem the growth in caseload.

3.5 There is a net increase of £0.5m in relation to charges for internal services. Key variances include increased charges for additional grounds maintenance & forestry services (£0.4m) and an additional charge of £(0.3)m to reflect the cost of staff commissioning HRA Supporting People contracts offset by savings on the charges for Anti-Social Behaviour (£0.3m).

3.6 The Department for Communities and Local Government (CLG) has recently issued a direction allowing the Council to fund payments to the Council's own tenants under the Discretionary Housing Payments (DHP) scheme. A maximum of £0.25m

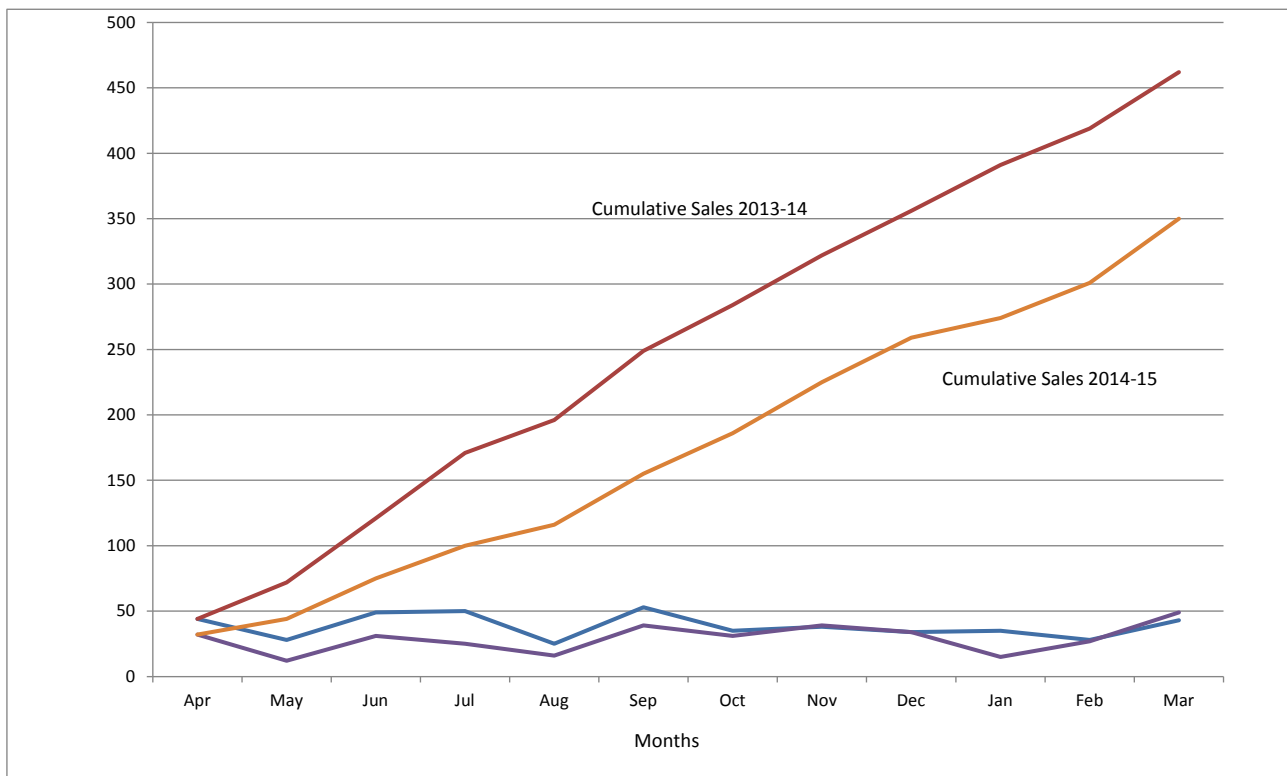
has been earmarked to fund tenants with severe disabilities living in adapted properties.

4. Right to Buy (RTB) Sales

4.1 To the end of March 2015 there were 350 completed sales. This is 112 less than 2013/14. The total year sales have generated sales receipts of £16.8m. In accordance with the Government's formula, LCC can retain the sum of £11.24m.

4.2 Of this, £4.24m will be passported to Registered Social Landlords (RSLs) as a grant. This is to fund 30% of the cost of building new housing stock, and must be match-funded by a 70% contribution from the RSL. A further £4.8m can be retained for 'allowable debt' which can be used either to repay debt or to fund other capital expenditure. The remaining sum of £2.2m will be retained corporately to fund the General Fund's Capital Programme.

Council House Sales to end of March 2015

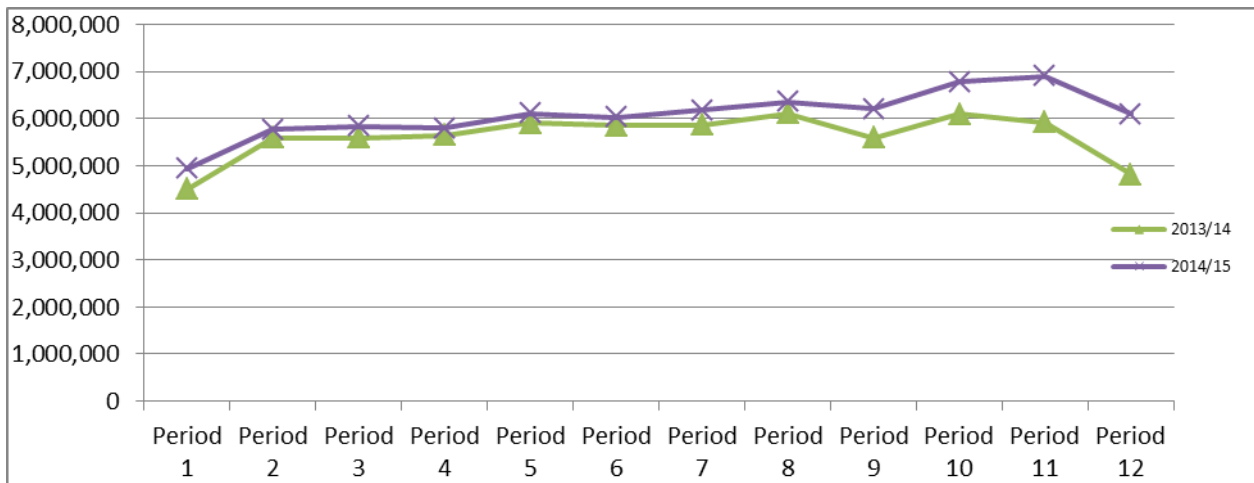


5. Arrears

Excluding technical arrears, arrears for current tenants are £5.8m at the end of 2014/15 compared to £4.6m at the end of 2013/14, an increase of £1.2m. Collection rates to the end of March were 97.45% for dwelling rents, compared to the target of 98.06%.

At the end of March there were 5,255 tenants classified as under-occupiers. At the end of 2013/14 approximately 41% of under-occupiers were in arrears, this has risen to 53% as at the end of March 2015. The value of dwelling rent arrears for under-occupiers is £0.8m.

Comparison of Current Tenant Arrears 2013/14 and 2014/15



6. Background Documents

6.1 None.

7. Recommendations

7.1 HAB is requested to note the contents of this report.



Report author: Frank Perrins &
Jackie Fox

Tel: 76665

Report of **Director of Environment and Housing**

Report to: **Housing Advisory Board**

Date: **20/05/2015**

Subject: **STAR Survey 2014/15 – Headline Findings**

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

1 **Summary of main issues**

In December 2014, Housing Leeds conducted a satisfaction survey of its tenants. This report summarises the responses to the survey and compares it to a similar survey conducted in 2012.

In general the results showed a mixed picture, with some areas showing clear increases in customer satisfaction, and others reflecting decreases in satisfaction.

- The key question - overall satisfaction with services - remained at 77%
- Areas of increased satisfaction were:
 - Repairs & maintenance
 - Rent as value for money
 - Advice and support
- Areas of where further development is needed were:
 - Communications and engagement
 - Customer services

- There are distinct differences in satisfaction related to age, with younger tenants significantly less satisfied than older tenants.
- The survey also highlighted the rising importance of the neighbourhood and environment to tenants.

This report sets out some early actions which are proposed to address the findings.

2 Recommendations

That the Housing Advisory Board support:

- Changes to how customer services are delivered including Housing Officer patch working, the rationalisation of office opening hours and working with Contact Centre to ensure it is adequately resourced.
- Development of a Tenant Communications Plan to meet the needs of different audiences, and implementation of the new Tenant Involvement Framework.
- Allocation of £3m in funding for environmental improvement projects to cover interrelated issues around car parking, access and waste, and support changes to grounds maintenance contract monitoring to focus on smaller geographic areas.
- A feasibility exercise to determine a 10 year investment programme for multi-storey flats.
- Actions to help tenants in financial difficulty including the development of an enhanced offer for those affected by Welfare Reform, the establishment of a Welfare Reform Project Group, and the refocus of Annual Home Visits.

3 Purpose of this report

- 3.1 To provide headline findings from the Survey of Tenants and Residents (STAR) 2014/15 survey and an analysis of key themes.
- 3.2 In addition to summarise service action points for 2015/16 arising as a consequence.

4 Background information

- 4.1 The survey was sent to almost 13,000 general needs tenants of Housing Leeds and Belle Isle TMO in November/December 2014. We received 3434 responses, which represents a 27% response rate.
- 4.2 The findings are accurate and representative at: City level to +/- 1.6%, Area level to +/- 3%, and at Ward level to +/- 10%.
- 4.3 The previous STAR survey took place two years previously in 2012. By using the same methodology and many of the same questions we are able to compare trends around the changing views of tenants.
- 4.4 At the time the survey was carried out the housing service was undergoing a substantial restructure. This followed the closure of the ALMOs earlier in the year and the service returning to Leeds City Council.
- 4.5 In the two years since the previous STAR survey many tenants will have been affected by changes to the welfare benefits they receive, including additional charges for under-occupation (removal of the spare room subsidy).
- 4.6 The Intelligence and Improvement team carried out the STAR survey entirely in house, using council resources including the Print and Mail Room, and completed the project at a cost of around £16K.

5 Key findings from STAR 2014 survey:

In general the results showed a mixed picture, with some areas showing clear increases in customer satisfaction, and others reflecting decreases in satisfaction.

The Intelligence and Improvement team have been meeting with services to help them to understand the findings and consider actions in response, to build into their service plans. This work is still ongoing, however where actions have been confirmed, these have been included with findings below.

- 5.1 **Overall satisfaction with services** - remained at 77%.

5.2 Differences in satisfaction across different age groups:

- Comparison across key questions in the survey for different demographic groups showed **younger tenants to be significantly less satisfied than older tenants**, with around 90% of tenants aged over 65 satisfied with the overall services provided, compared to only around 65% of tenants aged less than 35.

Further variation was seen for property related questions such as for satisfaction with the quality of the home and for repairs and maintenance. For example, 85% of tenants aged over 65 were satisfied with the repairs and maintenance service, compared to only around 65% of tenants aged less than 35.

5.3 Successes:

- Tenants increasingly consider **rent to be good value**:
 - Satisfaction that your **rent provides value for money** has risen by 3% to 75%.
- Increased **satisfaction with repairs and maintenance** rising 2% to 71% and with most aspects of previous repair including:
 - **repair appointment kept** rising 8% to 88%,
 - **satisfaction with repairs service on last occasion** increasing 3% to 74%,
 - Particularly positive increases for WNW area with various aspects of the previous repair, including **repair appointment kept** rising 13% to 89%, bringing more consistency city-wide.
- A new question this year found three quarters of respondents, 76%, agreed that their landlord has **friendly and approachable staff**.
- Increases in satisfaction with various **advice and support services**, including for **moving home** and for **vulnerable people**. For example, satisfaction with advice and support with **managing your finances and paying rent** increased 3% to 63%.

5.4 Areas for further development:

- Responses indicate a need for further development of **customer services**:
 - 68% agreed that in general we provide an **effective and efficient** service.
 - 59% of respondents that made contact in the last 12 months, said it was **easy to get hold of the right person**.
 - Decrease of 6% to 68% in satisfaction that your **landlord treats you fairly**.

Actions to improve **customer services** include:

- The new service provides dedicated Housing Officers for small patches of less than 300 properties. The name and contact details of Housing Officers are well publicised to the tenants in each patch.

- Working with the Contact Centre to ensure it is adequately resourced with trained staff to meet Housing Leeds customer promise and standards - answering the phone within 3 minutes (on average) and aiming to resolve most queries through a single telephone call.
- Office opening hours have been rationalised throughout the city and are now consistent across the city, making it easier to access services.
- Development of a new Leeds Homes website, with further details around prospective properties and additional functionality.
- Responses indicate a need to consider how we **communicate** and **engage** with tenants:
 - 6% decrease in satisfaction that **the landlord listens to tenant views and acts upon them**, falling to 56%.
 - 5% decrease in respondents reporting that the landlord is good at **keeping tenants informed**, falling to 63%.
 - 4% decrease in satisfaction that **the landlord gives tenants the opportunity to make their views known**, falling to 58%.
 - Reputation of the landlord - agreement that the landlord has a **good reputation** decreased 3% to 60%.
 - Satisfaction **varied significantly by age**, with around 90% of tenants aged over 65 satisfied with overall services provided, compared to only around 65% of tenants aged less than 35.

Actions to improve **communications** and **tenant engagement**, including to address varying levels of satisfaction for different age groups:

- Development of a Tenant Communication Plan to include a review of newsletter and housing web pages, customer service standards, and all methods of communication, including social media, to meet the needs of different audiences.
- Embed the new Tenant Involvement Framework across the city, which includes setting up new tenant forums for older, younger, disabled and high rise occupants, enabling further opportunities to get involved. All forums to be coordinated and overseen by a new singular Strategic Tenant's Body.
- Developed a monthly E-bulletin 'In the Loop', which is sent to all involved tenants, and includes news and opportunities to get involved in local events

5.5 Other findings of note:

- Rising importance of neighbourhood and environment.
 - **Your neighbourhood as a place to live**, has risen 6% to become the third highest priority for tenants.
 - **Satisfaction with grounds maintenance, such as grass cutting** decreased 3% to 66%.
 - **3 environmental indicators** in top 5 major issues – Dog fouling, rubbish or litter, and overgrown trees/shrubs or grass.

Actions to address the rising importance of **neighbourhood** and **environmental** factors:

- Allocation of £3m in funding for environmental projects to address interrelated issues including schemes to: improve car parking, improve footpaths and play areas, improve security and security, and resolve some historical waste and recycling collection issues by improving access.
 - Implement changes to grounds maintenance contract monitoring to enable a focus on smaller geographic areas and improve links with local housing management staff and contractors.
- **Heating and energy** questions included for the first time.
 - 39% said they found it difficult to afford their energy bills.
 - 35% said their heating and insulation are poor at keeping their home warm.

Actions to continue to build on improved satisfaction with the **repairs and maintenance** service, and improve **heating and insulation** include:

- Carry out a feasibility exercise to determine a 10 year investment programme for multi-story flats, with a key focus on central heating and insulation.
- Current **financial position**:
 - A third, 33%, described their current financial situation as fairly of very difficult.
 - Just over a quarter, 27%, of tenants said welfare reform has had large impact on them.

Actions to continue to build on improved satisfaction with **rent as value for money**, and to support tenants in **financial difficulty** include:

- Developing an enhanced offer to all tenants affected by welfare reform, using the learning from the MSF DHP Project, to help them access benefits, employment advice and budgeting skills.

6.7 **Equality and Diversity / Cohesion and Integration**

- The survey findings combined with what we already know about tenants have been used to identify variations in the opinions and priorities of different social and demographic groups, which can be used to support future service development.

6.8 **Council policies and City Priorities**

- The Best Council Plan includes the objective of ensuring high quality public services, with a focus on improving customer satisfaction. The STAR survey is a key tool for assessing whether this best council objective has been met.

6.9 **Resources and value for money**

- The STAR survey was carried out using internal print, data entry and mail services and final costs are expected to be around £16K.

6.10 **Legal Implications, Access to Information and Call In**

- The STAR survey is a confidential survey, subject to data protection laws around the use of market research.

7 **Conclusions**

In general the results showed a mixed picture, with some areas showing clear increases in customer satisfaction, and others reflecting decreases in satisfaction.

- The key question - overall satisfaction with services - remained at 77%
- Areas of increased satisfaction were:
 - Repairs & maintenance
 - Rent as value for money
 - Advice and support
- Areas of where further development is needed were:
 - Communications and engagement
 - Customer services
- There are distinct differences in satisfaction related to age, with younger tenants significantly less satisfied than older tenants.
- The survey also highlighted the rising importance of the neighbourhood and environment to tenants.

8 Recommendations

That the Housing Advisory Board support:

- Changes to how customer services are delivered including Housing Officer patch working, the rationalisation of office opening hours and working with Contact Centre to ensure it is adequately resourced.
- Development of a Tenant Communications Plan to meet the needs of different audiences, and implementation of the new Tenant Involvement Framework.
- Allocation of £3m in funding for environmental improvement projects to cover interrelated issues around car parking, access and waste, and support changes to grounds maintenance contract monitoring to focus on smaller geographic areas.
- A feasibility exercise to determine a 10 year investment programme for multi-storey flats.
- Actions to help tenants in financial difficulty including the development of an enhanced offer for those affected by Welfare Reform, the establishment of a Welfare Reform Project Group, and the refocus of Annual Home Visits.

9 Background documents¹

9.1 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.

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Report author: Amanda Britton
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Report of Tenant & Community Involvement Service

Report to Housing Advisory Board

Date: 20 May 2015

Subject: Tenant Engagement Framework Update

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

Summary of main issues

Over recent months, Housing Leeds has continued to develop the city wide tenant involvement service to ensure that it gives tenants a real opportunity to influence the way that Housing Leeds delivers its services, at both a local and strategic level.

This report examines the current position with the service; it also describes our ambition for the service whilst also considering some of the challenges that we face in achieving this.

The main focus of service developments over recent months has been as follows:

- Developing a city wide offer to tenants with a varied menu of involvement to suit all.
- Developing a suite of citywide groups and forums to create consulted and involved tenants.
- Progressing the review of the relationship with Leeds Tenants Federation.
- Developing a Strategic Tenants Body to provide overall leadership and direction to the tenant involvement framework.
- Strengthening the role of the Housing Advisory Panels.
- Developing a robust service offer to TARA's - this has been developed in partnership with tenants.

The report will also focus on how we plan to increase the opportunity of younger tenants to get involved in service developments.

Recommendations

That the Housing Advisory Board:

- Supports the development of the Strategic Tenant Body in accordance with principles outlined in this paper.
- Approves that the 3 current Tenant representatives on Housing Advisory Board be replaced with 3 representatives of the Strategic Tenant Body.
- Supports the work undertaken to develop groups and forums to complement the tenant involvement framework
- Supports the approach to increasing opportunities for our younger tenants

1 Purpose of this report

1.1 To update the Housing Advisory Board on:

- The development of the tenant involvement service, and our progress against delivering the new Tenant Involvement Framework;
- How the service proposes to support and strengthen its role and give opportunity for a strategic voice for tenants.
- How the service will look to increase the opportunity for young tenants to influence the way that services are provided.

2 Background information

2.1 Over the last 18 months Housing Leeds has made a significant amount of progress in developing its citywide tenant involvement framework. We have now fully implemented the staffing restructure and are well on our way to embedding the tenant involvement structure within the Housing Management Service.

2.2 The findings of the Survey of Tenants and Residents (STAR) survey undertaken during late 2014 show that while overall levels of satisfaction have remained constant, there are issues with how we communicate and engage with tenants. There was a reduction in satisfaction with how we keep tenants informed, the opportunity for tenants to make their views known and how we listen and act on tenant views. The survey also highlighted that there were particularly low levels of satisfaction from younger tenants.

- 2.3 The Tenant Involvement Framework has an important role to take in improving levels of satisfaction with how we communicate and engage with tenants. It also has an important role to take in improving levels of satisfaction on younger tenants.

3 Update on progress to date

- 3.1 The tenant involvement framework is now taking shape and has seen improvements and new ideas being driven forward and implemented at a fast pace.

- 3.2 The development of the different groups and forums can be seen in this update:

- 3.3 **Housing Advisory Panels (HAPs) and the Cross City Chairs Group (CCCG)** continue to work well. During 2014/15 the panels supported 280 projects to a value of £1,244,240 (94% of their funding allocation of £1.32m). The HAPs are gaining a good reputation locally, and are increasingly becoming known as local forums that are able to deliver local change.

A joint tenant and staff year-end review of the HAP activity has taken place and priorities identified for 2015/16. A big priority for HAPs this year is to strengthen their wider role in the local area – reviewing local performance and management activity, and developing stronger links with other groups in the local area.

Through CCCG, chairs have continued to develop a consistent approach and shared a range of good practice examples, raising awareness of HAP funded projects that could be developed in other areas of the city. For example, the last Chairs group meeting received a presentation from Probation Services about the community payback scheme.

- 3.4 **High Rise Advisory Group** continue to meet monthly to discuss issues around the capital programme, cleaning performance and housing management matters which affect high rise properties. Two citywide forums were held in November which were well attended and raised particular issues around heating and insulation which have created real issues of fuel poverty for tenants. A further citywide forum will be held in June to discuss the High Rise Project and outcomes from the STAR survey.
- 3.5 **Older Persons Housing Group** held their first citywide forum in February 2015. The forum produced good insights into sheltered housing issues and received very good feedback on social media. An Older Persons Housing Group has now been established, which will meet bi-monthly to represent the views of tenants living in sheltered housing. It will perform an advisory role on the quality of service delivery and influence change in the way that services are provided to older people.
- 3.6 **Rainbow Roofs (LGBT)** continues to meet monthly and has been supporting Housing Leeds with project work to influence how Leeds Housing works with LGBT customers to meet their needs. A recent project that the group has supported is around perceptions of LGBT tenants amongst older people, and the group has worked with the Sheltered Housing Service to design some training for Sheltered Support Officers.

- 3.7 **Equal Access Forum** held their first citywide forum in April 2015. Over 70 tenants attended and identified their main priorities relating to their housing and environment. The biggest priorities identified were around accessibility, parking and communications. A citywide group will soon be established; this will be an important group to ensure that the views of disabled customers are taken into consideration in order to ensure inclusive and accessible services.
- 3.8 **Service Improvement Volunteers (SIV's)** have replaced the former role of Tenant Inspectors. We are now launching the Service Improvement Volunteers programme which will be a key part of how we empower local tenants and leaseholders to help shape and improve local housing services and the environment. Volunteers can choose what activities they want to take part in and be involved as much or as little as they like, in their local area or in other parts of the city if they choose to do so. Activities will include mystery shopping, estate walkabouts, completing surveys, providing comments on new leaflets and spot checking repairs, voids and accessibility to our offices.
- 3.9 **Young Persons group** Consultation meetings with work placement university students and a young HAP member have taken place to gain insight into effective ways of communicating with young people. An initial meeting has also taken place in April 2015 with a small number of young tenants who work for Housing Leeds, to understand reasons why young tenants are not currently engaged. The next steps are to explore with younger tenants how we can improve the way that we communicate with and involve younger tenants in service improvements, putting a greater focus on the use of social media.

We are also developing relationships with already established groups for young people, e.g. Youth Point who engage with young persons in the Hyde Park Area. In early May, we are attending an event hosted by Flagship which will provide a gateway to their young person's consultation group. Flagship acts as an umbrella for a number of housing providers for young persons who are or will become council tenants. By engaging with young people at this early stage, we hope to attract them to work with us on our Housing Advisory Panels, youth forum or other specialist forums.

In November we will be linking into National Youth week to promote our service offer to young people. Tenant involvement can offer young people is the chance to show on their CV's the voluntary work they have undertaken with LCC and provide them with character references where we can with a view to them gaining employment.

- 3.10 **The Leaseholder Forum** is currently on the forward plan to be established.
- 3.11 **Repairs Focus groups** The 3 area based groups have recently been re-established to perform an advisory role on the quality of the repairs service and influence change in the way that services are provided. An area based approach has been undertaken to reflect the different repairs contractual arrangements within the areas.

