



## HOUSING ADVISORY BOARD

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 2nd February, 2016 at 5.00 pm

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### 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  
Vacancy

#### 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><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></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><b>RESOLVED</b> – 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 10<sup>th</sup> November 2015.

(Copy attached)

7

### **MATTERS ARISING FROM THE MINUTES**

13 -  
16

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

(Report attached)

8

### **PRESENTATION FROM MEARS**

To receive a presentation from Mears who have responsibility for undertaking repairs and maintenance of the City Council's House properties.

9

**UPDATE FROM VITAL (VOICE OF INVOLVED TENANTS ACROSS LEEDS)**

To receive an update/ feedback from VITAL on issues affecting Council House Tenants.

(Verbal report)

10

**HOUSING LEEDS (HRA) REVENUE FINANCIAL POSITION - PERIOD 9 - 2015/16**

17 -  
20

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 December 2015.

(Report attached)

11

**HRA CAPITAL FINANCIAL POSITION PERIOD 9 2015/16**

21 -  
26

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 9 for the financial year 2015/16.

(Report attached)

12

**PROGRESS UPDATE ON THE COUNCIL HOUSE GROWTH PROGRAMME**

27 -  
32

To consider a report by the Director of Environment and Housing which provides an update on progress in respect of the council house growth programme, which includes:

- Acquisitions
- New Build
- Long term empty homes

(Report attached)

13

**PERFORMANCE REPORT**

33 -  
50

To consider a report by the Director of Environment and Housing which provides a summary of the most recent performance data against the six Housing Leeds priorities and informs the Board of progress with development performance measures and dashboards for each priority. The purpose of the dashboards and extended range of performance measures is to give greater insight on matters that affect tenants and to help to put service performance into context.

(Report attached)

14

Otley and  
Yeadon

**DEVELOPMENT OF SHELTERED HOUSING  
SUPPORT MODELS WITH A PARTICULAR  
FOCUS ON EXTRA CARE SHELTERED  
HOUSING**

51 -  
60

To consider a report by the Director of Environment and Housing which provides an outline of progress being made with developing more flexible support models for older tenants. The report also outlines proposals for management of a new Extra Care sheltered housing scheme in Yeadon.

(Report attached)

15

## **CUSTOMER SERVICES PLAN UPDATE**

61 -  
68

To consider a report by the Director of Environment and Housing which provides an update on the following:

- Progress with the delivery of community hubs through the Citizens@Leeds agenda.
- Progress made in the review of the Local Housing Offer to tenants.
- Progress with improving the quality of customer service and access to Housing Leeds tenants.

(Report attached)

16

## **TENANT MOBILITY UPDATE**

69 -  
72

To consider a report by the Director of Environment and Housing which provides an update on the Tenant Mobility Incentive Scheme in terms of progress, the timetable for implementation, monitoring and risk management arrangements.

(Report attached)

17

## **HOUSING ADVISORY BOARD FORWARD PLAN 2016**

73 -  
76

To note/ amend the contents of the Housing Advisory Board Forward Plan for 2016

(Report attached)

**DATE AND TIME OF NEXT MEETING**

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

- Tuesday 26<sup>th</sup> April 2016
- Tuesday 7<sup>th</sup> June 2016
- Tuesday 13<sup>th</sup> September 2016
- Tuesday 29<sup>th</sup> November 2016
- Tuesday 28<sup>th</sup> February 2017

All meetings to commence at 5.00pm in the Civic Hall, Leeds.

**Third Party Recording**

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

Use of Recordings by Third Parties– code of practice

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

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## HOUSING ADVISORY BOARD

TUESDAY, 10TH NOVEMBER, 2015

**PRESENT:** Councillor D Coupar in the Chair

Councillors B Anderson, J Bentley,  
S Hamilton and K Ritchie

### **Tenant/Leaseholder**

Ted Wilson

### **Independent Representative**

Timothy Woods  
Matthew Walker  
Andrew Feldhaus

### **Co-opted Member**

David Glew

### **33 Appeals Against Refusal of Inspection of Documents**

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

### **34 Exempt Information - Possible Exclusion of the Press and Public**

There were no items identified where it was considered necessary to exclude the press or public due to the confidential nature of the business to be considered.

### **35 Late Items**

There were no late items of business

### **36 Declaration of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

### **37 Apologies for Absence**

Apologies for absence were received from: Councillor A Gabriel, Andy Liptrot and Jo Hourigan

### **38 Minutes of the Previous meeting**

**RESOLVED** – That the minutes of the previous meeting held on 7<sup>th</sup> September 2015 were accepted as a true and correct record.

Draft minutes to be approved at the meeting  
to be held on Tuesday, 2nd February, 2016

### **39 Matters Arising from the Minutes**

The following matters arising/ actions from the minutes were highlighted

#### Minutes No. 72 - Housing Leeds Capital Financial Position Period 2 2015/16

That a breakdown of housing works in each ward would be circulated to members as it became available – Status Open, in progress

#### Minutes No.24 - Housing Leeds (HRA) Revenue Financial Position July 2015/16

Councillor Ritchie asked if he could be supplied with a Briefing Note as to how the Private Finance Initiative (PFI) scheme operated in Leeds.

Officers confirmed a Briefing Note would be prepared and supplied to Councillor Ritchie.

#### Minute No.25 - Performance Report

Provision of information in writing for Board members on Housing Advisory Panel funding allocations and spending/ commitments - Requested information provided to the Board – Status, closed

#### Minutes No. 26 - Key Welfare Changes and Preparations for Universal Credit

Provision of information following visit to Oldham to be brought to a future meeting – Information to be reported to HAB in February 2016 – Status Open, in progress

Chief Officer Welfare and Benefits to submit a report to a future meeting, including details of exceptions - Information to be reported to HAB in February 2016 – Status Open, in progress

#### Minute No. 28 - Housing Leeds Customer Access Strategy

An update on this issue would be provided to the Board, together with details on how the differing age ranges of tenants could be addressed in terms of the best way in which to engage with the different groups – Information to be reported to HAB in February 2016 – Status Open, in progress

#### Minute No. 30 - HAB Forward Plan

Draft minutes to be approved at the meeting to be held on Tuesday, 2nd February, 2016

A request for information to be provided to Councillor Hamilton on the individual projects for High Rise blocks - Requested information supplied – Status, closed

#### Minute No. 31 – Agenda Distribution

A request to monitor receipt of papers to ensure that there were no further delays – Status Open, in progress

#### **40 Voice of Involved Tenants across Leeds**

Ted Wilson, Chair of the Cross City Chair's Group presented a report on behalf of "Voice of Involved Tenants Across Leeds (VITAL)

In addressing the report Mr Wilson said the intention was to provide an insight into the creation of, and direction of travel of the new strategic tenant body known as VITAL.

Mr Wilson explained the main aims of VITAL were:

- To support the development and oversee the implementation of the Tenant Involvement Strategy;
- To oversee consultations to avoid duplication or consultation fatigue;
- To ensure wide-spread feedback to tenants;
- To co-ordinate communications via a single communications plan;
- To enable communication between tenant forums to avoid duplication;
- To bring issues of concern to Housing Leeds for action;
- To review Tenant Involvement budgets for Value For Money and assess impact;
- To co-ordinate tenant training programmes and providers;
- To review representation within tenant involvement and co-ordinate approach to address any under-representation; and
- To co-ordinate tenant consultation on policy development/strategic direction.

In offering comment Councillor Bentley welcomed the establishment of the group suggesting it was important that tenants had adequate representation.

Matthew Walker also welcomed the involvement of VITAL but it was important, he said that duplication/ overlap did not take place.

Councillor Ritchie welcomed the enhanced engagement through VITAL.

Councillor Hamilton requested information on the funding of expenses to VITAL Members and the extent and cost of officer involvement.

In summing up the Chair said the Board appeared to be supportive of the involvement of VITAL and asked that the work of VITAL be reported back to the Board on a regular basis.

**RESOLVED –**

- (i) To welcome the establishment and involvement of VITAL
- (ii) To receive progress reports on the work of VITAL on a regular basis
- (iii) That information on the funding of expenses to VITAL Members and the extent and cost of officer involvement be provided to Councillor Hamilton

**41 Housing Leeds Capital Financial Position Period 6 2015/16**

The Director of Environment and Housing submitted a report which provided a financial position statement on the HRA Housing Leeds Capital programme at period 6 for the financial year 2015/16.

Appended to the report was a copy of the following document for the information/ comment of the meeting:

- Progress update on the Council House Growth Programme (Appendix A referred)

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 refurbishment programme
- Housing Leeds Newbuild Programme &

Councillor Bentley sought clarification on the right to buy back scheme.

In responding the Director of Environment and Housing reported that the Council had set aside funding to purchase 100 long empty properties by March 2018 to be refurbished and let as council housing. In order to qualify as a long term empty home, the property had to have been empty for 6 months.

It was reported that earlier this year, Capita had been awarded the contract to carry out valuations and conveyancing on behalf of the council for this programme.

**RESOLVED –** To note the Housing Leeds and BITMO refurbishment programme and the Housing Leeds Council House Growth programme position at period 6, 2015/16.

Draft minutes to be approved at the meeting  
to be held on Tuesday, 2nd February, 2016

## 42 Housing Leeds (HRA) Revenue Financial Position - Period 6 - 2015/16

The Director of Environment and Housing submitted a report which provided an update on the revenue financial position for the Housing Leeds (HRA) service as at the end of September 2015.

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 Income – Income projected to be £515K
- Expenditure, particularly around disrepair provision projected to be £1,932K, £32K above the original estimate
- Right to buy sales (RTB) sales
- Collection Rates – 96.70% for dwelling rents, compared to the target of 98.06%
- Arrears – Currently £6.4m compared to £5.8m at the end of 2014/15

Councillor Anderson referred to paragraph 6.1 of the submitted report suggesting that 53% of under-occupiers were in arrears. He asked if a distinction could be made between those who will not pay and those cannot pay.

In responding the Director of Environment and Housing said the Council would try to assist but tenants must qualify for subsidy under the policy. Collection would be pursued for those Tenants who did not qualify.

Councillor Bentley referred to collection rates and the attempt to get tenants to pay by direct debit/ standing order. He highlighted that many tenants worked part time or had zero hours' contracts which could cause problems for many households, and suggested that it might be useful to break collection rates down by the three different collection streams i.e. those receiving full housing benefit, partial housing benefit and no housing benefit.

Councillor Ritchie agreed that tenants on low pay/zero hours contracts were likely to struggle and needed signposting to relevant support.

In responding Liz Cook, Chief Officer Housing Management, said there was a range of strategies available to tenants but officers had to be aware of the household circumstances in order to address the tenant's needs.

Commenting on paragraph 3.2 of the report and the projected overspend by £400k for the repairs budget. David Glew welcomed the more pro-active approach to avoid expensive disrepair claims in the future.

**RESOLVED –**

- (i) That the report be noted
- (ii) That a breakdown be provided of collection rates by the three different collection streams

**43 Performance Report**

The Director of Environment and Housing submitted a report which provided a summary of the most recent performance data against the new six Housing Leeds priorities and informed the Board of progress with the development performance measures and dashboards for each priority. It was reported that the purpose of the dashboards and extended range of performance measures was to give greater insight on matters that affected tenants and to help to put service performance into context.

