



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 9th July, 2015 at 5.00 pm

MEMBERSHIP

Councillor D Coupar (Chair)

Councillor J Bentley

Councillor B Anderson

Councillor A Gabriel

Councillor S Hamilton

Councillor K Ritchie

Tenant/ Leaseholder

Ted Wilson
Andy Liptrot
David Atkinson

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 - 12

To approve as a correct record the minutes of the Housing Advisory Board held on 20th May 2015

(Copy attached)

7

MATTERS ARISING FROM THE MINUTES

13 -
14

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

(Report attached)

8

HOUSING LEEDS CAPITAL FINANCIAL POSITION PERIOD 2 2015/16

15 -
20

To consider a report by the Director of Environment and Housing which provides a financial position statement on the HRA Housing Leeds Capital programme at period 2 for the financial year 2015/16.

(Report attached)

9

HOUSING LEEDS (HRA) REVENUE FINANCIAL POSITION QUARTER 1 2015/16

21 -
24

To consider a report by the Director of Environment and Housing which provides an update on the revenue financial position for the Housing Leeds (HRA) service as at the end of Quarter 1.

(Report attached)

10

PERFORMANCE REPORT

25 -
30

To consider a report by the Director of Environment and Housing which provides a summary of the most recent performance data against the new six Housing Leeds priorities. The report also provides details on the development of a suite of performance measures against each priority to ensure they measure the impact of the service on issues affecting tenants and give a more comprehensive view of performance.

(Report attached)

11

ENVIRONMENTAL IMPROVEMENT PROGRAMME UPDATE

31 -
48

To consider a report by the Director of Environment and Housing which provides an update on the Environmental Improvement Programme.

(Report attached)

12

**CONTRACT STRATEGY AND FUTURE OF
CONSTRUCTION SERVICES**

49 -
52

To consider a report by the Director of Environment and Housing which provides an update on the initial programme and outputs for the integration of Property Maintenance, currently part of Civic Enterprise Leeds and Construction Services.

(Report attached)

13

**REVIEW OF HOUSING RELATED SUPPORT
PROGRAMME**

53 -
58

To consider a report by the Director of Environment and Housing which provides an update on the review of housing related support services which is currently taking place and seeks the views of the Board on what the model for housing related support should be in the future.

(Report attached)

UPDATE ON THE DELIVERY OF THE COUNCIL HOUSING NEW BUILD PROGRAMME

To consider a report by the Director of Environment and Housing which provides an update on the delivery of the Council Housing New Build Programme:

- Progress in delivering the Housing Regeneration Project in Little London and Beeston Hill and Holbeck, via the PFI.
- Progress in developing and delivering the Council Housing Growth Programme;
- Progress with letting the first round of properties, some lessons learnt and how the properties are contributing towards the development of strong communities.

(Report attached)

DELIVERY OF ENHANCED INCOME MANAGEMENT SERVICE OFFER TO SUPPORT TENANTS WHO ARE AFFECTED BY WELFARE REFORM.

To consider a report by the Director of Environment and Housing which provides an update on progress in supporting tenants to respond to Welfare Reform and sets out the proposed Enhanced Income Service Offer of a flexible resource to respond to demand over the next 3 years.

(Report attached)

16

HOUSING ADVISORY BOARD FORWARD PLAN 2015

79 -
80

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

(Report attached)

17

DATE AND TIME OF NEXT MEETING

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

- Monday 7th September 2015
- Tuesday 10th November 2015

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

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HOUSING ADVISORY BOARD

WEDNESDAY, 20TH MAY, 2015

PRESENT: Councillor P Gruen in the Chair

Councillors B Anderson, J Bentley and
A Gabriel

Tenant/Leaseholder

Ted Wilson
Andy Liptrot
David Atkinson

Independent Representatives

Matthew Walker
Andrew Feldhaus

Co-opted Members

David Glew
Jo Hourigan

48 Appeals Against Refusal of Inspection of Documents

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

49 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.

50 Late Items

There were no late items of business.

51 Declaration of Disclosable Pecuniary Interests

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

52 Apologies for Absence

Apologies for absence were received from Councillor Truswell, Councillor Maqsood, Maddie Hunter and Tim Woods.

53 Minutes of the Previous Meeting

Draft minutes to be approved at the meeting
to be held on Thursday, 9th July, 2015

The minutes of the previous meeting, held on 3rd February 2015 were submitted for accuracy and approval

David Atkinson reported that he represented the Leeds Tenants Federation and not the Leeds Housing Federation as referred to in the minutes.

RESOLVED – With the inclusion of the suggested amendment, the minutes of the previous meeting held on held on 3rd February 2015 were accepted as a true and correct record.

54 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)

In providing an update Officers reported that the main contractors had recently taken on a full complement of apprentices (100+). 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 Strategy” appeared elsewhere on the agenda. Status of action “Proposed to Close”

Housing Advisory Board Forward Plan – Minute No. 29 – 11th November 2014 refers)

In relation to issues around High Rise Blocks, it was reported that an officer had been appointed (Martyn Long) to lead on the high rise strategy and that an update paper appeared elsewhere on the agenda. Status of Action “Propose to Close”.

In relation to Tenant Working Groups, it was reported that an update report appeared elsewhere on the agenda. Status of Action “Propose to Close”.

In relation to Adaptations: a paper was to be brought to a future meeting. Status of action “Open in progress”

Housing Leeds Capital Financial Position Period 8 2014/15 - (minute 40 - 3rd February 2015 refers)

It was noted that a report appeared elsewhere on the agenda included information on progress on major schemes. Status of Action “Propose to Close”.

Housing Revenue Account Investment Strategy - (minute 43 - 3rd February 2015 refers)

It was noted that an item "Housing Revenue Account Investment Strategy" appeared elsewhere on the agenda which reported on the outcomes of the working group. Status of Action "Propose to Close".

55 Housing Leeds Capital Financial Position Outturn 2014/15

The Director of Environment and Housing submitted a report which provided the financial position statement on the Housing Leeds Capital programme at outturn for the financial year 2014/15.

The report also sets out proposals on future delivery of the Housing Leeds Capital Programme.

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 and BITMO
- Actual spend at outturn 2014/15
- Planned works spend at outturn 2014/15
- Responsive works at outturn 2014/15
- The conclusions of the HAB Working Group
- Council House Growth Programme

Ted Wilson asked if CCTV projects would continue to be funded through Capital funding

In responding, the Head of Strategy and Investment confirmed that CCTV was funded within the programme.

Matthew Walker queried if there was underspend on the adaptations budget.

The Head of Strategy and Investment reported that there had been a 50% increase in the budget in the previous year to cover expected demand. The demand continued to be high.

Responding to a question about new build properties and the possibility of costs rising, the Director of Environments and Housing confirmed that rising cost may affect the cost price per unit. The situation would continue to be monitored.

Referring to paragraph 4.2 of the submitted report Councillor Anderson asked if the Board could be supplied with a detailed ward breakdown.

The Chair confirmed that information on ward breakdowns was currently been gathered and would be made available in due course.

Draft minutes to be approved at the meeting
to be held on Thursday, 9th July, 2015

Commenting on paragraph 4.5 David Glew queried “delaying further aspirational works, utilising HAP funding for urgently required environmental”

In responding the Head of Strategy and Investment confirmed the programme had been delayed, heating was one of the largest investments and the assessment of need required further work.

RESOLVED –

- (i) To note the Housing Leeds Service refurbishment programme and Housing Leeds Council House Growth programme position at outturn 2014/15.
- (ii) To note the issues raised on the plan moving forward regarding the smoothing of the budget over a five year period, Resources, Procurement, Project Management and Internal Service Providers.

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

The Director of Environment and Housing submitted a report which provided the provisional outturn position for the 2014/15 financial year in respect of the Council’s Housing Revenue Account (HRA)

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

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

- Key variances to Budget – Income
- Right to buy sales (RTB) sales
- Arrears

Referring to paragraph 3.6 of the submitted report, Andy Liptrot highlighted the Discretionary Housing Payments (DHP) £0.25m being earmarked to fund tenants with severer disabilities living in adapted properties.

In offering comment the Chair confirmed additional resources had been made available.

Councillor Anderson referring to section 5 of the report on “arrears” asked if Housing Officers were aware of: who can’t pay and who won’t pay. Did we know who to target?

In offering comment the Chair suggested that the recent review of Housing Services had allowed for Housing Managers to be more knowledgeable for their particular areas.

The Director of Environment and Housing said information on partial payments was available and could be used to pursue tenants in arrears. Further work in contacting tenants was required if the target was to be achieved.

Referring to arrear payments, Jo Hourigan asked how quickly outstanding payments were pursued.

In responding the Director of Environment and Housing said early intervention was important, arrear payments were not allowed to drift.

David Glew raised the issue of disrepair claims. He suggested the possibility of targeting known problem areas within the housing stock (and areas of fuel poverty) and using sensors to record energy consumption. In gathering this information, problem areas could be identified; potential disrepair claims could be highlighted and data collected may assist with any future claims.

The Chair welcomed the suggestions made and suggested that officers may wish to look into the matter further.

RESOLVED – That the contents of the report be noted

57 STAR Survey 2014/15 - Headline Findings

The Director of Environment and Housing submitted a report which provided the headline findings from the Survey of Tenants and Residents (STAR) 2014/15 survey and analysis of key themes.

The report also summarised Service action points for 2015/16 arising as a consequence of the findings.

Debra Scott, Head of Resources and Strategy, Environment and Housing, presented the report and responded to Members comments and queries.

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

- Overall satisfaction with services
- Differences in satisfaction across different age groups
- Successes
- Areas for further development
- Communicate and engage with tenants.

In offering comment the Chair welcomed the report and its findings. He said 3,500 responses was good and overall satisfaction with services was good at 77%.

Referring to section 5.4, satisfaction by age. The Chair said that older tenants (aged over 65) appeared to be satisfied with the services provided but the younger tenants (aged under 35) were less satisfied.

The Chair said the challenge was to improve engagement with young people.

Jo Hourigan suggested that older tenants were more patient, while younger tenants, particularly those who had children were less patient.

David Glew said the report was good, and suggested that there were further opportunities for analysis, particularly around ward trends. Responses could be linked to building type and analysis would identify areas/ properties to target home innovation measures.

The Chair thanked Mr Glew for his comments, suggesting officers may wish to undertake further analysis.

RESOLVED – To 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.

58 Tenant Engagement Framework Update

The Director of Environment and Housing submitted a report which provided an update on: the development of the tenant involvement service, the 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.

Mandy Sawyer, Head of Neighbourhood Services, Environment and Housing, presented the report and responded to Members comments and queries.

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

- Housing Advisory Panels (HAPs) and the Cross City Chair's Group (CCCG)
- High Rise Advisory Group
- Older Persons Housing Group
- Rainbow Roofs (LGBT)
- Leeds Tenants Federation (LTF)
- Tenants and Residents Association (TARAs)
- Focus on a new Strategic Tenants Body
- Focus on Younger Tenants
- Housing Management Plus
- Community Lettings Policies

Commenting on section 3.9 of the submitted report, "young person's group" Councillor Gabriel asked what was the age range of the young person's group?

In responding the Head of Neighbourhood Services said the age range had not yet been defined but possibly under 25 years of age.

In offering comment Matthew Walker welcomed the report, it was a useful update and would like to see further details in due course

Ted Wilson referring to the development of a Strategic Tenant Body said that this particular issue was a work in progress and that further development was required.

The Chair thanked Members for their comments.

RESOLVED –

- (i) To support in principle the development of the Strategic Tenant Body, subject to further development of the arrangements for representing this body on the Housing Advisory Board
- (ii) To support the work undertaken to develop groups and forums to complement the tenant involvement framework
- (iii) To support the approach to increasing opportunities for younger tenants

59 High Rise Project Update

The Director of Environment and Housing submitted a report which provided an update on progress made with the High Rise Project, including information on a number of projects that were underway in response to the MSF tenant survey undertaken in July/August 2014.

Martyn Long, Service Manager Projects, Environment and Housing, presented the report and responded to Members comments and queries.

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

- High Rise project
- MSF Tenant Survey
- Scope for cleaning
- Review of waste and recycling
- Cyclical repairs and maintenance programme for High Rise

In offering comment Andy Liptrot welcomed the report suggesting that Tenant involvement and engagement may increase across the City as a result of the High Rise Project.

The Chair also welcomed the report suggesting good progress had been made.

RESOLVED – To note the progress to date on the High Rise Project, and the actions to be undertaken.

60 Tenant Scrutiny Board Recommendations - Review of Annual Tenancy Visit Process

The Director of Environment and Housing submitted a report which sets out details of the Tenant Scrutiny Board's Inquiry and their recommendations made in relation to the Annual Tenancy Visit process.

The report also provided an update on recent changes made to the Annual Tenancy Visit policy and procedure, following the inquiry.

Mandy Sawyer, Head of Neighbourhood Services, Environment and Housing, presented the report and responded to Members comments and queries.

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

- 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.

In offering comment Jo Hourigan said she did not support visits appointment, “tenants may hide bad things”

Andy Liptrot welcomed the report and asked if the possibility of out of hours visits could be considered

Councillor Bentley also welcomed of out of hour’s visits suggesting it would allow greater accessibility for tenants.

Matthew Walker suggested greater use of technology when undertaking visits. Commenting on accessibility, Mr Walker pointed out that 42% of tenants did not have internet access.

In responding the Director of Environment and Housing said it was intended to roll out hand held technology to Housing Officers when carrying out home visits. Communication mast on high rise blocks may be able to address some of the IT issues.

David Glew asked if a report could be brought back to a future meeting of the Board which would provide an example of the data collected from the home visits

In summing up the Chair welcomed the report, he said home visits were very important; many problems could be solved through such a visit. The suggestion of out of hour’s visits was a useful one; it would allow greater accessibility for tenants.

RESOLVED –

- (i) To note the key findings of Tenant Scrutiny Board’s Inquiry and recommendations
- (ii) To note and welcome the changes made to the Annual Home Visit policy and procedures following the inquiry

- (iii) That a report providing data collected from home visits be submitted to a future meeting of the Board

61 Draft Leeds Housing Strategy

The Director of Environment and Housing submitted a report which sought approval to an updated Leeds Housing Strategy, accompanying Action Plans and the proposed progress reporting arrangements.

The report was considered by the Board 3rd February 2015, with determination being deferred to take into account the feedback received.

Rob McCartney, Head of Housing Support, Environment and Housing, presented the report and responded to Members comments and queries.

It was reported that following feedback received at the previous meeting the priority area design had been changed. Priority actions were now better aligned with performance measures and the current baseline position for each performance measure was now included.

Referring to the previous meeting and the feedback received, the Chair said all comments were considered and as a consequence a number of amendments have been made.

The Director of Environment and Housing reported that one of the recommendations had 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 could best contribute to health and well-being priorities.

The Environment and Housing Directorate/Housing Leeds would engage with the new Director of Adult Social Care to determine how this could 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.

RESOLVED – To approve the updated Leeds Housing Strategy, accompanying Action Plans and the proposed progress reporting arrangements.

62 Housing Leeds Priorities and Associated Indicators

The Director of Environment and Housing submitted a report which provided 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 sought the views of Members on the proposals for refreshing the set of priorities and indicators used.

Draft minutes to be approved at the meeting
to be held on Thursday, 9th July, 2015

Debra Scott, Head of Resources and Strategy, Environment and Housing, presented the report and responded to Members comments and queries.

Detailed discussion ensued on the contents of the report which included performance on the existing priorities:

- Homelessness
- Relet times
- Rent collection
- Supporting tenants impacted by Welfare reform
- Annual Tenancy Visits
- Capital Programme Spend

A revised set of priorities was also proposed for the next two years:

- Environmental Investment
- Rents and Benefits
- Housing People
- Repairs right first time
- Capital Programme effectiveness
- Knowing our tenants

In offering comment, Jo Hourigan, referring to Priority Four: Repairs right first time, said she was pleased to see this was included has an headline indicator, housing repairs was very important to tenants

Councillor Bentley welcomed the report commenting that he was pleased to see focus a focus on tenants being included.

RESOLVED –

- (i) To note performance against the existing six priorities and how the priorities had been used to provide a strategic focus and to manage risks
- (ii) To approve the refreshed set of priorities as outlined in section 3.3 of the submitted report
- (iii) To approve the recommended targets for priorities.