- 3.12 **Leeds Tenants Federation (LTF)** Housing Leeds has been working with LTF for a number of months to review it's relationship with LCC and redefine the role of LTF within the Housing Leeds Tenant Involvement Framework. This review is nearing completion, and an updated role for LTF has been developed. LTF will now:
- Provide strategic leadership to Housing Leeds TARAs by sharing good practice, promoting a consistent approach and identifying common / emerging themes across groups via a citywide TARA Forum.
 - Co-ordinate awareness campaigns on behalf of tenants, e.g. welfare change / fuel poverty.
 - Represent the views of non Housing Leeds tenants.
- 3.13 **Tenants and Residents Associations (TARAs)** There are currently 74 TARAs operating locally across Housing Leeds communities, representing approximately 40% of all council homes. This amounts to several hundred actively engaged tenants contributing many hundreds of hours carrying out voluntary association activity. Over recent months, a consistent citywide package of support has been developed for groups spanning the life-cycle of a TARA, e.g. setting up and running a TARA, development and sustainability, good governance and issue resolution and more common communication and contact. This new package of support will be launched at a citywide event for TARAs planned for 3 June 2015. This event will be a partnership event between Housing Leeds and LTF, and promote LTFs new role in the tenant involvement framework.
- 3.14 **Tenant Scrutiny Board** completed it's first inquiry on Annual Tenancy Visits (now Annual Home Visits) in early 2015. The inquiry involved gathering evidence on the current process and consulting with tenants around the customer experience. The key findings from the inquiry and recommendations are included within a separate paper on this agenda. Recruitment is currently on-going to strengthen the membership before they begin their next inquiry.
- 3.15 **Other notable developments include;**
- The service has recently launched 'In the Loop', a monthly email bulletin of news, opportunities, useful links and dates for diaries for all our 400+ involved tenants.
 - 'Arena Tracker' is currently being tested within the Tenant and Community Involvement Team. This software, used by over 60 other landlords, will help the service monitor and evaluate all our tenant and community involvement activity across Leeds. This will specifically help with the reporting on the health and effectiveness of all our activity, who is involved (and therefore the gaps) and what the benefits and outcomes are.
 - The HUGO (helping u get online) project delivered from the mobile office in partnership with Leeds Federated Housing, has been shortlisted for the TPAS national awards in the 'excellence in digital inclusion' category.

- From a more community needs orientated perspective, a parenting programme, called 'Positive Families', delivered in partnership with Together Women Project, is currently recruiting parents in the Bramley area for a six week course.

4 Focus on a new Strategic Tenants Body

4.1 Over recent months, as we have worked with tenants to develop the role of the citywide groups, it has emerged that there are a number of different groups which are undertaking a strategic advisory role to Housing Leeds, but in a fragmented way. There is currently little communication between groups, and there is no overall leadership and co-ordination of the overall tenant involvement framework.

4.2 On this basis, we established a small working group of tenants and officers to consider how tenant groups could work more effectively together within the tenant involvement framework. From this group, a proposal was agreed to develop a Strategic Tenant Body, which would provide leadership to the overall tenant involvement framework, and co-ordinate the work of all tenant involvement groups.

4.3 A map of the HUB model has been developed to outline the overall tenant involvement framework, see Appendix A. The model shows tenants at the centre, leading to local tenant involvement, then area forums, and then citywide forums leading out to a single strategic tenant body. This model provides clear channels for communication between the different involvement forums.

4.4 The main identified role of the Strategic Tenant Body are as follows:

- To influence priorities for and contribute towards Housing Leeds policy development and service improvements.
- To oversee relationships with all groups in the tenant involvement framework and ensure clear channels for communication / escalation of issues.
- To co-ordinate communications with tenants.
- To direct awareness campaigns and information to all tenants, e.g., relating to welfare change, fuel poverty.
- To review the value for money and effectiveness of elements of the tenant involvement framework in order to inform ongoing developments and improvements.
- To represent tenants of the wider rented sector at a more strategic level.

4.5 We propose that the membership of the group is made up of the chairs and vice chairs of each of the citywide tenant involvement groups – LTF, CCCG, High Rise Advisory Group, Older Persons Housing Group, Rainbow Roofs, Access Forum, Repairs Forums, Young Persons Forum and Leaseholder Forum – and independent tenant members, to ensure even representation from all areas of the city.

- 4.6 Currently, the 3 tenant representatives on the Housing Advisory Board are the chair of CCCG and High Rise Advisory Forum, and a representative of LTF. It is proposed that this representation is changed so that 3 tenant representatives of the Strategic Tenant Body sit on Housing Advisory Board.
- 4.7 The first meeting of the Strategic Tenant Body took place in late April, and regular meetings are now planned to support the development of the group. The main priorities for the group for the next few months include delivering a training and induction programme for the group, developing a communication plan which focuses on a launch of the group and strengthened relationships between all tenant groups and supporting Housing Leeds on new policy developments, e.g. Community Lettings Policies.

5 Focus on Younger Tenants

- 5.1 The recent STAR survey showed that while the overall level of satisfaction remained constant at 77%, levels of satisfaction varied significantly in accordance with age, with approximately 90% of tenants over 65 being satisfied, compared to only around 65% of tenants aged less than 35. This clearly indicates that there are improvements that can be made in the way that we provide services to our younger tenants.
- 5.2 The STAR survey findings showed that there was a strong correlation between levels of satisfaction and a tenant's financial situation, with those least satisfied finding their current financial situation difficult. The findings also showed that younger tenants were most likely to find it difficult to manage their finances and afford energy bills.
- 5.3 While it is important to Housing Leeds to deliver a consistent citywide service to tenants, it is also important that that service is customer focused and tailored to the needs of the individual tenant, whether based on age or other factors. There are a number of areas that Housing Leeds is looking to deliver service enhancements to some tenants, which will have a particular impact on younger tenants:

Housing Management Plus – a review is currently underway of the way that Housing Leeds provides support to tenants with additional support needs. The main focus of the review is as follows:

- On agreeing and delivering a support plan prior to tenancy commencement – including pre-tenancy training where required - so that a tenant receives appropriate support as they move into their tenancy.
- On strengthening relationships between the Housing Officer and support provider for existing tenants to ensure a more joined up service is provided to increase tenancy sustainability.

This Housing Management Plus offer will be delivered as standard to our youngest tenants.

Enhanced Income Offer – a proposal is currently being developed to deliver additional support to tenants who are experiencing financial difficulty, particularly

those affected by welfare changes. Additional support would be offered to tenants to improve their budgeting skills, to reduce levels of personal debt, to access cheaper energy, and to access employment. This would be delivered based on the pilot Multi Storey Flat Discretionary Housing Payment (MSF DHP) Project delivered to tenants living in MSFs who were affected by under occupation.

Community Lettings Policies – consultation will begin in June on the planned replacement of Local Lettings Policies (LLPs) with Community Lettings Policies. There are currently age related LLPs covering almost 7000 properties; these policies have made it particularly difficult for younger tenants to be re-housed in some areas of the city. In moving towards Community Lettings Policies there will be a focus on reducing the number of age policies in place, and where a letting policy enhancement is required, that the policy puts a greater focus on other factors, e.g. previous tenancy record, under occupation.

5.4 Housing Leeds is also looking to review its Communication Plan with tenants. A big focus of this review will be on how we modernise our communication methods with tenants, and develop more tailored communications for our younger tenants. This includes:

Social Media - Our social media offer, currently includes Facebook, Twitter and text services. As many young and working people do not wish to be restricted to communicating with us at a certain time and place, we are exploring the introduction of online forums so comments can be left at a time to suit. Forums may be for general comment or invites to specific Q &A sessions. Live twitter sessions linked to specific forums will also be created to ensure virtual involvement which ensures that persons are not missing out and can make their voice heard in a live environment. Other options are also being explored including YouTube, Flickr and pod casts and the introduction of a Housing App.

Tenant Involvement officers now have SMART phones, which enable them to upload pictures and events to Facebook and twitter as they happen, providing a much more interactive service to tenants.

Housing Website – a review is currently underway to improve the housing web pages to make them more customer focused, with more general information about services that tenants want to access on line.

Customer Contact Portal – linked to the Customer Contact Portal (CCP) Project an IT development is planned which will allow tenants to log onto their housing account and change their personal details, view their rent account etc. The scope of this project is currently being scoped, but in the longer term it will allow applicants and tenants to manage many aspects of their communication on-line.

Newsletter – as levels of satisfaction with the newsletter reduced by 7% in the STAR survey consideration being given to alternative ways of keeping tenants informed. This includes:

- Greater use of the website and social media to communicate with tenants.

- A review of the quarterly tenant newsletter is currently underway and consideration being given to more bespoke newsletters, whether based on area of the city or property type, e.g. high rise / sheltered.

Involvement in Service Delivery – targeted recruitment is planned to attract younger tenants in getting involved in influencing service delivery, both at a local and strategic level. Some younger tenants have recently become involved in Housing Advisory Panels, and these tenants have brought a new perspective to identifying local priorities, and breaking down barriers between younger and older tenants in communities. In showcasing some of this work in our targeted recruitment of younger people, we hope to develop more balanced representation on tenant involvement forums.

6 Corporate Considerations

6.1 Consultation and Engagement

6.2 A number of citywide tenant forums, such as the access forum, high rise forum and sheltered forum have taken place during 2014/15 to consult with wider tenants on the creation of the wider tenant involvement framework.

6.3 Tenants have been asked for their opinions via the STAR survey, to give us insight into their satisfaction and priorities within our services. The key findings from the survey have been used to inform service plan priorities for 2015/16.

6.4 Tenants have been at the heart of the development of the Strategic Tenant Body and its role in the overall tenant involvement framework. Tenants from the CCCG and LTF took a particularly active role in developing the detailed proposal for the Strategic Tenant Body.

7 Equality and Diversity / Cohesion and Integration

7.1 Recruitment in any under-represented groups for local and city-wide forums is being addressed with some targeted recruitment aimed at younger tenants. Although HAP membership continues to grow slowly (from 71 to 80) the average age of members remains 50+. 2 new tenants in their 20's have recently being recruited and these new tenants have brought a different perspective to these groups.

7.2 The development of a marketing and communications strategy, integrated within our involvement structure, considers how key messages are communicated to and from all our tenant involvement forums and that are accessible to a diverse range of customers.

7.3 We ensure that tenant groups understand the demographic of the areas they represent so they can seek to involve underrepresented groups.

8 Council policies and City Priorities

8.1 The service's tenant involvement activity contributes towards the delivery of the Best Council plan priorities of supporting communities and tackling poverty and becoming and more efficient and enterprising council.

8.2 The service also helps to support the Best City for Communities priority to increase the sense of belonging that builds cohesive and harmonious communities.

9 Resources and value for money

9.1 During late 2014 Housing Leeds contributed to the Department of Communities and Local Government (DCLG) 'Tenants Leading Change' review, which found that investing in tenant involvement can produce financial, service, social and community benefits. It can also result in improved tenant satisfaction. A number of examples of our community development work were provided as part of the review, such as Digital Inclusion projects and the benefits this had seen in getting some tenants back to work.

9.2 The Tenants Leading Change (TLC) programme aims to identify the business case for tenant involvement, with a view to growing its reach, facilitating learning and helping more landlords to understand the value of involving their tenants. In turn this will enable more tenants to shape their services and create stronger communities.

9.3 The new Strategic Tenant Body will hold a key role in monitoring activity to ensure Value for Money.

10 Legal Implications

10.1 The involvement framework has been developed in line with The Regulatory Framework for Social Housing 2012. In particular: 'Providers are expected to engage meaningfully with their tenants and offer them opportunities to shape the tailoring of services to reflect local priorities. Tenants should have the ability to scrutinise their provider's performance, identify areas for improvement and influence future delivery'.

11 Risk Management

11.1 The main risk in the development of the Tenant Involvement Framework is that the framework does not deliver to its full potential to meet the expectations of tenants and leaseholders, and doesn't deliver sustainable communities or provide city wide representation within Leeds.

11.2 In order to minimise this risk a Tenant Involvement and Community Development Service has been established within Housing Leeds, which will co-ordinate tenant engagement activity across the city. A key role of this service will be to work with tenants within the framework and through the new Strategic Tenants Body to identify and act on issues, review the framework on a periodic basis and ensure ongoing service improvement.

12 Conclusions

12.1 Housing Leeds remains very committed to strengthening tenant involvement and community development as part of the overall Housing Management service.

Significant progress has been made to date to develop the Tenant Involvement Framework and key structures are now in place.

- 12.2 A priority for the next few months is to support groups to deliver consistent tenant engagement and community development activity across the city and to engage with our established forums to help them continue to shape the new service. This includes the creation and delivery of the Strategic Tenants Body.
- 12.3 A further priority is to develop the way that we involve and communicate with our younger tenants through a clear Communication Strategy. Targeted work will continue with younger people to develop this approach.

13 Recommendations

That the Housing Advisory Board:

- Supports the development of the Strategic Tenant Body in accordance with principles outlined in this paper.
- Approves for that the 3 current Tenant representatives on Housing Advisory Board be replaced with 3 representatives of the Strategic Tenant Body.
- Supports the work undertaken to develop groups and forums to complement the tenant involvement framework
- Supports the approach to increasing opportunities for our younger tenants

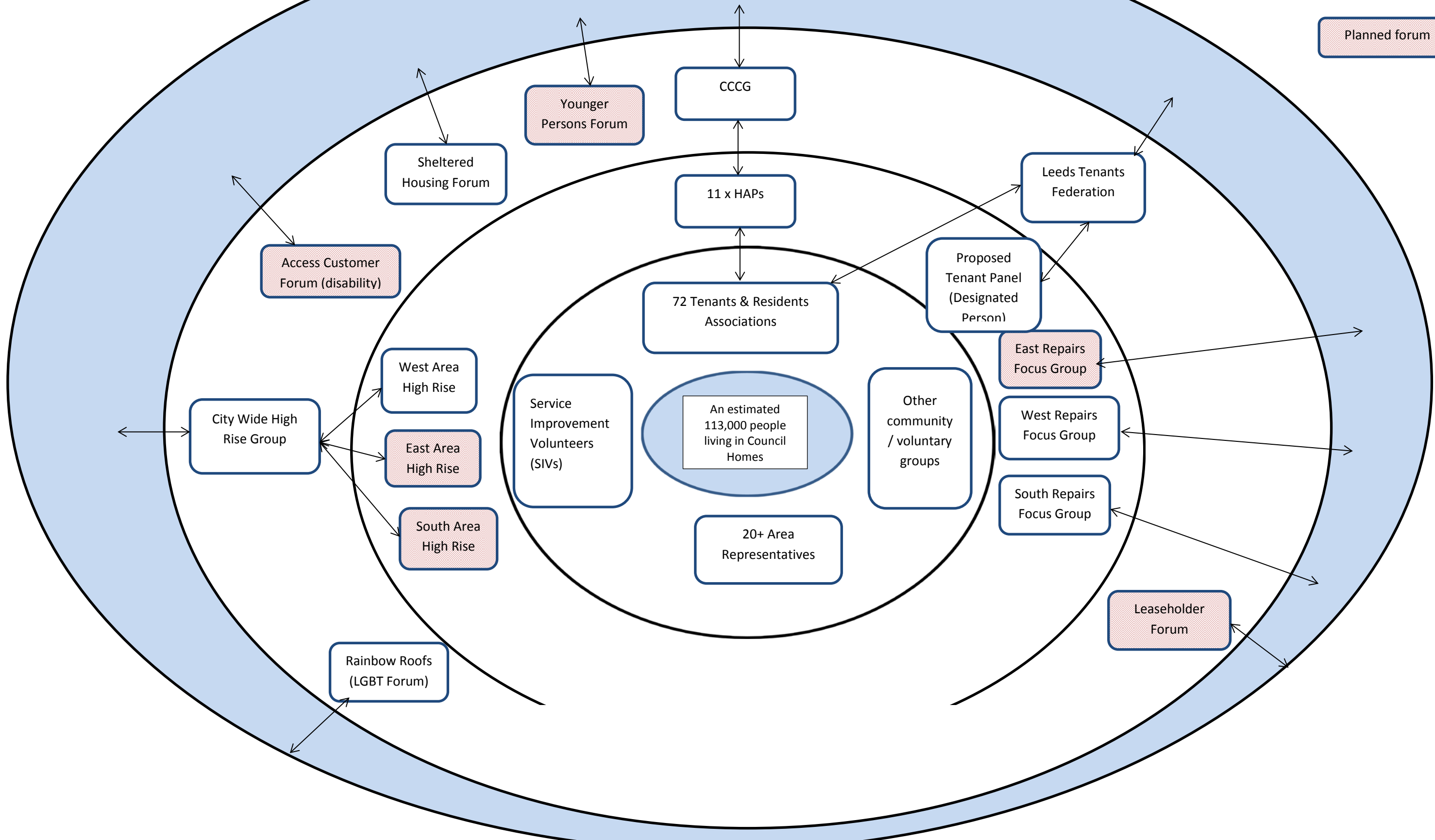
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STRATEGIC TENANTS BODY

Existing group

Planned forum

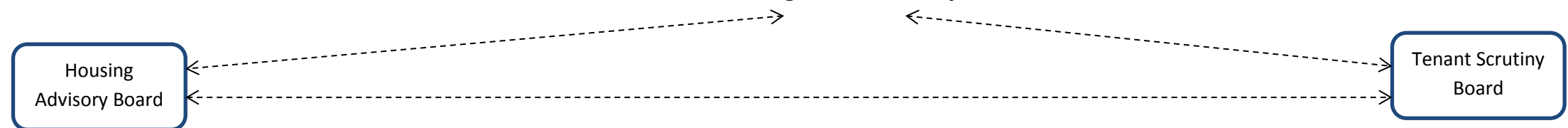
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Strategic Tenant Body

Housing Advisory Board

Tenant Scrutiny Board



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Report author: Martyn Long
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Report of **Environment and Housing**
Report to **Housing Advisory Board**
Date: **20 May 2015**
Subject: **High Rise Project 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 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. The High Rise Project was established following the Housing Management Review recognising the need for some specific work to be undertaken with high rise housing to address a number of issues. Full time project management was put in place from March 2015 to help drive the high rise work forward. A project plan has since been developed and a Project Board established to help provide strategic leadership to deliver the identified outcomes. This report provides an update on progress made to date.
2. In Summer 2014, the High Rise Advisory Group commissioned a satisfaction survey for all tenants living in high rise accommodation across the city. The survey generated a number of issues facing high rise tenants. Through the High Rise Project, a number of actions have been agreed to begin to address some of these issues and concerns. This report details the key issues raised by tenants, and actions proposed to address them.

Recommendations

Housing Advisory Board is invited to note progress to date with the high rise project and actions to be undertaken.

1. Purpose of this report

To update Housing Advisory Board on progress made with the High Rise Project, and provide information on a number of pieces of work that are underway in response to the MSF tenant survey undertaken in July/August 2014.

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, energy efficiency, community safety, under-occupation, communal and grounds maintenance, day to day management issues and refuse and recycling.

2.2 A project group was established in 2013 to investigate the issues and to develop a strategy for high rise housing, with Chris Simpson taking up the project lead on a temporary basis. This project group worked with the service to achieve the following:

- Commissioned structural surveys of each construction type to understand the investment need of each construction type.
- Research via Renew into the make-up, demand and turnover by block to identify themes and 'block types'.
- Established the Leeds High Rise Group (renamed Leeds High Rise Advisory Group) – a strategic body of tenants living in high rise flats to help advise Housing Leeds on how to improve its service offer to high rise.
- Undertook a survey of all high rise tenants to identify tenant views

2.3 Full time project management was put in place from March 2015 to help drive the high rise work forward. A project plan has since been developed and a Project Board established to help provide strategic leadership to deliver the identified outcomes.

3. Main issues

High Rise Project:

3.1 The central objective of the High Rise Project is to develop a clear High Rise Strategy, defining the future role and vision for high rise in Leeds, and using that to develop a clear, long term investment strategy.

3.2 This objective will be met via the completion of supporting objectives detailed below. There are 3 clear stages to the project:

- **Stage 1** – Agree a purpose/vision for each high rise block/cluster with clear housing management models to meet that vision.
- **Stage 2** – Develop a 10 year investment programme designed to deliver the agreed vision for High Rise;
- **Stage 3** – High Rise Strategy - including Investment Strategy and Marketing Strategy agreed for implementation.

3.3 The project will be run through three clear workstreams; Housing management; Repairs and Maintenance; and Strategic Investment. Within these workstreams there are a number of key outcomes that need to be delivered in order to meet the overall project objectives. The high level outcomes are set out below. A diagram showing workstreams, lead officers and key outcomes is attached at appendix 1.

- Development of a clear Strategy for high rise in the city
- Core Housing management offer developed
- Agree defined role/vision for each block to inform investment planning;
- Different housing management models identified for specific blocks where beneficial;
- Consistent high quality services across the city;
- Clearly defined standard offer for repairs and maintenance in high rise blocks;
- Marketing and communications strategy developed for high rise;
- Strengthened customer/tenant involvement in high rise.
- Community safety/ASB - a core and enhanced service offer.
- Environmental and waste - a core and enhanced service offer.

3.4 In addition to the three project workstreams there will also be concurrent pieces of work around information and intelligence, health and safety, and marketing and communications. Regular updates will be brought to Housing Advisory Board as the project progresses.

3.5 Significant work has been undertaken with the Environment and Housing Performance and Intelligence team to develop further analysis and profiling of each of the blocks across the city. Each block will have a 'block on a page' profile, detailing all the key information about the block, as well as further detailed analysis based around clusters of blocks that share similar issues and profiles. This work will be further developed through the information and intelligence strand that will underpin the project workstreams and help inform decisions made around future role/vision for each block. We will work with the High Rise Advisory Group throughout the project to agree the best way to involve tenants at each stage of the project.

MSF Tenant Survey

3.6 In July 2014 the High Rise Advisory Group commissioned a survey to gauge the views of all high rise tenants to help inform the overall evidence base. The survey was developed through wide consultation with tenants, staff and other key stakeholders. It was conducted through a postal survey sent to all high rise households (both LCC and the 8 PFI Blocks) to both tenants and leaseholders. (The PFI survey did not include questions in relation to the upkeep of the block).

3.7 Main issues reported

Nearly a third of tenants (31% or 2,374 responses) responded to the survey, and a number of issues and themes were identified. A brief summary of the main findings is below:

- 75% are satisfied with their neighbourhood as a place to live;
- 71% satisfied with their block as a place to live;
- 78% reported feeling safe in their block with 73% reporting they had not experienced any ASB in the previous 6 months;
- For Sheltered blocks there was very high level of satisfaction, ranging from 94% to 96% across the range of questions (compared to 68% to 76% for general needs LCC tenants).

3.8 Responses varied across the blocks, with 29 blocks reporting high satisfaction (88% or higher) with their block as a place to live, with 18 blocks reporting low satisfaction (45% or less).

Citywide, the main issues emerging from the survey (ranging from 20-22% reported as a major problem) are drug use or dealing, rubbish or litter, car parking and noisy neighbours. There were also a number of issues reported around the cleaning and maintenance of the blocks.

In terms of the upkeep of the block, the most reported major issue for high rise residents overall is the cost of their heating, a major issue for two in five respondents, 41%. Concern about heating is a key theme for Leeds City Council. More than one in five respondents (21% - 25%) identified three other major issues – rubbish chutes and /or waste disposal, lifts, and how well the heating works.

Now the project is fully up and running, we can communicate the results of the MSF survey with tenants along with actions we have identified to address the issues they raised. A letter will be sent to all high rise tenants during May/June giving a summary of the survey results, actions being put in place and information on how they can get more involved through various groups, forums and strategic bodies.

3.9 Proposals / Actions

From reviewing the findings of the tenant survey, and exploring some of the issues raised further through walkabouts in a number of blocks, and discussions at the High Rise Advisory Group, The Project Board have identified a number of issues that could be undertaken that could have a big impact on tenant satisfaction. We are currently exploring with lead officers the feasibility and resource implications of undertaking these actions. These are summarised below:

- **Scope of cleaning**

There seems to be a general concern with the quality of cleaning within blocks that were evident in the survey and have been raised at the HRAG. These issues can be broadly broken down into 2 issues:

Quality of internal cleaning and amount of time spent in each of the blocks:

Need to work with cleaning teams to explore any issues and encourage tenants to attend monitoring visits to raise specific issues. There is also a significant problem in some blocks around the level of rubbish that needs to be removed by cleaners, impacting on the time available for cleaning. This will be picked up on the review of waste and recycling (see below).