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

- Priority 1 Dashboard – Environmental Improvement (Appendix 1 referred)
- Priority 2 Dashboard – Rents and Benefits (Appendix 2 referred)
- Priority 4 Dashboard – Repairs (Appendix 3 referred)

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:

- Progress on Environmental Improvement schemes
- Improvements in rent collection and arrears performance in quarter 2
- Homeless preventions
- Temporary Accommodations
- Re-Let Days
- Number of Void Lettable Properties
- Adaptation
- Repairs
- Annual Home Visits and outcomes
- Disrepair

Referring to paragraph 3.1 of the report, Environmental Improvement, Councillor Ritchie highlighted concerns with one of the city-wide schemes and suggested that there be some evaluation of the quality and impact of these schemes.

Ted Wilson confirmed that the Chair's group had also asked for a value for money evaluation.

Referring to paragraph 3.3.5 of the report, voids, Councillor Hamilton queried the inclusion of PFI new builds if, by doing so, it gave a distorted view of performance, and asked what was likely to be causing delays in getting the new properties let.

In responding, Simon Costigan, Chief Officer Property and Contracts, explained that the PFI properties were not 'voids' and shouldn't be included. He went on to say that performance measures needed to reflect the whole process, including void works and lettings.

Referring to paragraph 3.6.3, Annual Home Visit Outcomes and the 12% of tenants would did not have bank accounts. Councillor Anderson asked what arrangements were being put in place for those tenants when Universal Credit was implemented.

Andrew Feldhaus also noted the high number of rent arrears within the £100 to £500 band, which may point to short-term pressures associated with variations in income and those without bank accounts

In responding on these points Liz Cook, Chief Officer, Housing Management, said discussions were taking place with tenants around future rent arrangements. The use of bank accounts and credit union accounts was been explained and promoted. Tenants would also receive additional support during the transition to Universal Credit.

Referring to paragraph 3.4 of the report, Councillor Hamilton noted that there had been a significant number of outstanding repairs reported via the Annual Homes Visits.

Councillor Anderson had also noted this and suggested that some analysis be done to determine whether they are new issues requiring attention or existing repairs that have already been reported.

A discussion then took place in relation to repairs performance and the ability to accurately compare the respective performance of contractors and the in-house service.

In responding, Simon Costigan, Chief Officer, Property and Contracts, confirmed that work was being done to develop more consistency of performance measurement across contractors and the Leeds Building Service

Ted Wilson, referring to Repairs Satisfaction, asked for further information on the telephone survey that had been introduced.

David Glew referring to the Annual Home Visits asked if he could be supplied with a copy of the proforma used when undertaking annual home visits.

The Chair suggested that the contents of the proforma may be of interest to other Board Members and that it be circulated accordingly.

**RESOLVED –**

- (i) To note the most recent performance information relating to the Six Housing Leeds Priorities
- (ii) To note the progress being made to develop dashboards for each of the Six Housing Leeds priorities which will be reported to future meetings of the Board
- (iii) That Members be supplied with the additional performance information requested in order to give a more accurate assessment of performance across voids and repairs, and to better understand rent collection rates
- (iv) That an evaluation be undertaken of city-wide environmental schemes
- (v) That a copy of the proforma used in the Annual Home Visits be circulated to Board Members for information

**44 Effective Housing Management & Lettings Policies**

The Director of Environment and Housing submitted a report which sought the Boards views on new approaches to housing management and the key principles for local lettings policies.

Appended to the report was a copy of the following document for the information/ comment of the meeting:

- List of Local Lettings policies (Appendix 1 referred)

Liz Cook, Chief Officer, Housing Management, presented the report and responded to Members comments and queries.

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

- Housing Management Practice
- Lettings and Tenancy Management Practice
- Good Tenancy Record
- Transfer Policy
- Pre-Tenancy Training
- Case Conferencing

Draft minutes to be approved at the meeting  
to be held on Tuesday, 2nd February, 2016



- Housing Pathways
- Sheltered Housing
- Age Designations
- Local Connections
- High Rise Housing
- New Build Homes
- Other Criteria
- Employment / Training

It was the generally opinion of the Board that they were supportive of the proposals.

Referring to section 3.9 Age Designation, Councillor Hamilton expressed a need for caution, with a view to discrimination issues.

In responding officers said there was an intention to provide pre-tenancy training which would include sessions on how to maintain a successful tenancy. The existing policy on age was to be modified to age/lifestyle related bands

In offering comment Councillor Bentley, referring to the transfer policy said there was an issue around competing needs, some people may be disadvantaged because they were not existing tenants.

Councillor Anderson also indicated his broad support, but highlighted a concern that the transfer policy might lead to increasing costs and needed some cost benefit analysis.

David Glew suggested that as part of the pre-tenancy training, tenants should receive instruction on how the ventilation system operates in new build properties.

Ted Wilson said that he welcomed the report especially the proposals around high rise housing.

The Chair thanked Members for their contributions suggesting some really useful comments had been made.

## **RESOLVED**

- (i) That the contents of the report be noted
- (ii) To support the new approach to developing Community Lettings Policies building on the success of new criteria used for new build homes and delivered through the Council's Housing Growth Programme.

## 45 Promoting Tenant Mobility

The Director of Environment and Housing submitted a report which provided an evaluation of tenant mobility incentive schemes operated in Leeds to date.

The report also sought the Boards views on other options available to encourage tenant mobility and to determine the options on spending the remainder of the budget.

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

- Mutual Exchanges (Appendix 1 refers)
- Tenant Mobility Incentive Scheme 2014 -15 (Appendix 2 refers)

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 proposed new scheme
- Proposals for the marketing and communications for the scheme

Councillor Hamilton queried why in the past take up had been low and suggested that if work was completed on a property prior to occupation this may lead to better outcomes.

In responding officers said that tenants were not attracted to multi storey blocks and sheltered housing in unpopular parts of the city.

It was the general view of the Board that the report be welcomed and the suggested way forward be supported

**RESOLVED** – To support the introduction of a new financial incentive scheme to promote mobility and increase the number of transfer moves secured through mutual exchanges by Leeds City Council tenants

## 46 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 deliveries.

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

- Example of Block Profile (Appendix 1 refers)

Draft minutes to be approved at the meeting  
to be held on Tuesday, 2nd February, 2016

- Clyde's and Wortley's Improvement Plan (Appendix 2 refers)

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:

- Housing Management - including extensive pilot project in Clyde's and Wortley's;
- Investment Strategy;
- Repairs and Maintenance;
- Enhanced Community Safety

Members welcomed the report and the work of the Project Board in developing the high rise strategy.

In offering comment the Chair said some important work had been carried out particularly in respect Clyde's and Wortley's high rise blocks, and that the high rise profiles were very useful for local Members.

The Chair suggested that the Board may wish to undertake a visit to this area in due course.

#### **RESOLVED –**

- (i) To welcome and note the progress to date with the high rise project
- (ii) That arrangement be made for the Board to visit the Clyde's and Wortley's high rise blocks, date to be determined at a later date

#### **47 Housing Advisory Board Forward Plan 2015/16**

The Board considered the contents of the Housing Advisory Board Forward Plan for 2015/16

Councillor Bentley requested if an item on “Repairs Performance” could be included on the agenda for the next meeting and could Mears (Repairs contractor) be invited to attend.

Members were supportive of Councillor Bentley’s suggestion

**RESOLVED** – That with the inclusion of an item on “Repairs Performance” on the next meeting, the contents of the Housing Advisory Board Forward Plan for 2015/16 be noted

**48 Date and Time of Next Meeting**

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

- Tuesday 2<sup>nd</sup> February 2016
- Tuesday 26<sup>th</sup> April 2016

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 27 October 2015)	Status
09/07/15	72	<p><u>Housing Leeds Capital Financial Position Period 2 2015/16</u></p> <p>That a breakdown of housing works in each ward would be circulated to members as it became available</p>	Simon Costigan	Intelligence team	Housing Leeds is currently developing a Members' Portal to provide updates to Ward Members for Capital Work being carried out in their individual ward.	Open (in progress)
07/09/15	26	<p><u>Key Welfare Changes and Preparations for Universal Credit</u></p> <p>Provision of information following visit to Oldham to be brought to a future meeting</p> <p>Chief Officer Welfare and Benefits to submit a report to a future meeting, including details of exceptions</p>	Jill Wildman  Steve Carey		A comprehensive report will be brought to the Board in April when more information will be available	Open
07/09/15	28	<p><u>Housing Leeds Customer Access Strategy</u></p> <p>An update on this issue would be provided to the Board, together with details on how the differing age ranges of tenants could be addressed in terms of the best way in which to engage with the different groups</p>	Jill Wildman		These aspects are addressed within the Customer Service Plan Update Report	Close

07/09/15	31	<u>Agenda Distribution</u> <p>The Chair asked that this be monitored and if delays continued to occur that an alternative method of delivery be considered</p>	Corporate Governance	Facilities Management	No further problems reported	Close
10/11/15	39	<u>Matters arising from the minutes</u> <p>Councillor Ritchie asked if he could be supplied with a Briefing Note as to how the Private Finance Initiative (PFI) scheme operated in Leeds.</p>	Richard Ellis		Information has been provided	Close
10/11/15	40	<u>Voice of Involved Tenants across Leeds</u> <p>Councillor Hamilton requested information on the funding of expenses to VITAL members and the extent and cost of officer involvement.</p>	Jill Wildman		Information provided	Close
10/11/15	42	<u>Housing Leeds (HRA) Revenue Financial Position - Period 6 - 2015/16</u> <p>That a breakdown is given of collection rates by the three different collection streams</p>	Richard Ellis	Intelligence Team	Changes to IT systems are required to enable this to be reported and a request has been made for this work to be done	Open (in progress)

10/11/15	43	<p><u>Performance Report</u></p> <p>That Members be supplied with the additional performance information requested in order to give a more accurate assessment of performance across voids and repairs, and to better understand rent collection rates</p>	Debra Scott	Housing officers and Intelligence Team	These matters are addressed within the Performance Report	Close
		<p>That an evaluation is undertaken of city-wide environmental schemes</p>	Jill Wildman		A methodology is being developed for evaluating the effectiveness of the environmental improvement programme and individual schemes. The Board will receive further information on this once this work is completed.	Open, in progress
		<p>That a copy of the proforma used in the Annual Home Visits be circulated to Board Members for information</p>	Jill Wildman	Tenant Groups	Proforma circulated	Close
	46	<p><u>High Rise Project update</u></p> <p>That arrangement be made for the Board to visit the Clyde's and Wortley's high rise blocks, date to be determined at a later date</p>	Jill Wildman		Arrangements being made for a visit in April to allow HAB to see the benefit of the security / virtual concierge etc , and the intensive housing support model which will be more established by this time.	Open

<b>10/11/15</b>	<b>47</b>	<u>HAB Forward Plan</u> Agreed that Mears would be invited to the next meeting	Simon Costigan		On HAB agenda and Mears representatives are attending	Close
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Report author: Richard Ellis  
Tel: 74291

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## Report of Head of Finance, Environment & Neighbourhoods

### Report to Housing Advisory Board

**Date: 2<sup>nd</sup> February 2016**

**Subject: Housing Leeds (HRA) Revenue Financial Position - Period 9 - 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

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## 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 December 2015.

## Recommendations

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

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## 1. Summary Position

- 1.1 At the end of December (Period 9) the HRA is projecting a surplus of £(510)k against the 2015/16 Budget.