63 Housing Advisory Board - Forward Plan 2015

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

RESOLVED – That, subject to the addition of a Home Visits Data Report and Housing Strategy Performance updates agreed at this meeting, the contents of the Housing Advisory Board Forward Plan for 2015 be noted.

64 Date and Time of Next Meeting

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

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

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

Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 20 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 20 th May 2015. Recently taken on full complement of apprentices (100+). Other opportunities within Housing Leeds would continue to be explored. Board to continue to receive further updates	Open (in progress)
8/4/14	29	<u>Towards a New Housing Strategy</u> Revised draft Strategy to be brought to HAB	Rob McCartney	HAB Members and other partners/ stakeholders	Report considered on 20 th May 2015. Future Housing Strategy Performance updates now included on Forward Plan	Propose to close
11/11/14	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	Reports on High Rise Blocks considered on 20 th May 2015 Tenant Working Groups considered on 20 th May 2015.	Closed Closed

					Report on Adaptations due to come to HAB in September 2015	Open (in progress)
20/5/15	59	<u>Tenant Engagement Framework Update</u> To support in principle the development of the Strategic Tenant Body, subject to further development of the arrangements for representing this body on the Housing Advisory Board	Mandy Sawyer	HAB Members and other partners/ stakeholders	A meeting will take place with tenants involved in the development of the STB on 23/06 to further develop the role of the STB. Update to HAB in September.	Open (in progress)
20/5/15	61	<u>Tenant Scrutiny Board Recommendations – Review of Annual Tenancy Visit Process</u> That a report providing data collected from home visits be submitted to a future meeting of the Board	Mandy Sawyer	HAB Members and other partners/ stakeholders	Information is provided within the Performance Report which is on the agenda for the July meeting.	Propose to close

Report of Head of Finance Environments and Housing

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Housing Leeds Capital Financial Position Period 2 2015/16

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 HRA Housing Leeds Capital programme at period 2 for the financial year 2015/16.
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 Newbuild Programme & Other (section 4)

3.0 HRA CAPITAL PROGRAMME

3.1 Housing Leeds Services & BITMO

3.2 Housing Leeds actual spend and commitments at period 2 is £6.7m equating to 9% of the revised available resources at period 2. The 2015/16 programme has been adjusted down from £90.7m at period 1 to a more deliverable level on what can realistically be achieved within the year, circa £75m.

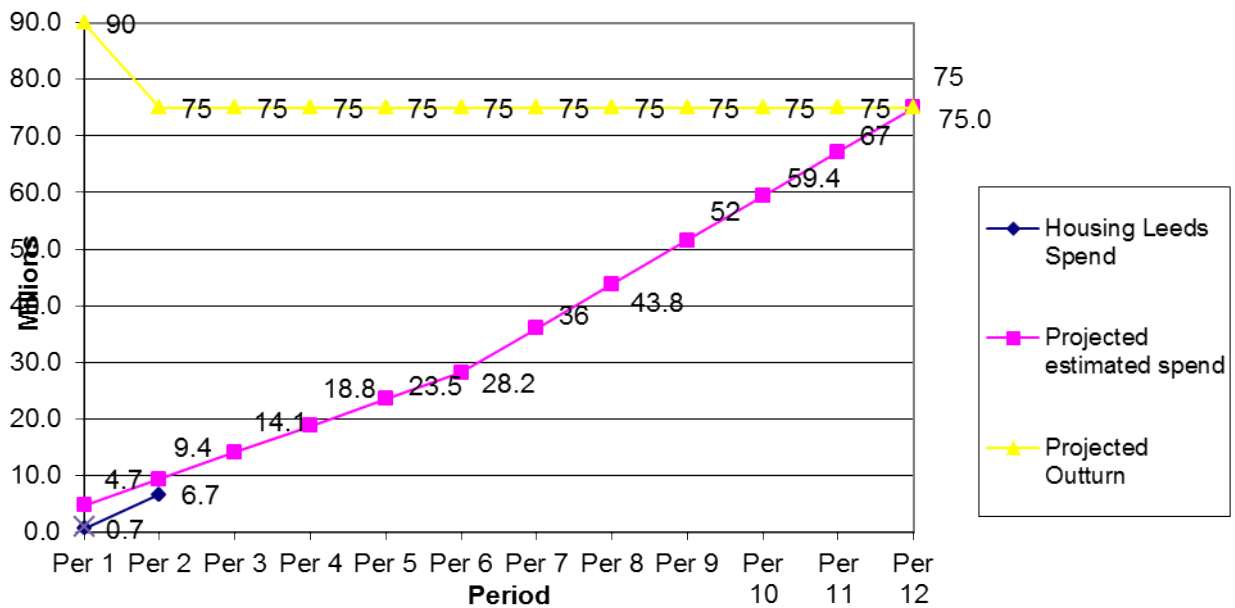
3.3 Housing Leeds planned works in 2015/16 at period 2 are now estimated to be £59.6m with spend and commitments to date of £5.67m at period 2 equating to 10% of the revised estimated outturn.

3.4 The main priorities being delivered in Housing Leeds planned programme in 2015/16 are the service delivery associated costs of £12.5m including contractor overheads and salary capitalisations, Heating and Energy Efficiency

£10m, Kitchens & Bathrooms £10m, Structural and remedials £6m, Reroofing £5m, Fire Safety £4m, Conversion/Regeneration £3m, Electrical £3m, Windows and Doors £2m and Environmental/Community Safety & other £4m.

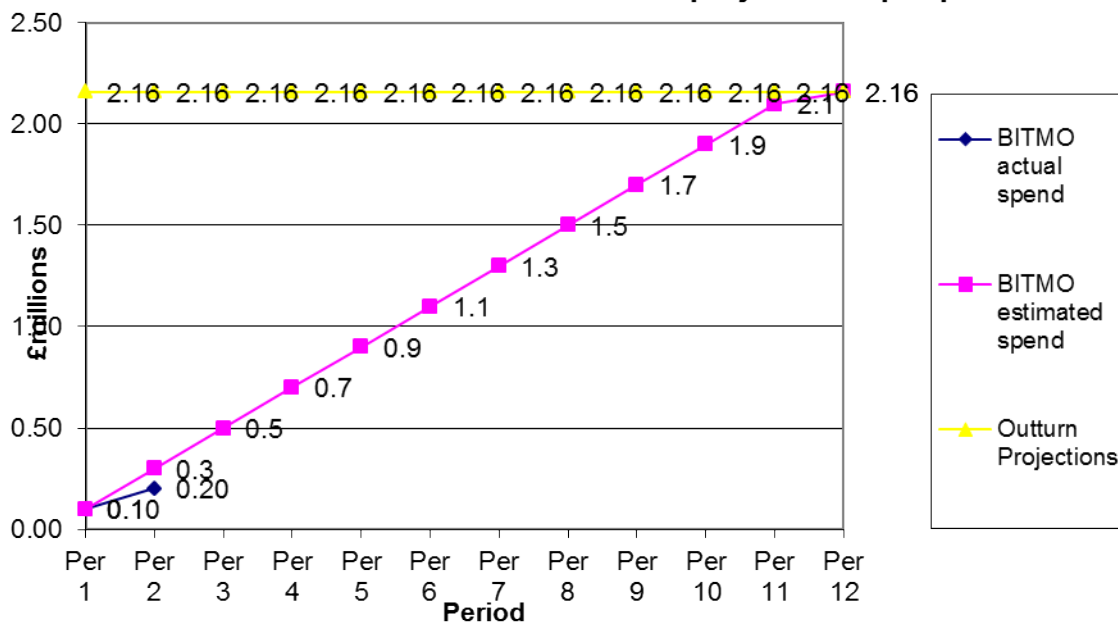
- 3.5 Housing Leeds responsive works in 2015/16 at period 2 are estimated at £15.4m with spend and commitments to date of £1m equating to 6.5% of the revised estimated outturn at period 2.
- 3.6 The main responsive programmes being delivered in 2015/16 are the Voids programme £6.5m, Adaptations to council properties £5.3m and capital repairs and maintenance of £3.6m.
- 3.7 The overall Housing Leeds variance (£15.7m) from the restated capital programme at period 1 represents a decrease from £90.7m to £75m at period 2 mainly attributable to slippage into future years which gives a more realistic 15/16 programme to deliver in year and evenly spreads future years programmes at circa £82m.
- 3.8 The (£15.7m) slippage identified at period 2 relates to reductions in 2015/16 in Heating and Energy Efficiency (£5.5m), Kitchens & Bathrooms (£3.8m), Structural and remedials (£2.5m), Communal repairs (£1.8m), Conversion/Regeneration (£1.1m) and Electrical (£1m), however any delays on remaining programmes in 2015/16 will see these programmes being brought back where possible.
- 3.9 Property & Contracts will further develop its project management and project reporting methodologies to ensure the progress of the capital programme can be more accurately and visibly tracked and reported throughout 2015/16 to ensure delivery is on target with mitigation measures being put in place to react swiftly to any delays with programmes being brought forward where possible.
- 3.10 With investment levels increasing and a refresh of the HRA business plan due in 2015/16, Housing Leeds will be increasing capacity in 2015/16 to facilitate delivery of the increased future investment programmes

**Housing Leeds 2015/16
Total Spend v Estimated spend per period &
Outturn projections per period**



3.11 BITMOs actual spend and commitments at period 2 is £0.2m equating to 5% of available resources of £2.16m. The 2015/16 programme will deliver 30+ schemes across Belle Isle in 2015/16.

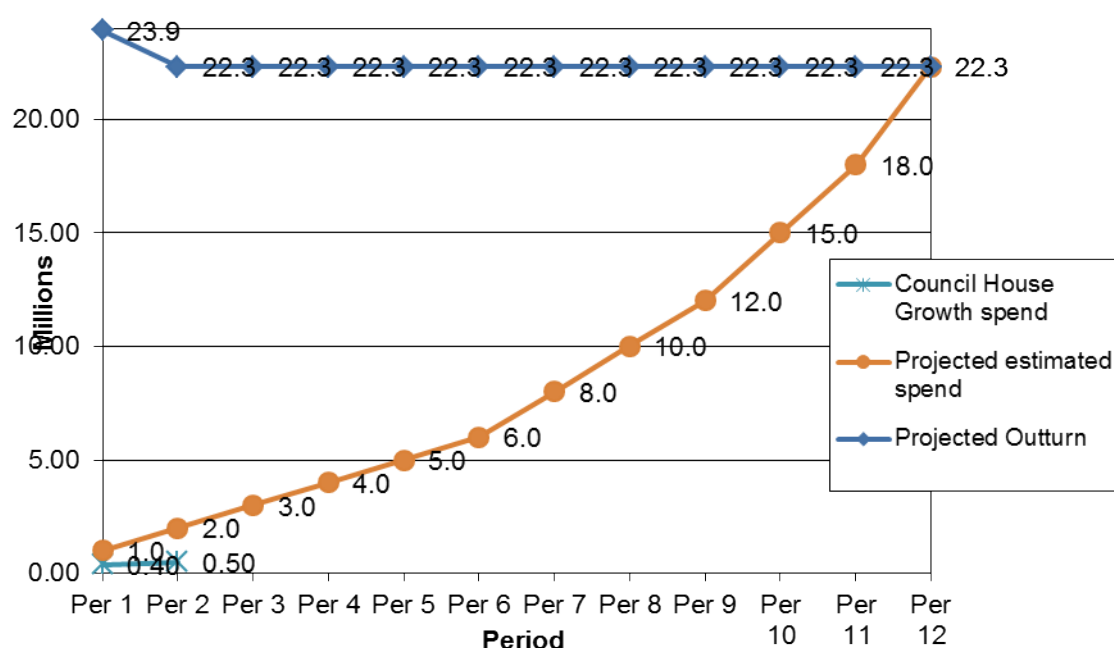
**BITMO 2015/16
Total spend v estimated spend per period
& outturn projections per period**



4.0 Council House Growth Programme

4.1 The Council Housing Growth and new build programme spend at period 2 2015/16 is £0.5m which equates to 2% of the £22m outturn target at period 2.

**Council House Growth Programme 2015/16
Total spend v Estimated spend per period
& outturn projections per period**



4.2 The total funding injected and available for the Council House Growth Programme up to period 2 is £95.37m. Overall authority to spend is £72.8m.

4.3 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. This will be injected in the quarter 1 capital programme report in July 2015 which will increase the programme to £99.37m per the table below.

Council House Growth Programme	Total £000s	Committed £000s	Uncommitted £000s	Total Spend to date £000s	Budget remaining £000s	Total No of Properties to deliver	No of Properties delivered to date
Newbuild & Off shelf LCC funding	54,167	10,949	43,218	3,744	50,423	479	18
HCA Grant	7,779	1,575	6,204		7,779		
RTBs 1 for 1 newbuild	7,582	2,271	5,311		7,582		
	69,528	14,795	54,733	3,744	65,784	479	18
Empty Homes Ph1	2,253	2,058	195	2,058.0	195	22	22
Empty Homes Ph2	9,000	9,000	0	0	9,000	100	0
	11,253	11,058	195	2,058	9,195	122	22
Grants to RPs from RTBs 1for1	2,043	1,635	408		2,043	77	
Potential to RPs from RTBs 1for1	2,360		2,360		2,360	68	
	4,403	1,635	2,768	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	4,595	0	4,595	0	4,595		
	14,186	0	14,186	0	14,186	0	0
TOTAL CHGP	99,370	27,488	71,882	5,802	93,568	746	40

- 4.4 The above table shows the 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.
- 4.5 The programme as at period 2 will deliver 479 new build properties (18 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.

5.0 Recommendation

- 5.1 Housing Advisory Board are asked to note the Housing Leeds and BITMO refurbishment programme and Housing Leeds Council House Growth programme position at period 2, 2015/16.

- 6.0 **Background documents**¹ No documents referred to.

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Report of Head of Finance, Environment & Neighbourhoods

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Housing Leeds (HRA) Revenue Financial Position Quarter 1 2015/16

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 update Housing Advisory Board on the revenue financial position for the Housing Leeds (HRA) service as at the end of Quarter 1.

Recommendations

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

1. Summary Position

1.1 At the end of Quarter 1 the HRA is projecting a surplus of £(740)k against the 2015/16 Budget.

2. Key Variances – Income

2.1 Income is projected to be £(106)k more than budget. This is due to income of £(35)k now being projected from equity share properties and the final charge for Corporate Management being £(71)k less than the agreed budget due to reductions in staffing in central functions.

3. Key Variances - Expenditure

3.1 Savings of £(544)k are projected in relation to employees which is primarily due to posts which are currently vacant. Interviews have recently taken place

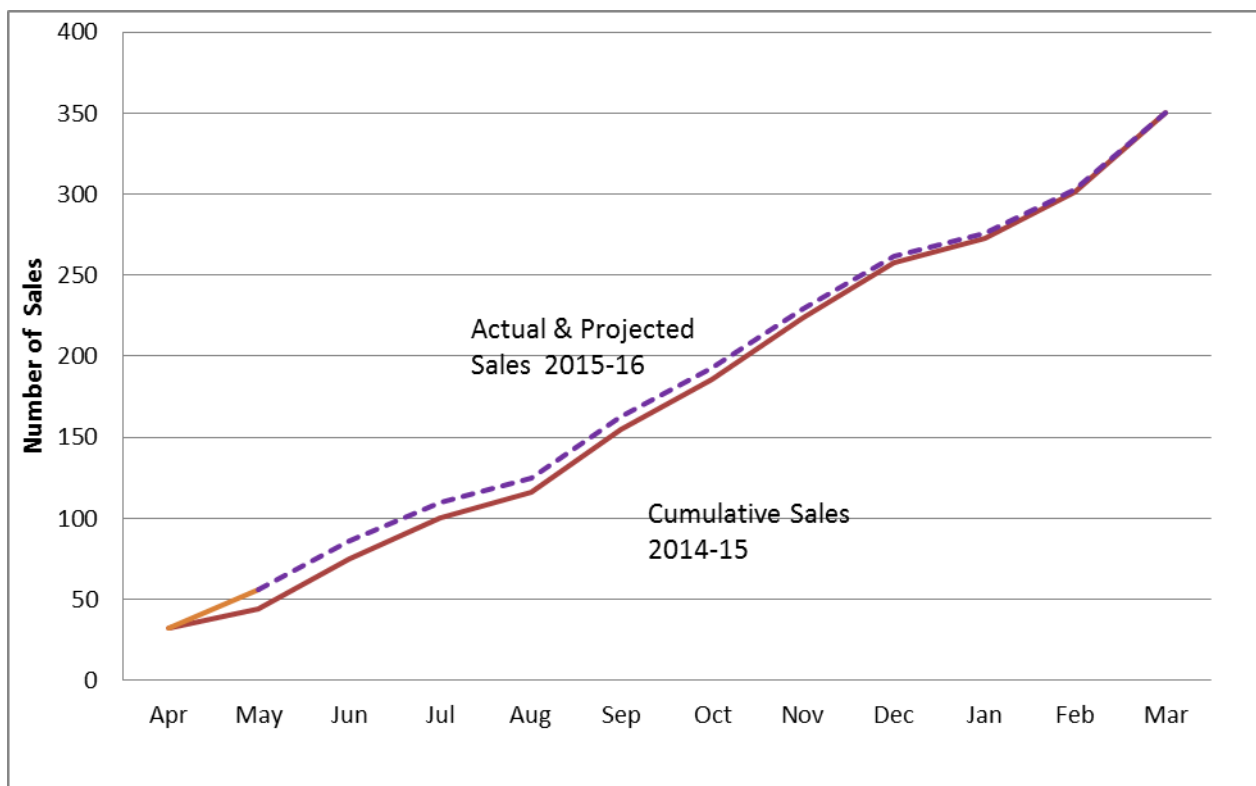
for a number of these vacant posts and it is anticipated that most posts will be filled within the next 2 months.