Action: Establish time limited review/ working group to work with tenants, housing management and cleaning staff to look at where improvements could be made. This should also address issues raised by tenants through the survey and at the High Rise Advisory Group.

External condition of blocks:

The external condition of blocks is perceived to be poor, and is contributing to tenant dissatisfaction, with years of dirt and grime, moss etc on the outside walls, open decks, windows, rusty pipes and panels, balcony edges and fittings, untidy and worn looking canopies. This was also picked up by Property and Contracts on a walkabout during December 2014. Some form of regular external cleaning programme would address these issues and make the blocks more welcoming for tenants.

Action: Look at costs/practicalities of periodic external cleaning programme for high rise blocks. Report due to next High Rise Project Board.

- **Review of Waste and recycling.**

There is currently a disparity between collection intervals e.g. once per week in some blocks, twice a week in other blocks nearby – higher dissatisfaction with rubbish in blocks with single weekly collection. This is based on historical differences between the 3 ALMOs but needs to be addressed to ensure we are providing a consistent service across all the blocks. There also needs to be some review of chutes to ensure they are fit for purpose, and recycling facilities as there have been a number of issues raised by tenants around inadequate facilities and some sites where there are no recycling facilities available.

Action: Review of waste and recycling approach across high rise blocks.

- **Cyclical repairs and maintenance programme for High Rise.**

There are a number of issues across the blocks with unreported repairs to communal areas, balconies, external areas, blocked drains, leaking and rusty pipes, etc which not only make the block look unwelcoming, and lead to tenants

dissatisfaction, but could worsen also over time, leading to much more costly and time consuming repairs. A number of these issues are not reported by tenants or picked up by housing management staff and so are often not dealt with at all.

It is proposed that we look at establishing a small dedicated resource from the repairs team that could survey each block on a cyclical basis over the next few months and assess and complete any necessary work that is needed. This could then be a cyclical survey repeated on a regular basis. This would make a big difference to the maintenance of the block, increase tenant satisfaction, and ultimately in the long run could be more cost effective than the current approach by having a more proactive service that deals with small issues before they become a bigger problem.

Action: Housing Management and Property and Contracts to develop proposal for a cyclical repairs / maintenance survey in High Rise blocks. Report back to next High Rise Project Board.

- **Improve Entrance areas (first impressions).**

First impressions of a block can often be very poor, leading to a negative view of the accommodation on offer both to existing and prospective tenants. If we want to change the way high rise is viewed in the city then the external appearance of a number of blocks needs to be addressed. The cyclical repairs/maintenance survey referred to above will develop a list of priority works to be completed that will improve the overall appearance of the blocks. There also needs to be further work to look at things such as canopies (where they are tired and damaged are they needed? do they need to be replaced? can we have a different approach dependent on the future vision for the block?)

There are examples around the city of schemes where funding such as HAP money has been used to develop initiatives like community gardens that give the blocks better kerb appeal. More work needs to be done to review how we could encourage further HAP bids and explore other funding streams to encourage more schemes like this.

Action: Project Board to agree approach, and explore potential funding to implement some of this work.

- **Security in blocks.**

Drug use and dealing was highlighted as a significant issue in the tenant survey and has been raised a number of times at the High Rise Advisory Group. People accessing areas such as chute rooms and electrical cupboards to take drugs has been highlighted as a particular programme. To address this we should review if it is practical and cost effective to improve security by putting locks on chute room and electrical cupboard doors to prevent this but still allow residents access. The project will also link into to other workstreams around improving CCTV and further enhancing security around high rise blocks to ensure we maximise the impact for tenants. We will also work closely with LASBT, the Police and other agencies to look at further ways we can improve safety.

Action: Develop proposal for Project Board to consider on effective ways to improve security within the blocks.

- **Review of garages**

There have been concerns raised with garages which are in poor condition and are being used for drug taking and generally attract anti-social behaviour. A review should be put in place to determine where investment is needed, and where not fit for purpose consider demolition and replacement with open parking.

Action: Wider review of garages to determine future use.

- **Making use of old housing office/space facilities within blocks where appropriate**

There is an opportunity to re-use space for tenant activities linked in with tenant involvement team and area housing offices. There were several comments from residents that they do not have housing surgeries in their block, and they feel they are not closely located to their nearest housing office. (several examples where no surgeries and not close proximity to housing office).

Action: Look at re-establishing housing surgeries in blocks/clusters. Work with tenant involvement team to look at alternative use for communal space, and explore possible HAP funding bid for facilities where appropriate.

- **Tenant involvement**

Work to improve tenant involvement in blocks which was perceived to be poor in the MSF tenant survey. We need to look at developing new groups, encouraging representation on HAPs, HRAG and other tenant forums.

Action: Work with tenant involvement team and area management to look at how we can better engage with high rise tenants. There is an opportunity around initiatives such as the free WIFI project to offer an enhanced tenant support and look to establish tenant groups.

Action: Tenant Involvement team to develop proposal.

4. Corporate Considerations

4.1 Consultation and Engagement

Tenants, staff and wider stakeholders were fully involved in the development of the MSF Tenant Survey and this engagement with tenants will continue throughout the life of the high rise project. Work is underway with the tenant involvement team to determine how best tenants can be involved in each area of work, but in particular in work to determine the make-up and future vision for each block. In addition, the High Rise Advisory Group will be fully involved in the

development of the project and will be updated regularly throughout the life of the project.

4.2 Equality and Diversity / Cohesion and Integration

Housing Advisory Board members are being asked to note the progress being made with the High Rise Project, and as such, a decision is not being made. An Equality Impact Assessment screening will be undertaken on the project as a whole, and individual EIAs will be carried out on particular areas of work where required.

4.3 Council policies and City Priorities

High rise housing has been deemed a priority by the Housing Advisory Board. The development of a high rise strategy and investment plan will be delivered in line with 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.

The work of the High Rise project will also contribute towards the delivery of a number of Best Council and City priorities.

4.4 Resources and value for money

One of the main aims of the high rise project is to determine the most efficient and effective way of spending HRA resources to develop the best offer for high rise tenants in Leeds. The High Rise Strategy and Investment Plan will ensure that all investment is determined in a consistent, fair and effective way across the city.

In particular, the actions identified in section 3.8 will need significant resources to be delivered successfully. Some of them could be resourced within existing budgets by changing the way we work, while others will require specific funding. The project team are currently exploring resource options to ensure that actions can be funded appropriately.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

A risk register will be developed for the project as a whole and will be monitored throughout the project by the project manager and project board.

5. Conclusions

- 5.1 This report highlights the progress that has been made to date with the high rise project, and provides an update on a number of pieces of work that are now underway with the ultimate aim of improving customer satisfaction for high rise tenants. Now that project management is in place it is expected that progress will be made quickly. Housing Advisory Board will be kept fully informed as the project develops.

6. Recommendations

- 6.1 Housing Advisory Board is invited to note progress to date with the high rise project and actions to be undertaken.

Background documents¹

7.1

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.

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Project Board Lead
Liz Cook

Housing Advisory Board
High Rise Advisory Group



Project Manager: Martyn Long **Neighbourhood Services Lead: Mandy Sawyer**



Housing Management
Lead: Dave Longthorpe

- Define role and purpose of blocks
- Housing management models/operations
- Tenant Involvement
- Community Safety
- Environment and Waste
- Sheltered/Older People

Repairs and Maintenance
Lead: Tony Butler

- Develop a more coordinated approach to repairs and maintenance in line with agreed High Rise Strategy and Investment Strategy.
- Develop a core repairs and maintenance model for all blocks, and an enhanced repairs and maintenance model for blocks for specialist tenant groups, e.g. sheltered, young people.
- Develop a clear process for managing repairs and maintenance within internal and external communal areas, e.g. standard repairs inspection process which actively manages repairs and maintenance to communal areas.

Investment
Lead: Mark Grandfield

- 10 year investment programme for high rise agreed with P&C that meets needs set out in High Rise Strategy.

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Report author: Mandy Sawyer
Tel: 07891 276430

Report of **Neighbourhood Services - Tenant and Community Involvement Service**

Report to **Housing Advisory Board**

Date: **20 May 2015**

Subject: **Tenant Scrutiny Board Recommendations – Review of Annual Tenancy Visit Process**

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

Summary of main issues

1. The purpose of this report is to present details of the findings of Tenant Scrutiny Board's recent inquiry and subsequent recommendations made in relation to the Annual Tenancy Visit process.

2. Housing Management wish to appraise Board Members of key changes to the Annual Tenancy Visit process, including a change in name, the process is now known as the Annual Home Visit.

Recommendations

3. That Housing Advisory Board:
 - Note the key findings of Tenant Scrutiny Board's Inquiry and recommendations.
 - Consider the changes made to the Annual Home Visit policy and procedures which have been made following the inquiry.

3 Purpose of this report

- 3.12 To present details of Tenant Scrutiny Board's Inquiry and their recommendations to the Annual Home Visit process.
- 3.13 To update the Housing Advisory Board on recent changes made to the Annual Home Visit policy and procedure, following the inquiry.

4 Background information

- 4.1 Annual Tenancy Visits were first introduced by the former ALMOs in 2008 following a recommendation from an Audit Commission inspection. Initially a big focus of the visit was to identify tenancy fraud. However, the process has evolved in recent years with a greater focus being put on the customer, in relation to identifying tenancy management issues and support needs that may affect tenancy sustainability.
- 4.2 Annual Tenancy Visits support a key Housing Management principle of getting to know our tenants, to deliver customer focused services which are tailored to an individual's need.
- 4.3 Tenant Scrutiny Board selected Annual Tenancy Visits as an area for investigation because:
- It was thought performance in this area would benefit from improvement; and
 - It was felt Annual Tenancy Visits are fundamental to tenants' experience of the Housing Management service.
- 4.4 The Inquiry involved a variety of methods of investigation, including a desktop review of relevant literature and a review of performance information, discussion and consultation with; tenants, Housing Officers, Housing Managers and benchmarking with other landlords including Wakefield District Housing. It is felt this approach adds validity to the Inquiry as the findings and resulting recommendations are based on empirical evidence and extensive consultation with stakeholders.
- 4.5 The level of commitment and scale of work undertaken by volunteer tenants on Tenant Scrutiny Board in this exercise has been considerable.

5 Main issues

Tenant Scrutiny Board have summarised the quality of the Annual Tenancy Visit process is determined by the consistency with which Housing Management are able to:

- Accurately record data
- Build on good tenant/landlord relations
- Communicate to tenants the purpose and benefits of the visit
- Ensure effective use of officer time, achieving a reduction in duplication of effort, increased service efficiencies and opportunities for savings

- Ensure data collected is correct and used to improve service outcomes for customers
- 5.1 The Tenant Scrutiny Board concluded that; the Annual Tenancy Visit process could deliver an improved service if their recommendations were implemented. The recommendations from Tenant Scrutiny Board which includes feedback form Housing Management can be found in Appendix 2.
- 5.2 On receipt of the Tenant Scrutiny Board Inquiry, Housing Management has reviewed its Annual Tenancy Visit policy and procedures and has incorporated many of the findings into the process. This updated process will be followed in completing visits for 2015/16.
- 5.3 The approved recommendations were implemented on Monday 20th April 2015.
- 5.4 Key changes made to the policy and procedure are as follows:
- The visits will be renamed 'Annual Home Visits', to reflect the change of focus towards being more tenant focused.
 - The main focus of the visits will now be on building good landlord / tenant relations – identifying tenancy management and sustainability issues which may need additional support.
 - Visits will be arranged by appointment, except where there is suspected tenancy fraud.
 - For sheltered tenants, Annual Home Visits will be combined with the Annual Support Review.
- 5.5 The only recommendation from the inquiry that was not incorporated into the updated policy was a recommendation that visits should be every 2 years for tenants identified as low risk. One of the principal ways of delivering a proactive tenancy management service is through the Annual Home Visit programme. The visit captures all of a tenant's issues and needs in one visit and assists Housing Management to deliver a holistic approach in tenancy management and customer service. Housing Leeds have therefore decided not to implement this recommendation at this time.
- 5.6 The review of the process in 2015 has allowed Housing Management to reflect on work undertaken and respond to customer and staff feedback. As a result, the majority of visits will now be by appointment, where appropriate. This enables Housing Management to promote positive and constructive relationships with tenants. It is recognised that early intervention and regular contact with tenants is key to achieving effective tenancy management. Where there are concerns or a suspicion of tenancy fraud, visits will continue to be unannounced.
- 5.7 As part of the process review, consideration was also given to the introduction of Universal Credit in Leeds during 2016. In preparation, additional questions have been added to the process in order to establish which tenants are likely to need support in making benefit claims.

5.8 Key objectives of the re-launched Annual Home Visit programme are to:

- Obtain up to date occupancy details and confirm identification
- Confirm emergency contact details
- Collect tenant profiling data, including preferred method of contact
- Identify tenant sustainability issues or support needs
- Discuss and arrange payment plan for outstanding arrears
- Identify potential subletting
- Identify abandoned properties
- Identify tenancy breaches
- Encourage tenant involvement
- Signpost tenants to full services of Housing Leeds and the Council
- Identify fire risks
- Arrange access for gas servicing

5.9 The visit consists of a thorough inspection of every room in the property and external conditions. This enables the Housing Officer to ensure that tenants comply with conditions of tenancy and where appropriate implement enforcement action to achieve resolution. Housing Management records the outcomes of Annual Home Visits and uses information to review and improve services for tenants. Housing Management have reviewed the process for inputting data and have been successful in removing duplicate inputting. This will reduce administrative work significantly for Housing Assistants, and has resulted in staffing efficiencies, which can be reinvested into front line customer service.

5.10 A key feature of the housing management function is partnership work with other agencies and stakeholders, including Adult Social Care and Children’s Services. This supports Housing Management to achieve strategic objectives in delivery of joined up services, to increase the quality and range of support available, particularly to those who find sustaining a tenancy most difficult. It also supports Housing Management in delivery of the Safeguarding agenda.

5.11 **Table A sets out performance for 2014/15**

Nearly 84% of Housing Leeds tenants received an annual tenancy visits during 2014/15, an improvement from 73% in 2013/14. A target of 100% has been set for 2015/16.

Area	Property Stock	Not Visited	Visited	Complete
East and North East	17203	2593	14754	85.76%
South and South East	15952	3660	12486	78.27%
West and North West	20444	2918	17736	86.75%
City total (excluding BITMO)	53599	9188	44986	83.93%

3.12 **Table B sets out outcome details for 2014/15**

Area	Tenancy Support Required?	Internal Property Overview				External Property Overview				Abandoned Investigations	West Yorkshire Fire Safety Referrals	Internet Access Availability		
		Good	Fair	Poor	Follow Up	Good	Fair	Poor	Follow Up			Yes	No	Pending / Unknown
SOUTH AND SOUTH EAST REGION	97	8787	1563	200	21	7619	1780	221	40	12	156	5899	4645	184
EAST AND NORTH EAST REGION	56	7125	1662	242	22	5563	1542	246	25	15	132	5435	3839	954
WEST AND NORTH WEST REGION	82	5641	1304	149	17	3832	981	124	18	12	95	4169	3141	79
CITY	235	21553	4529	591	60	17014	4303	591	83	39	383	15503	11625	1217

3.13 Of the 383 referrals made to West Yorkshire Fire Service, 268 tenants have received a 10 year smoke detector, resulting in a reduced risk of fire.

5.14 Of the 645 referrals made for adaptations this has resulted in 402 tenants receiving adaptations in their home. The benefit of undertaking adaptations promotes independent living, provides an improved quality of life and a safe living environment for tenants. In addition, this may prevent the need for rehousing which avoids disruption for vulnerable tenants and may minimise void turn over and associated costs.

5.15 Contact through the home visit programme has resulted in the successful completion of 26 outstanding gas services. Housing Officers continue to work closely with the Mechanical and Electrical Team; this supports Housing Leeds to meet statutory gas servicing requirements.

5.16 Support needs are identified at the time of the visit, which has resulted in 235 referrals made for tenancy support, of which, 169 support packages are now in place which supports tenancy sustainment.

5.17 During 2014/15, 1789 tenancy breaches were identified resulting in early identification and appropriate intervention.

6 Corporate Considerations

Consultation and Engagement

- 6.1 The Tenant Scrutiny Board is made up of tenants only. They have led on and directed the purpose of this Inquiry; from deciding what the Inquiry should be about, who to speak with and what information to request and review.
- 6.2 As part of the Inquiry into Annual Tenancy Visits there was wider consultation with tenants and officers through a survey. The inquiry also considered the approach of other landlords to undertaking Annual Tenancy Visits.
- 6.3 **Equality and Diversity / Cohesion and Integration**
- 6.3.1 The nature of a Tenant Scrutiny Board Inquiry is that tenants themselves identify how services can be improved by taking time to investigate a particular service area and then make recommendations for improvement.
- 6.3.2 An Equality Impact Assessment of the Annual Home Visit review has been undertaken in conjunction with tenants.
- 6.3.3 The following recommendations are examples of where the service is likely to advance equality of opportunity:
- By providing a quality and comprehensive Annual Home Visit this will enable Housing Management to provide a tailored and proactive housing service where interventions are put in place at an early stage to promote tenancy sustainment.
 - To provide effective sign posting to all of our services and the services of other agencies and partners and to promote tenant involvement.
- 6.4 **Council policies and City Priorities**
- 6.4.1 The Annual Home Visit supports the Best Council objective to ‘ensure high quality public services, improving quality, efficiency and involving people in shaping their city.’
- 6.5 **Resources and value for money**
- 6.5.1 Value for Money is one of the key drivers for Tenant Scrutiny Board. The recommendations made and changes to the policy support the principle of; improved efficient and effective ways of working by removing duplication and providing efficient services.
- 6.6 **Legal Implications, Access to Information and Call In**
- 6.6.1 The engagement structure has been developed in line with The Regulatory Framework for Social Housing 2012. In particular; ‘Providers are expected to engage meaningfully with their tenants and offer them opportunities to shape the tailoring of services to reflect local priorities. Tenants should have the ability to scrutinise their provider’s performance, identify areas for improvement and influence future delivery’.
- 6.7 **Risk Management**

- 6.7.1 By delivering a quality, comprehensive Annual Home Visit this provides tailored support for vulnerable tenants, which enables the most vulnerable tenants to maintain a successful tenancy and promotes independent living.
- 6.7.2 Tenancy fraud is a key priority for Housing Management. The Annual Home Visit helps to identify and manage risks to tenants sub-letting their tenancies. It enables us to identify tenancy breaches and take early intervention.
- 6.7.3 Additionally, it enables Housing Management to deliver customer focused services, tailored for individual need which supports improvement in customer satisfaction. A key feature of the Annual Home Visit process is partnership working with other agencies, including Adult Social Care and Children's Services.

7 Conclusions

- 7.1 Housing Management wish to acknowledge the work of Tenant Scrutiny Board and their positive contribution to service improvement and delivering better outcomes for tenants.
- 7.2 Housing Advisory Board are asked to review and support the recommendations made by Tenant Scrutiny Board and Housing Management.

8 Recommendations

- 8.1 That the Housing Advisory Board:
- Note the key findings of Tenant Scrutiny Board's Inquiry and recommendations.
 - Consider the changes made to the Annual Home Visit policy and procedures which have been made following the inquiry.

9 Background documents¹

- 9.1 Appendix 1 – Tenant Scrutiny Board Report.

Appendix 2 – Tenant Scrutiny Board recommendations with feedback from Housing Management.

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.

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ATV RECOMMENDATIONS FROM TENANT SCRUTINY BOARD

Desired Outcome – To reassure tenants that the primary purpose of home visits is to build good tenant/landlord relations

Recommendation 1 – That the confused purpose of the ATV be clarified to clearly show that the primary purpose of the ATV is to get to know tenants and understand their needs *not* to detect tenancy fraud.

Comment- Agreed, but tenancy verification will still have a secondary role in the ATV.

Desired Outcome – To reassure tenants that the primary purpose of home visits is to build good tenant/landlord relations

Recommendation 2 – That the ‘tarnished’ image of the ATV be improved with a change of name. The phrase ‘*Home Environment Review*’ is suggested as an umbrella term to capture information about the built environment and social environment.

Comment - Agree with the proposal to change the name – but feel that ‘Home Environment Review’ is officer type language, and so we would recommend ‘Annual Home Visit’.

Desired Outcome – Better use of officer time and improving tenant/landlord relations

Recommendation 3 – That visits be by appointment in the first instance where possible

Comment – Agreed, where appropriate, but not in cases where tenancy fraud is suspected

Desired Outcome – Focussing resources on tenants most in need of support

Recommendation 4 – That housing managers have local discretion to extend the period between visits to two years for those tenants they feel are not at risk.

Comment - We feel strongly that an annual visit to each tenant is important – shows our commitment to all tenants, communicating on new issues, preventing escalation of issues, so we would like to continue with all of these annually.

Desired Outcome – More effective use of officer time

Recommendation 5 – That housing officers work smarter with other agencies in terms of planning visits and gaining access.

Comment – Agreed

Desired Outcome – To reach tenants not already contacted through ATVs

Recommendation 6 – That ‘Action Days’ be used to target areas in the city where landlord/tenant contact is low

Comment – Agreed

Desired Outcome – Reduction in duplication of effort

Recommendation 7 – That those living in sheltered accommodation be removed from the formal visiting arrangements

Comment – Agreed that the ATV needs to be done differently for sheltered tenants who are receiving support, and can look to combine with reviews of support plans.

Desired Outcome – Increased and better targeted and managed contact with tenants

Recommendation 8 – That Housing Leeds reviews alternative contact methods for identified groups

Comment – Similar to comments on recommendation 4

Desired Outcome – Increased service efficiencies and opportunities for savings

Recommendation 9 – That the Director of Environment and Housing supports the business case for funding to introduce mobile technology in housing management (subject to a successful pilot) We also request that this Board be provided with an update on the pilot outlining the financial and operation viability of the technology.

Comment - Agreed. Pilot underway to implement mobile working.

Desired Outcome – To ensure data collected is correct to improve service outcomes

Recommendation 10 – That the data collected be reviewed as part of the development programme for the introduction of mobile technology and an evaluation be undertaken about how the information collected is shared and translates into service improvement

Comment – Agreed

Report of Housing Leeds – Chief Officer of Housing Management

Report to Tenant Scrutiny Board

Date: 31 March 2015

Subject: Housing Management Response to Tenant Scrutiny Board Inquiry – Annual Tenancy Visits

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

Summary of main issues

The purpose of this report is for Housing Management to provide a formal response to Tenant Scrutiny Board following its Inquiry and subsequent recommendations made about the Annual Tenancy Visit process.

Recommendations

1. Housing Management would like to thank Tenant Scrutiny Board for the work and commitment undertaken on the Annual Tenancy Visit Inquiry and acknowledges the positive contribution to service improvement and delivering improved outcomes for tenants.
2. Tenant Scrutiny Board are asked to consider feedback from Housing Management in response to recommendations received regarding the Annual Tenancy Visit Inquiry, see appendix 1.

1 Purpose of this report

- 1.1 The purpose of the report is for Housing Management to provide a formal response to Tenant Scrutiny Board in respect of the Annual Tenancy Visit Inquiry.

2 Background information

- 2.1 A routine programme of home visits was introduced in 2008 following Audit Commission recommendations made to the former ALMO's. The home visit process has evolved in recent years to meet changing business needs.
- 2.2 Tenant Scrutiny Board have examined a wide range of information and evidence for the whole of the Annual Tenancy Visit process, including performance data and direction from Housing Leeds Senior Management Team. Tenant Scrutiny Board selected Annual Tenancy Visits as an area for investigation because:
- It was thought that performance in this area would benefit from improvement; and
 - It was felt that Annual Tenancy Visits are fundamental to tenants' experience of the Housing Management service.
- 2.3 The Inquiry involved a variety of methods of investigation, including a desk top review of relevant literature and a review of performance information. Discussion and consultation with; tenants, Housing Officers, Housing Managers and benchmarking with other landlords including Wakefield District Housing. It is felt this approach adds validity to the Inquiry as the findings and resulting recommendations are based on empirical evidence and extensive consultation with stakeholders.
- 2.4 The level of commitment and scale of work undertaken by volunteer tenants in this exercise has been considerable.