## 2. Key Variances – Income

- 2.1 Income is projected to be £(803)k more than budget. Key variations include additional rental income of £(468)k primarily as a result of voids being less than budgeted levels of 1.25%, additional income of £(152)k from service charges and unbudgeted contributions to capital works from leaseholders £(184)k.

## 3. Key Variances - Expenditure

- 3.1 **Disrepair** - The charge to the disrepair provision is projected to be £1,581k, which is £81k above the original estimate.

There has been a continuing reduction in disrepair caseload from a peak of 910 cases at the start of the financial year, with the service currently on target to reduce this to 392 cases by the end of March 2016 – a reduction of 57%.

This reduction is due to clearing the backlog of cases and changes in strategy and processes which have streamlined the case management process and reduced the number of new claims being submitted.

The projected overspend against budget in 2015/16 is primarily due to clearing the backlog of outstanding cases. This, together with changes in processes and preventative work being undertaken should lead to both a reduction in cases and resources required in future years.

- 3.2 The repairs budget is currently projected to overspend by £696k which is due to a combination of the requirement to address outstanding repairs resulting from the backlog of disrepair cases and through taking a more pro-active approach to avoid expensive disrepair claims in the future.
- 3.3 Net savings of £(660)k are projected in relation to employees. Of this £(580)k is due to vacant posts during the year as new structures were recruited to, a savings on training £(171)k and occupational health £(40)k. These savings offset by additional severance costs of £129k.
- 3.4 Savings of £(284)k are projected in relation to premises costs of which £(250)k relates to utility costs. The balance is due to minor variations in rents, cleaning and NNDR.
- 3.5 Further key variations include costs of £144k for three Anti-Social Behaviour Link Officers (charged from West Yorkshire Police), charges from PPPU for category management (£171k) and energy portfolio work (£110k), a more appropriate charge for the support provided by HR (£134k), increased charges of £108k for support provided by Regeneration staff in the delivery of

the New Council House Growth programme, £50k for property clean ups and an additional charge of £47k from Adult Social Care for the provision of floating support.

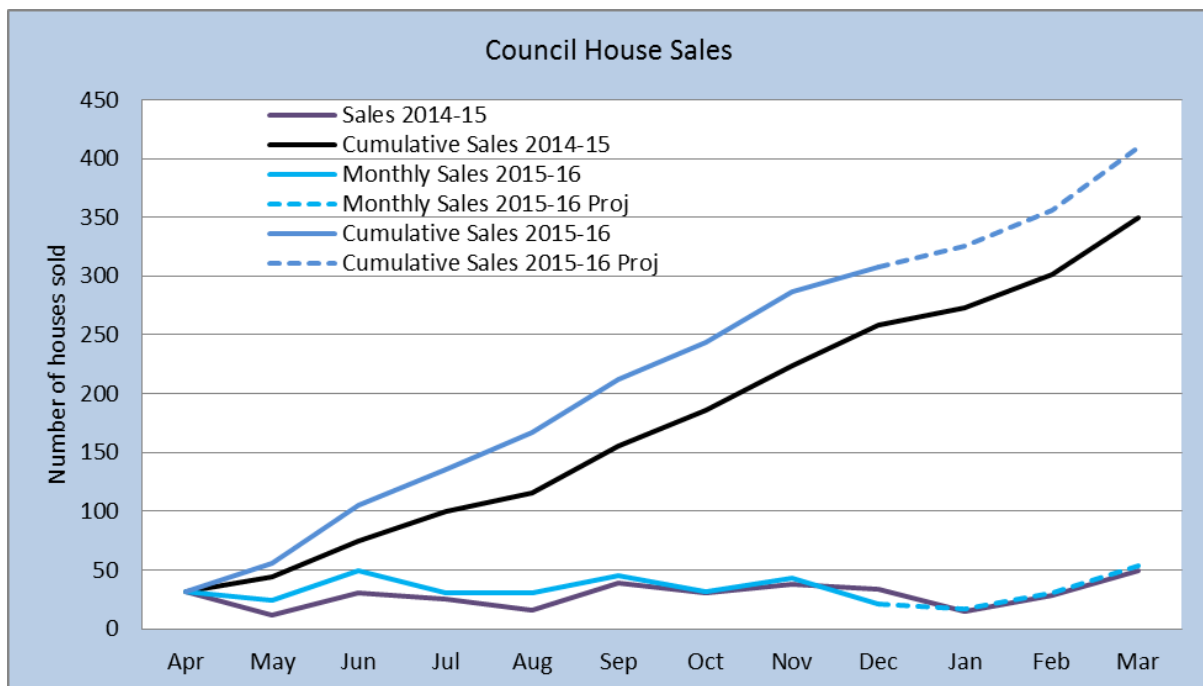
These additional costs are offset by reductions in charges from LASBT £(147)k and Housing Options £(110)k, savings in legal fees £(122)k and the tenant mobility scheme £(170)k together with other minor variations.

- 3.6 A change in forecast HRA balances has resulted in a reduction of interest payable to HRA of £338k.

#### 4. Right to Buy (RTB) Sales

- 4.1 To the end of December there were 308 completed sales with total sales of 410 being projected to year end. It is anticipated that total year sales will generate sales receipts of £18.8m. The Government formula in respect of 2015/16, indicates that the Council would be able to retain total receipts of £11.97m. Of this £3.99m could be used by the Council for acquisition/build of properties representing 30% of the costs, or to passport to Registered Social Landlords (RSLs) as a grant to fund 30% of the cost of building new housing stock. The balance of £8.0m could be used to repay debt, or to fund other capital expenditure.

#### Council House Sales to end of December 2015 & Projected Sales to Year End



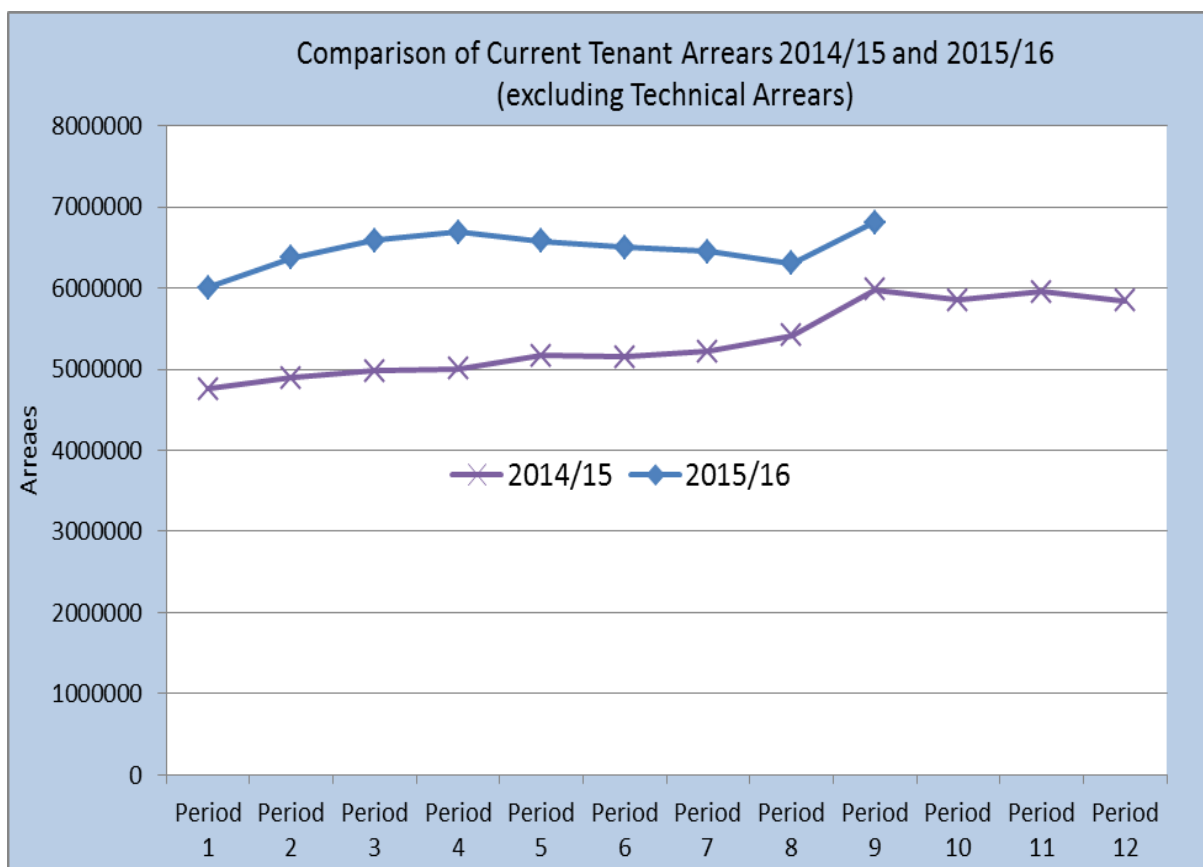
## 5. Collection Rates

- 5.1 Collection rates to the end of December were 96.86% for dwelling rents, compared to the target of 98%.

## 6. Arrears

- 6.1 Excluding technical arrears, arrears for current tenants are currently £6.7m compared to £5.8m at the end of 2014/15, an increase of £0.9m. There are currently 5,054 tenants classified as under-occupied. At the end of November 2015 approximately 53% of under-occupiers were in arrears, the same % as at the end of 2014/15. The value of dwelling rent arrears for under-occupiers has decreased by £52k since the end of 2014/15 and now stands at £803k.

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





Report author: Stephen J Boyle  
Tel: 39 51523

## Report of Head of Finance Environments and Housing

### Report to Housing Advisory Board

**Date: 2<sup>nd</sup> February 2016**

**Subject: HRA Capital Financial Position Period 9 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 9 for the financial year 2015/16.
2. The attached information has been provided by 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

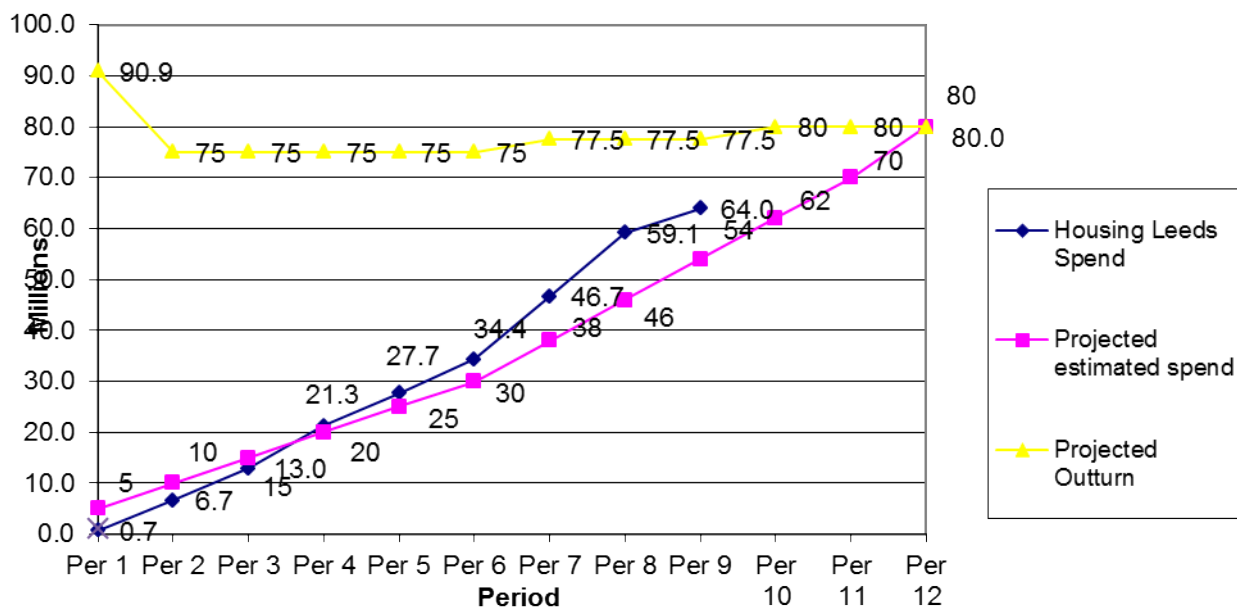
3.2 Housing Leeds actual spend and commitments at period 9 is £64m equating to 82.6% of the revised available resources at period 9. The 2015/16 programme has been adjusted down from the initial revised capital programme in June to £90.9m to a more deliverable level on what can realistically be achieved within the year, circa £77.5m however if the rate of spend and delivery continues to accelerate in period 10 the projection will be amended upwards.