- 3.2 Net savings of £(184)k are projected in relation to internal charges. This is mainly due to savings in the charges for the Anti - Social Behaviour Team and Occupational Therapists which have arisen due to vacancies within these services.
- 3.3 Other variations to budget include unbudgeted accommodation costs of £58k offset by savings of £(42)k generated due to HRA contributions to the capital scheme established to make equal pay payments to HRA staff during 2013/14 being fully funded in 2014/15.

4. Right to Buy (RTB) Sales

- 4.1 To the end of May there were 56 completed sales with total sales of 350 being projected to year end. As this is the same as 2014/15 it is anticipated that total year sales of 350 units will generate sales receipts of @ £17m. The Government are yet to confirm the formula in respect of 2015/16 however based on 2014/15 the Council would be able to retain @ £11m of these receipts to passport to Registered Social Landlords (RSLs) as a grant to fund 30% of the cost of building new housing stock, retain to repay debt or to fund other capital expenditure subject to the new formula.

Council House Sales to end of May 2015 & Projected Sales to Year End

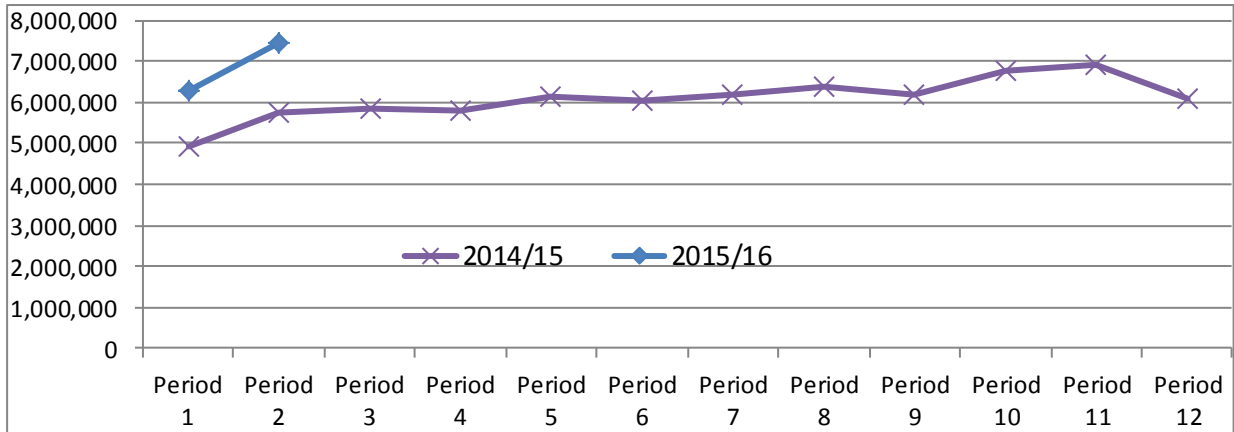


5. Arrears

- 5.1 Excluding technical arrears, arrears for current tenants are £6.4m compared to £5.8m at the end of 2014/15, an increase of £0.6m. There are currently circa 5,174 tenants classified as under-occupied. At the end of 2014/15

approximately 53% of under-occupiers were in arrears, this rose to 56% as at the end of May 2015. The value of dwelling rent arrears for under-occupiers has decreased by £11k since the end of 2014/15 and now stands at £844k.

Comparison of Current Tenant Arrears 2014/15 and 2015/16



6. Collection Rates

6.1 Collection rates to the end of May were 96.07% for dwelling rents, compared to the target of 98.06%.

7. Background Documents

7.1 None.

8. Recommendations

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

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Report of the Director of Environment and Housing

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Performance Report

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. This report provides a summary of latest available performance against measures relating to the new six Housing Leeds priorities agreed by the Housing Advisory Board. It also highlights the ongoing development of the relevant performance measures that will be used to report comprehensively against these priorities.

Recommendations

2. The Board is recommended to
 - Note the most recent performance information relating to the six Housing Leeds priorities.
 - Note the progress being made to develop dashboards for each of the six Housing Leeds priorities which will be reported to future Board meetings.

1 Purpose of this report

- 1.1 This report presents a summary of the most recent performance data against the new six Housing Leeds priorities and informs the Board of the development of a suite of performance measures against each priority to ensure they measure the impact of the service on issues affecting tenants and give a more comprehensive view of performance.

2 Background information

- 2.1 The six Housing Leeds priorities were agreed by the Board at their meeting on 20th May 2015. They cover a number of key performance areas and, when viewed together, they provide a broad view of the performance of the service. Quarterly performance information will be presented in the form of dashboards, giving a range of performance and other contextual information, together with supporting commentary. These dashboards are currently being worked up and when finalised will be appended to future reports. Commentary is given under each priority heading in section 3 below, to advise on the types of measures we anticipate reporting on and work being done to develop them. These dashboards will be used as a basis for determining how the service is performing and identifying any performance trends (good and bad). They will also be used to report on other relevant external factors which can be taken into account when assessing the performance of the service.
- 2.2 The most recent data available is provided for the key performance indicators under each priority shown below. Please note that figures are provided for April and May as, at the time of writing, June figures were not available and so a full quarterly performance position was unable to be provided.

3 The Six Priorities

- 3.1 The latest available performance data for each priority and a progress report on the development of the dashboards is given below:

3.2 Priority 1 – Environmental Investment

- 3.2.1 82 schemes were identified and approved for funding from the Environmental Improvement Fund. The value of the HRA funding for these 82 schemes is estimated to be £2.44m, with a further £570k available from balances in 2014/15, making a total of just over £3m available for environmental works. Of these schemes there are two schemes, both Waste related, that are in progress in April and May, with a combined value of approximately £108,000. (Hemmingway Phase 2 (Inner South) and Minister Flats (Outer West)).

In addition, HAPs have funds of £1.9m and may decide to target some of these resources on environmental schemes which will be captured and reported.

- 3.2.2 It is anticipated that the dashboard once fully developed will contain details of the Environmental Improvement Fund activities, completed and upcoming, and the HAP funding being spent, and that this could be presented by ward or by area, by numbers and types of outcomes. We also want to capture the work being done by other services and partners, including the Environmental Action Service, the Waste Service and Parks and Countryside. We will work with Housing Leeds colleagues and other services to reflect

the contributions being made to improve the environmental conditions of local estates and to measure the impact tenant satisfaction with their local environment.

3.3 Priority 2 – Rent and Benefits

3.3.1 Rent Collection: Target is 98.0%

	April	May
2014	97.32%	97.31%
2015	96.53%	96.07%

3.3.2 Arrears Statistics:

	April	May
2014	£4.62m	£4.77m
2015	£5.87m	£6.24m

3.3.3 Under Occupation

	Count of All Cases		New Cases	
	April	May	April	May
2014	5,619	5,570	-	-
2015	5,222	5,174	3,279	3,250

3.3.4 This priority merges indicators from the previous Rent Arrears and Welfare Reform priorities. The future dashboard will provide detail on housing benefit and payment methods (of arrears) as well as details on Universal Credit.

3.4 Priority 3 – Housing People

3.4.1 Homeless Preventions:

	April	May
2014	411	398
2015	124	Not yet available

3.4.2 Gross average re-let days:

Citywide re-let days currently stand at 35.85 (May 2015). The corresponding figure for May 2014 stood at approximately 29 days. Much of this has been attributed to the knock on impact of the new build and refurbished properties coming into the system.

3.4.3 Number of void lettable properties:

The number of lettable void properties at the end of May 2015 stands at 532 which is a reduction on the April figure of 548. (June 2014 – 351). The difference in void numbers was predominantly seen in the South area, again as a result of the inclusion of additional new build and refurbished properties, but much work is being done here and properties are being let at a faster rate.

3.4.4 In the fully developed dashboard, we will look to show the pathway into council housing, including details of housing applications, bids and reasons for refusal of offers with a view

to highlighting particular areas where supply and demand are not matching up. We also want to reflect the work being done to improve sustainability of tenancies and demonstrate how we are responding to the differing and changing needs of tenants, including provision of adaptations, impact of community lettings policies etc. Some of this is existing information we can include, and some will require development. This particular dashboard is one that will develop over time.

3.5 Priority 4 – Repairs Right First Time

3.5.1 Repairs First Time:

88.42% of repairs were completed first time as at May 2015, a slight decrease from the April figure of 89.49%. May 2014 was 88.92%. (The target for this year, which was set with the contractors, is 90%.)

3.5.2 Repairs completed within target:

86.29% of repairs were completed within the relevant target timescales as at May 2015, a slight decrease from the April figure of 87.74%, and a small decrease from last May which was 87.98%. (The target for 15/16 is 99%.)

3.5.3 In this dashboard the intention is to also include a breakdown of repairs according to priority and levels of satisfaction with repairs.

3.6 Priority 5 – Capital Programme Effectiveness

3.6.1 Capital Programme spend is covered elsewhere on the HAB agenda.

3.6.2 The dashboard will aim to show capital work that has been delivered to Council homes across the city in relation to the need identified in the Capital Programme Business Plan. This plan divides up the work into several themes, including for example Statutory and Essential investment, and the dashboard will match work delivered to identified need and this give updates as to how effective the Programme is in meeting that need.

3.7 Priority 6 – Knowing Our Tenants

3.7.1 % of Annual Tenancy Visits completed:

As of May 2015, 18.71% visits have been completed. The Q1 position for 2014-15 (June 2015) was 21.8%.

3.7.2 Further measures being considered for inclusion in this dashboard cover complaints, disrepair claims and enquiries made by tenants, broken down by different tenant demographics and locations. This will help to create a clearer picture of levels of satisfaction and why this differs between tenant groups, to help to influence future engagement strategies and service responses, the impact of which we can then monitor over time.

4 **Corporate Considerations**

4.1 **Consultation and Engagement**

- 4.1.1. 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 is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will 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.

4.3 Council policies and the Best Council Plan

- 4.3.1 This report provides an update on progress in delivering the council's Housing priorities in line with the council's performance management framework.

4.4 Resources and value for money

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

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 All performance information is publicly available and is published on the council website. This report is an information update providing the Board with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management, and any performance issues that are considered to be a significant risk can be escalated through the risk management process to ensure that mitigating actions are taken.

5 Conclusions

- 5.1 This report provides a summary of the latest available performance against the six Housing Leeds priorities, and the work being done to develop dashboards for each priority to provide a more comprehensive picture of performance and useful contextual data to consider alongside service performance information.

6 Recommendations

- 6.1 The Board is recommended to:
- Note the most recent performance information relating to the six Housing Leeds priorities.

- Note the progress being made to develop dashboards for each of the six Housing Leeds priorities which will be reported to future Board meetings.

7 Appendices

7.1 None (Priority Dashboards to be appended to future reports).

Report of the Director of Environment & Housing

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Environmental Improvement Programme Update

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All	<input checked="" type="checkbox"/> Yes	<input 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: n/a	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. An Environmental Improvement Programme has been established through the provision of £3m Housing Revenue Account Funding. The rationale behind the programme is to improve the quality of the Council's housing estates, improve tenant satisfaction and address long standing local concerns.
2. A programme of 82 schemes has been approved, which fall under the headings of dealing effectively with the city's waste, community safety, landscaping, play and parking.
3. Work is underway to develop project briefs into detailed scheme plans, including detailed designs, to be implemented across the city over the next 18-24 months.
4. This report provides the Housing Advisory Board with an update on progress to date.

Recommendations

5. Housing Advisory Board is requested to note the update on the Environmental Improvement Programme and comment as appropriate.

1 Purpose of this report

1.1 The purpose of this report is to provide the Housing Advisory Board with an update on the Environmental Improvement Programme.

2 Background information

2.1 In June 2014, Executive Board agreed to allocate £3m of Housing Revenue Account funds to establish an Environmental Improvement Programme (EIP) to improve the quality of the Council's housing estates. This investment aims to improve tenant satisfaction and tackle local long standing issues or concerns.

2.2 In autumn of 2014, proposals for environmental improvements were invited from Ward Members and Officers. This resulted in 105 project proposals with an estimated cost of £6.85m. These were subsequently shared with the local Housing Advisory Panels to ensure the views of local residents were taken into account as part of the approval process.

2.3 It was ensured that projects contributed towards the Best Council Plan priorities and were categorised under the following five main themes:

- Dealing effectively with the city's waste and to support alternative weekly collections
- Community safety including fencing, lighting and CCTV
- Landscaping
- Play
- Improving parking facilities

2.4 The criteria for decision making on schemes approved as part of the EIP included:

- Delivering a fair spread of schemes across the City;
- Delivering as many projects as possible with the available funding - schemes over £100k were evaluated and phased, if possible, to avoid a disproportionate level of resources going into a single project;
- Delivering projects which contribute to the Best Council Plan priorities;
- The support and prioritisation from local Ward Members; and
- The availability of match funding.

2.5 The recommended EIP of 82 different projects was presented to the Director of Environment & Housing in March 2015 and approved for implementation through delegated decision authority.

2.6 Alongside this, Housing Advisory Panels allocated a total of £176,600 as match funding against for specific projects to be delivered as part of the wider programme.

2.7 There is also just over £1m of Housing Leeds capital programme funding allocated to community safety schemes within the EIP and a further c£550k of other funding supporting schemes across the EIP.

3 Environmental Improvement Programme – Progress to Date

3.1 The sections of the report below provide an update to Housing Advisory Board members on progress to date with implementation of the Environmental Improvement Programme (EIP).

3.2 Programme Governance

3.2.1 A programme board has been established to oversee the delivery of the EIP. The Programme Board meets on a bi-monthly basis to review progress with the delivery of individual projects as well as to discuss the management of programme as a whole. The programme board is chaired by the Chief Housing Management Officer and has representatives from Housing Management (Tenant & Community Involvement), Property & Contracts and Parks & Countryside, who are all involved with the delivery of the programme.

3.3 **Project Delivery**

3.3.1 The Investment Projects Team, part of Housing Leeds Property & Contracts service, is overseeing the delivery of the programme. A dedicated Senior Project Officer has been assigned to co-ordinate delivery and report back to the programme board on progress. Additional project resource is in the process of being recruited; it is hoped that there will be two Project Officers in post in the coming weeks. Until all of the dedicated officers are in place, current staff are working up projects ready for delivery but HAB are requested to acknowledge this this is taking longer than anticipated due to current workloads.

3.3.2 Housing Leeds Property & Contracts are working in partnership with the Council's Parks & Countryside, Highways and other internal service providers to design and deliver schemes across the programme. The delivery programme is being planned to ensure that there are no potential resourcing and capacity issues amongst Housing Leeds staff and contracting partners, with projects delivered as part of a phased programme of work over 18-24 months.