3 Main issues

- 3.1 Tenant Scrutiny Board have summarised the quality of the Annual Tenancy Visit process is determined by the consistency with which Housing Management are able to:
- Accurately record data
 - Build on good tenant/landlord relations
 - Communicate to tenants the purpose and benefits of the visit
 - Effective use of officer time, achieving a reduction in duplication of effort, increased service efficiencies and opportunities for savings
 - Ensure data collected is correct and used to improve service outcomes for customers

- 3.1.1 The Tenant Scrutiny Board concluded that; the Annual Tenancy Visit process could deliver an improved service if their recommendations are implemented. The recommendations from Tenant Scrutiny Board which includes feedback form Housing Management can be found in Appendix 1.
- 3.1.2 The approved recommendations will be implemented on Monday 20th April 2015.
- 3.1.3 On receipt of the Tenant Scrutiny Board report, Housing Management has reviewed its Annual Tenancy Visit policy and procedures and has incorporated many of the findings into the process. This updated process will be followed in completing Annual Tenancy Visits for 2015/16.

3.2 Consultation and Engagement

- 3.2.1 The Tenant Scrutiny Board is made up of tenants only. They have led on and directed the purpose of this Inquiry; from deciding what the Inquiry should be about, who to speak with and what information to request and review. As part of the enquiry there was wider consultation with tenants through a survey.
- 3.2.2 We will report back to Tenant Scrutiny Board on a periodic basis.

3.3 Equality and Diversity / Cohesion and Integration

- 3.3.1 The nature of a Tenant Scrutiny Board Inquiry is for tenants themselves to identify how services can be improved by taking time to investigate a particular service area and then make recommendations for improvement.
- 3.3.2 An Equality Impact Assessment of the Annual Tenancy Visit review has been undertaken in conjunction with tenants.
- 3.3.3 The following recommendations are examples of where the service is likely to advance equality of opportunity:
- By providing a quality and comprehensive annual tenancy visit this will enable Housing Management to provide a tailored and proactive housing service where interventions are put in place at an early stage to promote tenancy sustainment.
 - To provide effective sign posting to all of our services and the services of other agencies and partners and to promote tenant involvement.

3.4 Council Policies and City Priorities

- 3.4.1 The Annual Tenancy Visit supports the Best Council objective to 'ensure high quality public services, improving quality, efficiency and involving people in shaping their city.'

3.5 Resources and value for money

- 3.5.1 Value for Money is one of the key drivers for Tenant Scrutiny Board. The recommendations made, support the principle of; improved efficient and effective ways of working by removing duplication and providing efficient services.

3.6 Legal Implications, Access to Information and Call In

- 3.6.1 As a landlord Housing Leeds are required to promote and support Tenant Scrutiny Board in line with the Homes and Communities Agency's Tenant Involvement and Empowerment Standard. This is known as co-regulation and is how landlords are now regulated. Failure to comply with this standard could result in intervention from the regulator and put at risk the reputation of the service.

3.7 Risk Management

- 3.7.1 By delivering a quality, comprehensive Annual Tenancy Visit this provides tailored support for vulnerable tenants, which enables the most vulnerable tenants to maintain a successful tenancy and promotes independent living.
- 3.7.2 Tenancy fraud is a key priority for Housing Management. The Annual Home Visit helps us to identify and manage risks to tenants sub-letting their tenancies. It enables us to identify tenancy breaches and take early intervention.
- 3.7.3 Additionally, it enables Housing Leeds to deliver customer focused services, tailored for individual need. A key feature of the Annual Tenancy visit process is partnership working with other agencies, including Adult Social Care and Children's Services.

4 Conclusions

- 4.1 Housing Management wish to acknowledge the work of Tenant Scrutiny Board and their positive contribution to service improvement and delivering better outcomes for tenants.
- 4.2 Tenant Scrutiny Board are asked to review and accept feedback on recommendations made by Housing Management.

5 Background documents¹

- 5.1 Appendix 1: Tenant Scrutiny Board Recommendations – Annual Tenancy Visits, which includes feedback from Housing.

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.



Report author: Rob McCartney
Tel: 2243480

Report of: Environment and Housing
Report to: Housing Advisory Board
Date: 20 May 2015
Subject: Draft Leeds Housing Strategy

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

1.0 Summary of main issues

- 1.1 The draft Housing Strategy has been framed around five themes: Affordable Housing Growth, Improving Housing Quality, Promoting Independent Living, Improving Health through Housing and Creating Sustainable Communities. Each theme has a number of priority areas with the content for each priority being limited to generally one page. Key challenges, actions, performance and case studies are set out in each priority page.
- 1.2 Following feedback from the February Housing Advisory Board, the priority area design has been changed. Priority actions are now better aligned with performance measures. The current baseline position for each performance measure is now included.
- 1.3 An action plan for each strategic theme/theme priority has been drawn up setting out actions, progress to date, performance measures, performance baseline and traffic light status. It is proposed that the action plans will be updated for each HAB meeting and included in the meeting packs for information. An exceptions report, comprising details of actions that are behind schedule/not meeting performance targets, will be submitted to each HAB for discussion.

2.0 Recommendations

- 2.1 It is requested that Housing Advisory Board approve the updated Leeds Housing Strategy, accompanying Action Plans and the proposed progress reporting arrangements.

1 Purpose of this report

- 1.1 It is requested that Housing Advisory Board approve the updated Leeds Housing Strategy, accompanying Action Plans and the proposed progress reporting arrangements.

2 Background information

- 2.1 All Local Authorities are charged with periodically reviewing the housing needs of their area and formulating and publishing a housing strategy to set out their plans to meet housing need, demand and investment in housing and related services. The Housing Strategy is one of Leeds' key strategic plans, enabling the Council and its partners to form a clear understanding of the city's significant housing challenges and identify innovative solutions to meet the needs and aspirations of its communities.
- 2.2 The draft Leeds Housing Strategy is framed around five key themes: Affordable Housing Growth, Improving Housing Quality, Promoting Independent Living, Improving Health through Housing and Creating Sustainable Communities.
- 2.3 Each theme contains a number of priorities reflecting the key housing related priority areas for the city. The draft Strategy is deliberately short in length and the content relating to each priority is limited to one page. There is a commonality in style with each priority page summarising the key challenges relating to each priority area, actions and targets and, where applicable, a case study setting out an example of good practice.
- 2.4 Each theme has a lead Council officer who has been responsible for setting the priorities for the theme, writing the text and carrying out the consultation with relevant stakeholders:
 - 2.4.1 **Affordable Housing Growth (Maggie Gjessing):** the Affordable Housing Growth theme is set within the context of the Council's Core Strategy ambition to deliver 70,000 new homes by 2028. The Housing Strategy focuses on the delivery of the affordable housing element of this ambition in relation to new social (including council) housing delivery and shared ownership.
 - 2.4.2 **Housing Quality: John Statham (Environment and Housing):** the theme is rooted in the forecast that two thirds of existing housing stock will still be in use in 2050. The theme covers the Council's investment plans for council housing. The theme also seeks to tackle the challenge of poor quality housing in the private sector. A key element of this commitment is the engagement with property owners to encourage and enforce improvements.
 - 2.4.3 **Independent Living: Rob McCartney (Environment and Housing):** the theme is concerned with helping vulnerable people to maintain or achieve an independent living situation; generally as an alternative to some form of residential or institutional living arrangement. The theme is therefore

concerned with maximising preventative options on the basis that these will invariably represent an 'invest to save' opportunity in comparison to the residential/institutional options.

2.4.4 **Health and Housing: Tim Taylor (Public Health):** the theme is predicated on the principle that improved housing and health outcomes can be achieved through improved dialogue and partnership working between housing and health services. Improving the pathways of dialogue and service delivery can help prevent people hospital admission or facilitate a smooth transition from hospital into an independent living situation. Minimising housing-related hospital discharges, through proactive joint work on specific cases, is a key theme priority. There is also recognition that some housing-related challenges, such as entrenched rough sleeping, may principally require a health or social care intervention.

2.4.5 **Sustainable Communities: Rob McCartney (Environment and Housing):** the theme is built on the principle that sustainable communities are those where people will choose to live, benefit from diversity, offer excellent services, contribute positively to the environment and help people to thrive in what they do. The theme concentrates on the housing contribution to creating sustainable communities. The theme is aligned to the Core Strategy in relation to achieving sustainable affordable housing growth including the use of brownfield land, affordable housing targets and bringing empty homes back into use.

2.5 The term of the draft Housing Strategy is three years: April 2015 to March 2018.

2.6 The key content for each theme was set out in the February 2015 report to the Housing Advisory Board and is appended to this report.

3 Main issues

3.1 A recommendation has been made to omit the 'Improving Health through Housing' theme of the strategy on the basis that there is an opportunity to engage with Adult Social Care, and the different health services, to identify how housing and housing services can best contribute to health and well-being priorities. The Environment and Housing Directorate/Housing Leeds will engage with the new Director of Adult Social Care to determine how this can be achieved. The actions that flow from this engagement can form the basis of a future Improving Health and Housing theme within the Housing Strategy.

3.2 The Housing Quality theme now includes a separate priority area for council housing investment to reflect the importance of this work.

3.3 Following feedback from the February 2015 Housing Advisory Board meeting, the design of the strategy has been changed; albeit that the strategy structure, comprising themes and priorities with a priority statement, actions, performance and case study for each priority area, has been maintained.

- 3.4 The lay-out of each priority area has been changed with the actions now better aligned to relevant performance targets. The baseline position for each performance target has been included on each priority area.
- 3.5 Officers have noted the feedback from the February 2015 Housing Advisory Board meeting regarding which groups of stakeholders that the Housing Strategy is targeted at. The view is that the Housing Strategy is primarily targeted at housing and other related professionals. The Council is committed to making sure that the Housing Strategy is also accessible to tenants, and other Leeds citizens, and therefore the Tenant and Community Involvement service within Housing Leeds will be asked to develop an 'Easy Read' version of the strategy.
- 3.6 Action Plans for each theme have been developed. Each theme plan mirrors the priority areas in the strategy and includes the actions, performance targets and baseline positions. The action plans include a progress section and a traffic light status.
- 3.7 It is proposed that the Action Plans will be updated for each meeting of the Housing Advisory Board. This work will be carried out by the theme lead officers. It is proposed that the updated plans will be included in the papers, as background information, for Housing Advisory Board members. The volume of information means that it would not be practical to discuss each plan update in depth at each Housing Advisory Board meeting. Some of the information included within the plans will also replicate other agenda items discussed at the Board.
- 3.8 It is proposed that an exceptions report, setting out actions that are behind schedule or performance targets that are significantly below target and actions/performance measures that are significantly ahead of schedule/above target, will be submitted to the Board for discussion.
- 3.9 A more detailed assessment of strategy progress could be scheduled on an annual basis. The theme lead officers can meet with relevant Housing Advisory Board members to give a detailed account of progress for each theme.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Extensive consultation has been carried out with a range of stakeholders including representatives from the Housing Advisory Board. Following feedback from the February 2015 Housing Advisory Board meeting, meetings have been held with individual or groups of HAB members. If it has not been possible to meet then detail has been relayed via email. The communication with HAB members has helped shape the updated strategy and action plans.
- 4.1.2 The Housing Strategy has been developed on the basis that the principal audience will be housing and other professionals. The Council is committed to making the Housing Strategy to all potential readers and therefore the Tenant and Community Involvement service within Housing Leeds will be asked to develop an 'Easy Read' version of the strategy.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An Equality Impact Assessment has been appended to this report.

4.3 Council Policies and City Priorities

4.3.1 The Housing Strategy will link with and deliver the aims and objectives of the Authority's *Vision For Leeds, Business Plan* and *City Priority Plans*, achieving not only housing related priorities but, as poor housing so often contributes to poor health, poor educational attainment and limited employment prospects, also impacting significantly on the wider themes of improving health and wellbeing and enabling children to live in safe, supportive families.

4.3.2 The Housing Strategy will make a significant contribution to Leeds being a 'Child Friendly' city:

- The continued development of partnership work between Housing Leeds and Children's Service set out in the Children and Young Person's Housing Plan.
- The continued development of the weekly Housing Operations Group, comprising representatives from Children's Services, Housing Management, Housing Options, Strategy and Commissioning and third sector services (including Leeds Federated HA, Connect Housing, Leeds Housing Concern, GIPSIL and Re'new), that discusses and finds housing solutions for care leavers and other young people.
- Strategy and Commissioning and Children's Services jointly commissioning the Flagship Service, consortium of Leeds Housing Concern, GIPSIL and Foundation Housing, delivering trainer flats and floating support for care leavers and young people.
- The Lettings Policy includes provision to make priority awards for re-housing on the basis of child welfare considerations.
- Commitment to the target that no families with children will be placed in bed and breakfast temporary accommodation, unless there are exceptional circumstances, and then for no longer than three nights. The legal position is no longer than 6 weeks.
- Commitment to the target that no 16 and 17 year old will be placed in bed and breakfast temporary accommodation or 'adult' hostel accommodation, unless there are exceptional circumstances, and then for no longer than three nights for bed and breakfast and no longer than one week for hostel accommodation.
- Housing adaptation costs for children to be fully funded by Housing Leeds with an emphasis on innovative design that promotes the capacity of parents/guardians to care for their children and to prevent care placements separating children from their parents/guardians.

- Leeds City Council and the University of Leeds to carry out a joint study on better meeting the housing needs of children with autism.

4.4 Resources and value for money

4.4.1 The draft Strategy has been developed using existing staffing resources within Strategic Housing Services. The cost implications of different actions are, where applicable, set out in the draft Strategy.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The report is open to call in

4.5.2 The report does not contain any exempt or confidential information

10.0 Risk Management

4.5.3 All Local Authorities are charged with reviewing the housing needs of their area and formulating and publishing a Housing Strategy.

5.0 Conclusions

5.1 The draft Housing Strategy has been framed around five themes: Affordable Housing Growth, Improving Housing Quality, Promoting Independent Living, Improving Health through Housing and Creating Sustainable Communities. Each theme has a number of priority areas with the content for each priority being limited to generally one page. Key challenges, actions, performance and case studies are set out in each priority page.

5.2 Following feedback from the February Housing Advisory Board, the priority area design has been changed. Priority actions are now better aligned with performance measures. The current baseline position for each performance measure is now included.

5.3 An action plan for each strategic theme/theme priority has been drawn up setting out actions, progress to date, performance measures, performance baseline and traffic light status. It is proposed that the action plans will be updated for each HAB meeting and included in the meeting packs for information. An exceptions report, comprising details of actions that are behind schedule/not meeting performance targets, will be submitted to each HAB for discussion.

6.0 Recommendations

6.1 It is requested that Housing Advisory Board approve the updated Leeds Housing Strategy, accompanying Action Plans and the proposed progress reporting arrangements.

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

Priority 1.1: New Council Housing					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Deliver a programme of new council house development	The programme and procurement strategy is agreed. There remains uncommitted resource and the identification of additional sites (either council owned or through private purchase) is ongoing.	Maggie Gjessing	600 units of council housing to be delivered	12 new build sites now programmed, comprising approximately 400 units, and delivery commenced; additional sites (circa 200 units) to be identified	
Deliver new council housing through the purchase of empty private housing	Two phases of acquisitions programmed both with HCA grant funding	John Statham	100 units to be acquired	20 acquisitions completed	
Deliver new council housing through the Little London Beeston Hill and Holbeck PFI	Delivery of new build housing as part of the PFI	Nahim Mehmood-Khan	388 new build properties through PFI	52 units handed over for letting: 47 Beeston Hill/Holbeck and 5 in Little London	
Ensure that new council housing is delivered to a high standard	The Leeds Standard which sets requirements for urban design, space standards and environmental sustainability has been developed and forms part of the specification requirements.	Maggie Gjessing	Leeds Standard adopted	Leeds Standard adopted as specification for council housing	
Deliver the right mix of council housing	The mix to be provided by the programme is informed by	Maggie Gjessing	Demand and supply analysis	Overall programme identified and	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

	housing needs data and analysis of existing supply		identifies type and locations needed	agreed indicating mix required by location	
Make the best use of available financial and land resources to deliver new council housing	The programme is resourced via the HRA and the programme augmented by HCA grant funding. Land is a mixture of Council and private ownership depending on need for stock in specific parts of the city.	Maggie Gjessing	Sites within the programme are primarily council owned; acquisitions from developers being explored in areas where the Council has limited ownership. Value for money is established on a scheme by scheme basis using construction cost benchmarks.	Council land identified through the Housing Investment Land Strategy (HILS) process and acquisition opportunities in specific locations are being negotiated	
Priority 1.2: Registered Providers					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Support the delivery of the Affordable Homes Programme by Registered Providers	Working with RPs and the Homes and Communities Agency to maximise investment through the Affordable for Leeds	Maggie Gjessing	C600 units programmed 2015-18	Land identified by the RPs for approx. 50% of the programme; RPs supported in site	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

				identification for the remainder	
The Council to facilitate new Registered Provider house building through the use of financial resources	The Right To Buy Replacement programme is providing grant funding to RPs & 3 rd sector providers	Maggie Gjessing	Resources committed on an ongoing basis	5 schemes committed	
Promote the capacity of Registered Providers and third sector organisations to bring empty homes back into use	RPs and 3 rd sector providers' investment programmes via the HCA supported by the council and in line with strategic objectives. The RTBR programme also funds the empty properties programme.	Maggie Gjessing	2015-18 programme to be developed to deliver 100 empty homes back into use	15 empty properties being delivered through the RTBR programme	
The Council to facilitate new Registered Provider house building through the use of land resources	Sites made available to support delivery by RPs through the 2015-18 Affordable Homes Programme	Maggie Gjessing	14 disposals at less than best value to date for Registered Provider new build use	Further 4 disposals; ongoing land identification through the HILS process	
Deliver new Registered Provider housing to a high standard	RPs delivery to the HCA's requirements within the AHP. The Leeds Standard which sets requirements for urban design, space standards and environmental sustainability has been developed.	Maggie Gjessing	Leeds Standard adopted for Registered Provider housing development	Leeds Standard adopted. Where Council grant supports development, delivery in line with the LS is required.	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

Priority 1.3: Extra Care Housing					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Establish the strategic need for Extra Care Housing	Demand model using the CLG “More Choice Greater Voice” methodology developed. Requirement for c600 Extra Care housing units across all tenures identified to the period to 2020.	Maggie Gjessing / Anna Clifford	Strategic need established and incorporated within a Development Prospectus to facilitate investment in specialist accommodation.	Spatial distribution of need established	
Identify potential sites for Extra Care Housing through the development of the Site Allocation Plan	Identify land opportunities for Extra Care housing through the Site Allocations process as part of the Local Development Framework	Maggie Gjessing	Identification of sufficient land to support level of need in localities and city wide	Market has brought forward 75 units currently under construction with a further 187 which will deliver or commence delivery by 2018.	
Deliver new Extra Care Housing as part of the Council Housing Growth Programme	Scope for a further Extra Care scheme identified within the programme. Site search underway; potential for grant support identified.	Maggie Gjessing	Provision of a second c45 unit Council owned Extra Care scheme	Site provisionally identified and funding bid being prepared	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

Facilitate the development of Registered Provider/Third Sector Extra Care Housing	Develop opportunities for investment in Extra Care through a range of mechanisms which can include planning gain, land and cross subsidy models	Maggie Gjessing	Support RP bids for HCA funding and identifying cross subsidy opportunities through the Development Prospectus	First extra care scheme being delivered through s106	
Deliver the right tenure mix of Extra Care Housing	Tenure mix across the city is informed by the demand model and will be promoted via the release of a prospectus for older people's housing aimed at the development industry.	Maggie Gjessing	Prospectus released	Demand forecast in place which identifies tenure requirements	
Priority 1.4: Affordable Home Ownership, Self-Build and Custom Build					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Promote access to home ownership through the Local Authority Mortgage Scheme	Local Authority Mortgage Scheme established	Maggie Gjessing	Local Authority Mortgage Scheme fully committed	68 completions to date, resources for c20 to be committed	
Encourage the capacity of people to self-build/custom build their homes	Provision of land and co-ordinated advice for self-builders including via the planning system	Maggie Gjessing	Self-build programme established in line with new Right to Build legislation including community self-	6 sites made available, web site info set up and community self-build strategy commissioned	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

			build project(s)		
Work with the Homes and Communities Agency to promote access to affordable home ownership including self-build/custom build	Strategic approach with the HCA and signposting custom build groups to HCA development loan finance	Maggie Gjessing	Self-build programme established	No take up of HCA funding to date	
Work with developers and Registered Providers to promote access to affordable home ownership	Strategic approach to affordable housing established including tenure mix within neighbourhoods	Maggie Gjessing	Appropriate level of affordable home ownership delivered within neighbourhoods	Limited provision of shared ownership due to market slow down and grant levels affecting viability	
Ensure new housing development is delivered to a high standard	The Leeds Standard sets the requirements for urban design, space standards and environmental sustainability	Maggie Gjessing	Leeds Standard embedded within delivery of new housing development	Leeds Standard adopted including the update of the "Neighbourhoods for Living" as planning guidance	
Priority 1.5 Affordable Housing and Sustainable Communities					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
The Council to lead on the strategic approach to affordable housing development and delivery in the city	The Housing Growth Team has been established leading on new build programmes and the management of empty homes	Maggie Gjessing	Forecasts by work stream: 1000 units - Council housing growth	Multi-disciplinary growth team established	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

			programme 600 units - Affordable Homes Programme 874 via s106		
Deliver new affordable housing s106 agreements	Maximising planning policy gain from market housing development for affordable homes as the housing market shows signs of picking up and opportunities for planning gain are increasing.	Maggie Gjessing	874 forecast delivery through s106 either on or off site	Affordable housing policies are being reviewed as part of the LDF process.	
Deliver new affordable housing through commuted sum receipts	Strategic approach to the use of commuted sums received in lieu of affordable housing	Tim Hill	Strategy update and new schemes identified	Commuted sums currently supporting new build and empty homes schemes	
Work with developers and Registered Providers to get the right mix of new housing	Mix of type and tenure to meet the needs of communities across the Leeds housing markets	Maggie Gjessing	Use of Housing Market Assessments to inform negotiations with developers on housing mix	Rolling programme of HMAs in place	
Deliver infrastructure and services, allied to new housing, through the Community Infrastructure Levy	Community Infrastructure Levy in place providing a policy framework to secure the necessary mix of housing and provision of infrastructure such	Tim Hill	Community Infrastructure Levy operational	Community Infrastructure Levy approved	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 1: Affordable Housing Growth**

	as schools and green space.				
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Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

Priority 1.1: New Council Housing

The Council has embarked on the largest programme of council housing development seen in the city for several decades. The programme for 2015-2018 comprises 600 new homes being built across the city, 388 new homes being built in the PFI areas of Little London, Beeston Hill and Holbeck and 100 houses being purchased from private owners and converted to council housing. The Council has established an £81m fund to deliver the 600 new homes. The Homes and Community Agency (HCA) is supporting the programme and has approved a grant allocation of £8m. The new housing will be developed to the 'Leeds Standard' of design, space provision and environmental efficiency. The Council is seeking to buy new built properties and long-term empty properties from private owners with the latter often blighting the local communities in which they are located. The intention is to bring such housing, as needed, up to an excellent standard for letting. The purchase of existing housing from private owners may represent a swift and cost-effective way of delivering new council housing. The Council is committed to delivering the right mix of new council housing and the location will be partly informed by Housing Needs Assessments that identify supply, demand and unmet need for housing in specific localities. The Council also intends to make best use of its land resources to deliver the programme including the use of vacant brown field sites. The council housing delivery programme will complement wider affordable housing delivery with the Council working with private developers and Registered Providers to co-invest in localities and new council housing being delivered in mixed tenure developments.

Affordable Housing Growth Actions

- Deliver a programme of new council house development
- Deliver new council housing through the purchase of empty private housing
- Deliver new council housing through the Little London Beeston Hill and Holbeck PFI

Affordable Housing Growth Targets

600 new build council houses to be delivered

100 units to be purchased from private owners and converted to council housing

Baseline Position

12 new build sites now programmed and delivery commenced; additional sites (approximately 200 units) to be identified

20 acquisitions completed

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

Case Study: Little London, Beeston Hill and Holbeck PFI

The Council has entered into a 20 year contract with Keepmoat to build new council housing, refurbish existing stock and to regenerate the localities of Little London, Beeston Hill and Holbeck. The first stage of the project is to refurbish 1600 properties, applying the Leeds Standard adopted in 2015 for new build council housing properties over the 20 year period. £198m will be invested in the project over the 20 year period by the Council. Local people have been recruited to work on the project including 41 apprentices.