3.3 Housing Leeds 3 year latest estimated responsive and planned works programme at period 9 are detailed in the table below with a graphical rep of the actual and estimated outturn position for 2015/16 :-

Housing Leeds Capital Programme	Original 15/16 Budget	Revised Budget at Per 9	Total Actual and Committed 2015/16 Per 9	% spent to revised budget	Estimaed 16/17 Budget	Estimated 17/18 Budget
<b>Responsive Programme</b>						
Voids	6,500.0	6,350.0	5,526.0	87.0%	6,500.0	6,000.0
Capital Repairs & Maintenance	2,400.0	2,458.9	2,971.5	120.8%	4,891.1	4,650.0
Equipments & Modifications for Disabled	5,225.8	5,047.9	5,185.8	102.7%	3,465.0	3,465.0
<b>Total Responsive</b>	<b>14,125.8</b>	<b>13,856.8</b>	<b>13,683.2</b>	<b>98.7%</b>	<b>14,856.1</b>	<b>14,115.0</b>
<b>Planned</b>						
Window & Door Replacement	1,842.8	1,837.8	1,331.2	72.4%	2,000.0	3,400.0
Heating & Energy Efficiency	14,681.6	14,810.0	13,799.1	93.2%	10,750.0	15,809.0
Community Safety	726.0	413.0	170.6	41.3%	481.0	160.0
Electrical	3,671.3	1,874.9	717.9	38.3%	3,170.6	1,770.0
Re-Roofing	4,459.3	5,435.1	3,270.5	60.2%	8,913.4	9,145.4
Kitchens & Bathrooms	12,379.6	11,055.6	7,582.1	68.6%	14,933.4	19,491.6
Environmentals	920.9	840.1	715.0	85.1%	0.0	0.0
Miscellaneous	50.0	291.5	78.6	27.0%	50.0	50.0
Structural Remedials & Insulation	8,511.3	2,659.2	2,191.1	82.4%	7,229.2	3,200.0
Communal Replacements	4,054.5	3,719.9	1,208.0	32.5%	2,455.5	250.0
Conversion/Regeneration Works	4,645.9	4,180.3	3,384.5	81.0%	2,889.0	2,000.0
Planned Capital Repairs	1,372.0	0.0	0.0	0.0%	0.0	0.0
Disabled Access Works	154.9	177.9	176.3	99.1%	0.0	0.0
Fire Safety Works	3,976.7	4,256.2	3,411.7	80.2%	1,694.0	2,817.5
Estate Shops & Leased Residential Prop	230.0	310.0	303.1	97.8%	150.0	230.0
Service Delivery Associated Costs	13,918.1	11,781.7	11,616.2	98.6%	12,427.8	9,561.5
<b>Total Planned</b>	<b>75,594.9</b>	<b>63,643.2</b>	<b>49,956.1</b>	<b>78.5%</b>	<b>67,143.9</b>	<b>67,885.0</b>
<b>* Environmental Improvement Programme</b>	<b>0.0</b>	<b>0.0</b>	<b>360.9</b>			
<b>Total Housing Leeds 2015/16 Programme</b>	<b>89,720.7</b>	<b>77,500.0</b>	<b>64,000.3</b>	<b>82.6%</b>	<b>82,000.0</b>	<b>82,000.0</b>
<b>Total Belle Isle TMO programme</b>	<b>2,157.9</b>	<b>3,023.9</b>	<b>1,811.0</b>	<b>59.9%</b>	<b>1,720.0</b>	<b>1,720.0</b>

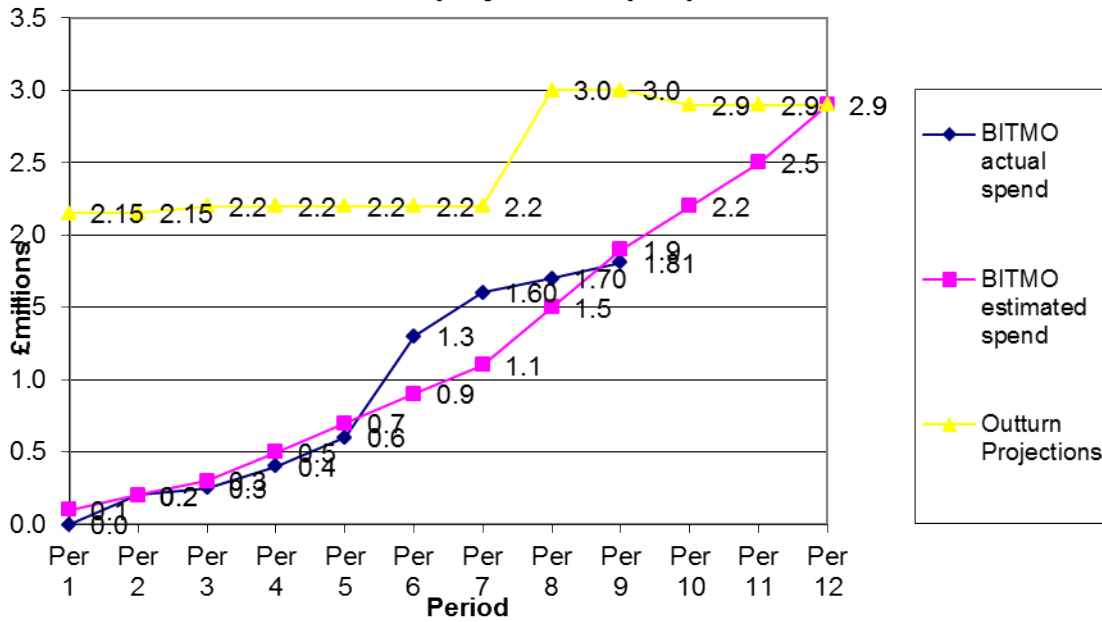
\* We have a £3m allocation from HRA reserves for the EIP programme together with external funding to be set up on the system.

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



- 3.4 The planned works are now estimated at £63.6m with spend and commitments to period 8 of £50m representing 73% of the revised available resources. As at period 9 the HL planned programme is reporting delivery of the revised available resources in 2015/16. At period 10 we may need to bring forward some of the slipped funding we actioned in previous months if spend and delivery continues at this rate.
- 3.5 The responsive works are now estimated at £13.9m with spend and commitments to date of £13.6m representing 97.8% of revised resources at period 9. Spend is well ahead of projections at period 9. Capital finance will meet with HL Mgt team with a view to adjusting the responsive budget for period 10 and overall projection for 2015/16.
- 3.6 While the overall spend and commitments of £64m are currently ahead of the projected 2015/16 outturn position of £77.5m at period 9, HL are awaiting the period 10 figures before amending the outturn target. The 2014/15 HL outturn of £57.1m has already been surpassed at period 9 and we are currently projecting a 36% increase which will rise dependant on the period 10 figures.
- 3.7 As previously agreed at Exec Board, and in line with the revised Business Plan, the Housing Leeds capital programme has been smoothed over several years to give an annual programme of £82m across 2016/17, 2017/18 and 2018/19. This was based on an anticipated outturn of £77.5m in 2015/16. Once the actual outturn position is known, the 2016/17 and future years programmes will be adjusted to take account of this.
- 3.8 Housing Leeds are currently developing a Members Portal to provide updates to Ward Members for Capital Work being carried out in their individual ward.
- 3.9 The initial draft of the HL Capital Programme which will be brought to Executive Board in February shows the estimated HL capital Programme to be £250m over the next 3 years. This includes the injection of the EIP programme of £3m. This programme will deliver on investment in our council housing stock and will fulfil a number of LCCs key priorities;
- Delivering statutory investment in order for Housing Leeds to comply with its statutory responsibilities, including investment in fire precautionary measures and adaptations.
  - Undertaking essential investment, including works to maintain housing stock to meet the new Leeds homes maintenance standard.
  - Additional investment in insulation and heating in order to improve the energy efficiency of housing stock.
  - Additional investment in specific property types, such as multi storey flats and sheltered housing, improving facilities for tenants and increasing the long term sustainability of these properties.
  - Delivering an Environmental Improvement programme.
- 3.10 **BITMOs** actual spend and commitments at period 9 are £1.81m representing 60% of revised available resources of £3.0m. The 2015/16 programme will deliver 25+ schemes across Belle Isle in 2015/16. At period 8 we injected an additional £800k from BITMOs revenue into the 2015/16 programme.

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

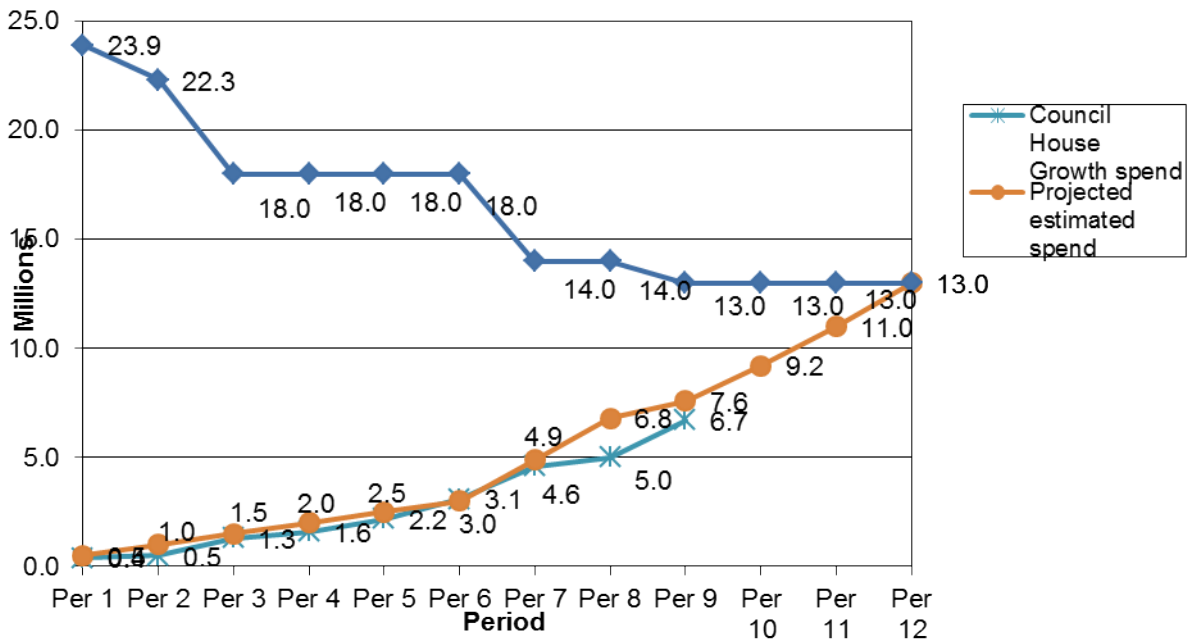


**4.0 Council House Growth Programme**

4.1 The total funding injected and available for the Council House Growth Programme is £99.37m. Overall spend to period 9 2015/16 is £6.7m (£5.32m in previous years) a total of £12.02m for the programme to date.