3.3.3 An exercise has been undertaken to review each scheme to ensure there is sufficient detail to enable draft designs and individual project plans to be developed. Some of the approved schemes require further approvals, such as planning permission, and surveys, for example parking schemes require Sustainable Urban Drainage Systems (SUDS) testing, to be completed before moving forward to consultation and implementation phase. Appendix 1 highlights the current status of the approved schemes.

3.3.4 There are a number of schemes which are already at an advanced stage. For example, the design and consultation work is already complete or supporting surveys have been undertaken / commissioned to move projects forward for implementation. These schemes are listed below:

HAP	Scheme	Anticipated implementation date
Inner East	Brignall, Gargrave and Scargill Fence Painting	Summer 2015
Outer South	Jarvis Dusk 'til Dawn Lighting	Summer 2015
Inner South	Middleton Skatepark	Summer 2015
Outer South	Wood Lane MUGA	Summer 2015
Outer South East	Oak Place Sheltered Security	Summer 2015
Outer South East	Birch Grove Sheltered Security	Summer 2015
Inner East	Cromwell Mount Fencing	Summer 2015
Outer South	John O'Gaunts Fencing	Spring 2016
Outer South	Harrops & Askeys Fencing / Gates	Spring 2016
Inner West	Fairfields Fencing	Spring 2016
Outer South	Dean Hall Close / Wynyard Drive Fencing	Autumn 2015
Outer South East	Stanks Drive / Hebden Place / Naburn Fold Home Zone	Delivery will be dependent on the results of ongoing site Investigation works
Inner North West	Tinshill Waste Solution Scheme	Autumn 2015

3.3.5 Some schemes which have been approved as part of the EIP are on hold and will be delivered within wider regeneration programmes. The affected schemes are:

- Beckhills Fencing and Waste Solution – a detailed environmental improvement plan is being developed for the estate as part of wider regeneration proposals. Therefore, these projects are currently on hold until further notice
- Clydes Parking Improvements – As the biomass scheme is currently on site in the Clydes, this project won't take place until the energy centre and associated pipework is completed.

3.3.6 The EIP CCTV schemes have been packaged together with wider CCTV proposals - the West network, LeedsWatch integration and digitalisation and overall maintenance requirements of existing CCTV. A detailed brief / project plan for CCTV is currently being developed by PPPU. We're hoping that there can be some quick wins with some of the ad hoc installations, but timescales are still unclear at the moment.

3.4 Communication and Consultation

- 3.4.1 To ensure that key stakeholders are kept updated with progress of the programme, a communications plan has been developed for the EIP. The communications plan outlines activities which will be undertaken to provide updates on the programme as a whole and also the consultation process for individual schemes to ensure consistency of approach and clarity on roles between Housing Management, Property & Contracts and internal service providers.
- 3.4.2 An update on the programme will be presented at the next Cross City Chairs Group and area based updates provided at the next round of HAPs to provide an overview of progress in each locality.

3.5 Financial position

- 3.5.1 The table below outlines the overall EIP budget position, incorporating current levels of staffing and design fees, alongside individual project costs.

Environmental Improvement Programme Budget - £3,000,000					
	EIP	HRA	HAP	Other	TOTAL
Parking	£942,328	0	£95,000	0	£1,037,328
Play	£164,000	0	0	£320,000	£484,000
Landscapes	£386,000	0	£25,000	£40,000	£451,000
Waste	£693,378	0	0	£197,000	£890,378
Community Safety	£137,817	£1,062,520	£56,600	0	£1,256,937
Project Delivery Team / Design / Management Fees	£112,070	0	0	0	£112,070
Total	£2,435,593	£1,062,520	£176,600	£557,000	£4,231,713
Budget Contingency	£564,407				

- 3.5.2 HAB is requested to note that the above figures are only indicative costs at this stage and are subject to change. For example, it is anticipated that parking scheme costs could increase following the completion of Sustainable (Urban) Drainage Systems (SUDS) testing and any remedial works which may be required to ensure that the parking areas are SUDS compliant. Design and management fees are also expected increase dependent upon the complexity of the design of each scheme.
- 3.5.3 The EIP has managed to generate a significant amount of additional or match funding - £1,796,120 in total from a range of internal and external sources, which is equivalent to over a third of the total programme costs.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.2 As part of the approval process for the EIP, Ward Members and HAPs were consulted on the schemes and formed a crucial part of the approval process, to ensure that decisions were made with the support of local knowledge.
- 4.1.3 Individual project consultation will take place with tenants who will benefit from or live close to where the EIP scheme will be implemented. The consultation will be undertaken jointly by the Housing Office, Tenant & Community Involvement Team and Property & Contracts. Tenants will be consulted on draft scheme designs and will have input into the types of materials used on some schemes.
- 4.1.4 As highlighted above, a communication plan has been created for the programme as a whole. As projects are starting to be implemented, information will be sent out to HAPs, local tenants and residents groups and via social media to increase awareness of the schemes which are being implemented. Further publicity and promotion will also be undertaken on scheme completion.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Funded projects address a range of local environmental and related issues that will have a positive impact on communities and customer groups. For example, security enhancements in areas where crime and fear of crime is of a concern to local residents.
- 4.2.2 As part of the consultation process, the demographics of the community will be taken into account to ensure that all tenants have an opportunity to input into the consultation process.
- 4.2.3 An Equality, Diversity, Cohesion and Integration Impact Assessment has been completed for the programme as a whole.

4.3 Council policies and the Best Council Plan

- 4.3.1 The delivery of the Environmental Improvement Programme contributes towards the following Best Council Plan 2015-2020 priorities:
- Supporting communities and tackling poverty
 - Building a child-friendly city
 - Dealing effectively with the city's waste

4.4 Resources and value for money

- 4.4.1 As part of the partnership working with service providers and contractors, measures will be put in place to be undertaken to ensure value for money. For example, service providers will order materials for a variety of schemes together to ensure economies of scale as far as possible. Schemes will also be packaged together as far as possible to ensure that contractors deliver a number of scheme elements at one time, rather than going back to an area on a number of occasions.
- 4.4.2 A number of the schemes funded through the EIP under the 'waste' category will support Alternate Weekly Collections which helps to achieve efficiencies through increasing recycling and diverting refuse from landfill.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no legal implications associated with this report.
- 4.5.2 There is no exempt or confidential information contained in this report.

4.5.3 There are no key decisions associated with this report, so it is not subject to call in.

4.6 Risk Management

4.6.1 There are a number of risks associated with the delivery of the EIP and a risk register has been established for the programme as a whole. The risks associated with the EIP and measures put in place to negate these risks are as follows:

- Difficulties in securing a contractor to deliver schemes – a partnership has been developed with Parks & Countryside to ensure that scheme delivery is planned in such a way that there will not be an impact in resources and delivery can move forward as scheduled
- Inaccurate project briefs / budgets – a thorough review of all project briefs has been completed to gather any missing information in order for designs to be drafted prior to consultation being undertaken. With regards to budgets, a contingency has been built into the programme to cover any additional costs
- Project Delivery Team not established –Housing Leeds staff have been working on the programme on an interim basis until a dedicated resource has been recruited. A programme tracker has been established, so there is an up to date comprehensive programme overview in one place
- Assumptions made on delivery timelines – as part of the project brief review, clear indicative timescales have been indicated. This will ensure that there is no miscommunication or raised expectations when it comes to scheme delivery. This also connects to the communication plan for the scheme

4.6.2 Alongside this, each scheme will be risk assessed individually. This is due to the variety of projects which are being funded through the EIP and some of the complexities associated with the delivery of some schemes.

5 Conclusions

5.1 The projects being delivered as part of the Environmental Improvement Programme will make a significant impact to the quality of a number of housing estates across the city. The projects which have been approved will address local priorities which have been identified by our tenants through the STAR survey or via local HAPs. Some schemes also provide added value to other initiatives, such as local regeneration frameworks and master plans.

5.2 There are a high number of schemes in the programme, some of which are complex in nature. Scheme proposals and briefs are also at very different stages of development. It will take time to develop detailed briefs for all the schemes, so a phased approach to delivering schemes on site will be used, with more advanced schemes, such as those outlined in 3.3.4, starting first.

5.3 An overall programme for the EIP as a whole will be brought to a later HAB, once briefs are finalised for all schemes and delivery dates can be assessed more accurately, taking into account the details and extent of work required for each scheme, contracting resources, design and consultation requirements etc.

6 Recommendations

6.1 Housing Advisory Board is requested to note the update on the Environmental Improvement Programme and comment as appropriate.

7 Background documents

7.1 None

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Ref.	Ward	HAP	Project	Description/Notes	EIP Contribution	HRA Contribution	HAP Contribution	Other	Total Project Cost	Delivery Timeline
P1	Moortown	INE	King Alfreds Drive	Removal of verges and creation of additional 'off road bays' . Roads very narrow.	36,000	-	10,000	-	46,000	Autumn 16
P2	Chapel Allerton	INE	Potternewton Heights	Create car parking areas/removal of grass verges for off road parking - subject to lining/utility services	30,000	-	5,000	-	35,000	Autumn 16
P3	Weetwood	INW	Silk Mill Avenue	Remove verges to create parking bays	30,000	-	30,000	-	60,000	Autumn 16
P4	Armley	IW	Wortley Heights	Create further parking.	45,000	-	-	-	45,000	Winter 15
P5	Armley	IW	Clydes Parking	Put on HOLD. As part of the Biomass scheme parking will be increased. All need design and planning permission.	23,000	-	-	-	23,000	HOLD
P6	Bramley & Stanningley	IW	Fairfield Hill	To address resident concerns, involves changes to grass verges that belong to Highways.	50,000	-	-	-	50,000	Autumn 16
P7	Killingbeck & Seacroft	OE	York Road / Inglewood Estate	Off Street Parking	70,000	-	10,000	-	80,000	Autumn 16
P8	Alwoodley	ONE	Tynwald Green and Gardens	Create car parking areas on current grassed areas - subject to planning / services	15,000	-	-	-	15,000	Winter 15
P9	Alwoodley	ONE	Tynwald Drive	Create car parking area on current grassed area - subject to planning / services	25,000	-	-	-	25,000	Winter 15
P10	Alwoodley	ONE	Alderton Heights	Increased parking area for residents to all 3 blocks - subject to planning /services	45,000	-	-	-	45,000	Autumn 16
P11	Harewood	ONE	Keswick Lane	Off street parking - subject to planning /services	30,000	-	-	-	30,000	Winter 16
P12	Guseley & Rawdon	ONW	Queensway	Parking outside flats. To address both resident and Cllr concerns. Will need design work and planning permission.	35,440	-	20,000	-	55,440	Spring 16
P13	Ardsley & Robin Hood	OS	Jarvis Square	Huge demand locally for off street parking, and refuse access issues	20,000	-	-	-	20,000	Summer 16
P14	Ardsley & Robin Hood	OS	The Crescent, Tingley	Legacy Area Panel Project - Phase 2	7,000	-	-	-	7,000	Autumn 15
P15	Morley North	OS	Fairfax Avenue	Boundary work and on site parking.	95,000	-	-	-	95,000	Autumn 16
P16	Morley South	OS	Glen Road N	Creation of parking bays.	35,000	-	-	-	35,000	Spring 16

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PARKING

P17	Cross Gates & Whinmoor	OSE	Stanks Drive / Hebden Place / Naburn Fold	Creation of parking bays.	65,000	-	-	-	65,000	Autumn 15
P18	Farnley & Wortley	OW	Tong Way	Convert grasse verges to parking spaces (approx 10 - 12 cars)	16,000	-	-	-	16,000	Winter 16
P19	Farnley & Wortley	OW	Bawn Approach	Create parking bay for 6 vehicles. Consider further site for 10 further parking spaces	30,000	-	-	-	30,000	Winter 16
P20	Pudsey	OW	Rycroft Court	Tarmac area approx 672m sq – costs to be determined	25,000	-	-	-	25,000	Winter 15
P21	Pudsey	OW	Meadowhurst Gardens	Create parking on grassed area. Partly addresses access problems, in particular given recent emergency situation	10,000	-	20,000	-	30,000	Spring 16
P22	Adel & Wharfedale	ONW	Holtdales		32,000	-	-	-	32,000	Winter 15

APPENDIX 1

PLAY

Ref.	Ward	HAP	Project	Description/Notes	EIP Contribution	HRA Contribution	HAP Contribution	Other	Total Project Cost	Delivery Timeline
PL1	Kippax & Methley	OSE	Kippax Wheeled Sports facility	New sports facility for bikes, skateboards etc. Responds to wide consultation/design in progress	10,000	-	-	130,000	140,000	Summer 16
PL2	Rothwell	OS	Wood Lane Play scheme	Reinstate play space at Wood Lane. Responds to wide consultation, Parks is project lead.	20,000	-	-	55,000	75,000	Summer 15
PL3	Middleton Park	IS	Middleton Skate Park	Create a skate park. Part of the Neighbourhood Plan lead by LCC Locality Teams	25,000	-	-	65,000	90,000	Summer 15
PL4	Middleton Park	IS	Middleton Crescent	Create communal area for children/play/allotment space. Raised as a priority scheme on walkabout.	25,000	-	-	-	25,000	Autumn 16
PL5	Horsforth	ONW	Hall Park Skatepark	New skate park. Supported by Parks	40,000	-	-	70,000	110,000	Spring 16

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Ref.	Ward	HAP	Project	Description/Notes	EIP Contribution	HRA Contribution	HAP Contribution	Other	Total Project Cost	Delivery Timeline
L1	Burmantofts & Richmond Hill	IE	BSG Fencing Painting	Painting of railings/gates to gardens and repair to other estate fixtures eg knee rails	5,000	-	5,000	-	10,000	Summer 15
L2	Gipton & Harehills	IE	South Gipton Environmental Improvements	Painting of railings/gates to gardens, parking improvements and landscaping	60,000	-	20,000	-	80,000	Spring 16
L3	Cross Gates & Whinmoor	OSE	Whinmoor Garage Improvements	Repairs and painting to garages. Estate falls outside of the Swarcliffe PFI. Some resident consultation already undertaken for this scheme.	10,000	-	-	-	10,000	Autumn 15
L4	Garforth & Swillington	OSE	Glencoe Estate, Great Preston	Led by local community and In Bloom	20,000	-	-	35,000	55,000	Spring 16
L5	Gipton & Harehills	IE	Gipton Fire Station Access Road	Upgrade loop access road so it can be adopted by Highways.	40,000	-	-	-	40,000	Autumn 15
L6	Horsforth	ONW	St James Estate Footpaths	Resurfac paths to improve safety and appearance	30,000	-	-	-	30,000	Spring 16
L7	Otley & Yeadon	ONW	Well Court Handrails Project	Renew safety rails to first floor walkway for safety and appearance improvements. Compliments bin scheme.	5,000	-	-	-	5,000	Spring 16
L8	Chapel Allerton	INE	Hillside Block External Works	External works, fencing and gates, gardening. Need Leaseholder consultation for service charge.	10,000	-	-	-	10,000	Summer 16
L9	Chapel Allerton	INE	Leopold Grove Environmentals	Paving repair, bench renewal, clearing rubbish/overgrown ginnels.	10,000	-	-	-	10,000	Summer 16
L10	Beeston & Holbeck	IS	Millshaw Road Masterplan	central communal area with the aim of improving the appearance of this main route into Leeds (Motorway Gateway to South Leeds)	85,000	-	-	5,000	90,000	Autumn 16
L11	Middleton Park	IS	Middleton Cinderpath	Resurface path. Part of a cohesion initiative by Cllr Groves/New build in Middleton versus affordable housing	40,000	-	-	-	40,000	Spring 16
L12	Beeston & Holbeck	IS	Cottingley Roof Garden	Resurface the roof garden to meet the needs of elderly tenants outdoor space.	30,000	-	-	-	30,000	Summer 15