Priority 1.2: Registered Providers

The Council has a long standing and effective relationship with Registered Providers (mainly housing associations) and 3rd sector housing providers across the city. They provide investment and development expertise in addition to contributing to the well-being of neighbourhoods through a raft of support services for residents. The Homes and Communities Agency's Affordable Homes Programme 2015-20 has recently been announced and a programme of over 600 new affordable homes in Leeds has been confirmed as of January 2015. Registered Providers work in partnership with the Council and with developers and landowners to develop innovative schemes to accelerate the delivery of sites and provide a mix of tenures particularly on large strategic sites including brownfield land owned by the Council. To support and accelerate delivery, the Council has made resources available to add to the level of investment available. This includes making 12 Council owned land sites available for the delivery of new affordable housing. These include a number of sites which have been derelict or causing nuisance within communities, and the Council has worked together with providers to bring them back into productive use. The Council is also using its Right to Buy receipts to provide grant funding directly to Registered Providers and 3rd sector providers to further add to affordable housing supply. A programme to the value of £7m is being made available. The Council has developed the Leeds Standard, an approach to ensuring the delivery of new homes is of the highest quality. The Council will be working with Registered Providers to further develop the approach. Registered Providers and 3rd sector organisations also make a significant contribution to bringing empty homes back into use. Organisations such as LATCH and Canopy have refurbished a significant number of homes to excellent standards, also offering training and apprenticeships in construction.

Affordable Housing Growth Actions

- Support the delivery of the Affordable Homes Programme by Registered Providers
- The Council to facilitate new Registered Provider house building through the use of financial resources
- Promote the capacity of Registered Providers and third sector organisations to bring empty homes back into use
- The Council to facilitate new Registered Provider house building through the use of land resources

Affordable Growth Targets

600 new homes delivered through registered providers 2015-18

Council resources committed on an ongoing basis to facilitate registered provider new build development

100 empty homes acquired and brought back into use 2015-2018

Council land identified for 'less than best' disposal to Registered Providers for new build development

Baseline Position

Sites identified by Registered Providers for approximately 300 units; work on-going to identify remaining sites

5 schemes committed

15 empty homes acquired through RTBR programme

18 disposals identified with on-going work through the HILS process

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

- Deliver new Registered Provider housing to a high standard

Leeds Standard adopted for Registered Provider for Registered Provider new build development

Leeds Standard definitely applied when Council grant is underpinning development

Case Study: Sanctuary Housing Association

Sanctuary Housing Association has developed 128 properties, across 5 sites, in the Middleton area. The scheme was delivered using Homes and Community Agency (HCA) funding and land disposed of by the Council. The 5 sites were cleared of obsolete housing and the new housing is a mix of bungalows and 2/3/4 bedroomed houses. The new housing has been developed to high standards of design, energy efficiency and is part of a wider regeneration plan for the Middleton area, which was developed with the support of local residents and Ward Members.

older people. Extra Care Housing is an increasingly prominent housing option for older and disabled people. Extra Care Housing is a broad term, which encompasses a range of housing types, but a defining characteristic is the permanent presence of on-site care and support. The provision of Extra Care Housing helps older and disabled people to continue to live independently and prevents unnecessary residential care and hospital placements. Much of the delivery of specialist housing for older people is through private sector delivery. The Core Strategy has a requirement for Housing Needs Assessments for schemes over 250 units where negotiation takes place with developers on the provision of housing for older people. An exercise to determine land availability through the Site Allocations Plan for specialist older persons' accommodation is also ongoing and will also support activity to secure future supply. There are 682 cross-tenure extra care units in Leeds, with 75 under construction and 187 more at a development stage. Whilst the majority of delivery is through the independent sector, the Council is supporting new provision and is developing an Extra Care Housing scheme as part of the Council Housing Growth programme. It is also identifying where brownfield land sites can be used to contribute towards new supply and several of the Council's sites have already been marketed for sale for use as Extra Care or specialist Housing. In addition it has also identified a small number of Council owned sheltered housing schemes which no longer meet the needs of communities and which could be used to develop new provision.

Affordable Housing Growth Actions

- Establish the strategic need for Extra Care Housing
- Identify potential sites for Extra Care Housing through the development of the Site Allocation Plan
- Deliver new Extra Care Housing as part of the Council Housing Growth Programme
- Facilitate the development of Registered Provider/Third Sector Extra Care Housing
- Deliver the right tenure mix of Extra Care Housing

Affordable Housing Growth Targets

Strategic need for extra care housing established and incorporated within a Development Prospectus to facilitate investment in specialist accommodation

Identification of sufficient land to support level of need for extra care housing in localities and city wide

Provision of a second approximately 45 unit Council owned Extra Care scheme

Support RP bids for HCA funding and identifying cross subsidy opportunities

Baseline Position

Spatial distribution of need established

Market has brought forward 75 units currently under construction with a further 187 which will deliver or commence delivery by 2018.

Site provisionally identified and funding bid being prepared

First extra care scheme being delivered through s106

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

through the Development Prospectus	
Prospectus released	Demand forecast in place which identifies tenure requirements

Case Study: Extra Care Housing in Yeadon The former Council sheltered housing scheme site at Haworth Court in Yeadon is being used to develop 45 units, comprising 27 two bedroom and 18 one bedroom flats of Extra Care Housing. The scheme is being delivered and funded by the Council supplemented by grant funding from the Department of Health. 35 of the units will be let as council housing and the remaining 10 marketed for sale on a shared ownership arrangement. It is anticipated that the 45 units will be built by January 2016.

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

Priority 1.4: Affordable home ownership, self- build and custom build

Affordability across all tenures is an important issue in Leeds. Average property prices in Leeds are currently equivalent to 7 times the average income and 12.9 times the bottom quartile income in Leeds (January 2014). If prices continue to increase at their current rate of 3%, then by 2020 Leeds prices will be the equivalent of 8.6 times average income and 15.8 times bottom quartile income. Access to property ownership remains difficult particularly for younger households, with the effect of increasing demand for market rent housing in the city. In support of access to owner occupation, the government has introduced the “Help to Buy” scheme which provides support to purchasers to buy new build housing with a government loan. Help to Buy has had a significant effect on the market in Leeds, assisting property purchases. The Council has established schemes to support affordable home ownership, recently setting up the Leeds Local Authority Mortgage Scheme which provides a mortgage indemnity (underwriting a proportion of mortgage costs for a fixed period) to support buyers. As the scheme can be applied to second hand houses it can also help to unlock the market in individual neighbourhoods. Supporting people to buy their own home has the advantage of helping deliver housing growth more generally. The council has worked proactively with developers and housing associations to identify ways to support demand, particularly from first time buyers unable to access the housing ladder. Affordable home ownership is also key to enabling older owner occupiers to “downsize” and release family homes onto the market, increasing the supply of larger units to the overall stock of housing in the city. The Council works with providers to encourage development of new homes specifically for older people. There is a growing interest in self-build and custom build not only as a way of meeting the housing requirements of individuals or groups of individuals, but also as a way of contributing to housing growth. Custom build and self-build schemes offer the construction of homes which can be innovative in design, energy efficiency and low carbon construction, in addition to often offering training and skills opportunities to participants. The Council is looking at ways to support custom and self-build projects through work with the Homes and Communities Agency to help identify sites. The Council can make sites available to the market for this purpose and look at how custom build can be incorporated into larger mixed tenure schemes.

Affordable Housing Growth Actions

- Promote access to home ownership through the Local Authority Mortgage Scheme
- Encourage the capacity of people to self-build/custom build their homes
- Work with the Homes and Communities Agency to promote access to affordable home ownership including self-build/custom build
- Work with developers and Registered Providers to promote access to affordable home ownership
- Ensure new housing development is delivered to a high standard

Affordable Housing Growth Targets

Baseline Position

Local Authority Mortgage Scheme fully committed	68 completions to date, resources for approximately 20 to be committed
Self-build programme established in line with new Right to Build legislation including community self-build project(s)	6 sites made available, web site info set up and community self-build strategy commissioned
Self-build programme established	No take up of HCA funding to date
Appropriate level of affordable home ownership delivered within neighbourhoods	Limited provision of shared ownership due to market slow down and grant levels affecting viability
Leeds Standard embedded within delivery of new housing development	Leeds Standard adopted including the update of the “Neighbourhoods for Living” as planning guidance

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

Case Study: Leeds Local Authority Mortgage Scheme

The Council joined forces with the Leeds Building Society to launch the 'Helping Hand' mortgage scheme which is designed to help first time buyers get on the property ladder. Often, the reason why first time buyers struggle to get on the property ladder is because they cannot raise a large enough deposit to satisfy the lender's borrowing criteria. Under the scheme, the Council placed a £1m deposit with Leeds Building Society which provides mortgage guarantees for up to 40 first time buyers. Where second hand houses are purchased this can support around 5 additional house moves in the chain – that is up to 200 house buyers who are buying their next homes and will be able to do so because the first time buyer can get a mortgage to start the upward chain.

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

Priority 1.5: Affordable Housing and Sustainable Communities

Most new housing is delivered through market led development that has secured planning permission to develop. The Council can apply conditions to the planning approval including the provision of a specified number of affordable housing units within the wider development. This is called a Section 106 agreement. A continued pick up in the economy and housing markets should mean that more commercial housing development is proposed and consequently more opportunity to secure affordable housing through the Section 106 route. The affordable housing developed through the Section 106 option, social rented housing and/or shared ownership, means that this is an effective means of creating mixed sustainable communities. The number and type of affordable housing to be provided is agreed through dialogue between developers and the Council. Developers will work with Registered Providers regarding the development of affordable housing and the future management of social housing units adds to the sustainability. The Council sometimes accepts a 'commuted sum' from a housing developer as an alternative to affordable housing being provided on a specific development. Such funds can be used to develop affordable housing elsewhere in the city. The Council has recently developed its approach to a Community Infrastructure Levy (CIL) for Leeds. The CIL will involve applying a charge on development with the funds being available to cover the cost of additional infrastructure and services required through the development. The Council needs to ensure that sufficient affordable housing is developed of the right type to meet need and located in areas where people want to live. Strategic Housing Market Assessments, coupled with Housing Needs Assessments for larger schemes, are used to inform the number, type and location of affordable housing that is needed.

Affordable Housing Growth Actions

- The Council to lead on the strategic approach to affordable housing development and delivery in the city
- Deliver new affordable housing s106 agreements
- Deliver new affordable housing through commuted sum receipts
- Work with developers and Registered Providers to get the right mix of new housing
- Deliver infrastructure and services, allied to new housing, through the Community Infrastructure Levy

Affordable Housing Growth Targets

To deliver:
 1000 units - Council housing growth programme
 600 units - Affordable Homes Programme
 874 s106
 874 forecast delivery through s106 either on or off site
 Strategy update and new schemes identified
 Use of Housing Market Assessments to inform negotiations on mix with developers
 Community Infrastructure Levy operational

Baseline Position

Multi-disciplinary growth team established
 Affordable housing policies are being reviewed as part of the LDF process.
 Commuted sums currently supporting new build and empty homes schemes
 Rolling programme of HMAs in place
 Community Infrastructure Levy approved

Leeds Housing Strategy 2015-2018
Theme 1: Affordable Housing Growth

Case Study: Royal Gardens

Royal Gardens, Pudsey, is a development of 164 new homes by Barratt David Wilson Homes which was completed in 2013. Under the development's s106 agreement 41 units were acquired by Leeds Federated Housing Association (LFHA) for the provision of Affordable Housing, which were pepper potted throughout the scheme to create a mixed community. As part of the purchase of the units, LFHA, in discussions with the developer, added additional energy efficiency measures to the properties which included energy efficient boilers and rainwater recycling butts where possible. This has both improved the sustainability of the units as well as making the properties cheaper for their tenants to heat their homes.

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

Priority 2.1: Improving Housing Quality					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Continue to invest in council housing improvements over the term of the Housing Strategy	The 2015/16 capital programme will see £70.6m of new investment in existing council housing, with a further £77.5m investment planned in 2016/17. Detailed programme agreed by Exec Board in Feb 15. Further 3-year programmes will be approved by Exec Board each February.	Mark Grandfield	Delivery of agreed capital programme.	2014/15 capital programme currently predicted to out-turn at £57m.	
Increase membership of the Leeds Landlord Accreditation Scheme	Membership levels of LLAS have proved difficult to improve and current figures show a slight decrease over the year (now at 251). Work continues by LCC and the RLAAS (who administer the scheme) to improve membership and an action plan is being developed. The current contract with RLAS is coming to an end and a review of the scheme has commenced to determine	John Statham	Double the number of member landlords over the term of the Strategy	Current membership is 251 which a decrease from the end of 2013/14	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

	<p>future delivery. The review will look at a single umbrella accreditation scheme for the city involving the NLA, RLA and Unipol</p>				
Promote engagement with private landlords in the city	<p>Work has been ongoing with both the RLA and NLA regarding the formation of Landlords forums. Work is ongoing but 2 forums have been created with a review learning lessons to allow a further roll out of forums to areas such as Armley.</p>	John Statham	Establish 4 local private landlord forums	<p>A local forum has commenced in Holbeck to support the LNA in the area. A forum has been created in Burley which will have its first meeting in April 2015.</p>	
Continue to roll out the Leeds Neighbourhood Approach (LNA) to improve private housing standards in the city	<p>Following agreed investment from Executive Board in 2013 the LNA was created. So far 5 areas have been targeted using this approach – the Nowell’s, Edinburgh’s Harehills Lane, Armley Town Street and Dewsbury Road. The last 3 areas as a result of the successful bid for Rogue Landlords Funding from CLG. The next area in Holbeck is due to commence in March 15.</p>	John Statham	Roll out LNA to a new area every quarter	<p>5 areas have been established. The Nowell’s has come to an end with an exit strategy being implemented. All others will come to an end in the first 6 months of 2015/6. Holbeck will be up and</p>	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

				running and the next area being considered for commencement in the autumn. Funding has been agreed for the next 2 years subject to the return of 138 long term empty homes per annum.	
Develop a private rented tenant involvement strategy for the city	Little progress has been made towards developing the strategy as there are no engagement mechanisms really available for private rented sector tenants.	John Statham	Strategy developed by 2018	To work to develop a strategy by 2018	
Work with government and landlord groups to develop improvement strategies for the private rented sector	Officers continue to engage with the relevant landlord associations to discuss co and self- regulation opportunities. In addition, the service contributes to local and national (CLG) strategy and legislative discussions including talks on a national rental standard.	John Statham	Development of a co-regulation strategy by 2018	Discussions are ongoing to look at co-regulation with partners as an option for the improvement of standards in the sector.	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

Priority 2.2: Energy Efficiency					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Deliver high quality programme of energy advice and improvements	The Green Doctor provides individual household advice to around 350 homes per annum, including providing 240 improvements.	George Munson	350 homes provided with assistance by the Green Doctor per annum	Currently providing advice to 350 properties per annum.	
Target selected private rented to eliminate excess cold hazards	Targeting has occurred via a number of projects <ul style="list-style-type: none"> • LNA – targeting poor standards within the PRS and improving standards via engagement, enforcement and Green Deal neighbourhood schemes • Cross Green Group Repair – provision of enhanced energy efficiency measures via Green Deal/ECO • Warmer Homes – delivery of energy efficiency improvements 	John Statham	Performance against individual excess cold project plans	Performance against individual project plans	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

	<ul style="list-style-type: none"> Third sector partnerships – Care and Repair Warm Homes initiative helps 350 vulnerable individuals each year 				
Develop District Heat Plans	Award £60K from the delivery network unit to undertake detailed technical work to deliver a scheme to 2000 vulnerable home owners in multi storey flats	George Munson	Performance as per district heat project plan	To provide it to 2000 homes subject technical report	
Carry out a procurement exercise to deliver an energy efficiency improvement across the Leeds City Region	Procurement has now been complete with Keepmoat and Wilmot Dixon being the preferred providers. The scheme will be known as Better Homes Yorkshire	George Munson	Agreed energy efficiency delivery plan for the city	684 private homes in Leeds receive significant energy improvements in 2015/6	
Look at the feasibility of applying the 'Leeds Standard' to existing council housing	The 'Leeds Standard' is not deemed feasible for retrofit on existing stock. However, the Leeds Homes Refurbishment Standard agreed by Executive Board in November 2014 includes commitments to improve thermal efficiency and increase renewable energy in existing council housing.	Mark Grandfield	Future capital investment in council housing made to Leeds Homes Refurbishment Standard wherever practical.	Previous investment largely made to Decent Homes standard.	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

Priority 2.3: Empty Homes					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Maximise number of empty homes brought back into use through a range of interventions	Work continues to maximise the return of empty homes by targeting owners and working with partners such as Leeds Empties. The Council has developed new loans to support owners and worked with companies such as Capital Grid to maximise the number of homes returned	John Statham	Return 3200 empty homes to use every year Achieve a net reduction of 400 long term empty homes per year	In 2013/4 3124 long term empty homes were returned to use, slightly missing the 3200 target. However there was a net reduction of 580 against the 400 target.	
Bring empty homes back into use through the Council Housing growth programme	HCA Round 2 empty properties funding has grant aided the repurchase of 20 long term empty right to buys and the reconversion of 2 community centres into residential dwellings	John Statham	100 long term properties purchased by March 2018.	18 long term empty RTB properties have been purchased and returned to council stock. A further 3 will be completed by the end of the programme. Both centres to be complete by March 15	
Further develop relationships with 'Leeds Empties' and landlord representative groups	The relationship with Leeds Empties continues to develop. In 2013/4 they took responsibility for the initial approaches to all owners in LS14 and above from the Council. Work is ongoing regarding a review processes to maximise the number of empty homes returned	John Statham	60 long term empty homes returned by Leeds Empties in 2015/6	Leeds Empties have target of 50 empty properties to be returned in 2014/15. At the end of Q3 they have returned 35.	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

Priority 2.4 Student Housing					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Deliver a rolling programme of licensed HMO inspections	The rolling inspection programme continues on track	John Statham	500 property inspections per year	On target to complete 500 licence compliance inspections in 2014/5.	
Work with property owners to deliver improvements required	HIA provides financial assistance to owners. Vulnerable owner/occupiers of properties can access equity and interest free loans to improve their homes. Empty home owners can access funds to return properties back into occupation via an equity release loan and in 2015/6 an interest free loan. Work continues in Cross Green to provided home improvements via the Sustainable Communities Improvement Programme Third sector assistance is available via various programmes such as Care and Repair handyman service	John Statham	Delivery of the HIA programme	Various initiatives on target for delivery across all programmes of work	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 2: Improving Housing Quality**

Work with the Universities and landlords regarding the changing use of student housing	Partnership working continues with all universities, Unipol and private landlords. In addition, a Leeds 6 working group investigated housing and planning issues in LS6 and is developing an action plan to address the issues identified	John Statham	Action plan agreed by working group	Working group completed its investigation and action plan produced and agreed by the Council and partners	
Oversee progress in implementing the report recommendations of the Student Accommodation Working Group	The action plan has been developed and agreed and will be implemented by all services and partners identified.	John Statham	Action plan agreed with specific performance targets	Student Housing Action Plan agreed and implemented	
Work with landlords to improve housing conditions not covered by the statutory framework	The service continues to engage with landlords and their associations to identify improvements and utilise training and education opportunities. This links well with the introduction of local landlord forums and the aim to increase the role of accreditation.	John Statham	Development of a co-regulation strategy by 2018	Discussions are ongoing to look at co-regulation with partners as an option for the improvement of standards in sector.	

Leeds Housing Strategy 2015-2018
Theme 2: Improving Housing Quality

Priority 2.1: Improve Existing Housing Quality

The Council and local Housing Associations have invested significantly in the city's social housing stock over the last 10 years and 96% of properties meet the decency standard. The Council is planning to invest approximately £90m per year from 2015 to 2024 to maintain standards of decency in council housing. The Affordable Housing section includes detail of the 'Leeds Standard', which new council house building will need to meet, and which is over and above the criteria of the Decency standard. It is intended in the future that the Council will apply the 'Leeds Standard' to the maintenance of existing council housing stock as well as new build. Improving the quality of housing in the private sector is a key challenge of the Housing Strategy. Back in 2007, it was estimated that 44% (about 18,000 properties) of privately rented housing failed to meet decency standard. The poorest quality housing is often that built before 1919 such as back to back properties. The Council's approach to tackling poor housing standards in the private sector is two-fold: targeted inspection and regulation of the poor housing. These principles are embodied in the Leeds Neighbourhood Approach. The Council is engaging with landlord representative groups such as the Residential Landlord Association. The Council also wants to encourage landlords to join the Leeds Accreditation Scheme and is helping to set up for local landlord forums.

Housing Quality Actions

- Continue to invest in council housing improvements over the term of the Housing Strategy
- Increase membership of the Leeds Landlord Accreditation Scheme
- Promote engagement with private landlords in the city
- Continue to roll out the Leeds Neighbourhood Approach (LNA) to improve private housing standards in the city
- Develop a private rented tenant involvement strategy for the city
- Work with government and landlord groups to develop improvement strategies for the private rented sector

Housing Quality Targets

Baseline Position

Delivery of agreed capital programme.	2014/15 capital programme currently predicted to out-turn at £57m.
Double the number of member landlords over the term of the Strategy	Current membership is 251 which a decrease from the end of 2013/14
Establish 4 local private landlord forums	A local forum has commenced in Holbeck to support the LNA in the area. A forum has been created in Burley which will have its first meeting in April 2015.
Roll out LNA to a new area every quarter	5 areas have been established. The Nowell scheme has come to an end with an exit strategy being implemented. All others will come to an end in the first 6 months of 2015/6. Holbeck will be up and running and the next area being considered for the commencement in the autumn. Funding has been agreed for the next 2 years subject to the return of 138 long term empty homes per annum.
Private Rented Tenant involvement Strategy developed by 2018	To work to develop a strategy by 2018
Development of a co-regulation strategy by 2018	Discussions are ongoing to look at co-regulation with partners as an option for the improvement of standards in sector.

Leeds Housing Strategy 2015-2018
Theme 2: Improving Housing Quality

Case Study: Leeds Neighbourhood Approach

The Council, in partnership with a number of other agencies, inspected 126 properties on the collective Nowell streets in East Leeds – 44 of the 127 properties were empty at the time of inspection. Programmes of improvement were agreed with property owners and this has resulted in 440 hazards being removed. 33 of the 44 empty properties have been brought back into use. A series of community action days, involving Council officers, partners and residents, have taken place to further improve the locality.

Leeds Housing Strategy 2015-2018
Theme 2: Improving Housing Quality

Priority 2.2: Energy Efficiency

The two elements of the fuel poverty definition are the cost of energy and household income. The Council has limited capacity to control these two variables and therefore the approach is focused on improving the energy efficiency of housing. The 'Leeds Standard' sets out high standards of energy efficiency for new housing. It is hoped that heat generated by the Veolia Incinerator can be piped to the city centre to create 'District Heating' systems including in council housing. The targeted approach, reflected in the Leeds Neighbourhood Approach, will serve to eliminate housing hazards including excess cold. There are a number of national and local initiatives, including Warm Homes, Green Doctor and Green Deal, to help vulnerable people improve the energy efficiency of their homes including through grant assistance.

Housing Quality Actions

- Deliver high quality programme of energy advice and improvements
- Target selected private rented to eliminate excess cold hazards
- Develop District Heat Plans
- Carry out a procurement exercise to deliver an energy efficiency improvement across the Leeds City Region
- Look at the feasibility of applying the 'Leeds Standard' to existing council housing

Housing Quality Targets

350 households provided with assistance by the Green Doctor per annum

Performance against individual excess cold project plans

Performance as per District Heating project plan

Agreed energy efficiency delivery plan for the city

Future capital investment in council housing made to Leeds Homes Refurbishment Standard wherever practical.

Baseline Position

Currently providing advice to 350 properties per annum.

Performance against individual project plans

To provide it to 2000 homes subject technical report

684 private homes in Leeds receive significant energy improvements in 2015/6

Previous investment largely made to Decent Homes standard.