**See separate agenda item “Council House Growth Programme progress update”**

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





**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 9, 2015/16.

**6.0 Background documents<sup>1</sup>** No documents referred to.

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Report author: Lorraine Wright  
Tel: (24) 74743

**Report of Head of Housing Partnerships**

**Report to Housing Advisory Board**

**Date: 2<sup>nd</sup> February 2016**

**Subject: Progress Update on the Council House Growth Programme**

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

**Summary of main issues**

1. The Council Housing Growth Programme seeks to maximise the amount of new housing delivered within the city and increase council house stock available for letting to council tenants on the Leeds Homes Register.
2. The council has an ambitious programme to deliver c1,000 new council homes through acquisitions, new build and purchasing long term empty homes.
3. Funding amounting to £99.37m has been allocated to deliver this programme along with £42m to fund the Little London Beeston Hill and Holbeck regeneration scheme.

**Recommendations**

4. The Housing Advisory Board is requested to note the progress to date on the council house growth programme.

## **1 Purpose of this report**

1.1 The purpose of this report is to provide the Housing Advisory Board with an update on progress in respect of the council house growth programme. This includes:

- Acquisitions
- New Build
- Long term empty homes

## **2 Background information**

2.1 The council has an ambitious programme to deliver in the region of 1,000 new council homes in Leeds. This is the largest programme of new build council housing since the early eighties.

2.2 The council house growth programme comprises of three main strands:

- Acquisitions – off the shelf acquisitions provide an opportunity to purchase properties, either built properties or purchasing from plan.
- New build – through this programme, the Council aims to build modern homes taking account of design quality, space standards, energy efficiency and modern technology.
- Long term empty homes – the council has set aside funding to purchase 100 long empty properties by March 2018 to be refurbished and let as council housing. To qualify as a long term empty home, the property has to have been empty for 6 months. Earlier this year, Capita were awarded the contract to carry out valuations and conveyancing on behalf of the council for this programme.

2.3 Resources totalling £99.37m have been set aside for the council house growth programme to deliver the acquisitions, new build and long term empty home programme. In addition to this, £42m to support the council housing new build within the Little London and Beeston Hill and Holbeck (LLBHH) regeneration area have been made available through the Housing Revenue Account. These will deliver a total programme of c1000 new council houses.

## **3 Main issues**

3.1 A progress update on each of the council house growth work streams is outlined below.

3.2 Acquisitions:

3.3 Off the shelf acquisitions are proving to be a quick and cost effective solution to deliver good quality new homes for rent.

3.4 In 2015 the council purchased 23 new homes from Bellway in the Gipton area. These have all been let to customers on the Leeds Homes Register.

3.5 The council has entered into a contract with RDF Construction to purchase 8 homes on the former Lord Cardigan Pub site in Bramley. Site hoardings have been erected, pre-commencement planning conditions are in the process of being discharged and construction will start in January / February 2016. The development is scheduled to complete in summer 2016.

3.6 New Build:

3.7 The table below provides a progress update on each of the council house new build sites:

Site	Ward	Units	Programme
LLBHH Regeneration	Beeston + Holbeck, City and Hunslet, Hyde Park and Woodhouse	388 new build units	<ul style="list-style-type: none"> <li>- Contractor – sc4L comprising of Keepmoat</li> <li>- Mix of apartments and family housing</li> <li>- All 388 new build units to be completed and handed over to the council by the end of March 2017.</li> <li>- 278 units have been delivered to end of Dec 2015</li> </ul>
East Park Road	Burmantofts and Richmond Hill	32no 1 + 2 bed apartments	<ul style="list-style-type: none"> <li>- Contractor - Geo Houlton and Sons Ltd</li> <li>- General needs apartments</li> <li>- Scheduled to complete Q4 2015-16</li> </ul>
Extra Care at Yeadon (former Haworth Court site)	Otley and Yeadon	45no 1 + 2 bed apartments	<ul style="list-style-type: none"> <li>- Contractor - Henry Boot Construction</li> <li>- 45 extra care apartments with communal lounge, restaurant, multi-use room</li> <li>- 10 apartments to be marketed for shared ownership</li> <li>- Scheduled to complete Q3 2016-17</li> </ul>
Swarcliffe Drive (former Squinting Cat Public House)	Crossgates and Whinmoor	18no 1 + 2 bed apartments	<ul style="list-style-type: none"> <li>Contractor – Britcon</li> <li>- General needs apartments for older people (55+)</li> <li>- Scheduled to complete Q2 2016-17</li> </ul>
Broadleas	Bramley	24no 2 + 3 bed houses	<ul style="list-style-type: none"> <li>- Appointed Kier as the Council's preferred partner. Kier to develop planning application drawings into construction plan to be approved by LCC prior to entering contract to build</li> <li>- Programmed for a March / April 2016 contract award</li> </ul>

			- Scheduled to complete Q1 2017-18
Garnets	City and Hunslet	25no 2 + 3 bed houses	- Appointed Kier as the Council's preferred partner. Kier to develop planning application drawings into construction plan to be approved by LCC prior to entering contract to build - Programmed for a March / April 2016 contract award - Scheduled to complete Q1/2 2017-18
Whinmoor Public House,	Crossgates and Whinmoor	22no 2 bedroom houses	- Appointed Kier as the Council's preferred partner. Kier to develop designs in consultation with all stakeholders and once approved by LCC, a contract with Kier to build out the site will be signed Programmed for a 2016-17 contract award- Scheduled to complete Q3 2017/18
Beeches	Gipton and Harehills	27 units	- Programmed for a 2016-17 contract award - Scheduled to complete Q3/Q4 2017/18
Mistress Lane	Armley	TBC	- Site considered to be financially unviable. Further sites being considered.
Westerton Walk (West Ardsley Day Centre)	Ardsley and Robin Hood	45 units	- Result of funding bid under Care and Specialist Supported Housing Fund for 45 extra care apartments is still awaited - Demolition of West Ardsley Day Centre started January 2016 - Scheduled to complete Q4 2017/18
Barncroft	Killingbeck and Seacroft	Up to 16 units	- Site investigations and capacity study underway - Scheduled to complete before Q4 2017/18

Neville's	Temple Newsam	18-20 units	-Capacity study underway
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### 3.9 Long term empty homes:

- 3.10 In April 2014 the Council was successful in securing almost £2m HCA (Homes and Communities Agency) grant supported by £7m HRA funding to purchase 100 long empty properties to be refurbished and let as council housing between 2015-18.
- 3.11 To date, 11 properties have been acquired and a further 13 are in the conveyancing process and are expected to be acquired before the end of January 2016. All will undergo works to meet the Council's lettable standard and will be let to applicants on the Leeds Homes Register.
- 3.12 The estimated average cost for the properties that have been acquired (including the refurbishment, valuation and legal costs) is £84,000 each which is well within budget.
- 3.13 Budget position:
- 3.14 Of the £99.37m resources to deliver the acquisitions, new build and long term empty homes programmes, of which ~£24m is projected to come from Right to Buy receipts; almost £7m of this has been allocated to new build and almost £5m allocated to grant registered providers.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Executive Members are briefed regularly on progress and via the Members Steering Group. Ward Members are briefed on schemes / acquisitions within their ward and are consulted and engaged at specific intervals on the development of proposals for new build sites. Public consultation events take place prior to submission of a planning application.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 Equality and Diversity Impact screening has been undertaken for the Council House Growth Programme and has been determined that the proposals have a positive impact in terms of Equality and Diversity and that a full assessment is not required.

### **4.3 Council policies and Best Council Plan**

- 4.3.1 The development of new council housing will address priorities within the City Priority Plan to provide additional affordable housing and to support housing growth.

### **4.4 Resources and value for money**

4.4.1 The programme and budget is managed through the Housing Growth Team in conjunction with Corporate Resources and Environment and Housing Finance Teams.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no legal implications resulting from this report.

#### **4.6 Risk Management**

4.6.1 There are no specific risks associated with this report.

4.6.2 A risk log for the programme is managed by the Council Housing Growth Programme Board and is presented to each programme board meeting.

### **5 Conclusions**

5.1 The Council Housing Growth Programme seeks to maximise the amount of new housing delivered within the city and increase council house stock available for letting to applicants on the Leeds Homes Register. It aims to do this via the following routes:

- Acquisitions
- New Build
- Long term empty homes

### **6 Recommendations**

6.1 The Housing Advisory Board is requested to note the progress to date on the council house growth programme.

### **7 Background documents<sup>1</sup>**

7.1 None

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<sup>1</sup> 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 of the Director of Environment and Housing**

**Report to Housing Advisory Board**

**Date: 2 February 2016**

**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 and dashboards 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 provide a range of both performance and contextual data to give a rounded view of performance.

## **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 progress with the development of performance measures and dashboards for each priority. The purpose of the dashboards and extended range of performance measures is to give greater insight on matters that affect tenants and to help to put service performance into context.

## **2 Background information**

- 2.1 The six Housing Leeds priorities were agreed by the Board at their meeting on 20<sup>th</sup> 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. The intention is to provide quarterly performance information in the form of dashboards, giving a range of performance and other contextual information, together with supporting commentary. These dashboards are at various stages of development.
- 2.2 Draft dashboards in respect of priorities 1, 2 and 3 are appended to this report with the most recent available data (December). Commentary is given under each priority heading in section 3 below, which also advises on the work being done to further develop these dashboards.
- 2.3 The most recent data available (December) for the other three priorities is provided within the body of this report in section 3 below. The dashboards for these priorities are still at a developmental stage and so it has not been possible to provide drafts to the Board. Commentary is given as to the work being done to develop dashboards in relation to these priorities.

## **3 The Six Priorities**

### **3.1 Priority 1 – Environmental Improvement**

- 3.1.1 Please see attached draft dashboard.

The dashboard reflects that, as of December 2015, 271 applications totalling over £1.2m in funding have been approved by the Housing Advisory Panels. This represents a commitment of 88% of their budget allocation. Please refer to the dashboard for a breakdown by type and area.