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Ref.	Ward	HAP	Project	Description/Notes	EIP Contribution	HRA Contribution	HAP Contribution	Other	Total Project Cost	Delivery Timeline
W1	Beeston & Holbeck	IS	Cottingley Phase 2	Estate currently on black bag collection. The purpose of the scheme is to improve the Environment and to increase recycling.	32,000	-	-	48,000	80,000	Autumn 16
W2	Bramley & Stanningley	IW	Ganners Way	Support for AWC by expanding current bin store areas and providing additional bins.	3,500	-	-	-	3,500	Autumn 15
W3	Chapel Allerton	INE	Beckhills	Estate currently on black bag collection. To improve refuse services and appearance. Integral to the Beckhill Neighbourhood Framework. This site will not be going onto AWC.	90,000	-	-	-	90,000	HOLD
W4	City & Hunslet	IS	Hemmingway Phase 2	Responds to local priorities to improve central courtyard area improve bin collection / recycling - locality team Neighbourhood Improvement Plan. DDN signed off to allow this scheme to progress. An Order has been raised to Groundwork who are project managing this scheme. Timescale for delivery - end Mar 15.	95,000	-	-	49,000	144,000	DONE
W5	Farnley & Wortley	OW	Tong Way	To address fire safety needs, and improve recycling. This bid was put forward following a recommendation by the fire safety officer to build bin stores to discourage residents from storing their bins up against the property.	50,000	-	-	-	50,000	Winter 16
W6	Farnley & Wortley	OW	Tong Drive	To address fire safety needs, improve recycling and support AWC. Low rise flats where residents often leave refuse bags in the foyer area which poses a fire risk and creates an unpleasant environment.	10,000	-	-	-	10,000	Spring 16
W7	Farnley & Wortley	OW	Heights Drive	To address fire safety needs, improve recycling and support AWC. Low rise flats where residents often leave refuse bags in the foyer area which poses a fire risk and creates an unpleasant environment.	5,431	-	-	-	5,431	Spring 16
W8	Farnley & Wortley	OW	Farrow Vale / Hill	To address fire safety needs, improve recycling and support AWC. Low rise flats where residents often leave refuse bags in the foyer area which poses a fire risk and creates an unpleasant environment.	8,000	-	-	-	8,000	Spring 16
W9	Farsley & Calverley	OW	Minster Flats	To address fire safety needs, as well as support move to AWCs. Scheme delivered	13,634	-	-	-	13,634	DONE
W10	Kirkstall	INW	Woodbridge Place	Access problems for refuse service and residents. Crews have been instructed not to drive over the verges. Difficulties caused by the way cars are parked in the street rather than street layout. Env Services consider this should be a 'Parking' scheme.	27,014	-	-	-	27,014	Autumn 16

W11	Otley & Yeadon	ONW	Wells Court / Saxton House / Abbey Garth	Support move to AWC. Waste storage capacity problems and subsequently fly tipping on site. There are also HAP funded schemes to remove paving flags and replace with tarmac (and a hand rail scheme) so it would be prudent to address these at the same time.	10,000	-	-	-	10,000	Spring 16
W12	Weetwood	INW	Iveson Drive	To address fire safety needs and improve recycling provision. Already on AWC.	30,000	-	-	-	30,000	Spring 16
W13	Weetwood	INW	Tinshill Flats	Responds to support AWC and negate fire safety issues. This site was originally included in AWC P2 but was subsequently put back onto weekly collections as residents could not cope without proper storage facilities. In the meantime collections are undertaken by an alternative crew. Further design and consultation is required to deliver the scheme that will re-introduce AWC and bring efficiency savings.	40,000	-	-	80,000	120,000	Autumn 15
W14	City & Hunslet	IS	Leasowe Avenue	Better estate layout required to facilitate wheelie bin collection and increase recycling.	85,000	-	-	20,000	105,000	Autumn 16
W15	Farnley & Wortley	OW	Gamble Hill	To address fire safety needs, and improve recycling.	1,636	-	-	-	1,636	Autumn 15
W16	Farsley & Calverley	OW	Burton Street	To address fire safety needs.	1,220	-	-	-	1,220	Autumn 15
W17	Pudsey	OW	Valley Road	To address fire safety needs, and improve recycling.	20,000	-	-	-	20,000	Autumn 15
W18	Pudsey	OW	Rutland Court	To address fire safety needs, and improve recycling.	10,000	-	-	-	10,000	Autumn 15
W19	Pudsey	OW	Acres Hall Avenue	To address fire safety needs, and improve recycling.	30,000	-	-	-	30,000	Autumn 15
W20	Burmantofts & Richmond Hill	IE	Kitsons, Dents, Clarks & Oxleys	Provide bin frames across the back to back estate. Project not been developed beyond initial concept.	50,000	-	-	-	50,000	Winter 16

Ref.	Ward	HAP	Project	Description/Notes	EIP Contribution	HRA Contribution	HAP Contribution	Other	Total Project Cost	Delivery Timeline
CS1	Burmantofts & Richmond Hill	IE	Fewston CCTV	Resident and member proposal after allotment site damage.	-	35,000	10,000	-	45,000	Spring 16
CS2	Burmantofts & Richmond Hill	IE	Lincoln Green Road CCTV	To prevent unauthorised access.	-	20,000	20,000	-	40,000	Spring 16
CS3	Cross Gates & Whinmoor	OSE	Stanks Parade CCTV	Crime reduction initiative by local ward members. To be delivered through Capital Programme.	-	46,741	11,600	-	58,341	Spring 16
CS4	Chapel Allerton	INE	Sholebroke Mount / Street CCTV	Installation of CCTV equipment column based and linked to LeedsCam.	-	90,000	10,000	-	100,000	Spring 16
CS5	Middleton	IS	Middleton CCTV	Camera sites to be confirmed & signed off by Local ward members	-	75,000		-	75,000	Spring 16
CS6	Temple Newsham	OSE	Osmondthorpe / Nevilles CCTV	Responds to fear of crime and low satisfaction. – linked to wider regeneration and improvements of the Nevilles. Install 4 x CCTV cameras to Neville Close(x2) Parade, Avenue & Halton Moor Avenue / Road. Supported by Housing Management	-	65,604		-	65,604	Spring 16
CS7	Horsforth	ONW	St James's Close Doors	Improve resident security with new communal doors, and in some cases controlled entry system update	-	70,000	-	-	70,000	Spring 16
CS8	Horsforth	ONW	Regents Doors	Improve resident security with new communal doors, and in some cases controlled entry system update.	-	70,000	-	-	70,000	Spring 16
CS9	Kirkstall	INW	Moor Grange Doors	Improve resident security with new communal doors, & controlled entry system update.	-	13,000	5,000	-	18,000	Spring 16
CS10	City & Hunslet	IS	Marlborough Grange Doors	Improve resident security with new communal doors, and in some cases controlled entry system update	-	56,175	-	-	56,175	Spring 16
CS11	City & Hunslet	IS	Hemmingway Glazing	Aspirational works non decency to compliment new security doors and wider environmental improvements.	-	60,000	-	-	60,000	Autumn 15
CS12	Garforth & Swillington	OSE	Oak Place Sheltered Security	Fencing required to respond to local priorities increasing security, reducing fear crime and youth nuisance.	-	20,000	-	-	20,000	Summer 15
CS13	Kippax & Methley	OSE	Birch Grove Sheltered Security	Fencing required to respond to local priorities increasing security, reducing fear crime and youth nuisance.	-	25,000	-	-	25,000	Summer 15
CS14	Burmantofts & Richmond Hill	IE	Cromwell Mount Fencing	Fencing required to council boundary on the steps alongside Naseby Walk and Terrace.	-	6,000	-	-	6,000	Summer 15
CS15	Rothwell	OS	John O'Gaunts Fencing	Follows on from fencing programme Phases 1 + 2	-	140,000	-	-	140,000	Spring 16

APPENDIX 1

COMMUNITY SAFETY

CS16	Chapel Allerton	INE	Beckhills Fencing	Improvement works integral to the Beckhill Neighbourhood Framework. ON HOLD	-	156,000	-	-	156,000	HOLD
CS17	Morley South	OS	Harrops & Askeys Fencing / Gates	Next phase of fencing plans for this estate, delivering on local concerns.	-	40,000	-	-	40,000	Spring 16
CS18	Killingbeck & Seacroft	OE	Dufton Approach Fencing	Installation of metal fencing to stop parking on grass verges outside Parklands School area.	-	20,000	-	-	20,000	Autumn 16
CS19	Bramley & Stanningley	IW	Fairfields Fencing	Ward member walkabout highlights fencing requirement to improve the general appearance of the estate.	-	45,000	-	-	45,000	Spring 16
CS20	Morley South	OS	Dean Hall Close / Wynyard Drive	Fencing and environmental works to garage area.	-	9,000	-	-	9,000	Autumn 15
CS21	Cross Gates & Whinmoor	OSE	Naburn Fold Security Lighting	Street lighting to ginnet. Crime reduction initiative by local ward members.	4,500	-	-	-	4,500	Autumn 15
CS22	Rothwell	OS	John O Gaunts Security Lighting	Street lighting to ginne. IResponds to crime stats, fear of crime and low satisfaction.	15,000	-	-	-	15,000	Autumn 15
CS23	Ardley & Robin Hood	OS	Jarvis Square Dusk til Dawn Lighting	Additional lighting to 1-35 Jarvis Square. Dawn to dusk lighting. Supported by Housing Management	4,050	-	-	-	4,050	Summer 15

Report of: Chief Officer of Property and Contracts

Report to: Housing Advisory Board

Date: 9th July 2015

Subject: Contract Strategy and Future of Construction Services

Are specific electoral wards affected? ALL	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity or cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

Property Maintenance will transfer from Civic Enterprise Leeds to the management of Housing Leeds Property and Contracts on 1st July 2015. The integration process is underway and will continue for the current financial year.

The integrated service will have a turnover of circa £49m and will provide construction services to Housing Leeds, the wider Council and external clients. The service will be based at the Seacroft Road depot and will employ over 500 staff.

Discussions are underway with the trade unions and affected staff members to implement a consolidated pay scheme. The process is programmed for completion by 1st August 2015.

The integrated service will provide focus on providing excellent customer service and will ensure that the current apprentice numbers will be maintained at circa 45.

Recommendations

Housing Advisory Board members note the contents of the report and the identified dates for implementation and completion of the process

1 Purpose of this report

- 1.1 To update Housing Advisory Board members on the initial programme and outputs for the integration of Property Maintenance, currently part of Civic Enterprise Leeds and Construction Services.

2 Background information

- 2.2 In October 2013 the council Housing Management service that had been delivered through the three Leeds ALMOs, was brought back into the council. Over 1000 staff came into the Council from the ALMO's through a TUPE transfer.
- 2.3 The transfer included the internal construction service that delivers repairs and improvements to Council properties in what was the East North East Homes Leeds (ENEHL) ALMO. This transfer means that there are now two Council internal service providers of direct construction services within Leeds City Council.
- 2.4 The decision was taken in summer 2015 to integrate the Property Maintenance section of Civic Enterprise Leeds (CEL) with Construction Services. It was also decided that the integrated service would sit within the Environment and Housing Directorate and managed by Housing Leeds Property and Contracts. Work is currently underway to implement this integration with the formal transfer of management responsibility on 1st July 2015.
- 2.5 Discussions are underway with the Trade Unions and Staff to harmonise terms and conditions. It is anticipated that negotiations will be complete and terms and conditions harmonised by 1st August 2015.

3 Main issues

- 3.1 Property Maintenance (PM), which sits within Civic Enterprise Leeds, employs nearly 300 staff and undertakes a significant amount of work commissioned through Housing Leeds to assist in the delivery of the Council's Housing Capital Programme as well as specialist and mechanical and electrical repairs. PM also delivers a repairs service to maintain the portfolio of Council Buildings across the city. Construction Services (CS) which was previously managed through East North East Homes Leeds (ALMO) has now transferred into the Environment and Housing Directorate and is managed within the Housing Leeds service.
- 3.2 Construction Services delivers the repairs and maintenance function to council housing stock in a third of the City and also assists in the delivery of the Council's Housing Capital Programme as well as delivering major adaptation's on a city wide basis. The annual turnover this year of both service providers will be approximately £49m. Given that over 70% of a future combined Construction Services turnover would be Council house related, a decision has been taken that the management of this function would be best placed sitting within the Directorate of Environment and Housing. Given this decision Simon Costigan (Chief Officer, Housing Leeds Property & Contracts), has been asked to lead on the work to develop a model to fully integrate the delivery of a single, internal construction service. This will allow the service to build on the joint internal expertise that already exists in the City and to move the service forward in a positive way in line with the Councils Key Objectives.

- 3.3 It is proposed that the two Internal Service Providers (ISPs) are brought together on the 1st August 2015. The single ISP will work from the same location, the Seacroft Ring Road Depot which is currently occupied by CEL. Over the last few months Housing Leeds and CEL, and colleagues from the relevant trade unions have had a series of positive meetings regarding the realignment and designing a smooth transition. The group have also been tasked with harmonising terms and conditions for both ISP's and implementing a consolidated pay scheme that will eliminate performance pay; the emphasis being on quality customer outcomes and improving Right First Time levels. The new service will form one of the largest ISP's in the country and when complete, will employ nearly 500 staff and operatives.
- 3.4 As part of the delivery model, the ISP will review the current contract, service level agreements and supply management arrangements to ensure that efficiencies are delivered alongside improved service delivery. Running parallel to the realignment activity will be a review of fleet management arrangements to ensure that the new ISP has the most efficient and economical vehicles available. This includes the consideration of both electric and gas powered vehicles and working with fleet services, we will prioritise the introduction of reduced carbon vehicles.
- 3.5 Current initiatives to develop the external trading arm of Property Maintenance will be extended as the Business Plan for the new integrated service is developed following formal transfer of 1st July.
- 3.6 A project group has been established to manage the integration process. The Project Group is led by Property and Contracts Senior Management Team and contains staff from both ISPs and property and Contracts. The process is supported with Project Management resources from the Projects, Programmes and Procurement Unit. A Project Management Plan is under development which will guide the integration process.
- 3.7 Training is recognised as key within the new ISP, as is investing in local labour and we will maintain a programme of around 45 apprentices going forward to ensure workforce sustainability and ensure that the benefit of the significant workforce is shared with local people.

4 Corporate considerations

4.1 Consultation and engagement

- 4.2 The proposal has been developed with the support and approval of the Executive Member and Director Environment and Housing.
- 4.3 Consultation and negotiation with the Trade Unions and Staff are underway and will be concluded prior to the formal alignment of terms and conditions for the staff of the two organisations on 1st August 2015.

4.4 Equality and diversity, cohesion and integration

- 4.4.1 A full Equality Impact Assessment will be prepared by the Project Team as part of the Project Management Plan.

4.5 Council policies and the best council plan

- 4.5.1 The integration programme will support the Council's initiative for being an Enterprising Council and further enhance Team Working and the One Council Policies. (Develop further)

4.6 Resources and value for money

- 4.6.1 The integration will produce savings of £480k by reducing the Senior Management resources. The drive for external trading will develop additional external income for the Council.(Develop further)

4.7 Legal implications, access to information and call-in

- 4.7.1 The Integration Programme has been approved under the delegated decision making powers of the Council.(Check if there are any further implications)

4.8 Risk management

- 4.8.1 The key risk is potential disruption to service should the Integration process disrupt the operational activities of Construction Services and Property Maintenance. It is proposed that the two operations will be managed as independent organisations from 1st July and the formal integration will occur in a measured manner with elements of the services being integrated over the 2015/16 financial year.

5 Conclusions

- 5.1 The Property Maintenance arm of Civic Enterprise Leeds will transfer to Housing Leeds Property and Contracts on 1st July 2015. Harmonisation of terms and conditions is programmed for 1st August 2015. The integration process with Construction Services is underway and will run until March 2016.
- 5.2 The integrated service will provide efficiencies in both management and service delivery and focus on enhanced customer service outcomes.
- 5.3 The integrated service will further develop opportunities for external trading thereby generating revenue for the Council.
- 5.4 The integration process will be managed by Property and Contracts and operational managers from both Property Maintenance and Construction Services. The process will be supported with resources from the Projects, Programmes and Procurement Unit.

6 Recommendations

- 6.1 That Housing Advisory Board members note the contents of the report and the identified dates for implementation and completion of the process.

7 Background documents¹

- 7.1 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.