Case Study: Warm Homes and Green Doctor

The Care and Repair Warm Homes initiative helps people with long-term health problems, exacerbated by poor private housing, who have limited income with heating system repairs and home insulation. The service aims to help 350 people per year. The Green Doctor service, run by Groundwork Leeds, helps people with energy advice and improvements including energy efficient light bulbs, pipe lagging and draught proofing. The service aims to visit 350 homes and make 240 improvements.

Leeds Housing Strategy 2015-2018
Theme 2: Improving Housing Quality

Priority 2.3: Empty Homes

Minimising the number of empty homes, especially long-term voids, is key to making best use of housing stock in the city. A long-term empty property is one that has been unoccupied for at least 6 months. Empty properties can bring blight to localities given that they can become a target for vandalism and anti-social behaviour. The city has been successful in reducing the number of empty properties over the last four years. Actions include charging 100% Council Tax on empty properties, enforcement action when property owners do not work with the Council to bring homes back into use and providing loans to carry out improvements that may have prevented properties being used. The Leeds Neighbourhood Approach, beginning on the Nowell streets in East Leeds, has been successful in bringing empty homes back into use and raising housing quality standards. The Council wants this model to be further rolled out across the city. The Council has worked with the 'Leeds Empties' Social Enterprise which engages with long-term empty property owners to try and find bespoke solutions to bringing properties back into use. Working with landlord representative groups is another key element of the empty homes reduction programme. The Council, as part of the Council Housing Growth programme, is seeking to purchase up to 100 long-term empty homes and bring back into use as council housing. This initiative is being funded through Council resources supplemented by Homes and Communities Agency grant funding. The Council is exploring the feasibility of working with investment partners to purchase empty homes and use rental income to cover purchase/improvement costs. One option would be for such properties to become council housing once the purchase/improvement costs have been covered.

Housing Quality Actions

- Maximise number of empty homes brought back into use through a range of interventions
- Bring empty homes back into use through the Council Housing growth programme
- Further develop relationships with 'Leeds Empties' and landlord representative groups

Housing Quality Targets

Return 3200 empty homes to use every year
 Achieve a net reduction of 400 long term empty homes per year
 100 long term properties purchased by council by March 2018.
 60 long term empty homes returned by Leeds Empties in 2015/6

Baseline Position

In 2013/4 3124 long term empty homes were returned to use, slightly missing the 3200 target. However there was a net reduction of 580 against the 400 target.
 18 long term empty RTB properties have been purchased and returned to council stock. A further 3 will be completed by the end of the programme.
 Both centres to be complete by March 15
 Leeds Empties have target of 50 empty properties to be returned in 2014/15. At the end of Q3 they have returned 35.

Case Study: 65 Mexborough Place

65 Mexborough Place is a semi-detached house in Leeds 7 that had been empty since 2001. The Council sought to encourage the property owner to carry out improvements and bring the property back in to use. The slow progress of this work led the Council to initiate Compulsory Purchase procedures. The property owner subsequently took more proactive action to improve the property and it was re-occupied in December 2010.

Leeds Housing Strategy 2015-2018
Theme 2: Improving Housing Quality

Priority 2.4: Student Housing

Leeds is a thriving university city with the student population forecast to plateau at approximately 58-59k in 2018. There has been a significant shift in student housing choice in recent years from the use of sharing housing in the Hyde Park/Headingley areas to purpose built flatted accommodation surrounding the city centre/Universities. The purpose built accommodation has generally been completed to a high standard and the traditional student housing options are often not of a comparable standard. Research carried out by local third sector organisation Re’new has forecast that there could be a surplus of over 5,700 student housing units in the city by mid-2016.

In practical terms, this will mean under-occupancy of shared housing or an increase in empty properties. The Council is committed to working with the Universities, landlords and tenants to raise standards in the traditional student housing options. The Council is able to licence Houses in Multiple Occupation (HMOs) that are over three storeys in height or have five or more occupants. There are currently 2,500 HMO licences, with five year terms, in place combined with a rolling programme of property inspection. Issues such as ‘tired’ looking properties and poorly maintained gardens are not covered under the legal licensing provisions and the Council will continue to work with landlords, students and the Universities to improve the current position.

The Council is being flexible to respond to the risk of under-occupancy/empty homes relating to traditional student housing stock. In 2012, the Council removed the option of converting a self-contained property to an HMO through the ‘permitted development’ planning regulation. On a case by case basis, this provision can be changed if a need for conversion is established. The Council has a strong partnership with the Universities and supports the work of the Unipol student housing organisation in its management of its own accreditation scheme that again seeks to raise standards of accommodation and management.

Housing Quality Actions

- Deliver a rolling programme of licensed HMO inspections
- Work with property owners to deliver improvements required
- Work with the Universities and landlords regarding the changing use of student housing
- Oversee progress in implementing the report recommendations of the Student Accommodation Working Group
- Work with landlords to improve housing conditions not covered by the statutory framework

Housing Quality Targets

- 500 property inspections per year
- Delivery of the HIA programme
- Action plan agreed by student housing working group
- Student Housing action plan agreed with specific performance targets
- Development of a co-regulation strategy by 2018

Baseline Position

- On target to complete 500 licence compliance inspections in 2014/5.
- Various initiatives on target for delivery across all programmes of work
- Working group completed its investigation and action plan produced and agreed by the Council and partners
- Action Plan agreed and implemented
- Discussions are ongoing to look at co-regulation with partners as an option for the improvement of standards in sector.

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**Leeds Housing Strategy 2015-2018
Action Plan
Theme 3: Promoting Independent Living**

Priority 3.1: Tackling Homelessness					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Maintain Homeless Prevention Funding	Spend on homeless prevention cornerstone of service delivery and capacity to control TA numbers and cost. Forecast spend on homeless prevention £220k for 14/15. Available funding for 15/16 set at £220k. Sanctuary scheme funding maintained for 15/16 with installation carried out by Property and Contracts.	Rob McCartney	<ul style="list-style-type: none"> • 3500 homeless prevention per year (minimum) • No families in B&B • Maximum 180 households in TA 	<ul style="list-style-type: none"> • 4665 preventions forecast 2014/15 • No families in B&B since April 2014 • 140 households in TA end of January 2015 	
Develop new preventative initiatives including self-help options and pre-action protocols with all social landlords	Prevention approach has focused on 'proactive' interventions, by a Council officer, rather than 'passive' assistance where a person resolves their own difficulties by accessing information on-line. 9 pages on LCC website relating to housing advice. All Council housing arrears possession actions are referred to the mortgage and	Rob McCartney	<ul style="list-style-type: none"> • 100 hits on housing options page per day (minimum) • 150 'stay put' and 'planned move' for social housing tenants subject to arrears possession 	<ul style="list-style-type: none"> • Currently 100 hits on housing options page per day. 20 hits per day on previous web pages: increase of 400%. • No TA placements as a result of 	

**Leeds Housing Strategy 2015-2018
Action Plan
Theme 3: Promoting Independent Living**

	tenancy advice service at Housing Options before Paralegal Services progress the case. A full housing needs assessment, including money advice, is carried out. Where appropriate a professionals meeting is held. Leeds Fed and Sanctuary HA notify LHO in writing of impending eviction action. A housing advice service is offered to tenants.		action.	Council eviction action. • 110 Council tenants with dependent children found 'stay put' or planned move options following referral because of rent arrears.	
Deliver a timely and legally robust housing needs assessment service	All housing needs assessment to be carried out by Housing Support service which is part of the Housing Management division. A localised housing options service will be provided through surgeries in the new Community Hubs, surgeries in external services and home visits. The service has received one County Court appeal, which was rejected, and this is an indicator of legally robust decision making practice.	Rob McCartney	• Minimum 80% of housing needs assessments completed within 20 working days	• 90% of housing needs assessments completed within 20 working days	
Develop tenancy relations	Dedicated Tenancy Relations	Rob McCartney	• No		

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services to improve private rented 'offer'	Officer in post at Housing Options. Self-help material and staff guidance notes developed. Referral process to TRO service in place with Housing Regulation Service, 3* Legal Aid Housing Solicitors and County Court Duty Desk.		placements in TA as a result of unlawful eviction.		
Better link rough sleeper housing services with health and social care services	St George's Crypt Hub provision in place offering emergency housing for rough sleepers/those threatened with rough sleeping and the CRI street outreach service is carrying out a minimum of three street sweeps per week with up to 6 in a week during cold weather. The city has found it difficult to bring 'entrenched' rough sleepers off the streets and the solution to this is linked to access to health and social care services given that it is often mental ill-health that is keeping people on the streets.	Rob McCartney	<ul style="list-style-type: none"> • No more than 10 rough sleepers at any time • No person needs to sleep rough for more than one night 	<ul style="list-style-type: none"> • November 14 15 rough sleepers found on headcount • November 13 13 rough sleepers found on headcount • Cohort of 5 entrenched rough sleepers who invariably are sleeping rough 	
Develop move on focus in emergency accommodation	There has been a significant reduction in temporary	Rob McCartney	<ul style="list-style-type: none"> • No families in B&B 	<ul style="list-style-type: none"> • 140 households in 	

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	<p>accommodation numbers in recent years. Placements in TA leased from private landlords have been reduced from 142 in December 12 to 1 at the end of January 2012. This has meant that an accompanying support service has been decommissioned. The reduction in placements has also meant that the Garforth House hostel has been decommissioned. LHO, supported housing providers, housing management and other social landlords work together to promote timely move on. A key piece of current work is the timeliness of bespoke housing need assessments. LHO is also working with Children's Services to find better housing options for care leavers and 'looked after' children.</p>		<ul style="list-style-type: none"> • No young people in B&B • Maximum of 180 households in TA per night 	<p>TA end of January 15: 71 RP self-contained 1 PSL self-contained 0 B&B 43 hostels 25 refuge</p>	
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Priority 3.2: Housing Related Support					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Review commissioned services to ensure they are fit for purpose and able to meet future needs.	<p>Major review of Housing Related Support accommodation and floating support commissioned services underway to inform future model. Review is led by Strategy and Commissioning, Public Health. Intelligence based approach to include analysis of current provision, trends/ demand, consultation, strategic fit and interdependencies.</p> <p>Review reads across to concurrent reviews taking place within the Service in relation to Domestic Violence & Abuse, DIP/IOM and Offender services.</p>	Julie Staton	<ul style="list-style-type: none"> • People in need of support are assisted to achieve and maintain independent living. • Review stage complete August 15; • Options appraisal and preferred model approval October 15; • Procurement begins Jan 16 	<ul style="list-style-type: none"> • Year to date at the end of Q3 2014/15 8,039 people have been supported through the programme. Of those leaving services, 703 achieved independent living and 1,868 maintained. • Current scope includes 45 contracts delivering a range of accommodation and floating support across Leeds. 	

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<p>Strengthen links between commissioned housing related support, housing management and housing options services.</p>	<p>Housing Management and Housing Options are engaged in the HRS review at Project Team and Board level to inform future commissioning and working arrangements. Initial consultation meetings have also been held. Partnership working taking place where commissioned floating support providers are supporting those identified with a HRS need through the Tenancy Management Scheme. Housing Management to attend a session with providers to discuss potential opportunities for joint working. Strategy and Commissioning and relevant providers attend weekly Young Person's Housing Operations Group discussing vulnerably housed young people.</p>	<p>Julie Staton/Rob McCartney</p>	<ul style="list-style-type: none"> • People in need of support are identified and assisted to achieve and maintain independent living. Support is maximised and referral pathways are streamlined. 		
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<p>Work in partnership with Children's Services to review support to families and to embed the 'Think Family' approach</p>	<p>Children's Services will be engaged in the HRS review through the Project Team and Board. How we provide support to vulnerable families will be considered as part of the review. This will include any immediate actions that can be taken to strengthen joint working with commissioned providers.</p>	<p>Julie Staton</p>	<ul style="list-style-type: none"> • Approach is embedded - providers are aware of expectations and their roles and responsibilities ; • Safeguarding concerns are reported and managed appropriately; • Outcomes for Children and Families are recorded 	<ul style="list-style-type: none"> • Delivery of the 'Think Family' approach is included within specifications and contractual requirements; • Robust safeguarding processes in place with commissioned services; wider outcomes related to Children and Families included within new 2014/15 performance framework 	
<p>Embed the new performance management system to better capture information about outcomes, to inform service improvement, future commissioning decisions and to maximise service impact.</p>	<p>Following consultation, work has taken place to support providers to complete the new monitoring forms over Q1-3. Data submitted has been used to inform discussions at contract</p>	<p>Julie Staton</p>	<p>Timely and accurate submission of data by providers; Intelligence based</p>	<ul style="list-style-type: none"> • New performance system was launched for the 2014/15 year 	

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	<p>management meetings and drive service improvements. The accuracy and completeness of data has improved and quarterly overall performance reports have been shared with providers and will be analysed as part of the HRS review. Although further development work is needed to fully understand some of the data, the level of information captured provides the means to engage in those conversations with providers and stakeholders.</p>		<p>performance reports available for reporting and review purposes</p>		
<p>Complete the review of services for older people to inform future commissioning, to ensure services meet need and contribute to the 'Ageing Well' agenda.</p>	<p>Initial review of services for older people complete (including consultation). The findings will form part of the wider HRS review.</p> <p>Cross directorate strategic review of services provided by Care and Repair complete (led by Strategy and Commissioning). New single contract pilot model developed which will deliver</p>	<p>Julie Staton</p>	<ul style="list-style-type: none"> • Data and intelligence available from Older Person's review to inform future commissioning • Data and intelligence available from Care and Repair pilot to inform future 	<ul style="list-style-type: none"> • Currently 6 services providing support to Older People; • Currently a number of contracts across the Council with Care and Repair Leeds. 	

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	from 1 April 2015. The 1 year pilot will inform future models for the provision of these services in the future.		delivery and/or commissioning of these services		
Review housing related support domestic violence services to ensure alignment with and contribution to the delivery of the city's Domestic Violence and Abuse strategy.	<p>A review of domestic violence and abuse services is underway, a key element of which is around housing related support. Intelligence based approach to include analysis of current provision, trends/ demand, consultation, strategic fit and interdependencies.</p> <p>Review reads across to concurrent reviews taking place in relation to Housing Related Support, DIP/IOM and Offender services.</p> <p>The Review Project Team reports to the DV Programme Board which in turn reports progress against Leeds Domestic Violence and Abuse Strategy and Action Plan to the Domestic Violence Strategy Group.</p>	Julie Staton	<ul style="list-style-type: none"> • To provide safe accommodation for women, men and families who have experienced domestic violence, focussing on high risk cases where there is an urgent need for refuge accommodation to ensure safety. • Review stage complete July 15; • Options appraisal and preferred 	<ul style="list-style-type: none"> • Current commissioned refuge provision is a core and cluster model: 10 self-contained units within the main refuge building and 16 self-contained dispersed units across the city. • Year to date at the end of Q3, 81 women have been supported through the refuge service. 	

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			model approval August 15; • Procurement begins Nov 15		
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Priority 3.3: Gypsies and Travellers					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Identify potential accommodation sites for Gypsies and Travellers as part of the Site Allocations Plan.	Pitch requirement figure agreed by Planning Inspectorate as part of Policy H7 of the Leeds Core Strategy. Policy H7 also sets out criteria for assessing suitability of sites for use as Gypsy and Traveller accommodation. Housing Officers will work with Planning Officers to identify potential sites for inclusion in the draft Site Allocations Panel that will sent out for consultation in summer/autumn 2015.	Rob McCartney	<ul style="list-style-type: none"> • Include potential site options in draft Site Allocations Panel to be sent out for consultation in summer/autumn 2015. 	<ul style="list-style-type: none"> • Policy H7 agreed. • Work underway to identify potential sites for inclusion in Site Allocations Plan 	
Deliver minimum of 12 additional public pitches within term of Housing Strategy.	Planning Inspector refused application to develop 12 new pitches on land adjacent to Cottingley Springs. Three year planning consent granted for up to 10 caravans at Kidacre Street. Need, through Site Allocations Plan process, to identify one more site for development by 2018.	Rob McCartney	<ul style="list-style-type: none"> • Develop 12 additional pitches by 2018. 	<ul style="list-style-type: none"> • Need for additional pitch provision set out in Core Strategy Policy H7 including 25 additional public pitches by 2028 with 12 pitches 	

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				needed by 2018.	
Improve engagement with Gypsies and Travellers including delivery of 'Listening Project'	The Council has been cited as an example of national practice in respect of the development of Core Strategy Policy H7 through the use of Gypsies and Travellers as survey enumerators. This assisted in finding 'hard to reach' community members and promoted community confidence in the work. GATE is represented on the Cottingley Springs Service Improvement Board. The Council, in conjunction with the Joseph Rowntree Foundation, is funding De Montfort University to carry out a 'Listening Project' to promote better understanding between Gypsies and Travellers and public services.	Rob McCartney	<ul style="list-style-type: none"> • Publish the Leeds 'Listening Project' • Community members have input into the site identification as part of the draft Site Allocation Plan 	<ul style="list-style-type: none"> • Community involvement in Core Strategy development cited as example of national best practice. 	
Deliver managed negotiated stopping site options	Three year planning permission granted to accommodate 8 families, with 10 caravans, at Kidacre	Rob McCartney	<ul style="list-style-type: none"> • Maintain provision at Kidacre Street for three year 	<ul style="list-style-type: none"> • Core Strategy Policy H7 assessment that 9 	

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	Street in Hunslet. Site been in place since May 2014. Application for development funding to be made to HCA.		planning term.	negotiated stopping pitches needed up to 2028.	
Look at improving housing options for Gypsies and Travellers in 'conventional' housing	115 Gypsy and Traveller households surveyed in respect of housing need and preference as part of Core Strategy pitch assessment. People who expressed an interest in maintaining or securing 'conventional' housing have been offered a housing options service including housing needs assessment.	Rob McCartney	<ul style="list-style-type: none"> All Gypsies and Travellers who want conventional housing offered housing options service. 	<ul style="list-style-type: none"> 57 households surveyed out of 115 were in conventional housing. 	
Improve access to health care and education.	Gypsies and Travellers have the lowest life expectancy of any group in the UK: in Leeds life expectancy is 50 compared to 78 for the settled population. The incidence of infant mortality is three times higher for Gypsies and Travellers than that in the settled population. Residents of Cottingley Springs find it difficult to register at a local GP	Rob McCartney	<ul style="list-style-type: none"> All residents of Cottingley Springs able to access primary care services. School attendance is at least maintained post school transport review 	<ul style="list-style-type: none"> ? of people not registered for primary care service 38 primary aged children and 1 secondary aged child receiving school transport service. 	

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	<p>practice. Leeds Public Health has commissioned a Community Health Needs Assessment for Gypsies and Travellers. CCG West is the lead NHS service for Cottingley Springs. Key actions are to improve access to primary care, reduce use of A&E, promote take up of breast/cervical screening, health check-ups. GATE has been commissioned to deliver a health awareness programme.</p> <p>Existing school transport arrangements are being reviewed and this will affect children from Cottingley Springs. The service is used by primary aged children with most secondary aged children being home educated.</p>		<p>changes.</p>	<ul style="list-style-type: none"> • 20 secondary children being home educated. 	
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Priority 3.4: Children and Young People					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Children and Young People's Housing Plan updated to cover housing management offer	Significant progress has been made in last two years to promote joint working between Housing Leeds and Children's Services. This is reflected in the weekly Young Person's Housing Operations Group discussing vulnerably housed young people. Council Housing Management services are engaged in the group looking at helping facilitate tenancy sign ups and finding solutions for 'failing' tenancies. A key piece of work is to promote joint working between Housing Advisors, Housing Support Officers, Housing Officers and Personal Advisors.	Rob McCartney	<ul style="list-style-type: none"> • No 16 or 17 year old placed in B&B, unless exceptional circumstance, and then no longer than 3 days • No 16 or 17 year old placed in 'adult' hostels, unless exceptional circumstance, and then no longer than 7 days 	<ul style="list-style-type: none"> • Children and Young People's Strategic Housing Group, comprising representative from Housing Leeds, Children's Services and Public Health, established. Housing Management input. Three joint working sessions between different front line staff are held in 2015 	
All homeless 16/17 year olds have 'child in need' assessment	<ul style="list-style-type: none"> • Legal duty following 'Southwark' judgement which determined that 16 	Rob McCartney	<ul style="list-style-type: none"> • All 16 and 17 year olds have 'child in need' assessment 	<ul style="list-style-type: none"> • JWP between E&H and Children's Service in 	

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	<p>and 17 year old homeless people should be assessed as 'children in need' under the Children Act 1989. A joint working protocol between E&H and Children's Service concerning homeless 16 and 17 year olds is in place and this is being reviewed to ensure it is fit for purpose. JWP reviewed and updated by end of May 2015.</p>		<ul style="list-style-type: none"> • No 16 or 17 year olds in B&B • No 16 or 17 year olds in 'adult' hostels unless exceptional circumstances and then no longer than 7 days 	<p>place.</p> <ul style="list-style-type: none"> • No 16 and 17 year olds placed in B&B in 2014/15 • 16 and 17 year olds placed in 'adult' hostels when other options not available 	
<p>Review supported housing services for young people and care leavers</p>	<p>A review of current supported housing provision is currently being undertaken by Strategy and Commissioning with the Public Health Directorate. Consideration is also being given to look at the feasibility of developing 'taster' tenancies for care leavers in addition to the 'trainer flats' already commissioned for</p>	<p>Rob McCartney/Julie Staton</p>	<ul style="list-style-type: none"> • Draft proposals on service re-commissioning to be released by the end of August 2015. 	<ul style="list-style-type: none"> • Flagship provides 150 'trainer' flats and 255 'floating support' units for young people • 9 bed direct access hostel (Seacole) for 	

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	young people.			YP managed by Leeds Housing Concern	
Roll out youth mediation service to young people in foster care	Youth Mediation Services were transferred into the Council at the beginning of 2014. Foster placement breakdown cases are discussed at the weekly YP Housing Operations Group and made to youth mediation	Rob McCartney	<ul style="list-style-type: none"> • Minimum 300 young people helped to return home through mediation 	<ul style="list-style-type: none"> • 307 young people helped to return home following mediation in 2014/15 as at end of January 15 	
Look at adopting 'social contract' council tenancies with young people	Consideration is being given to the feasibility of applying additional conditions, relating to behaviour and take up of support, on council tenancies for young people.	Mandy Sawyer	<ul style="list-style-type: none"> • All care leavers and 16 and 17 year olds have a sustainable support plan at point of council tenancy sign up 	<ul style="list-style-type: none"> • All council tenants are on introductory or secure tenancies. 	
Re-establish peer experience initiative to tell young people about homelessness	Agreement reached for a peer experience initiative (involving formerly homeless young people going to schools and telling Year 10/11 about the realities of being homeless and how to access services) to be funded	Rob McCartney	<ul style="list-style-type: none"> • Scheme in operation by October 2015 	<ul style="list-style-type: none"> • Unquantified number of young people who living care of family and friends (sofa surfing) in the city. 	

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	by Housing Leeds and Children's Services. Discussions taking place with potential service providers who would support the young people offering the service.				
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Priority 3.5: Vulnerable Adults					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Develop a Vulnerable Adult's Housing Plan	Discussions taking place between Housing Leeds and Adult Social Care regarding joint working needs stemming from the 2014 Care Act. A cross directorate seminar is being convened by ASC and E&H for service managers to discuss implementation opportunities. It has been agreed that a Vulnerable Adults Housing Plan will flow from these discussions.	Rob McCartney	<ul style="list-style-type: none"> Plan in place by end of September 2015. 	<ul style="list-style-type: none"> Not in place 	
Embed a preventative approach to issues such as hoarding	Discussions between Housing Leeds and ASC have highlighted that hoarding is an increasing issue in respect of helping vulnerable people to live independently in the community. Can lead to poor housing conditions, impact on neighbours, loss of accommodation and more expensive placements. Assistance is being given on	Rob McCartney	<ul style="list-style-type: none"> Protocol in place by end of September 2015 	<ul style="list-style-type: none"> Hoarding solutions found on a case by case basis. 	