Two significant citywide projects are currently being delivered. The partnership with West Yorkshire Community Rehabilitation (known as 'Community Payback') has since 1 August completed over 50 referrals from across the city, tackling problem spots in terms of making them cleaner/greener. The first delivery of 800 Winter Wellbeing packs has also been received and is being distributed by local housing teams to tenants more likely to be at risk during a prolonged period of severe winter weather

HAPs continue to fund projects to help meet their local priorities and evidence partnership working:

- INW HAP funding of £38,000 for tree/shrub, security lighting, paving, open space and signage improvements to the Lovell Park blocks in Little London. This follows on from

the panel's innovative approach of partnership working with Groundwork Leeds to consult with local residents and develop a costed master plan for the area

- IS HAP funding of £1,950 for a new bench, planters, the clearance of an old shrub bed and the supply of new shrubs and bulbs to improve a communal space on the corner of Balm Road/Woodhouse Hill Road as requested by Hunslet Carr Tenants and Residents Association.
- IE HAP funding £1,368 to improve Neath Gardens drying areas – removing old and broken poles and supplying and installing 8 new drying poles as requested by local residents.
- ONW funding of £7,400 for two bin space and recycling improvements at Regent Crescent and at Linfoot Sheltered Scheme.

3.1.2 Under the Environmental Improvement Programme, there has been consultation with residents and Ward Members on 8 waste, 5 parking and 1 landscaping scheme during quarter 3.

- Waste – The Investment Projects Team has worked with Ward Members, residents and the Housing Office to develop the Tinshill Waste Scheme. When finished, £143k will have been invested and waste management will be improved for 100 households. This scheme and four others are expected to be completed in Quarter 4.
- Parking - A number of car parking schemes are being developed, so far 3 are due for completion in April 2016 and a further 12 are being investigated.
- Landscaping - Schemes are getting £1.6 million funding from the Capital Programme. So far 7 schemes to improve community safety have been completed, ranging from improved fencing, security lighting and additional street lights.
- Public Satisfaction and impact - Overall, feedback on the schemes from residents and Ward Members has been positive. Feedback is given in an ad-hoc manner, so there are plans to develop a formal customer satisfaction survey. A methodology for evaluating the impact of the programme and individual schemes is also being developed.

## 3.2 Priority 2 – Rent and Benefits

3.2.1 Please see attached draft dashboard.

3.2.2 Rent and Arrears collection stands at 96.86% as at December 2015 which represents a slight increase on the position reported at in September 2015 (96.70%). Performance has not been as strong as it was last year. Income collection followed the typical trend, reducing in December but the gap between performance this year and last year is reducing.

The collection rate for December represents a shortfall of £2.96m against total potential rental income (100% rather than the targeted 98%).

The majority of tenants (61%) do not have arrears and of those who do, there are more within the £101 to £500 banding than any other banding.

Rent Collection and Arrears performance has improved significantly during Q3, and whilst performance remains lower than the same point last year, the gap between current

performance and the same point last year has reduced from 1% at the end of Q2 to 0.38% at the end of Q3. However, the gap to year-end target is 1.14% and there is a risk that year end performance will be below target.

Performance is being actively managed to minimise this risk as follows:

- Robust performance management of individual staff and team performance - individual performance information is available on a weekly basis and managers are using this to support / challenge officers to improve performance through 121s and team meetings.
- Income Recovery Action Plans have been implemented for all areas - these focus on training, support and robust management.
- Housing Manager Arrears Procedure workshops were held in June / July 2015, to overview procedure, protocols and performance management.
- An arrears refresher training pack has been developed to support Housing Managers and Team Leaders in training new staff.
- A programme of arrears management training has been delivered to all Housing Officers and Team Leaders by an external trainer, focusing on quality conversations, negotiation and recording quality data in a debt collection / performance environment.
- A Christmas Rent Campaign was undertaken in December 2015.
- A Quarter 4 arrears campaign has started, with a service focus on increasing rent collection.
- Following recent recruitment, 42 housing officers were appointed to fill the current vacancies during late 2015. This includes officers who will work as part of the Enhanced Income Team to support tenants in minimising the impact of welfare reform. Most of these officers have now started in post and will support performance improvements towards the year end.
- Universal Credit preparations are well underway for go live on 1 February 2016 for single unemployed tenants.

A report to calculate rent collection by housing benefit proportion (i.e. full, partial and none) is being pursued, as suggested by the Board, and we are still working on this as it involves a system change.

3.2.3 A count of all under occupation cases stands at 5,054 at November 2015 (latest available) with 53% of cases in arrears. These cases owe a total of £803,266. The number of cases has increased slightly from the position reported in September 2015 (5,047) but the value of arrears continues its downward trend from £860,975 reported in September.

3.2.4 The first new claimants of Universal Credit are expected in February 2016. When the Benefit Cap changes are introduced in April 2016, an estimated 650 tenancies will be affected (this is based on research carried out by Welfare and Benefits team).

### 3.3 Priority 3 – Housing People

3.3.1 This dashboard is still in development – please see below for latest performance data and commentary.

#### 3.3.2 Homeless Preventions:

A homeless prevention is defined as being when the Council helps a person, who is likely to lose their accommodation, to stay in their existing home or to make a planned move to alternative suitable housing. Examples of preventative work include mediation to help a young person reconcile with their parents, negotiating for a person to stay with family or friends, installing security measures (Sanctuary scheme) to help a person suffering violence/harassment to stay 'safely' in their own homes and facilitating a private rented letting by paying a returnable bond.

The 1608 homeless preventions between Oct and Dec 2015 represent a 78% prevention rate, out of the 2,060 cases closed by Leeds Housing Options. This compares to 1,811 preventions in the previous quarter, out of 2,320 cases closed by LHO (78% prevention rate).

Of the 452 non-prevention cases in October through to December, outcomes were as follows:

- 115 statutory homeless cases (full housing duty accepted and Band A award);
- 312 homeless but not priority need (no statutory housing duty and Band B award);
- 17 intentionally homeless cases (no full statutory duty and Band B award unless non-qualifying for council housing on grounds of behaviour); and
- 8 not eligible cases (no housing duty and non-qualifying for council housing as no recourse to public funds).

#### 3.3.3 Temporary Accommodation:

As of 31<sup>st</sup> December 2015, 75 households were placed in temporary accommodation. The services used are those that the local authority would describe as emergency accommodation used to fulfil a housing duty to a homeless household. The exception to this is the Stonham Women's Refuge (17 out of the total) which takes referrals from a variety of sources including those outside of the city.

The number of people in temporary accommodation continues to decrease: there were 147 placements at the end of Jul 2015 as opposed to the current number of 75 – this represents a 49% reduction. The most significant change is the phasing out of 50 LEAP (Leeds Emergency Accommodation Provision) units without an accompanying increase in placements in other services. The key to reducing temporary accommodation placements is a focus on homeless prevention and timely move-on from temporary into more settled accommodation.

Of the 75 households in Temporary Accommodation, 61 of these were owed a housing duty to accommodate. The comparison with the other Core Cities is as follows if we equalise the respective populations to Leeds:

Authority Area	Households currently in TA	Number if population adjusted to size of Leeds
Leeds	61	61
Birmingham	991	768
Bristol	524	914
Manchester	507	782
Sheffield	98	137
Nottingham	104	266
Newcastle	39	107
Liverpool	45	71

### 3.3.4 Gross average re-let days:

	Oct	Nov	Dec
2014	29.88	29.82	30.59
2015	30.83	30.76	30.47

Citywide re-let days stand at 30.47 days, we are continuing see a reduction in the average relet time month on month. Overall for the month of December the average relet time across East, South and West was at 26.79 days.

### 3.3.5 Number of void lettable properties:

	Oct	Nov	Dec
2014	496	499	587
2015	495	444	360 voids +110 PFI/New Build

Overall the number of lettable voids and the number of voids in works continue to remain low at 360 voids. The figure of 110 for December is the number of new build, buy backs and PFI which will be discounted once relet and has been shown separately as requested by the Board.

### 3.3.6 Adaptations (December 2015):

Public Overall, including Social Care:  
(% of adaptations meeting overall targets)

Overall			
Priority Category	Total number of Cases	Number of Cases Target Met	Percent Achieved
Urgent	16	13	81.25%
Non-Urgent	77	65	84.42%
All	93	78	83.87%

Public – Housing Services:

(% of adaptations meeting Property & Contracts targets)

<b>Property &amp; Contracts</b>			
<b>Priority Category</b>	<b>Total number of Cases</b>	<b>Number of Cases Target Met</b>	<b>Percent Achieved</b>
Urgent	15	15	100.00%
Non-Urgent	77	72	93.51%
All	93	88	94.62%

Private Overall, including Social Care:

(% of adaptations meeting overall targets)

<b>Overall</b>			
<b>Priority Category</b>	<b>Total number of Cases</b>	<b>Number of Cases Target Met</b>	<b>Percent Achieved</b>
Urgent	11	8	72.73%
Non-Urgent	32	18	56.25%
All	43	26	60.47%

Private – Housing Services:

(% of adaptations meeting Property & Contracts targets)

<b>Property &amp; Contracts</b>			
<b>Priority Category</b>	<b>Total number of Cases</b>	<b>Number of Cases Target Met</b>	<b>Percent Achieved</b>
Urgent	9	7	77.78%
Non-Urgent	32	32	100.00%
All	43	41	95.35%

With the establishment of the new assessment / delivery service, the Adaptations Operations Group has now been reformed to discuss operational activities and process improvement for the provisions of adaptations. The group has representatives from Housing Support, Property and Contracts, both Social Care Directorates and the BITMO. The group will look at the different delivery stages and discuss what measures can be taken to increase performance percentages within the different delivery teams involved. The reasons why certain jobs have not met target are detailed below:

- Tenant access issues
- Asbestos issues
- Clarity on the specification
- Processing of referrals

The teams continue to work together in the processing of referrals with a view to improving performance from request of service to completion of work. Regular meetings are carried out with contractors to identify areas for improvement and to also look at how the team can support them in doing this.

The team are also working on a guidance document which will hopefully support the decision made to rehouse customers when it is not reasonable or practicable to adapt a property. Re-housing rather than adapting ensures best use of stock and ensures that a customer is appropriately rehoused to a property that will fully meet their needs now or in the future.

### 3.4 Priority 4 – Repairs

3.4.1 Please see attached draft dashboard.

3.4.2 At the end of December 2015, repairs completed right first time is reported at 93.31% against a target of 90% (Construction Services – 95.52% and Mears – 92.54%). This is showing an improved position on last quarter (92.72%). Both Mears and Leeds Building Services (formerly Construction Services) are exceeding the 90% target for this indicator. However, in order to show truly comparable figures as requested by the Board, it has been necessary to take out bricklaying and plastering jobs from the Mears figures, which generates a citywide figure of 93.77% (Construction Services – 95.3% and Mears – 93.23%). There are plans to bring in some consistency of performance measurement on this indicator so that, from April 2016, comparable figures are routinely reported (see para. 3.4.4 below).

3.4.3 Citywide performance for repairs completed within target stands at 89.18% for December 2015 which is below target for this indicator but is a slight increase on the previous quarter (89.16% in September). Mears performance on both contract areas is currently good but just below target (98.33%). Performance for Leeds Building Services performance is significantly below target (83.87%) with a known backlog of bricklaying work that has had a significant impact on Leeds Building Services figures. Recruitment of additional resources is still ongoing however recruitment of some resources since the last reporting period has started to reduce the backlog.

3.4.4 Realigning Repairs Performance (additional information requested by the Board):

There are 4 repair Key Performance Indicators (KPIs); RR1 - Right First Time, RR2 – Repairs Completed within Target, RR3 – Appointments Made and Kept and RR6 – Customer Satisfaction.