Report author: Julie Staton
Tel: 395 7580

**Report of Julie Staton, Head of Commissioning, Strategy and Commissioning,
Office of the Director of Public Health**

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Review of Housing Related Support Programme

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

Leeds City Council commissions a programme of services that deliver a combination of floating and accommodation based housing related support to vulnerable people in Leeds. The primary aim of these services is to enable people to achieve and maintain independent living. The programme is managed by the Strategy and Commissioning Team in Public Health on behalf of Environment and Housing Directorate.

A detailed review of all commissioned Housing Related Support services is to be undertaken in order to assess future need and demand and to inform the commissioning of an effective model that is holistic, flexible and responsive. The timetable for completion of the review and implementation of the outcomes is April 2017.

Ongoing challenges and feedback from stakeholders demonstrates that client needs are becoming more complex. Similarly other organisations delivering key services are changing and it is important to ensure that Housing Related Support services continue to add value and make best use of commissioned resources in the city. In light of this it is timely to conduct a review of services.

Recommendations

It is recommended that the Housing Advisory Board note and comment on the contents of this report, in particular the aims, methodology and timescales for the review.

1 Purpose of this report

1.1 To update the Housing Advisory Board on:

- The review of housing related support services which is currently taking place.
- To seek views on what the model for housing related support should be in the future.

2 Background information

2.1 The current Housing Related Support programme consists of a number of contracts for accommodation based and visiting floating support services. These services were historically part of the Supporting People programme which was funded and directed by Central Government as part of a national programme. The services were previously funded out of a ring fenced budget but the ringfence was removed in 2010 and the budget was reduced.

2.2 A number of reviews have taken place in recent years and services have been decommissioned, re-modelled and retendered as a result. This has included services for homeless adults, young people, people with mental health issues and those suffering domestic violence and abuse.

2.3 This work has developed a more integrated and flexible programme, strengthening partnership working and integrating pathways for clients. A revised performance management framework is enabling the provision of more robust performance data and information which ensures maximum impact is achieved for clients aligned to the strategic priorities for the Council and the City. Providers have adopted a more holistic approach to delivering support to clients, which has simplified the referral pathways to some degree and encouraged partnership working, but more work is needed to strengthen and build on this approach.

2.4 An ongoing challenge is to maintain the ability to effectively and efficiently respond to need within the current budgetary and economic context and at a time of significant policy and service change in many areas which may affect these client groups such as changes to welfare benefits and health and social care provision.

2.5 Feedback from key stakeholders and providers demonstrates that client needs are becoming more complex and that needs have changed. Similarly, other organisations delivering key services to these client groups are also changing and it is important to ensure that housing related support adds value and makes best use of commissioned resources in the City.

2.6 In light of the above, it is timely to conduct a review of all HRS services. The review will inform a new commissioning model, identifying opportunities for reconfiguration and remodelling.

3 Review of Housing Related Support

- 3.1 A review is to be undertaken of housing related support services to determine what services should be commissioned in the future. This will include analysis of current services and of need and demand. Consultation will take place with stakeholders including Council Directorates, Members, other public sector partners, providers and service users.
- 3.2 The current commissioning budget is £10.6m. Around 10,500 individuals/ households are supported annually. 45 contracts are in scope for the review. A list of services in scope for the review and details of recent and other current reviews is attached at Appendix 1. This includes a variety of services for a range of client groups including young people, people with mental health issues and those who are homeless or at risk of homelessness. Services include homeless hostel provision, dispersed accommodation with support and floating visiting support.
- 3.3 The review will include an analysis of the housing related support needs of adults, young people and families, assessing demand for different types of services and identifying good practice and issues in relation to current models of provision.
- 3.4 The review will be undertaken in the context of the Council and City's priorities and strategies. The review takes place in the context of the ongoing challenges in relation to budget availability and the wider economic climate which impacts on both resources and demand.
- 3.5 An understanding of the wider landscape of provision of services for these client groups is also important – understanding the interdependencies and how commissioned housing related support services can effectively contribute.
- 3.6 The review outcome will inform the future commissioning model which will be developed to effectively and efficiently meet identified need and demand whilst providing value for money. The review and subsequent procurement process provides an opportunity to ensure that Housing Related Support services in Leeds are able to deliver and respond effectively to changes in need and demand.
- 3.7 The review is intended to have four key benefits:-
- Streamlined and clear pathways for referrals and service users.
 - Services that are flexible and responsive to changes in need and demand.
 - Timely support to prevent clients' needs becoming more complex.
 - Accommodation that is fit for purpose and delivers the best outcomes with links to wider outcomes of employment, financial inclusion and improved health and wellbeing.

3.8 The review and implementation of the outcomes will be completed over a period of 2 years with the following stages:-

- Mapping and analysis of current provision/ interdependencies and models – to end July 15.
- Consultation with key stakeholders and service users – throughout.
- Options appraisal and recommendations – to September 15.
- Service design and writing specifications - up to end December 2015.
- Tendering – January to October 2016.
- Mobilisation of new services will take up to 6 months. Services start April 2017.

4 Next steps

- 4.1 As outlined above consultation is a key element of the review. An Outcome Based Accountability event was held in May and the notes from this event are being written up and key points raised are being identified. Providers have completed questionnaires to provide comments on, pathways in and out of services, client needs, gaps and barriers and future delivery. Data about existing clients is also being analysed.
- 4.2 A joint session has been held with housing management staff. A session with front line housing related support staff based with providers is planned and further service user consultation will take place.
- 4.3 Key themes from the consultation and from the analysis undertaken will be pulled together and options for future delivery models will be shared at a consultation event in September. A report to the Council's Executive Board in October will detail the outcomes of the review and options for future commissioning. This will include services to support people who are homeless and those who need support to achieve and maintain independent living.

Corporate Considerations

5 Consultation and Engagement

- 5.1 The housing related support review has included consultation with key stakeholders including Council Directorates, service users, other public sector organisations and providers. An Outcomes Based Accountability event in the Civic Hall was attended by more than 120 people including service users. Table based discussions ensured that all were involved in having their say about how services should be delivered in the future.
- 5.2 Consultation will continue throughout the review and procurement stages. The views of service users will be taken into account throughout the process and will inform the design of new services and the awarding of contracts.

6 Equality and Diversity / Cohesion and Integration

- 6.1 Equality and diversity considerations will be taken into account throughout the review particularly in terms of developing new services. An Equality Impact Assessment will be completed as part of the review. This will ensure that services are accessible to all who need support.
- 6.2 Equality monitoring will be part of the performance management framework that is developed as part of the new model.

7 Council policies and City Priorities

- 8.1 The review presents an opportunity to re-shape the provision of Housing Related Support in the city so that it is able to deliver the priorities agreed within the Leeds Housing Strategy and the Homelessness Strategy.
- 8.2 The Housing Related Support programme directly contributes to the delivery of key outcomes within the Best Council Plan 2015 to 2020, specifically to support communities and tackle poverty and to build a child friendly city.
- 8.3 The services make significant contributions to all of the City Priority Plans and deliver outcomes related to health, community safety, housing and employment.

8 Resources and value for money

- 9.1 The review and any subsequent re-design and re-modelling of services will focus on delivering value for money and ensuring efficiency within service delivery. The budget to support the commissioning of services is made up of funding from Environment and Housing with a contribution from Children's Services.
- 9.2 All services are contract managed by the Strategy and Commissioning team in the Office of the Director of Public Health. Robust contract management processes allow for the on-going monitoring of performance.

9 Legal Implications

- 9.1 Contract arrangements have been put in place for the duration of the review. Procurement regulations and Contract Procedure Rules will be followed in tender exercises arising from the review.

10 Risk Management

- 10.1 Appropriate governance arrangements have been put in place to manage the review. This includes a cross Directorate project team and a Project Board.
- 10.2 A risk plan has been devised to identify and mitigate a range of risks and is being monitored by the project team.

11 Conclusions

- 11.1 A review of housing related support commissioned services is currently taking place. The outcome of the review and recommendations for future commissioning will be determined by Autumn 2015. New services will be in place from April 2017.

12 Recommendations

- 12.1 It is recommended that the Housing Advisory Board note and comment on the contents of this report, in particular the aims, methodology and timescales for the review.

Background documents

None



Report author: Mandy Sawyer

Tel: 276430

Report of: Chief Officers Housing Leeds

Report to: Housing Advisory Board

Date: 9th July 2015

Subject: Update on the Delivery of the Council Housing New Build Programme

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 Council Housing Growth Programme is a £148m programme, made up of the Council Housing Growth Programme and the Little London, Beeston Hill and Holbeck Regeneration Project, being delivered via the Private Finance Initiative (PFI). The overall programme will provide approximately 1500 new Council homes including 750 new builds, bring back 400 long term empty properties into use as council homes and see the acquisition of other new properties directly from private developers up to 2018.

The overall programme is now well underway, and the first phases of new build properties have been completed and made available for letting. A total of 109 properties have been completed to date as part of the Little London, Beeston Hill and Holbeck Regeneration Project, and 18 new properties in Gipton have also been let following acquisition from a private developer.

As this is the first major Council Housing new build programme for many years, there has been huge interest from customers in these new developments. In letting the new properties the Council has recognised the importance to establishing stable and balanced communities, and balancing meeting housing need with offering some incentive to current Council tenants who have conducted their tenancy well. Housing Leeds has therefore developed local lettings policies for each of the new developments to balance these priorities.

Recommendation

That the Housing Advisory Board:

- Note and comment on the information provided in this report.

1 Purpose of this report

1.1 To update the Housing Advisory Board on:

- Progress in delivering the Housing Regeneration Project in Little London and Beeston Hill and Holbeck, via the PFI.
- Progress in developing and delivering the Council Housing Growth Programme;
- Progress with letting the first round of properties, some lessons learnt and how the properties are contributing towards the development of strong communities.

2 Background information

2.1 The Little London, Beeston Hill and Holbeck Regeneration project became operational on 30th September 2013; this is the largest single area regeneration investment in Leeds for many years and one of the largest housing PFI projects in the country. The project will deliver significant capital improvements to 1245 existing Council homes (plus external improvements to 51 leaseholder properties), and deliver £49M to construct 388 new council homes by 2017, making a significant contribution to the overall delivery of the City's Core Strategy housing targets to 2028.

2.2 Of the 388 new build properties that will be delivered across the project, 113 will be at Little London and 275 at Beeston Hill and Holbeck. The breakdown of volumes across the different sites is shown in the table below.

Site Name	Number of Dwellings	Location
Carlton Gate	113	Little London 62x 2 bed flats 10x 2 bed houses 15x 4 bed houses
Beeston Hill and Holbeck	275	Beeston Hill & Holbeck 126x 2 bed flats 29x2 bed houses 80x3 bed houses 30x 4 bed houses 10x5 bed houses
Folly Lane	18	Beeston Hill
Coupland Place	9	Beeston Hill
Malvern Road	21	Beeston Hill
Coupland Road	10	Beeston Hill
St Lukes	19	Beeston Hill
Bismarck Street	10	Beeston Hill
Fairfax Road	21	Beeston Hill
Bismarck Drive	60	Beeston Hill

Holbeck Towers and Gaitskells	108	Holbeck
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- 2.3 The first phase of the Council Housing Growth Programme was approved by Executive Board in September 2012. This original phase allocated £14.12M to the programme to deliver 100 units. Since 2012 additional resources have been allocated to the programme, now £99.37M is allocated to the Council Housing Growth Programme.
- 2.3 The Council's lettings policy provides the overall framework for allocating Council properties. Local lettings policies allow the Council to respond to local needs and have a localised approach to the letting of specific property types. Local lettings policies may give preference to offers of accommodation to defined groups of customers, for example on the basis of their employment status or connection with a local area.
- 2.4 The Council is keen to ensure that these new properties are let sensitively in order to ensure balanced and harmonious communities and to offer opportunities to move for existing tenants, who may not be prioritised through the lettings policy. For this reason, the Council decided it wished to allocate all new build homes through specific local lettings policies which were tailored to balance meeting local housing need and tenant aspirations. Individual local lettings policies have therefore been developed for each of the new build sites.
- 2.5 Housing Leeds is currently reviewing its approach to local lettings policies, which will consider the wider housing supply and need of an area in developing any local lettings approach.

3 Progress Update

Progress with Delivery of the New Build Programme

- 3.1 A total of 109 new build properties have been successfully handed over to date as part of the Little London and Beeston Hill and Holbeck Regeneration Project, made up of both houses and flats. The table below provides a month by month breakdown of new build activity until the end of the construction period.

Month/Year	Number of New Build Dwellings to be handed over
Jun-15	10 (remaining of 13)
Jul-15	28
Aug-15	26
Sep-15	51
Oct-15	51
Nov-15	12
Dec-15	1
Jan-16	19
Feb-16	0
Mar-16	0
Apr-16	10
May-16	6
Jun-16	32
Jul-16	0

Aug-16	0
Sep-16	6
Oct-16	5
Nov-16	2
Mar-17	30
Total	282

3.1 An update on progress with the Council Housing Growth Programme is outlined below:

Site	Ward	Units	Scheme Cost	Progress
Thorn Walk acquisitions	Harehills & Gipton	23no 2 + 3 bed houses		- 18 properties acquired in January and occupied - 5 properties to be acquired in by the end of June 2015
East Park Road	Burmantofts and Richmond Hill	32no 1 + 2 bed apartments	£3.3m	- LCC awarded the contract to Geo Houlton and Sons Ltd - The scheme is expected to complete in January 2016
Haworth Court	Otley and Yeadon	45no 1 + 2 bed extra care apartments	£7.3m	Contract awarded to Henry Boot Ltd The scheme is expected to complete in August 2016

Squinting Cat Public House	Crossgates and Whinmoor	18no 1 + 2 bed apartments for older people	£2.3m	- At contract award stage
Broadleas	Bramley	24no 2 + 3 bed houses	£4.5m	- Planning application submitted January 2015, determination expected May - Programmed for a 2015-16 start on site
Garnets	City and Hunslet	25no 2 + 3 bed houses	£3.6m	- Public consultation event held in January was well attended - Working towards planning application submission March 2015 - Programmed for a 2015-16 start on site
Whinmoor Public House,	Crossgates and Whinmoor	22no 2 bedroom houses	Tbc	- Forms part of the Partnership with Broadleas and Garnets - Programmed for a 2015-16 start on site
Beech Walk, & Mount	Gipton and Harehills	27 units	Tbc	- Bespoke procurement approach for a specialist developer
Yeadon Town Street	Otley and Yeadon	2-5 units	Tbc	- Procurement of small contractor

- 3.2 The Mistress Lane Armley site (≥ 77 units) is programmed for a 2016-17 start. The intention is for a specialist designer or architect to be commissioned to design the scheme. An additional 45 unit Extra Care Scheme should be delivered at Westerton Walk. A bid has been submitted to the Department of Health Care and Specialist Supported Housing Fund for funding of this scheme. An additional council house site for 16 units at Barncroft Road Close, Seacroft will be added to the programme.
- 3.3 The following form part of the Brownfield Land Programme and will be procured through the BLP as part of a private sector led mixed tenure programme (with options to deliver directly or through passporting the grant to RPs). The type & tenure required and the requirement to reflect the Leeds Standard will form part of the procurement.
- Brooklands, Seacroft – up to 20 units

- Middleton Park Avenue, Middleton – up to 34 units
- Miles Hill, Meanwood – up to 30 units
- Acre Mount, Middleton – up to 24 units

3.4 Off Site/Off Plan housing acquisition from private developments

3.5 An acquisition programme beyond Thorn Walk is being established. Advanced negotiations are taking place to buy all 8 units from the former Lord Cardigan pub site in Bramley. Site selection criteria are based around the type of housing in terms of size and specification and supply and demand (council house stock being low and demand in the area being high). The Housing Growth Team and property surveyors in Asset Management have informally commenced discussions with developers to establish their interest in selling to the council and also what percentage of available discounts there might be from bulk purchases.

3.6 HCA Empty Homes Programme

3.7 Under the 2014-15 Homes and Communities Agency (HCA) Empty Homes Programme, the council committed to purchase 20 'long term empty' properties and to refurbish them for letting as council housing and convert 2 empty community centres back into housing for letting as council housing.

3.8 The programme was completed on time and within budget. Work has now commenced on the 2015/18 programme to buy 100 empties and convert one community centre.

Progress with Letting of Properties and Creating Harmonious Communities

3.9 Local lettings policies are being developed for all new build schemes. In developing the proposals for the local lettings policies for each area, consideration was given to information held about housing need of the area as well as the aspirations of local communities. Local tenants and residents have been fully consulted as part of the development of all policies.