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	a case by case basis and there is an opportunity to develop a protocol as part of the Vulnerable Adults Housing Plan.				
Frame new adaptation service around assessment and delivery functions	Re-configured service, with Housing Support (in Housing Management) carrying out cross tenure adaptation assessments and Property and Contracts leading on installation delivery, to commence in April 2015. Need to better link adaptation assessments with lettings practice.	Rob McCartney	<ul style="list-style-type: none"> • Minimum 90% of major adaptations completed in target timescales • No housing related delayed hospital discharges 	<ul style="list-style-type: none"> • 96% private housing 2014/15 • 90% council housing 2014/15 • Adaptation Services currently broken down by tenure: Housing Support responsible for non-council housing adaptations and Property and Contracts council housing 	
Develop Accessible Housing Register	An Accessible Housing Register will provide a systematic approach to matching disabled housing	Rob McCartney	<ul style="list-style-type: none"> • AHR developed and in use by end of December 	<ul style="list-style-type: none"> • AHR in development. 	

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	applicants with available adapted and adaptable properties.		2015 • No housing related delayed hospital discharges		
Ensure housing services are key part of Domestic Violence and Abuse Hub	Housing Leeds will make an important contribution to the DV&A Hub with a pool of 6 Housing Advisors and managers participating in the daily meetings and ensuring a timely response to cases brought to the Hub. The installation part of the Sanctuary scheme has been transferred to the Property and Contracts services and it is important that the installation function is timely to reflect the requirements of customers and Hub decision making. Housing Leeds will continue to participate in the Domestic Homicide Reviews and to identify learning from the reviews.	Rob McCartney	<ul style="list-style-type: none"> • All housing needs assessments for DV&A Hub referrals commenced on day of referral • Minimum 300 Sanctuary installations per year • All Sanctuary installations carried out within 3 working days 	<ul style="list-style-type: none"> • DV&A Hub to be operational from April 2015 • 2014/15 forecast 330 Sanctuary installations • Sanctuary installation service transferred to Council's Property and Contracts service and target accepted 	
Embed joint working with health services around hospital discharge	Delayed hospital discharge is a significant issue for the Leeds Teaching Hospital	Rob McCartney / Tim Taylor	• No delayed hospital discharges	• New partnership arrangements	

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	<p>Trust and it is known that absence of available or accessible leads to delayed discharges. Improved partnership arrangements have been put in place between the hospital trust, social care and housing services. Cases are being highlighted pre- standard discharge point so that timely housing interventions can be made. Delayed discharge cases are also being escalated to senior managers. Need to have available suitable temporary accommodation, timely housing needs assessment, OT assessments and lettings decisions. Staff in the hospital trust are now being better advised that suitable housing has been offered and hospital discharge is feasible.</p>		<p>relating to housing.</p>	<p>put in place to discuss housing related cases including escalation arrangements.</p>	
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Priority 3.1: Tackling Homelessness

Homelessness can manifest in many forms including people sleeping on the streets, young people who are ‘sofa-surfing’, women living in violent situations and families living in overcrowded or other poor housing conditions. The Council has since 2008 seen a significant rise in the number of people presenting for housing advice and this can be largely attributed to the economic situation. Despite the rise in presentations, temporary accommodation placements in the city are at the lowest levels since the 1980s. This has been achieved by a focus on preventing homelessness by helping people to maintain existing housing or to secure alternative accommodation. More can be done by forging new partnerships and looking at how timely and accessible information sources can help people to find their own solutions. The city is determined to minimise rough sleeping and to ensure no one needs to sleep out for more than one night. The St George’s Crypt Hub is an example of this commitment. We need to improve links to health and social care to help the most entrenched rough sleepers.

Tackling Homelessness Actions

- Maintain Homeless Prevention Funding
- Develop new preventative initiatives including self-help options and pre-action protocols with all social landlords
- Deliver a timely and legally robust housing needs assessment service
- Develop tenancy relations services to improve private rented ‘offer’
- Better link rough sleeper housing services with health and social care services

Tackling Homelessness Targets

No families with children, placed in B&B, unless exceptional circumstances, and then no longer than 3 days

Minimum 3500 homeless preventions per year

Minimum 80% homeless decisions made within 20 days

Maximum 180 households placed in temporary accommodation per night

No more than 10 rough sleepers on any night

Baseline Position

No placements since April 2014

4665 (forecast) 2014/15

90% made within 20 days

140 households in TA February 2015

15 rough sleepers found on head count in November 2014

Case Study: Leeds Hub

The Leeds Hub is emergency accommodation provision managed by St George’s Crypt and funded by the Crypt and Leeds City Council. The Hub provides an emergency accommodation provision for people who have previously slept rough and/or at risk of sleeping rough. The service is part of the city’s commitment to ‘No Second Night Out’ that no one needs to sleep rough for more than one night in Leeds. The service is linked to the Street Outreach Service, managed by CRI and funded by the Council, which finds rough sleepers and helps them to get off the streets. The Hub is also linked to the Council’s Housing Options Service, with the Crypt, CRI and the Council working together to find Hub residents longer term housing options. Staff from Housing Options are at the Hub every working day. The target is to move people on within three working days.

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Priority 3.2: Housing Related Support

The Council commissions housing related support services to the value of just over £11m per annum. This includes accommodation and visiting floating support services. Around 12,000 individuals are supported annually. These services contribute to the delivery of actions listed throughout priority 3 of this strategy. A range of services are commissioned including a street outreach service to offer support to people rough sleeping or begging, temporary accommodation for people who are homeless, support and accommodation for young people, visiting support for a range of client groups including people with mental health issues and services for people experiencing domestic violence including an advice line, accommodation in a refuge and self-contained tenancies and support. Services support clients and help them to achieve, maintain and progress towards independent living. This includes helping people to manage their finances, be good neighbours, keep healthy and find work.

Housing Related Support Actions

- Review accommodation and floating support services to ensure they are fit for purpose and are able to meet future needs
- Strengthen links between commissioned housing related support, housing management and housing options services then links between commissioned housing related support,
- Work in partnership with Children’s Services to review support to families and to embed the ‘Think Family’ approach
- Embed the new performance management system to better capture information about outcomes, to inform service improvement, future commissioning decisions and to maximise service impact
- Complete the review of services for older people to inform future commissioning, to ensure services meet need and contribute to the ‘Ageing Well’ agenda
- Review housing related support domestic violence services to ensure alignment with and contribution to the delivery of the city’s Domestic Violence and Abuse strategy

Housing Related Support Targets

Baseline Position

People in need supported to achieve, maintain and progress to independent living	Q3: 2014/15 8,039 supported through the programme
Review of accommodation and floating support services completed by mid-2017	Review work commenced with 45 services in scope
Review of older people’s services completed by April 2016	Initial review complete and 1 year pilot model of the services delivered by Care and Repair to start in April 2015
Review of domestic violence and abuse services to be completed by mid-2017	Work commenced with review stage to be completed July 2015.

Case Study: Positive Pathways

Positive Pathways is a city-wide housing related support service for people who have mental health issues and are in housing need. This includes people who are resettled following a stay in hospital, leaving prison, or people who are already living in accommodation and in need of support. The key aims of the service are to help people to recover, maintain good mental health and independent living. The service is delivered by a consortium led by Community Links in partnership with Leeds MIND, Touchstone, Leeds Irish Health and Homes, St Anne’s Community Services and Leeds Federated Housing Association. Up to 500 people are supported at any time and can be for up to two years. Once people are ready to exit the service then they can access a Peer Support and Befriending Service which is provided by trained volunteers. The service includes a single point of referral.

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Priority 3.3: Gypsies and Travellers

The challenge of responding to unauthorised encampments of Gypsies and Travellers (G&T) and better meeting the housing needs of this group has been a priority for the Council/city for a number of years. Whilst the Council has no duty to provide sites for G&T there is a legal duty to assess housing need and make reasonable provision thereafter. Leeds has agreed a pitch need figure, as part of the city's Core Strategy, up to 2028. The figures are a total of 62 pitches: 28 private, 25 public, 9 temporary. There is no doubt that achieving these figures will be a challenge. The next stage is to identify potential sites to be included in the city's Site Allocation Plan. The government has refused the planning application to develop 12 new pitches at Cottingley Springs. This reinforces the need to additional sites through the Site Allocations Plan. Some G&T have expressed a reluctance to make planning applications for private sites because of a perception that applications will not be approved. Building confidence and assisting to make applications for sustainable private sites is a key priority. The Council is also committed to looking at temporary negotiated stopping sites. More needs to be done in terms of the wider service to G&T including those living in conventional housing and improving access to health care and education.

Gypsy and Traveller Actions

- Identify potential accommodation sites for Gypsy and Travellers as part of the Site Allocations Plan
- Delivery minimum of 12 additional public pitches within term of Housing Strategy
- Improve engagement with Gypsy and Travellers including delivery of 'Listening Project'
- Deliver managed negotiated stopping site options
- Look at improving housing options for Gypsy and Travellers in 'conventional' housing
- Improve access to health and care in education

Gypsy and Traveller Targets

Include potential site options in draft Site Allocations Plan to be sent out for consultation in summer/autumn 2015.
 Develop 12 additional pitches by 2018

Publish the Leeds 'Listening Project' by end of December 2015

Maintain provision at Kidacre Street for three year planning term

All G&T who want conventional housing offered housing options service

All residents of Cottingley Springs able to access primary care services.

Baseline Position

Site Allocation Plan work underway.

8 temporary pitches in place for three years at Kidacre Street. Need to identify one more site in Site Allocation Plan for development by 2018.

Work on 'Listening Project' commenced. Community involvement in Core Strategy development cited as example of national best practice

Investment Plan, including funding bid to HCA, being drawn up

57 households surveyed out of 115 for Core Strategy submission were in conventional housing

G&T life expectancy 50; settled population 78 years

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Case Study: Partnership with GATE

GATE (Gypsy and Traveller Exchange) is a local advocacy and support service for Gypsies and Travellers. The Council has an increasingly strong partnership with GATE. This was reflected in the work to calculate pitch need for the Core Strategy submission. Representative from GATE and the Council developed a questionnaire to capture housing need and preference. Community members completed the questionnaire with individual households and this ensured community 'buy in' and capture of 'hard to reach' households. This was an excellent piece of joint work between the Council, GATE and the G&T community. It is envisaged that this partnership approach be extended to the Site Allocation Plan work and communication/engagement in respect of day to day management of site provision: 'Listening Project'.

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Priority 3.4: Children and Young People

Access to quality housing and effective housing interventions make an important contribution to Leeds being a 'child friendly' city where children are safe from harm and live in safe and supportive families. A number of housing commitments are set out in the Children & Young People's Housing Plan. A good example of better joint working is a cross Council commitment to fully fund adaptation schemes so that disabled children can thrive with their families rather than struggling to cope or a child going into care. There is much to do, with a top priority being to consider how child related priorities are responded to in all housing decisions. The housing needs of young people who are homeless or vulnerably housed is a top priority. There is a commitment to help young people to return home so that they can move onto independence in a sustainable way. If this is not possible then a commitment is made that placements in B&B and 'adult' hostels are not made. All young people are to be offered assistance to help them prepare and sustain independent housing options. A particular focus will be made on young people who secure a council tenancy. Representatives from Housing Leeds, Children's Services, Public Health and the third sector hold a weekly Young People's Housing Operations Group to discuss different housing options for care leavers and other young people. The Council has reconfigured its housing support service for UP and care leavers with FLAGSHIP (see case study) being the core service.

Children and Young People Actions

- Children and Young People's Housing Plan updated to cover housing management offer
- All homeless 16/17 year olds to have a 'child in need' assessment
- Review supported housing services for young people and care leavers
- Roll out youth mediation service to young people in foster care
- Look at adopting 'social contract' council tenancies with young people
- Re-establish peer experience initiative to tell young people about homelessness

Children and Young People Targets

- No 16 or 17 year old placed in B&B, unless exceptional circumstances, and then no longer than 3 days
- No 16 or 17 year old placed in 'adult' hostels, unless exceptional circumstances, and then no longer than 7 days
- No families with children, placed in B&B, unless exceptional circumstances, and then no longer than 3 days
- All 16 or 17 year old homeless people have a 'child in need' assessment
- All care leavers and 16 and 17 year olds have a sustainable support plan at point of council tenancy sign up
- Minimum 300 young people helped to return home through mediation

Baseline Position

- No placements in 2014/15
- Placements where no other options, due to exclusions, available and cases discussed at YP housing group
- No placements since April 2014
- Joint Working Protocol between Housing Leeds and Children's Services being reviewed
- Joint working sessions to be held between Housing Advisors, Housing Officers and Personal Advisors. All tenancy sign ups to be overseen by YP Housing Operations Group.
- 307 youth mediation preventions achieved April 2014 to January 2015

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Case Study: FLAGSHIP

FLAGSHIP is a consortium comprising three 'local' third sector organisations: GIPSIL, Leeds Housing Concern and Foundation Housing. It offers housing support to young people and care leavers. The service is commissioned by Children's Services, Housing Leeds and Public Health. The service offers 'floating support' to up to 225 young people and 150 'trainer flats'. Both the floating support and trainer flats prepare young people for independent living and help the Council to fulfil its legal duties to 'children in need' and homeless young people. Representatives from FLAGSHIP meet with Council officers from Children's Services, Housing Leeds and other third sector housing support services to plan and prioritise placement and put in place other housing and support options.

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Priority 3.5: Vulnerable Adults

Access to quality housing and effective housing interventions is vital for vulnerable adults and contributes positively to the city priority of promoting health and wellbeing. The approach is framed around the housing pathways of helping vulnerable people to 'stay put' in their existing homes or to make a 'planned move' to alternative housing. This preventative approach generates 'invest to save' benefits for housing, social care, health and community safety partners. Disabled people can be enabled to live independently through adaptations. Developing a consistent cross tenure service and better matching people to properties are key priorities. Support people who have experienced domestic violence to make their own housing choices is another priority. Preserving prevention schemes such as Sanctuary will be important and so will taking appropriate action against perpetrators. The strategy sets a target that no person should remain unnecessarily in hospital due to lack of or poor housing. HALP shows what can be done by working in partnership and this work will be extended across different circumstances. It is important that a comparable plan to the C&YP Housing Plan is developed for vulnerable adults.

Vulnerable Adults Actions

- Develop and Vulnerable Adult's Housing Plan
- Embed a preventative approach to hoarding in housing
- Frame new adaptation service around assessment and delivery functions
- Develop Accessible Housing Register
- Ensure housing services are key part of Domestic Violence and Abuse Hub
- Embed joint working with health services around hospital discharge

Vulnerable Adults Targets

- Vulnerable Adults Housing Plan in place by end of September 2015
- Minimum 90% of major adaptations completed in target timescales
- Minimum 300 Sanctuary installations per year
- All Sanctuary installations carried out within 3 working days
- All housing needs assessments for DV&A Hub referrals commenced on day of referral
- No housing related delayed hospital discharges

Baseline Position

- Discussions commenced between Housing Leeds and ASC
- 96% private housing 2014/15
90% council housing 2014/15
- 2014/15 forecast 330 Sanctuary installations
- Service transferred to Council's Property and Contracts service and target accepted
- DV&A Hub to be operational from April 2015
- Improved operational links made between Housing Leeds, ASC and Leeds Teaching Hospital Trust including escalation arrangements

Case Study: HALP

HALP (Homeless Accommodation Leeds Pathway) is a partnership comprising Leeds City Council, CRI, St George's Crypt, Foundation Housing and Leeds Community Healthcare NHS Trust. The service targets hospital patients who are likely to be homeless at the point of discharge. Historically housing status, and specifically homelessness, was only identified as an issue with the patient was fit to be discharged. Opportunities to find suitable housing were often missed and people were sometimes discharged to the streets. Hospital staff now work in partnership with the Council and supported housing services to put in place suitable housing options in a timely way. If needed bed spaces at the Crypt and held for HALP customers. The service was a DoH pilot that finished in March 2014; Leeds Public Health is continuing to fund in 14/15.

Leeds Housing Strategy 2015-2018
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Priority 5.1 Tackling Anti-Social Behaviour					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Respond to reports of anti-social behaviour in a timely way		Harvinder Saimbhi	<ul style="list-style-type: none"> • Respond to urgent/ hate incidents within 1 working day • Respond to ASB reports within 2 working days • Meet with victims within 10 working days 	Service standards are monitored by local managers through day-to-day case management, case reviews and monthly performance matrices.	
Use the range of enforcement options, in accordance with the ASB Crime and Policing Act 2014, to best respond to instances of anti-social behaviour		Harvinder Saimbhi	LASBT seeks to resolve ASB at the earliest opportunity in a manner that is appropriate and proportionate, in keeping with the governments harm based approach to ASB.	During 2014/15 LASBT closed 2015 cases of which 80% were closed without the need to resort to the use of legal tools and powers - cautions, warnings and orders etc.	

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<p>Use the range of support options to best address anti-social behaviour</p>		<p>Harvinder Saimbhi</p>	<p>LASBT service standards include a requirement to conduct a vulnerability matrix with both victims and accused to identify and respond to any unmet support needs or safeguarding concerns.</p>	<p>LASBT makes referrals to a range of support services and intervention providers including Victim Support, Yorkshire Mediation Service, YOS, Housing Options etc.</p>	
<p>Achieve a high standard of customer satisfaction in the delivery of services to tackle anti-social behaviour</p>		<p>Harvinder Saimbhi</p>	<p>Robust and meaningful performance information is collated on a monthly basis and is used to inform service delivery.</p>	<p>Customer satisfaction for 2014/15 showed that 92.8% of service users were satisfied with the case outcome whilst 95.4% were satisfied with the overall service received from LASBT.</p>	

**Leeds Housing Strategy 2015-2018
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Priority 5.2 Sustainable Planning					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Publish a draft Site Allocations Plan	Executive Board agreed Preferred Sites Jan 2015. Detailed drafting and site assessment work in progress.	Martin Elliot	Draft Site Allocations Plan to be released for consultation by August 2015	Core Strategy Adopted November 2014	
Make the best use of the city's land resources	Promotion of brownfield land in the City Centre and in areas of regeneration need supported by a range of Council programmes and activities. Council's own activities and smaller brownfield developments are shoring up completions as housing market recovers. City Centre development boosted by recent permission for 775 private rented sector apartments.	Martin Elliot	Minimum 60% of new housing to be delivered on brown field sites 8,000 new homes delivered on small brown field sites	Completions 2012 to 2014 over 70% of new housing on brownfield sites Over 500 smaller windfall sites per annum	
Make best use of the city's existing housing resources	Work continues to maximise the return of empty homes by targeting owners and working with partners such as Leeds Empties. The Council has developed new loans to support owners and worked	John Statham	Return 3200 empty homes back into use every year Achieve a net reduction of 400	In 2013/4 3124 long term empty homes were returned slightly missing the 3200 target. However there	

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	with companies such as Capital Grid to maximise the number of homes returned		long term empty homes per year	was a net reduction of 580 against the 400 target.	
Achieve the right mix of new housing	Core Strategy policy now adopted but grant funded schemes are providing the lion's share of new affordable housing and S106 contribution remains challenging as market recovers.	Martin Elliot	Between 5% and 35% of new housing development to be affordable	27% of all development affordable 2014-15	
Secure resources to fund infrastructure and services allied to new housing development	Community Infrastructure Levy Adopted November 2015 and will be implemented from April 2015	Martin Elliot	Secure £10m per year through Community Infrastructure Levy		

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Priority 5.3 Council Housing Management					
Action	Progress	Lead Officer	Performance Target	Baseline Position	Rating Status
Improve tenancy sustainment by making the right lettings decisions and offering tenants the right support	<p>Citywide enhanced support offer currently being developed.</p> <p>Children and Young People's Housing Action Plan developed.</p> <p>Analysis to be built into the citywide enhanced support offer.</p>	Mandy Sawyer	<p>All applicants / tenants with support needs helped to access support.</p> <p>Develop an enhanced support offer to younger tenants to help them sustain tenancies.</p> <p>Undertake analysis of tenancy sustainment / failure to inform service developments.</p>	<p>Housing Officer Support role in new staffing structure.</p> <p>Children and Young People's Housing Strategic Group established.</p> <p>Some basic analysis in place.</p>	
Ensure all council housing is well maintained and fit to live in	<p>The 2015/16 capital programme will see £70.6m of new investment in existing council housing, with a further £77.5m investment planned in 2016/17.</p> <p>Detailed programme agreed by Exec Board in Feb 15.</p> <p>Further 3-year programmes</p>	Mark Grandfield	Delivery of agreed capital programme.	2014/15 capital programme currently predicted to out-turn at £57m.	

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	will be approved by Exec Board each February.				
Continue to improve council housing re-let times	Current performance 31.7 days (Feb 15). Void procedure identified for review.	Jill Wildman, Gurmeet Virdi, David Longthorpe	Reduce average re-let times to 30 days by end of March 2016 Review void procedures to streamline process by ?	Current performance 31.7 days (Feb 15). Harmonised void procedures in place.	
Maximise rental income to enable continued investment in council housing	Peer review of income and arrears activity undertaken by KPMG. Action plan will be developed on final report.	Jill Wildman, Gurmeet Virdi, David Longthorpe	Collect 97.87% of rent due by March 2016. Collect ?% of Former Tenant Arrears by March 2016.	Current performance 97.25% (Feb 15). Current performance ? (Feb 15).	
Minimise the impact of welfare change	Internal Audit of support provided to tenants affected by under-occupation. Project Group to oversee introduction of Universal Credit in Housing Leeds to be established in April 2015.	Jill Wildman, Gurmeet Virdi, David Longthorpe	Visit all tenants newly affected by under-occupation. Support all tenants who will be affected by Universal Credit during 2016.	Process to visit tenant affected by under-occupation in place. Awaiting confirmation of implementation timescales.	
Deliver effective engagement with council tenants	Tenant Scrutiny Board scrutiny enquiry completed –	Jill Wildman, Gurmeet Virdi,	100% tenants to have an annual	82% of tenants have had an	

**Leeds Housing Strategy 2015-2018
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	<p>Annual Tenancy Visit procedure to be reviewed to incorporate improvements from April 2015.</p> <p>Overall Tenant Involvement Strategy and Communication Plan in development.</p>	<p>David Longthorpe</p>	<p>tenancy visit by March 2016.</p> <p>Implement full Tenant Involvement Strategy and Communication Plan by Sep 2016.</p>	<p>annual tenancy visit during 14/15.</p> <p>Elements of Tenant Involvement Strategy already in place.</p>	
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Leeds Housing Strategy 2015-2018
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Priority 5.1: Tackling Anti-Social Behaviour

Leeds City Council is committed to reducing anti-social behaviour. Our 'City Priorities Plan' sets out our aims to achieve sustainable reductions in crime & disorder, tackle anti-social behaviour and to build stronger cohesive communities. Anti-social behaviour can mean different things to different people, and reports received by the council can range from low level disputes to more serious threats, abuse and violence. Reports of anti-social behaviour are therefore directed to the most appropriate agency for response. Some reports are best dealt with by Housing Leeds as some behaviours will be a breach of the tenancy agreement and could be resolved by mediation or giving an appropriate warning. More persistent problems, hate related incidents or reports where someone may be at risk of harm will be passed to the Leeds Anti-Social Behaviour Team (LASBT). LASBT is a partnership service of ASB officers, former Housing Officers, Environmental Health Officers, Police Officers and Victim Support workers. LASBT will attempt to resolve issues at the earliest opportunity, identifying vulnerabilities or support needs through the provision of interventions and supportive referrals, which in turn help to address problem behaviours. Where problems persist LASBT will conduct a detailed investigation to obtain evidence to support legal action. This could include applying for an injunction, closing premises down or applying to evict an anti-social tenant. Customer satisfaction with the service provided by LASBT is currently at 97.1%.

**Creating Sustainable Communities
 Actions**

- Respond to reports of anti-social behaviour in a timely way
- Use the range of enforcement options to best respond to instances of anti-social behaviour
- Use the range of support options to best address anti-social behaviour
- Achieve a high standard of customer satisfaction in the delivery of services to tackle anti-social behaviour

Targets

Respond to hate incidents within 1 working day, ASB reports within 2 working days and meet with victims within 10 working days

LASBT seeks to resolve ASB at the earliest opportunity in a manner that is appropriate and proportionate, in keeping with the governments harm based approach to ASB.

LASBT service standards include a requirement to conduct a vulnerability matrix with both victims and accused to identify and respond to any unmet support needs or safeguarding concerns.