These KPIs are applied to all responsive contracts where applicable. The specifications for some of these KPIs differ depending on the contractor, for example RR1. This is an issue dating back to the ALMOs where each had their own KPI specifications. Therefore some KPIs cannot be compared like-for-like and we cannot consistently measure performance across the city. In order to address the issue the repairs KPI specifications have been revised and will be applied to all repairs contracts from April 2016.

3.4.5 Citywide repairs right first time satisfaction stands at 73.18%. This is a new indicator and a new data set and therefore it is not possible to compare historic data and there is no target currently against the indicator. In order to develop improvements from customer feedback; in addition to analysis of the customer feedback by officers and contractors, the data and comments are being presented to the Repairs Focus Groups in order to develop and monitor improvement action plans.

3.4.6 Overall citywide satisfaction with repairs stands at 88.13%. This PI was revised and implemented in August 2015.. As it is still being bedded in, and performance is fluctuating considerably month on month across all areas, a target has not yet been set (it is intended to set a target in February 2016). As with the Right First Time satisfaction data, the reasons for satisfaction / dissatisfaction are being presented to the Repairs Focus Groups in order to develop and monitor improvement action plans in addition to the monitoring in place with officers and service providers.



3.4.7 New Repairs Customer Survey (additional information requested by the Board):  
From summer 2015 a new customer survey has been put in place to resolve concerns with previous ones and create one universal approach for housing repair surveys. Previously there were different surveys used by each contractor, and a variety of methods used in different areas of the city. The satisfaction performance figures above are based on this new methodology.

The survey is now carried out by a dedicated team of staff at the Contact Centre, who phone a sample of customers that had a gas service, gas repair or responsive repair the previous week. Any issues with the repair are resolved there and then, by the customer services representative. Target numbers of surveys have been pre-set by repair type and area, to ensure that results are robust, and over a thousand telephone surveys are being carried out per month. Customer feedback is collected and managed through the Arena database and is reported by the Intelligence and Performance Team.

The customer is asked to rate performance on each of the following themes, and then they are asked to tell us what went well and what could be improved:

- Ease of reporting the repair;
- Being told when workers would call;
- The repair being done 'right first time';
- The service provided by the workers who carried out the repair; and
- The overall repairs service you received, on this occasion.

### 3.5 Priority 5 – Capital Programme Effectiveness

3.5.1 This dashboard is still in development – please see below for available data and commentary.

3.5.2 Please refer to the separate report of the Head of Finance, Environments and Housing – HRA Capital Financial Position Period 9 2015/16.

3.5.3 Housing Leeds actual spend and commitments at period 9 is £64m equating to 82.6% of the revised available resources at period 9. The 2015/16 programme has been adjusted down from the initial revised capital programme in June to £90.9m to a more deliverable level on what can realistically be achieved within the year, circa £77.5m however if the rate of spend and delivery continues to accelerate in period 10 the projection will be amended upwards.

A decision was made to stabilise the delivery of the housing capital programme by ensuring the annual spend target over the next 5 years was consistent rather than fluctuating as it has in recent years. This 5 year average figure is a target spend of some £82m per year and thus the £90.9 programme was adjusted down to be more consistent. Spend in 2014/15 was £56m and thus it would require some significant expansion of the operational team to achieve this average figure in 2015/16 hence it was believed only approx. £77.5m could be achieved in, progress has been excellent and it may be possible to achieve more by the end of the year.

3.5.4 In terms of reporting more detailed information on work delivered and the benefits of this investment for tenants, 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 give updates as to how effective the Programme is in meeting that need.

### 3.6 Priority 6 – Knowing Our Tenants

3.6.1 This dashboard is still in development – please see below for latest performance data and commentary.

3.6.2 % of Annual Home Visits completed:

As of December 2015, 85.06% of visits have been completed for 2015/16. This compares to a December 2014 position of 61.87%. During quarter 4 Housing Leeds will continue to make contact with remaining tenants to try to arrange a visit. Where tenants have not received a visit by the end of March, these tenants will be prioritised for a visit in the first couple of months of 2016/17.

3.6.3 AHV Outcomes:

AHVs have proven to be a very effective tenancy management tool, and have helped officers to identify issues they were not aware of, including hoarding cases, vulnerable tenants who need additional support in their tenancies and domestic violence cases. We continue to record the key outcomes of the AHVs and use this information to pick up tenancy management issues or make referrals for additional support. The main points that are coming out of the visits completed to date are as follows:

- 11% of our tenants don't have a bank account that allows direct debits. This may be an issue for those tenants as Universal Credit is implemented.
- 3070 tenants have told us that they need additional support with budgeting and 9882 have said that they are not confident that they could make a claim on line. 8,421 would struggle receiving their benefits on a monthly basis. This information indicates the scale of additional support our tenants will need during the transition to Universal Credit, but will help us to deliver more targeted support to tenants during the transition period.
- 38% of tenants don't have access to the internet at home, which will also be an issue when Universal Credit goes live. The information will allow us to do more targeted work with tenants to ensure that they know where they are able to access the internet.
- 3894 tenants have indicated that there are 'outstanding repairs' at the point of the AHV. However, this does not necessarily mean repairs that should have been completed have not been attended to as there is some evidence that tenants are identifying new repairs that have not been reported or repairs that are still 'in-time' to be completed. Nevertheless, for each of the 3894 cases Housing Management is liaising with Responsive Repairs teams and contractors to ensure that the repairs are completed as soon as possible, in order to minimise the risk of future disrepair claims. A change will be made to the form for 2016/17 to ensure that the question is more specific, to ensure that we can capture more meaningful data.
- For 1,548 tenants, a referral has been made to West Yorkshire Fire Service to visit the property to consider additional fire precautionary measures at the property.

- There have been 16 visits where there is suspected tenancy fraud, and these have been referred for further investigation.

The service will finalise this analysis at the end of quarter 4 in order to identify correlating issues and trends, which then can be used to inform individual customer contact and future service priorities. A review of the AHV form and process is currently underway, to further enhance the information collected for 2016/17 and strengthen the process around no accesses and the recording of data.

#### 3.6.4 Disrepair:

The charge to the disrepair provision is projected to be £1,581k, which is £81k above the original estimate.

There has been a continuing reduction in disrepair caseload from a peak of 910 cases at the start of the financial year, with the service currently on target to reduce this to 392 cases by the end of March 2016 – a reduction of 57%.

This reduction is due to clearing the backlog of cases and changes in strategy and processes which have streamlined the case management process and reduced the number of new claims being submitted. The introduction of a new bespoke data management system has improved record keeping, access to data and the ability of the team to accurately forecast and take action to prevent / minimise future cases.

- 3.6.5 Further measures are being considered for inclusion in this dashboard to create a clearer picture of levels of tenant satisfaction, support needs and tenancy conditions.

## 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 continued 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 Priority 1 Dashboard – Environmental Improvement

Priority 2 Dashboard – Rents and Benefits

Priority 4 Dashboard – Repairs

## Funding from Housing Advisory Panels

Approved applications: 271

Approved funding: £1.2 million

## Funding from Environmental Improvement Programme

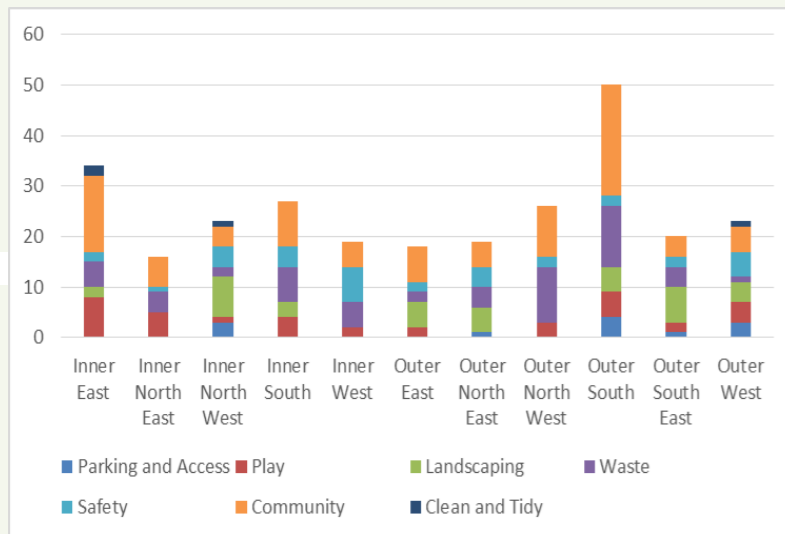
Delivered schemes 13

Approved funding £3 Million

City

	Nbr of Approved Schemes	Amount Approved by HAP
Parking and Access	12	92K
Play	36	160K
Landscaping	39	166K
Waste	54	302K
Safety	34	225K
Community	92	263K
Clean and Tidy	4	23K
<b>Total</b>	<b>271</b>	<b>1.2 M</b>

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Area



Area	Amount Approved (£)
Inner East	138K
Inner North East	97K
Inner North West	158K
Inner South	104K
Inner West	124K
Outer East	119K
Outer North East	44K
Outer North West	81K
Outer South	116K
Outer South East	138K
Outer West	112K
<b>Total</b>	<b>1.2 M</b>

All Schemes proposed and with EIP funding.

Area	Community Safety	Landscapes	Parking	Play	Waste	Total
Inner East		3			1	4
Inner North East		2	2	1	2	7
Inner North West			1		3	4
Inner South		3		2	2	7
Inner West			3		1	4
Outer East			1			1
Outer North East			4			4
Outer North West		2	2	1	1	6
Outer South	2		4	1		7
Outer South East	1	2	1			4
Outer West			4		10	14
<b>Grand Total</b>	<b>3</b>	<b>12</b>	<b>22</b>	<b>5</b>	<b>20</b>	<b>62</b>

Top 3	EIP Funding
Parking	£942 k
Waste	£737 k
Landscapes	£391 k

### Schemes progress.

- Landscapes 7 completed, 5 scheduled for completion Q4.
- Parking 3 scheduled to complete in Q4
- Play Two skate parks completed
- Waste 1 completed, 5 to complete in Q4
- Safety All three to be added on to other EIP schemes in the locality

### Outcomes delivered from the funding

#### Housing Advisory Panels

At the start of Quarter 4, HAPs have committed 88% of their budget allocation on 271 environmental and community related projects. Two significant citywide projects are currently being delivered. The partnership with West Yorkshire Community Rehabilitation (known as 'Community Payback') has since 1 August completed over 50 referrals from across the city, tackling problem spots in terms of making them cleaner/greener. The first delivery of 800 Winter Wellbeing packs has also been received and is being distributed by local housing teams to tenants more likely to be at risk during a prolonged period of severe winter weather.

HAPs continue to fund projects to help meet their local priorities and evidence partnership working:

- INW HAP funding of £38,000 for tree/shrub, security lighting, paving, open space and signage improvements to the Lovell Park blocks in Little London. This follows on from the panels innovative approach of partnership working with Groundwork Leeds to consult with local residents and develop a costed master plan for the area
- IS HAP funding of £1,950 for a new bench, planters, the clearance of an old shrub bed and the supply of new shrubs and bulbs to improve a communal space on the corner of Balm Road/Woodhouse Hill Road as requested by Hunslet Carr Tenants and Residents Association.
- IE HAP funding £1,368 to improve Neath Gardens drying areas – removing old and broken poles and supplying and installing 8 new drying poles as requested by local residents.
- ONW funding of £7,400 for two bin space and recycling improvements at Regent Crescent and at Linfoot Sheltered Scheme

#### Environmental Improvement Project

Throughout the quarter there has been consultation with residents and Ward Members on 8 waste, 5 parking and 1 landscaping scheme.