3.10 The new build local lettings policies have put a particular focus on offering an opportunity for existing tenants who have conducted their tenancy well to transfer to a new property which better meets their housing need. This approach follows the principles of a social contract, emphasising to tenants the importance of meeting the responsibilities in the tenancy agreement. The local lettings policies developed to date have therefore included the following considerations:

- Excellent Tenancy Record – that the applicant has conducted their tenancy well, their property and garden is in good condition and they have a clear rent account.
- Local Connection – that the applicant has an existing connection to the local area, i.e. currently living or working in the area, or having close family living in the area.
- Employment – the applicant is in employment or training.
- Underoccupation / overcrowding – that the applicant is currently living in a property which is either too small or large to meet their housing need.
- Children living in High Rise – where families are living in high rise flats and wish to move to a house.
- Disabled People – where the applicant requires adaptations to meet their housing need.

- Armed Forces – applicants who are members or former members of the armed forces.

First Lets on Beeston Hill and Holbeck Housing Regeneration Project

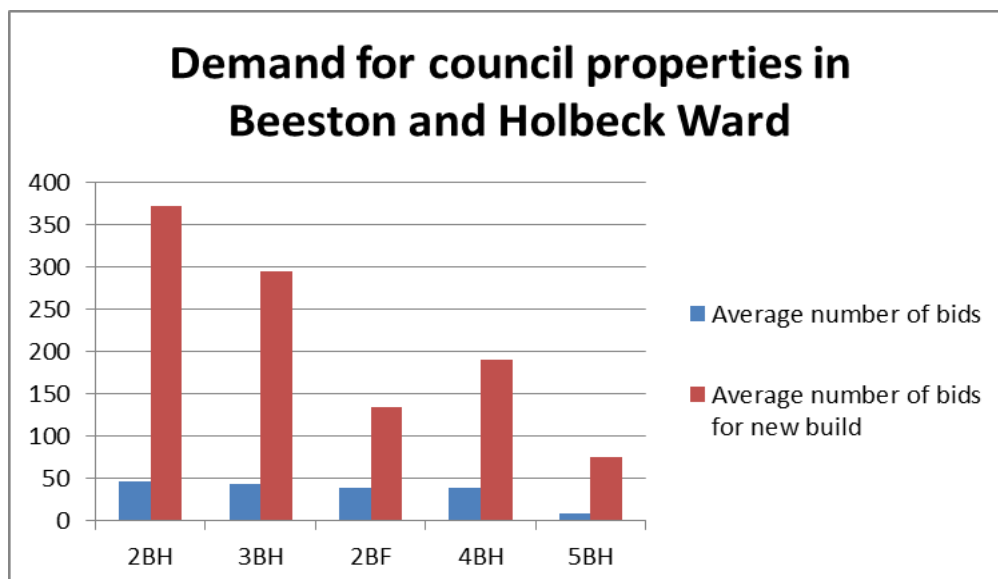
3.11 The local lettings policy developed for the first 57 new build properties let in Beeston Hill and Holbeck was agreed as follows:

- Applicants for 75% of properties were considered if they could evidence an excellent tenancy record and a local connection to the area. Applicants were prioritised if they were a tenant and based on their date of registration.
- Applicants for 25% of properties were considered if they could evidence an excellent tenancy record, a local connection to the area and one of the following – in employment or studying for a qualification in a keyworker profession, overcrowded, living in a flat with a dependent child, or is a member of the armed forces. Applicants were prioritised based on the order of their priority band.

3.12 The lettings outcomes for the first 57 new build properties in Beeston Hill and Holbeck were as follows:

- In accordance with the local lettings policy, 75% of properties were allocated based on date of registration. Of these 84% of successful applicants were existing tenants, and 72% were living in the Beeston and Holbeck or City and Hunslet wards.
- The remaining 25% of properties were allocated based on priority band. 36% of successful applicants were existing tenants and all had a local connection to the area. 57% were either working or studying towards a keyworker profession, and 50% were overcrowded. One applicant was allocated a property without meeting the criteria due to medical needs.

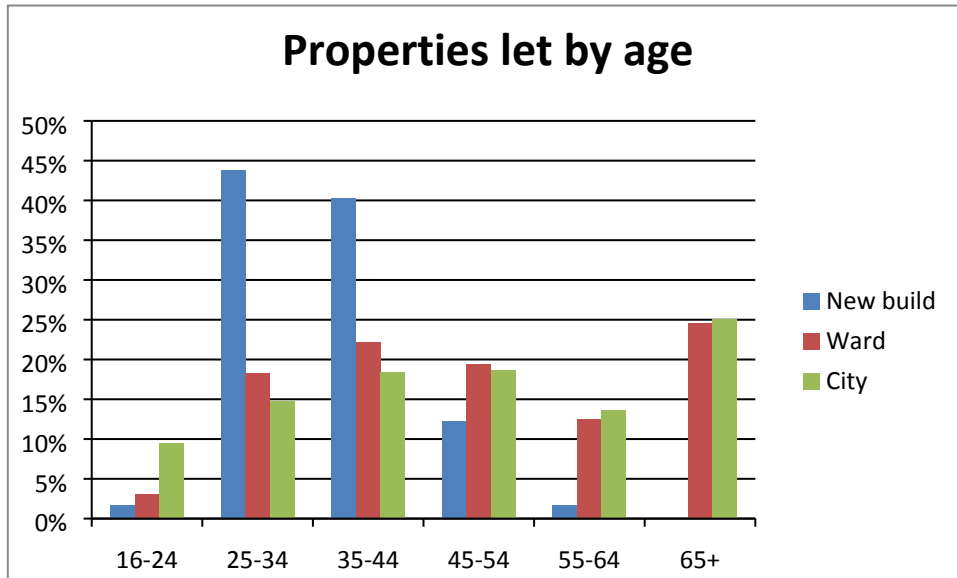
3.13 Demand for the new build properties in Beeston Hill and Holbeck has been significantly higher than general demand for properties within the area, as outlined in the below graph. While all property types experienced increased demand, 2 and 3 bed housed in particular attracted almost 8 times as many bids as the Ward average. However, lettings teams found the allocation of 2 bed flats a challenge due to the criteria that prospective tenants had to meet. Only 25% of the flats were let to council tenants living in the ward despite having preference for these properties.



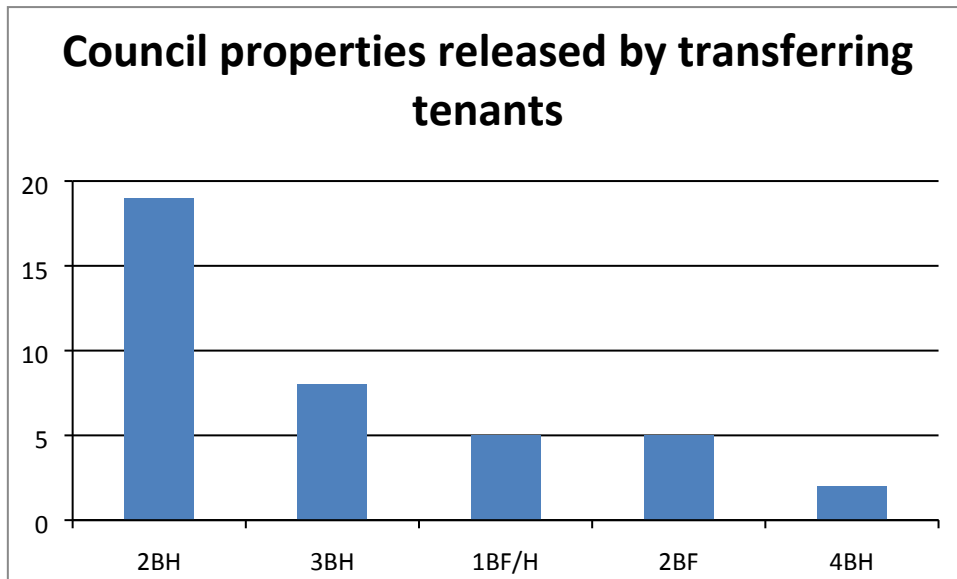
3.14 While there was a refusal rate of 12% for the properties, this was significantly less than the city average of 20%, for a similar period. Refusal reasons included being rehoused elsewhere, property

not big enough or enough bedrooms, personal circumstances, bought a property. and victim of racial abuse in the area.

- 3.15 The gender profile of successful applicants broadly reflected the overall lettings profile, with 58% of properties being allocated to women as the main applicant. The age profile of successful applicants differed from the overall lettings profile, with a larger proportion of 25-44 year olds being rehoused in the new build properties, as outlined below.

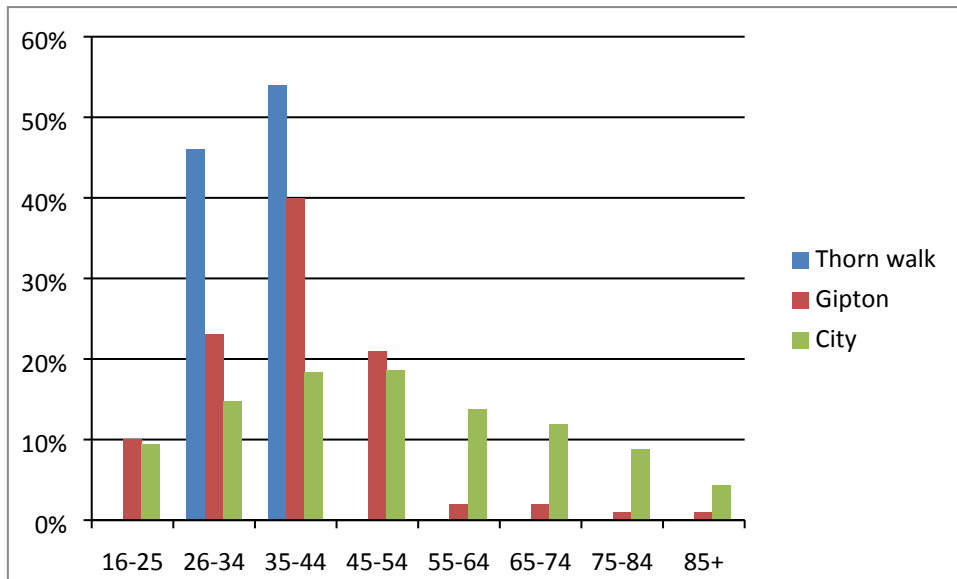


- 3.16 The local lettings policies have been extremely successful in facilitating the move of families with medical needs who were previously living in unsuitable housing, such as back to backs, properties with steep steps to access the property, maisonettes and properties without ground floor toilets. The new build properties have provided high quality, modern housing which better meets the needs of households with such medical needs. The policies have also allowed the move of many families who were overcrowded in their previous housing.
- 3.17 As 72% of the new build properties were let to existing Council tenants, this released 41 properties to be relet to applicants on the Leeds Homes Register. The property types released are outlined below.



First Lets on the Thorn Walk, Gipton Acquisition Development

- 3.18 The local lettings policy developed for the acquisition of 23 properties in Gipton was agreed as follows:
- Applicants for 50% of properties were considered if they could evidence an excellent tenancy record and a local connection to the area. Applicants were prioritised if they were a tenant and based on their date of registration.
 - Applicants for 50% of properties were considered if they could evidence an excellent tenancy record, a local connection to the area and one of the following – in employment or studying for a qualification in a keyworker profession, overcrowded, under-occupying their current home, living in a flat with a dependent child, or is a member of the armed forces. Applicants were prioritised based on the order of their priority band.
- 3.19 The lettings outcomes for the first 13 new build properties at Thorn Walk, Gipton were as follows:
- 85% of successful applicants were existing tenants.
 - All had a local connection to the Gipton area.
 - Of the properties allocated based on priority band, 50% were overcrowded in their existing home, 33% were either working or studying towards a keyworker profession, and 17% were living in high rise flat with children.
- 3.20 Demand for the new build properties at Thorn Walk has been significantly higher than general demand for properties within the area, with an average of 302 bids for a 2 bed property (3.5 times as many bids as the Gipton average) and 305 bids for a 3 bed property (4.5 times the average).
- 3.21 The gender profile of successful differed from overall lettings trends with 85% of the main applicants being women. The majority of properties were let to applicants aged 30-40, as outlined in the below graph.



3.22 As 85% of the new build properties were let to existing Council tenants, this released 11 properties (1 bed flat, 6x2 bed houses 4x3 bed houses) to be relet to applicants on the Leeds Homes Register.

Initial Outcomes / Lessons Learnt from the First New Build Lets

3.23 There are some outcomes emerging from the first phase of lets which it is important that we consider as we continue with the overall growth programme. The key outcomes and lessons learnt are as follows:

3.24 Demand

There has been huge demand for 2 and 3 bed houses and so it has been difficult to manage customer expectations and disappointment when customers have been unsuccessful. There has been much lower demand for flats in the early phases, which while expected, it is important that we plan for this as we begin to let larger numbers of flats in later phases.

For the next phase of lettings for the Little London and Beeston Hill Regeneration Project, Housing Leeds is keen to further encourage the development of mixed communities by encouraging applications from people who are currently not on the housing register and would not normally consider council housing as a realistic option. A continued emphasis has been placed on developing local lettings policies which prioritise people with a local connection and in employment. However, a robust marketing strategy is being developed which will market the properties to local and city centre employers, with some particularly targeted marketing to low paid employees.

3.25 Stable and Harmonious Communities

It is still very early days to determine how successful the local lettings policies have been in creating stable and harmonious communities. However, initial indications have shown that the local lettings policy was effective in identifying tenants that have previously conducted tenancies well, and that they largely continue to conduct their tenancies well in the new properties. Housing Leeds will continue to monitor the effectiveness of this policy for all new developments throughout 2015/16.

3.8 Allocation Process

The local lettings policies agreed for the new build include some additional checks to identify if the applicant has an excellent tenancy record, including additional checks of the applicant's tenancy history and a home visit to verify that they are managing their current home well. While this has been resource intensive at the early stages of the allocation process, it has proved extremely beneficial in demonstrating to tenants the high expectations of tenants moving into these properties. Tenants have confirmed to us that they have welcomed the additional scrutiny, which has also given them assurance to them that they are moving into a balanced and stable community. The approach follows 'invest to save' principles, and it is expected that this early investment will result in less reactive tenancy management at a later date.

As the 'excellent tenancy record' principles become embedded within other wider local lettings policies, it is intended that an assessment of a current tenant's tenancy record could be completed and communicated to a tenant as part of the Annual Home Visit process.

3.9 Additional Lets

Over the next 6 months almost 200 new properties will become available for letting, largely in the Little London, Beeston Hill and Holbeck areas of the city. In addition to this, as a significant number of successful applicants are expected to be current tenants this will generate further properties that will be let. In order to ensure that Housing Management is able to manage this increased workload, additional staffing resources have been recently recruited to support this additional workload for the next 6 months. Staff teams are working closely to effectively manage the lettings process, to ensure that impacts on average relet times are minimised.

3.10 Acquisition programme

The acquisition of 23 properties on Thorn Walk, Gipton from Bellways was the first acquisition site delivered as part of the Council Housing Growth Programme. There have been a number of points which have arisen from the acquisition programme which will be factored into future acquisition programmes:

- Housing Leeds had little opportunity to influence the specification of these properties as the properties were bought off plan. Consequently the properties are not of the same standards as properties being delivered as part of the Council Housing Growth Programme. Particular issues included bedroom sizes and showers not being installed in bathrooms.
- Installations, such as kitchens and bathrooms, are also not consistent with standard specifications for Council Housing. This will make component repairs / part replacements more difficult and expensive.

For future acquisitions, discussions will take place with the contractor to discuss design enhancements in line with the Leeds Standard.

Corporate Considerations

4 Consultation and Engagement

- 4.1 There has been an extensive advertising campaign for the new build properties, to ensure that as many local tenants and applicants are aware of that the properties are becoming available. This has included promotional information being available on the website, in the Leeds Homes magazine, and sending flyers to residents in the local area. For more recent phases this has also

included sending promotional information to city centre and local employers, to encourage applications from a wider range of applicants.