Robust and meaningful performance information is collated on a monthly basis and is used to inform service delivery.

Baseline Position

Service standards are monitored by local managers through day-to-day case management, case reviews and monthly performance matrices.

During 2014/15 LASBT closed 2015 cases of which **80% were closed without the need to resort to the use of legal tools and powers** - cautions, warnings and orders etc.

LASBT makes referrals to a range of support services and intervention providers including Victim Support, Yorkshire Mediation Service, YOS, Housing Options etc.

Customer satisfaction for 2014/15 showed that 92.8% of service users were satisfied with the case outcome whilst 95.4% were satisfied with the overall service received from LASBT.

ASB, Crime & Policing Act 2014: The revised powers for dealing with ASB introduced in 2014 aim to put victims at the heart of responses to give professionals more flexibility to deal with any given situation. The legislation creates new powers to deal with ASB including Anti-Social Behaviour Injunctions, Criminal Behaviour Orders, Community Protection Notices, Public Space Protection Orders, Property Closure Orders and dispersal powers. Importantly for tenants the legislation creates a new 'Absolute ground for Possession' of secure and assured tenancies where anti-social behaviour or criminality has already been proven by another court.

Leeds Housing Strategy 2015-2018
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Priority 5.2: Sustainable Planning

Local Development Framework: One of Leeds’ biggest challenges is to provide enough housing to meet the needs of a growing population, whilst protecting the quality of the environment and local community identity. In recent years Leeds has been highly successful in regenerating older urban areas, including the transformation of the City Centre through new housing, office, retail and leisure developments. The Adopted Core Strategy (2014) guides future development and, in order to preserve and enhance what makes Leeds unique, sets out a pattern of growth focussed on existing settlements which have the capacity to grow. The main urban area provides the major focus for development taking advantage of existing social infrastructure mainly focussed on local and town centres. The Adopted Core Strategy is based on a Strategic Housing Market Assessment which identifies a need for 74,000 new homes (gross). The greatest needs are in the inner areas. The Core Strategy ensures an appropriate mix of dwelling types and sizes to address needs, especially for two-bedroom flats and homes and including the provision of homes for independent living, reflecting the ageing population. All new housing development above a certain threshold will be expected to provide affordable homes on site.

Sustainable Planning Actions

- Publish a draft Site Allocations Plan
- Make the best use of the city’s land resources
- Make best use of the city’s existing housing resources
- Achieve the right mix of new housing
- Secure resources to fund infrastructure and services allied to new housing development

Targets

Baseline Position

60% new housing on brown field sites	2012-14 70% completions on brown field
5-35% of new housing development to be affordable	14/15 27% all new development affordable
Return 3200 empty homes to use per year	13/14 3124 long term empties brought back into use
Achieve net reduction of 400 long term empty homes per year	13/14 580 long term empties brought back into use
Secure £10m per year through Community Infrastructure Levy	CIL active from April 2015

Case Study: Netherfield Road, Guiseley : This brownfield site accommodated 27 2-bed and a block of 15 affordable flats as well as its own area of green space. As well as being close to the railway station and bus routes and with easy access to the town centre, residents benefitted from free Metro cards for a year. Master-planning: For sites over 250 units in the main urban area or over 50 units in smaller settlements the Core Strategy requires that a Housing Needs Assessment be completed. This should address all tenures so that the needs of the locality can be taken into account at the time of the development.

Leeds Housing Strategy 2015-2018
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Priority 5.3: Council Housing

Leeds City Council manages 57,000 properties, a mixture of flats, houses and bungalows, across the city. Approximately 4,300 of the stock base are sheltered housing units, that are predominantly let to people aged 60 years or older and approximately 7,000 properties are high rise multi-storey flats. The ambition for Housing Leeds is to create great places where people want to live, and where people take pride in their home and community. Demand for council housing far outstrips supply: there are approximately 25,000 applicants on the housing register and 5,200 lettings are made each year. This means that just over 20% of housing applicants on the waiting list are offered a home each year.

Creating Sustainable Communities Actions

- Improve tenancy sustainment by making the right lettings decisions and offering tenants the right support
- Ensure all council housing is well maintained and fit to live in
- Continue to improve council housing re-let times
- Maximise rental income to enable continued investment in council housing
- Minimise the impact of welfare change
- Deliver effective engagement with council tenants

Creating Sustainable Communities Targets

Baseline Position

Reduce re-let times to average of 30 days by March 2016	February 2015 re-let performance 31.7 days average
Deliver agreed capital programme	14/15 capital programme spend forecast £57m
Collect 97.87% of rent due by March 2016	February 2015 97.25% rent collected
100% of tenants have annual tenancy visit by March 2016	82% of tenants had annual tenancy visit in 2014/15
Visit and support all tenants affected by under-occupancy and introduction of Universal Credit	Process in place for visiting tenants affected by under occupancy and awaiting details of Universal Credit implementation timescales
Implement full Tenant Involvement Strategy and Communication Plan by September 2016	Work ongoing to develop full strategy and plan

Case Study: Welfare Rights Multi-story Pilot: The Welfare Reform Multi Story Flat pilot which commenced in May 2014 involves Welfare Reform Officers across the City working with customers residing in multi storey flats who are affected by changes to Housing Benefit due to Under Occupation. The project supports tenants to engage in a number of activities that will help them to improve their financial and overall position to respond to the impacts of the Welfare Reforms, including budgeting and employment. There are currently 800 tenants signed up to the project and to date nearly 100 tenants have been supported into employment.

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Other Case Studies Not Used:

Case Study: Rainbow Roofs

Rainbow Roofs is open to all Leeds City Council Lesbian, Gay, Bisexual, Transgender (LGBT) tenants and leaseholders. We work with officers and other tenants to directly influence and improve Housing Leeds services. The group gets involved in the development of new policies and changes to housing services to ensure that the needs of our LGBT communities are met. We work hard to stamp out discrimination and raise awareness throughout Leeds, as well as taking part in community events on subjects such as hate crime.

Case Study: The Nevilles

The Nevilles Regeneration, East Leeds will benefit from a major programme of investment in their homes and environment. The projects will include improvements to both private and council houses, designed to help people with affordable heating and improve the longer term health of residents. This targeted work will work towards improving community sustainability, making the areas more desirable places to live in.

Case Study: Leeds High Rise Project

The Council is working with tenants to look at ways to improve the management/tenant experience of living in high rise properties. A property profile and an initial tenant census have been carried out alongside the establishment of a Leeds High Rise Group. Pilot work has been carried out to look at future investment and management options for high rise properties. This will be further rolled out to look at embedding changes to the day to day management and maintenance of high rise properties, and will also include looking at options for responding to urgent problems as they occur.



Report author: Anna Tansley

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Report of Director of Environment and Housing

Report to Housing Advisory Board

Date: 20 May 2015

Subject: Housing Leeds Priorities and Associated Indicators

Summary of main issues

1. Housing Leeds, and the ALMO's prior to being brought into the Council, have for the past two years used a set of six Priorities as their strategic performance goals. The new reporting year provides an opportunity to assess performance and review the goals, and consider re-aligning them to the emerging landscape and the delivery of a new unified service.

Recommendations

2. Housing Advisory Board is requested to:
 - Note performance against the existing six priorities and how the priorities have been used to provide a strategic focus and to manage risks
 - Consider the proposed refreshed set of priorities outlined in this paper and provide feedback as to whether these are considered to be appropriate for adoption by the service, and also
 - Consider the proposed targets for the priorities.

1. Purpose of this report

The purpose of this report is to share with the Board the outcomes of a review of performance for the reporting year 2014/15 against the six existing Housing Leeds priorities, set within the context of performance trends over the last 3 years and a significantly changing operating environment, and to invite views on the proposals for refreshing the set of priorities and indicators used.

2. Background information

Discussions on performance and service priorities took place with housing colleagues from the former ALMOs and the directorate prior to the 2013/14 reporting year. These discussions took into account the internal and external challenges facing the service, including the need to sustain performance during the transition from three separate organisations into one new service and improve consistency in service delivery across the city, as well as minimising the impact of Welfare changes. Six performance areas emerged from these deliberations and were set as priorities for the service in 2013/14, reflecting the desire to establish a core set of goals which focussed in on issues affecting tenants and provided a strategic focus for the new service. These priorities have continued to remain the service focus for the 2014/15 reporting year.

Each priority was supported by a lead indicator and a dashboard of supporting management information to give greater clarity of understanding of the operating context for the service and help to assess performance.

3. Main Issues

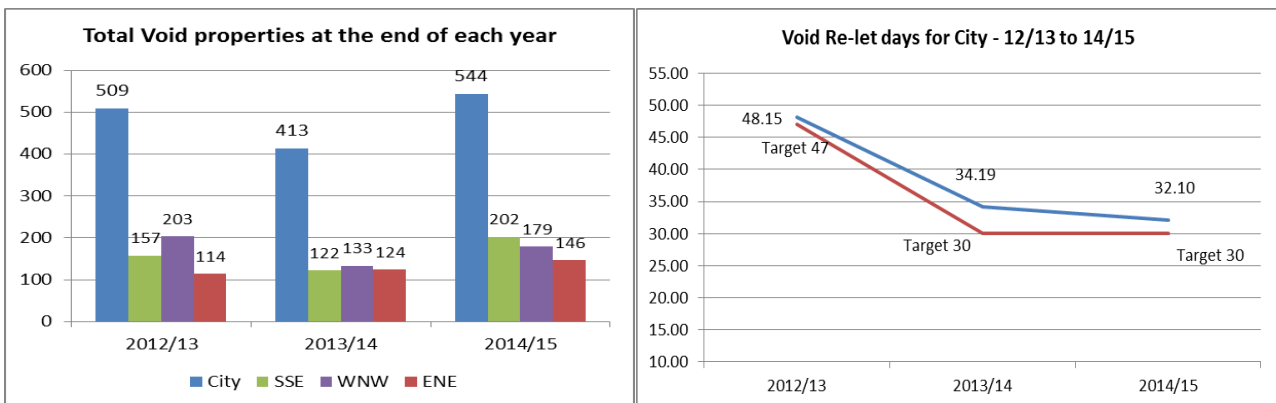
3.1. Current Indicators and their long term performance trends.

Currently the Priorities are:

- Preventing Homelessness through joint working and effective lettings.
- Reducing relet times
- Maximising rent collection
- Maximising support to tenants impacted by welfare changes
- Annual Tenancy Visits
- Maximising the value of the Capital programme in supporting the Council's key priorities.

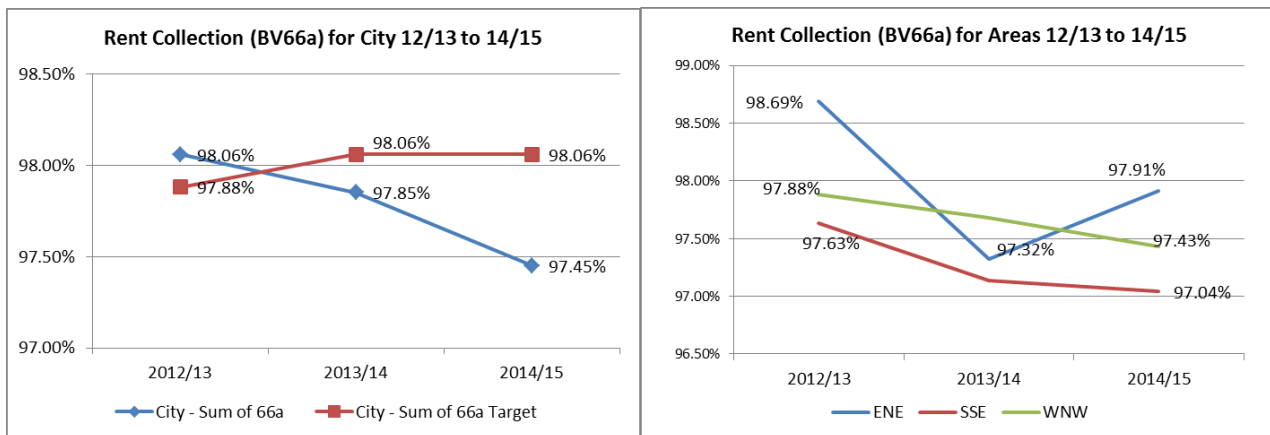
3.1.1. Homelessness: performance has held up well and the situation remains under control. Looking at the average number of homeless acceptances per month, there has been a slight increase on last year (33 from 28), although they remain well below 2012/13 levels (64). The number of preventions also continues to improve year on year, reflecting a strong prevention focus within the Housing Options service. An original concern had been that the under-occupancy rules would result in increased homeless presentations and cause significant additional hardship and vulnerability. However, these performance levels have been achieved as a result of strong joint working and an increased focus on financial inclusion within the Housing Management teams which took a more supportive approach to tenancy management and which in turn led to fewer unnecessary evictions.

3.1.2. Relet times: historically a long-standing performance issue for the ALMO's (2013 Citywide 48 days), but over the past 2 years it has been brought down considerably and was successfully within the 30 day target for 6 months of the year. The March 2014/15 figure stands at 32.10 days. The charts below show the decreasing trend for relet days and the increase in numbers of voids this year over last. This is due in the main to the fact that the volumes of voids are increasing due to PFI new build and refurbishments being brought into lettable use. Management of the contractor side has been strengthened considerably and the relationships between lettings teams, Housing Management and Voids teams are much improved.



3.1.3 Rent Collection: rent collection initially held up well during a period of uncertainty from welfare change and the upheaval of a major restructure which impacted on staffing levels. Performance was positive through much of the year and only in the last quarter of the year showing negative trends. BV66a (the headline indicator) finished at 97.45 %, below the target of 98.06% set for this year, which was based on the final outturn figure for 2013/14.

The dashboard for arrears contains additional information around arrears values, area level performance, evictions and in year collection, all of which have helped the service to develop a more rounded understanding of performance. Additional research on arrears looking into payment methods has helped to smooth out some of the previous difficulties in interpreting fluctuations, and our approach to arrears is developing in maturity and depth. The graphs below show a disappointing three year trend however with a drop from 98.06% at the end of 2012/13, to 97.85% 2013/14 and a 2014/15 outturn of 97.45%. A robust action plan is currently in development.



3.1.4 Supporting tenants impacted by welfare reform: this priority was introduced to monitor the high risk area of under occupancy. It, together with work done and reported through other forums and boards, helped to gain a greater understanding of the impact upon tenants and allow support to be directed to those in need. There is a significant overlap with the arrears dashboard as the key indicator for this is also BV66a rent collection, and also with the homelessness priority (see paragraphs 3.1.1. and 3.1.3).

3.1.5 ATV's: this priority was established in 2013/14 and was reviewed in preparation for the 2014/15 reporting year to ensure consistency in reporting (tracking has now been consistent for the past 6 months). Unfortunately, despite a huge push, the target of 100% has not been able to be met and the final figure was 84.01% against a 2013/14 year end figure of 73.12%. This was due in part to the significant changes taking place as a result of the establishment of the new service which has led to changes in staff roles and the need to bed in new teams serving patches across the city. Despite these challenges, the service has succeeded in greatly improving the volumes of ATV's done from previous years, rising from around 45% in 12/13 to 84.01% this year.

3.1.6 Capital Programme spend : Actual spend at outturn 2014/15 is £57.1m, equating to 99% of the revised available resources at period 11. Housing Leeds delivered to within (£300k) of the revised position at period 11. However, total slippage over the year equated to (£21.5m) which has now been added to the 20115/16 programme, giving a revised estimate of £90m. The 2015/16 programme will be adjusted down to a deliverable level on what can realistically be achieved within the year, which is currently estimated at £70m rising to £80m in subsequent years. However, this doesn't demonstrate fully the added value of the investment being made, or the contributions being made to wider council priorities, which was the original scope of the priority. The way in which capital schemes are funded and managed presents a challenge in terms of pulling data together into meaningful reports. With the previous decency indicator no longer reported there is also a need to develop new indicators that will help to capture and report on stock condition and the overall effectiveness of the capital programme.

3.2. Developing a Rounded View of Performance and Impact/Outcomes

In order to deliver a rounded view of service performance and measure the impact this is having on wider issues and council priorities, it has been necessary to review the existing priorities and associated indicators and consider where there may be gaps or need for change. The outcomes of the STAR survey which gives us a range of intelligence based on tenant feedback is also being used to inform service developments (a separate report is on the HAB agenda). This paper sets out some proposals based on the outcomes of this review.

A strategic set of indicators does need to be selective and not all elements can be included. However, based on current performance and future service challenges, an attempt has been made to put forward a revised suite of priorities that provide a renewed focus for the service, together with some associated indicators and targets. These are set out in 3.3. and 3.4 below.

3.3. Suggestions for revised priorities and new or revised indicators for 2015/16

3.3.1. Priority One: Environmental Investment

Headline indicator : Investment activity and spend achieved.

This was confirmed as a high priority for tenants in the STAR survey and reflects our commitment to improving environmental conditions for tenants. The dashboard could contain details of the Environmental Improvement Fund activities, completed and upcoming, and the HAP funding being spent. It could be presented by ward or by area, by numbers and types of outcomes.

3.3.2. Priority Two: Rent and Benefits.

Headline indicator of BV66a (rent collection).

Reflecting the continuing need to provide proactive financial support to tenants to mitigate the effects of welfare change and to and bed in good practice and build successful strategies. The dashboard could include arrears balances by benefit strands, including under-occupancy cases, Housing Benefit numbers, and ultimately Universal Credit.

(This merges the current Rent Arrears and Welfare change priorities as there is significant overlap.)

3.3.3. Priority Three: Housing People

Headline indicator BV212 (relet days).

Recognising the need to ensure that our Housing People approaches and processes are delivering the right outcomes, including prevention of homelessness and ensuring tenants' needs for adaptations are met, housing registrations, efficient void management and an effective lettings process. The dashboard could highlight rent loss as an efficiency driver, as well as number of void properties and relet performance, broken down between contractors and lettings. It could also include satisfaction with new properties and numbers of refusals as qualitative indicators, as well as performance measures around our homeless prevention and sustainability strategies.

3.3.4. Priority Four: Repairs right first time.

Headline indicator: % repairs right first time.

STAR has reminded us of the importance of repairs, but also highlighted that 'right first time' is a strong driver of satisfaction for tenants. Data permitting this could be broken down by contractor, area, or priority code or trade. This dashboard should include repairs satisfaction with measures coming from the repairs satisfaction survey to be carried out by the contact centre, once available.

3.3.5. Priority Five: Capital programme effectiveness.

Headline indicator: tbc

Recognising the need not only to measure capital spend against programme targets, but to widen the picture to include outcomes and impact. Through a review of the data and a reworking of what is extracted from the asset management solutions it should be possible to report capital works by element, and by area in terms of both output and spend. The dashboard could include - number of properties and type of work, number of schemes / project planned and spend profile. If a needs based assessment of properties and tenants is taken then the capital programme can tie in more closely to the wider Council Priorities and it may also assist in providing a high level indication of stock condition and investment.

3.3.6 Priority Six: Knowing Our Tenants

Headline indicator: % Annual Home Visits carried out.

This priority is being suggested in response to the outcomes of the STAR findings which pointed to the need to improve communications with tenants and to act on their feedback. It also builds on the work already started to improve tenant involvement through our work with tenants groups and HAPs. This dashboard could include a range of measures that would show the amount of contact with tenants, and for what reasons such as complaints, disrepair claims, enquiries, visits (including AHVs), calls, face to face visits, and include contact centre performance in terms of call handling. Work could be done to look at certain vulnerable age groupings ie isolated elderly, or young tenants. It could also show numbers and age of tenants involved / engaged and incorporate satisfaction from the housing office satisfaction surveys.

3.4. Recommended Targets for Priorities

Priority	Title	Headline indicator	14/15 Year end actual	Proposed Target	Previous target
1	Environmental Investment	tbc	n/a	tbc	tbc
2	Rents and Benefits	Rents	97.44%	98%	98.06%
3	Housing People	Relet days	32.10 days	30 days	30 days
4	Repairs right first time	Right First Time	87.77%	90%*	95%
5	Capital Programme Effectiveness	tbc	n/a	tbc	tbc
6	Listening & Acting	AHV	84.01%	100%	100%

* 90% is target agreed with contractors.

3.5. Consultation and Engagement

This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's website and includes the outcomes of consultation and engagement with tenants to gauge their satisfaction with the Housing service and to provide feedback about how the service may be improved. Recent consultation outcomes have been used to inform the content of this report.

3.6. Equality and Diversity / Cohesion and Integration

This is an information report for consideration by the Board and is not requesting a decision, so it is not necessary to conduct an equality impact assessment. However, some of the data provided and performance areas considered link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when the Board will want to look more closely at these issues, and may request further information.

3.7. Council policies and City Priorities

This report provides an update on performance in relation to the delivery of an effective Housing service and suggests ways in which we may continue to monitor and assess performance. It does include progress against particular council and city priorities in line with the council's performance management framework.

3.8. Resources and Value for money

There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

3.9. Legal Implications, Access to Information and Call In

All performance information is publicly available and is published on the council website. This report is an information update providing Housing Advisory Board with a summary of the Strategic Priorities within its remit and as such is not subject to call in.

3.10. Risk Management

There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely to performance management. The proposals for refreshing priorities and indicators outlined in this report are designed to support the management of performance and risk and help to secure the delivery of a high quality Housing service to Leeds tenants.

4. Conclusions

This report shows that the service has in broad terms sustained performance during a significant period of internal change and in externally challenging circumstances, and that the six priorities have given a strategic focus to the service and helped to manage performance and risk effectively. The report recognises the strengths in performance and areas for further attention, and goes on to propose a refreshed and refocused set of priorities and associated indicators/management information to provide renewed focus for the service for the next two years.

5. Recommendations

HAB members are recommended to:

- Note performance against the existing six priorities and how the priorities have been used to provide a strategic focus and to manage risks
- Consider the proposed refreshed set of priorities outlined in this paper and provide feedback as to whether these are considered to be appropriate for adoption by the service, and also
- Consider the proposed targets for the priorities.

Background documents: 2014/15 Housing Leeds priority dashboards

Priority 1: homelessness (housing support)

Priority 2: void dwellings (relets)

Priority 3: maximise rent collection

Priority 4: welfare change

Priority 5: annual tenancy visits

(Priority 6 Capital programme spend, there is no dashboard – this priority is covered by separate report which is covered elsewhere on the HAB agenda)

Housing Advisory Board

Forward Plan
20th May 2015



Deadline for first drafts	Deadline for final drafts after Chair's brief	Item	CO/Author
Wednesday 20 th May 2015			
Deadline for Chair's Brief Tuesday 5 th May 2015 9 am Chairs Brief Monday 11 th May 2015 8.45 am	Tuesday 12 th May 2015 12 noon	<ul style="list-style-type: none"> • Housing Leeds Capital Financial Position Outturn 2014/15 • Housing Leeds (HRA) Provisional Revenue Outturn Position - 2014/15 • Housing Leeds Priorities and Associated Indicators • Tenant Engagement Framework • Housing Management Response to Tenant Scrutiny Board Inquiry - Annual Tenancy Visits • High Rise Project report • Leeds Housing Strategy • STAR survey results 	Stephen Boyle Richard Ellis Anna Tansley Amanda Britton Sharon Guy Martyn Long Rob McCartney Frank Perrins/Anna Tansley
7 July 2015			
		<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Sheltered Housing • Environmental improvements • Contract Strategy and future of Construction Services • Adaptations • Housing Related Support • Progress with new build programme, including PFI (to include update on programme delivery but also details of first lettings / lessons learnt etc) 	R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Liz Cook/Mandy Sawyer Liz Cook Simon Costigan Simon Costigan Julie Staton Mandy Sawyer

8 September 2015			
		<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Preparation for Universal Credit Implementation • Encouraging Tenant Mobility • Update on Tenant Involvement Framework • Tenant Communication Plan – linked to issues from tenant satisfaction survey 	R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Mandy Sawyer Mandy Sawyer Mandy Sawyer Mandy Sawyer
10 November 2015			
		<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Community Lettings Policy • High Rise Project • Customer Service Standards / Local Service Offer to Tenants – Nov 	R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Mandy Sawyer Martyn Long Mandy Sawyer
January 2015			
		<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Extra Care Housing 	R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Mandy Sawyer