- 4.2 In developing the local lettings policies for each of the new build developments, there has been extensive consultation with local communities and applicants to identify their priorities for letting the properties, and the outcomes of this consultation has been incorporated into individual local lettings policies.

5 Equality and Diversity / Cohesion and Integration

- 5.1 An equality impact assessment has been completed for each of the local lettings policies developed to ensure that equality impacts have been given appropriate consideration. For each of the policies, tenants are exempted from the requirement to be working where they have a disability or a caring responsibility which means that they are unable to work. Other requirements can also be waived where there are exceptional circumstances linked to equality and diversity.

6 Council policies and City Priorities

- 6.1 The Council Housing Growth Programme supports 2 main objectives of the 2015-20 Best Council Plan. The programme will help meet the objective to support communities and tackle poverty by providing high quality housing in stable communities, via the local lettings policy. It will also promote sustainable and inclusive economic growth in areas of the city with high levels of deprivation.

7 Resources and value for money

- 10.1 £148m resources have been set aside to support the delivery of the Council Housing Growth Programme, to include the delivery of new build properties in both the Little London and Beeston Hill and Holbeck Regeneration Project and the Council Housing Growth Programme.
- 10.2 A Programme Board is in place which is responsible for overseeing the delivery of the overall Council Housing Growth Programme, and for ensuring that Value for Money is delivered as part of the overall programme.
- 10.3 Housing Management has recently approved additional staffing resources to support the letting of properties included within the programme for the next 6 months, when almost 200 new properties will be completed. The timely approval of the local lettings policy, property advertisements and shortlisting is essential to ensure the properties are let as soon as they are available to reduce potential void costs to the council.

8 Legal Implications

- 8.1 The council must abide by the Housing Act 1996, as amended, in developing its allocations scheme, including local lettings policies. Local lettings policies may be used to achieve a wide variety of housing management and policy objectives. However, the council must have regard to its duties under equalities legislation, as well as the requirement to give overall priority for allocations of social housing to people in the reasonable preference (housing need) categories, including homelessness, medical need or overcrowding. This is achieved through the council's approach to lettings across the wider ward areas and city.

9 Risk Management

- 9.1 Risk associated with the overall Council Housing Growth Programme is managed by the Council Housing Growth Programme Board. Within Housing Management, an officer is responsible for project managing the letting of properties on completion, and for identifying risks associated with the letting of properties.
- 9.2 There is a risk that there may be low demand for the properties, particularly the 2 bedroom flats, due to changing patterns of demand for social housing and as a result of the economic climate and welfare reform changes. This has been mitigated by incorporating employment as a preference category for a proportion of lettings, and including an affordability assessment for any properties which are let to households who don't fully occupy the property.
- 9.3 The council has identified that additional staffing resources will be required to enable lettings teams to undertake checks and home visits to prospective tenants, and additional costs may arise through increased transfers. This will be mitigated by conducting enhanced tenancy checks prior to making offer.

10 Conclusions

- 10.1 A total of 109 properties have been completed to date as part of the Little London, Beeston Hill and Holbeck Regeneration Project, and 18 new properties in Gipton have also been let following acquisition from a private developer. These have all been let through local lettings policies which balance priorities of meeting housing need and offering some incentive to current Council tenants who have conducted their tenancy well.
- 10.2 There has been huge interest in the new build properties and this has been reflected in the very high demand for the properties, through bidding levels. Housing Leeds has reviewed the outcomes of the early phases of the property handovers, and this has demonstrated the positive contribution that the new build properties have made to developing strong, harmonious communities of Council Housing. However, there are lessons that have been learnt from these early phases, which have been acted upon to make improvements to later phases.

11 Recommendations

That the Housing Advisory Board:

- Note and comment on the information provided in this report.

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Report of Liz Cook Chief Officer Housing Management

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Delivery of Enhanced Income Management Service Offer to support tenants who are affected by Welfare Reform.

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

This report sets out the proposal to deliver an Enhanced Income Management Service Offer to manage ongoing Welfare Reform and the introduction of Universal Credit in Leeds.

The changes will have a direct impact on tenants and their ability to pay their rent which is a significant risk to rent collection levels which could then impact on the resources available to manage, maintain and invest in council housing.

These changes include maintaining the freeze in working-age benefit for two years, a lowering the Benefit Cap from £26,000 to £23,000 a year, potential increases in rates for under occupation and the automatic right to Housing Benefit for 18 to 21 year olds being reviewed.

Universal Credit will be introduced in Leeds between December 2015 and April 2016, and it is estimated that approximately 24,000 tenants will be affected and Housing will have to collect an additional £73.5M in rent which is currently paid direct through Housing Benefit.

Since the introduction of Welfare Reform Housing Management has invested additional resources to tackle and minimise its impacts. These additional resources, working in close partnership with other Council services proved their value, working with tenants and in close partnership with other services and organisations.

The proposed Enhanced Income Service Offer is over and above the Income Management Core Service Offer and will enable Housing Management to provide additional support and challenge and would be reviewed annually as Universal Credit is rolled out and the impacts of current and future welfare changes are crystalized.

The scope of the challenge warrants the additional resource allocation.

Recommendations

That the Housing Advisory Board:

Note the contents of the report and support the additional resources allocated to support tenants to respond to the challenges of Welfare Reform and Universal Credit.

1 Purpose of this report

- 1.1 The purpose of the report is to advise the Board on progress in supporting tenants to respond to Welfare Reform and set out the proposed Enhanced Income Service Offer of a flexible resource to respond to demand over the next 3 years.

2 Background information

- 2.1 Housing Management has been engaging with tenants affected by Welfare Reform since August 2012, to increase awareness of the changes introduced in April 2013, and to allow tenants to prepare financially and make informed decisions.
- 2.2 A fundamental aspect of this work has been the face to face support for tenants who needed practical assistance to improve their situation and lessen the impact, including support to affect a mutual exchange, assistance with downsizing, fuel switch support, engage with money & budgeting providers as well as referring to partners to improve their employment prospects.
- 2.3 The Discretionary Housing Payment (DHP) Multi Storey Flats (MSF) project was initiated in May 2014 to work with tenants affected by Under Occupation. The project had a social contract approach, with (DHP) made in turn for an enhanced support offer, including employment and income advice. The project has proved extremely successful in helping tenants to deal with the impacts of Under Occupancy.
- 2.4 Universal Credit (UC) will be introduced in Leeds between December 2015 and April 2016 for single Job Seekers making new claims. It is anticipated that UC will be then rolled out in stages and be fully operational in Leeds late 2017. No definitive dates have been provided to date.
- 2.5 Universal Credit fundamentally changes the way the main income-based benefits are delivered, and applies to around 100,000 Leeds residents and requires online applications and much greater budget responsibilities from customers
- 2.6 Housing Leeds must ensure that it makes adequate provision to prepare itself and our tenants for this change. The significant change and threat for the Council is that tenants will receive their Housing Allowance (currently Housing Benefit) themselves and have to pay this to the council. Currently Housing Benefit is paid direct to the tenants rent account.
- 2.7 Welfare Reform is a high risk to the Council's Housing Revenue Account (HRA). The risk is regularly monitored and reviewed in the Corporate Risk Register. The recommendations within this report will help to minimise this risk. Failure to maintain a 98% rent collection rate will have impacts on the HRA financial position and ultimately impact on the ability to manage, maintain and invest in council housing in Leeds.

3 Main issues

- 3.1 It is critical that the council adequately prepares for Welfare Reforms & Universal Credit and tenants are effectively supported and advised.
- 3.2 Delivery to date has demonstrated that specific programmes and initiatives have delivered excellent results and long term solutions.
- 3.3 The DHP MSF project delivered a number of key outcomes:

- 129 tenants have moved into work
- 91 tenants have carried out voluntary work contributing to the local economy and gaining individual work experience.
- The level of rent arrears of tenants reduced on average by £5.08, in comparison, those that are under occupying that do not live in a MSF, increased by £48.52 on average.
- The number of tenancy terminations in MSFs reduced by 274 on the previous year generating savings in rent loss of approx. £109,500 as well as an estimated £392,916 in void repair costs.
- At the outset of the project 57% of tenants were worried about getting into more debt and 67% of tenants were worried that their financial position would affect their health. From the final surveys completed 97% of participants have said that the project has made an improvement in their quality of life with 53% saying it made a big improvement.
- Tenants who engaged with the DHP MSF project reduced their rent arrears. A detailed sample of 35 tenants reduced the average amount of debt they owe to others from £805 to £705. They increased their disposable income from a deficit to an £11.00 per week surplus. This put those tenants in a better financial position which increases their ability to pay their rent.

3.4 Universal Credit is expected to roll out in Leeds in February in 2016. Initial indications are this will be approximately 150 cases per month, which the team will be able to work with.

3.5 Initial assessments undertaken on the potential impact of UC identified that approximately 24000 tenants will be affected resulting in an additional £73.5M of rent to be collected which is currently paid direct in Housing Benefit.

3.6 The development of the Enhanced Income Service Offer to tenants affected by Welfare Reforms and Universal Credit will be a flexible resource of up to 16 Housing Officers to work across the City, and provide face to face services to tenants. The service offer is essential to the delivery of the High Rise Project to deliver step a change improvement to high rise blocks in the City.

3.7 The team will tackle the monthly list of 300 tenants affected by Under Occupation, 100 Benefit Cap Cases and 941 tenants affected by Under Occupation with arrears of over £250.

3.8 The project will support other key initiatives for Housing including action against illegal money lending, supporting local debt forums and participate in a number of campaigns to promote the services of the Credit Union, Illegal Money Lending Team, Money Information Centre, StepChange, Money Buddies, Food Aid Networks, and Employment & Skills.

3.9 The project will focus on delivering a number of outcomes including:

- Improve tenants budgeting skills
- Reduce levels of personal debt and increase disposable income.
- Achieve the 98% rent collection target in 2015/16.
- Assist customers in accessing affordable credit and thereby avoiding high cost and illegal money lenders.
- Increase activity by tenants to improve their employment prospects.
- Reduce the number of tenancy terminations by tenants affected by Welfare Reform.
- Engage with tenants affected by Universal Credit to increase awareness and help them prepare.

3.10 Housing Management is developing a 5 year strategy to work through the implementation of UC to evaluate and track the impacts.

4 Corporate Considerations

4.1 Consultation and Engagement

4.2 Housing is actively participating and engaged in the Welfare Reform Board for the City and the proposal is fully supported by the Welfare Reform Board and the Citizens@ Leeds Programme Board.

- 4.3 Partner agencies have been engaged throughout the delivery of the MSF DHP project and regular engagement has taken place to review the project including Welfare Reform Board, Citizens@ Leeds Programme Board, Employment and Skills Board and Local Debt Forums.
- 4.4 Closing surveys from 83% of the participants from the DHP MSF project have stated that they would have engaged with the project and undertaken activities even if the DHP was not awarded. Demonstrating there is a significant need and demand for this type of support activity for tenants.

5 Equality and Diversity / Cohesion and Integration

- 5.1 Delivery of responses to Welfare Reform has provided personal support to tenants to meet individual needs
- 5.2 An EIA screening document has been completed to support this report.

6 Council Policies and City Priorities

- 6.1 The Enhanced Income Service Offer will contribute to the Council's strategic objectives of supporting communities and tackling poverty.
- 6.2 The Enhanced Income Service Offer will support delivery of the Housing Priority Strategic Indicator Rent and Benefits by maximising tenants' income and increasing rent collection.
- 6.3 The Enhanced Income Service Offer will support the Council and its tenants in preparing for the introduction of Universal Credit which is the most significant change in Welfare Reform to date.
- 6.4 The project will continue to foster excellent relationships that have been developed with Leeds City Councils Welfare and Benefits, Employment and Skills, Public Health and external partners such as Ebor Gardens Advice Centre, GIPSIL, Voluntary Advice Leeds, Pinnacle People, Money Buddies, Leeds City Credit Union and StepChange.

7 Resources and Value for Money

- 7.5 The Enhanced Income Management Service to tenants will be a flexible resource where recruitment will take place in line with demand, and will include the new monthly Under Occupation caseload of approx. 300 cases, 100 affected by the Benefit cap and initially 513 tenants under occupying owing over £500. This is a critical group whose arrears are increasing and will be approaching possession proceedings over the next 12 months.
- 7.6 The number of cases taken to court for rent arrears should reduce, avoiding the court costs associated with each claim which is currently £250 and a reinvestment of staff time and associated resources. Any evictions the team can prevent will result in approx. savings to the council of £6.5K per eviction.
- 7.7 During the DHP MSF project the number of tenancy terminations of those who live in Multi Storey Flats significantly reduced. For the period of April 2013 to December 2013, and the same time frame in 2014 when the project was live, terminations have reduced by 274.
- 7.8 The average relet time is 32 days. At a rent of £80 per week this has made savings in rent loss of approx. £109,500 as well as an estimated £392,916 in void repair costs which would have been incurred. If this type of approach is rolled out to other tenants types with the same levels of support it is envisaged that similar results will be shown across different dwelling types.
- 7.9 The DHP MSF project showed that many tenants out of work do want to get involved in activities that improve their lifestyle, increase chances of employment, improve their feeling of isolation, and contribute to the wider community.
- 7.10 The table below details the anticipated cost savings

Projected Savings	£'s
Void Rent Loss	£109,500
Voids Repair Cost	£392,300
Evictions*	£65,000
Total	£566,800

7.11 * Based on intervention in 10 cases.

7.1 Due to the significant amount of additional rent to be collected it is vital that adequate resources are put in place to support tenants with the transition to Universal Credit.

8 Legal Implications, Access to Information and Call In

8.1 This report does not contain any exempt or confidential information.

8.2 This report is not eligible for call in.

9 Risk Management

9.1 Welfare Reform has an adverse impact on the Council's financial position and creates financial hardship. As such it has been deemed a High Risk to the council and this risk is regularly monitored and reviewed in the Corporate Risk Register.

9.2 The recommendations within this report will help to minimise the risk by supporting tenants to move to a better financial position and therefore more able to pay their rental charge.

10 Conclusions

10.1 Housing Management has been working successfully in partnership with other directorates, third sector organisations.

10.2 The proposed Enhanced Income Service Offer would continue to utilise those effective partnerships to support tenants and maximise rent collection.

10.3 This proposal supports Housing Management deliver its key priorities and 98% rent collection target.

10.4 The proposal aims to be self-financing through savings in voids costs, rent loss and legal costs.

11 Recommendations

That the Housing Advisory Board:

Note the contents of the report and support the additional resources allocated to support tenants respond to the challenges of welfare reform and Universal Credit.

12 Background documents

12.1 None

Housing Advisory Board

Forward Plan 9th July 2015



Deadline for first drafts	Deadline for final drafts after Chair's brief	Item	CO/Author
9 July 2015			
Deadline for reports to Neil – Wednesday 17 th June 2015 4pm Chair's Brief Monday 29 th June 2015 at 9.30 am	Tuesday 30 th June 2015 12 noon	<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Environmental improvement Programme Update • Future of Construction Services • 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) • Enhanced Income 	R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Sarah May Tony Butler Julie Staton Mandy Sawyer Liz Cook
7 September 2015			
Deadline for reports to Neil – TBC Chair's Brief Wednesday 26 th August 2015 at 9.00 am	Thursday 27 th August 2015 12 noon	<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Adaptations • Preparation for Universal Credit Implementation • Encouraging Tenant Mobility • Update on Tenant Involvement Framework • Tenant Communication Plan – linked to issues from tenant satisfaction survey • Tenant Engagement Framework – Update • Housing Strategy Updates • Strategic Tenant Body 	R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Simon Costigan Mandy Sawyer Mandy Sawyer Mandy Sawyer Mandy Sawyer Mandy Sawyer Mandy Sawyer Mandy Sawyer

10 November 2015			
<p>Deadline for reports to Neil TBC</p> <p>Chair's Brief Wednesday 26th October 2015 at 9.00 am</p>	Friday 28 th October 2015 12 noon	<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 • Housing Strategy Updates 	<p>R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Mandy Sawyer Martyn Long Mandy Sawyer</p>
January 2015			
		<ul style="list-style-type: none"> • Finance update (capital and revenue) • Performance Update • Extra Care Housing • Housing Strategy Updates 	<p>R Ellis/Stephen Boyle/Helen Semianczuk Debra Scott Mandy Sawyer</p>