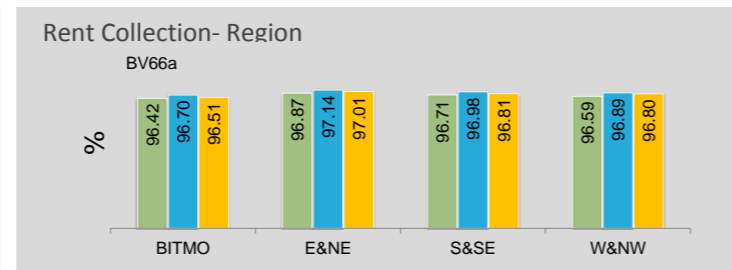
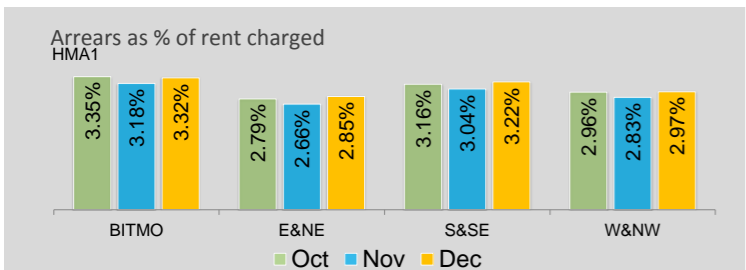
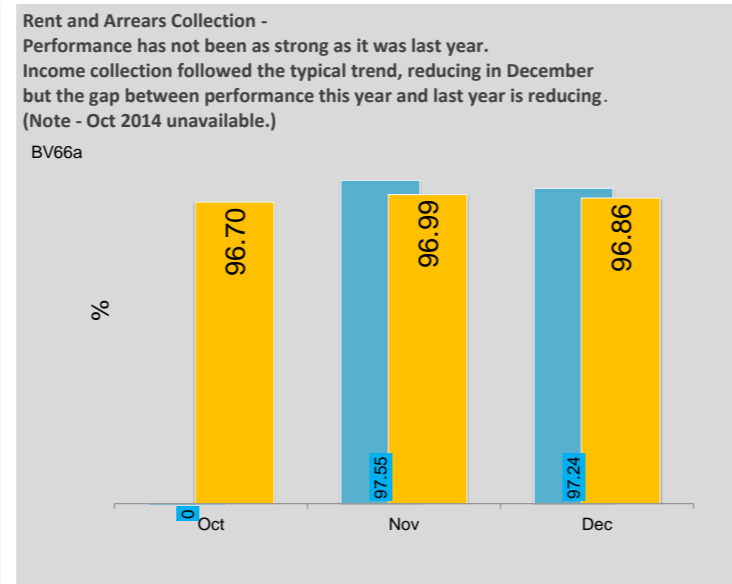
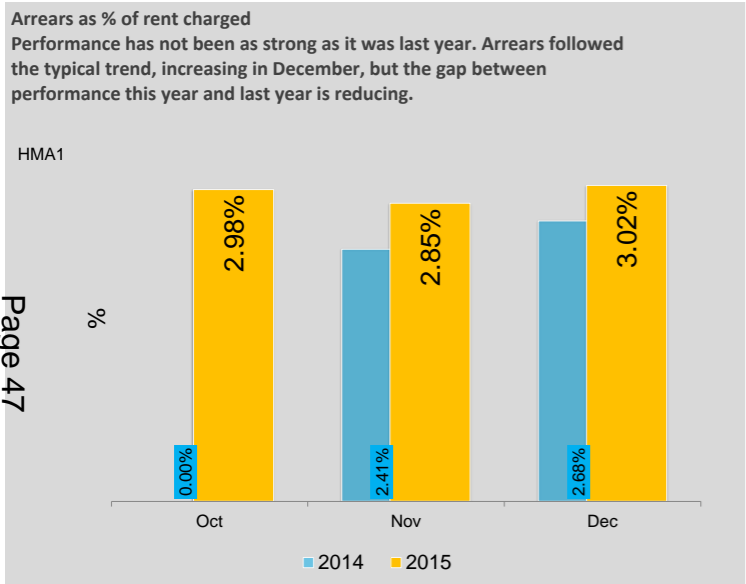
- Waste** – The Investment Projects Team has worked with Ward Members, Residents and the Housing Office to develop the Tinshill Waste Scheme. When finished, £143k will have been invested and waste management will be improved for 100 households. This scheme and four others are expected to be completed in Quarter 4.
- Parking** - A number of car parking schemes are being developed, so far 3 are due for completion in April 2016 and a further 12 are being investigated.
- Landscaping** - Schemes are getting £1.6 million funding from the Capital Programme. So far 7 schemes to improve community safety have been completed, ranging from improved fencing, security lighting and additional street lights.
- Public Satisfaction** - Overall, feedback on the schemes from residents and Ward Members has been positive. Feedback is given in an ad-hoc manner, so there are plans to develop formal customer satisfaction survey.

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# Priority 2, Rents and Benefits, Qtr 3

## Performance: How well are we collecting rent

**Arrears as % if rent charged 3.02%**      **rent and arrears collection 96.86%**

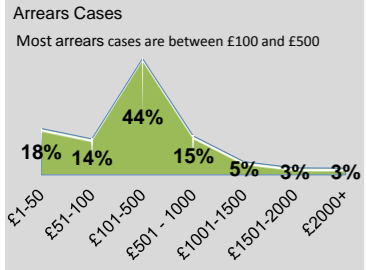
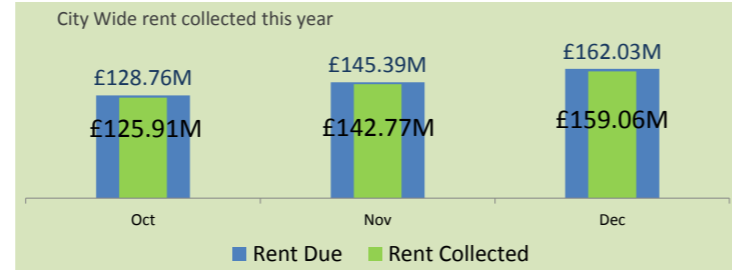
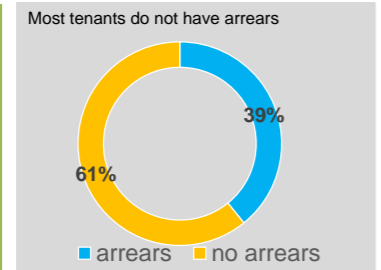


**City Wide rent arrears**  
arrears are increasing.

**£6,671,081**

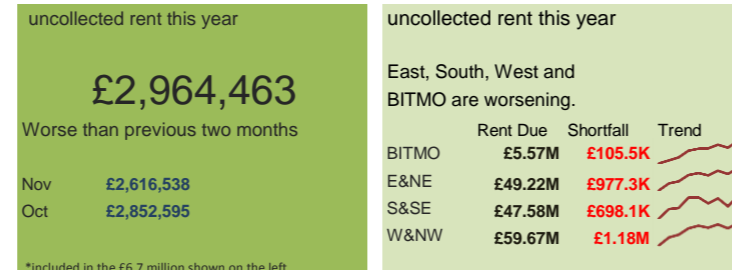
Arrears level by region

BITMO	£250,226
E&NE	£1,914,879
S&SE	£2,085,787
W&NW	£2,420,189



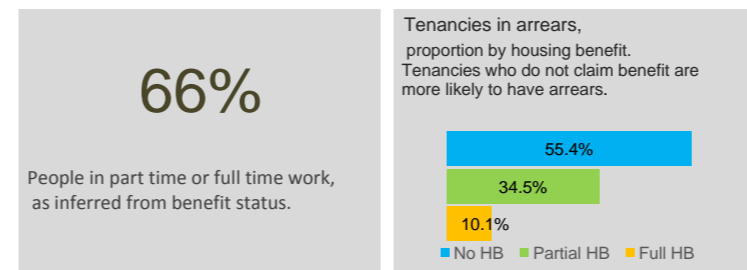
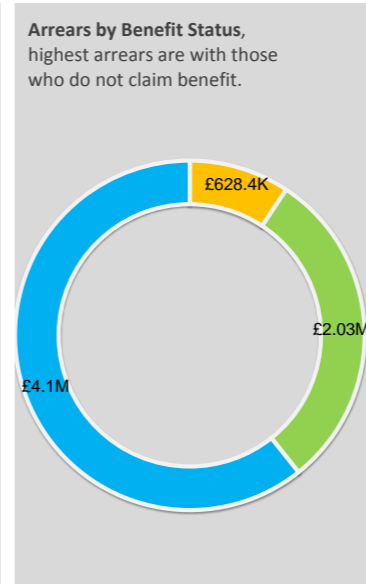
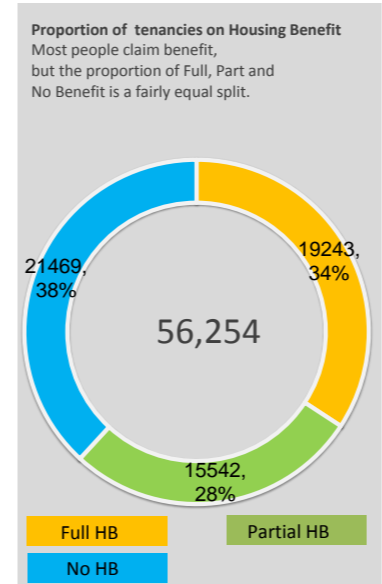
**Quick Arrears Profile**  
No noticeable differences between age and gender were observed.

Proportion of tenants by Benefit Status (Full Housing Benefit, Partial and Full Rent) did not change between Qtr2 and Qtr3.



## Insight: What welfare do people receive?

**62% of tenants receive full or part housing benefit**



**Universal Credit**  
First new claimants expected

**Feb '16**

At first, only new claimants who receive Jobseeker Allowance will receive the new Benefit, estimated to be **between 50 and 80 each month.**

**Benefit Cap on large families.**  
Estimated tenancies affected

**650\***

Changes to be introduced April '16. Benefit Cap on under 35s due 2018.

\*research carried out by Welfare and Benefits

**Current Under Occupation cases**

**5054**

Region	arrears	cases	in arrears
CITY	£803266	5054	53%
BITMO	£21606	142	55%
E&NE	£216771	1672	51%
S&SE	£266287	1414	52%
W&NW	£298601	1826	54%

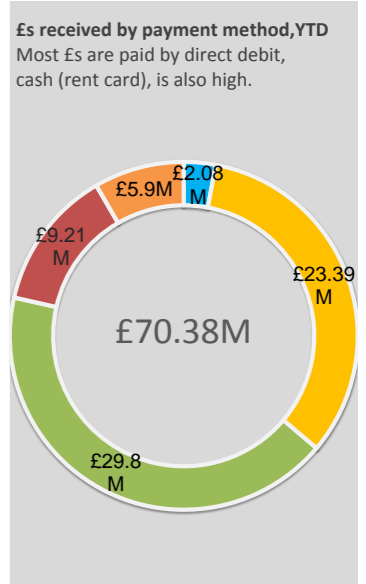
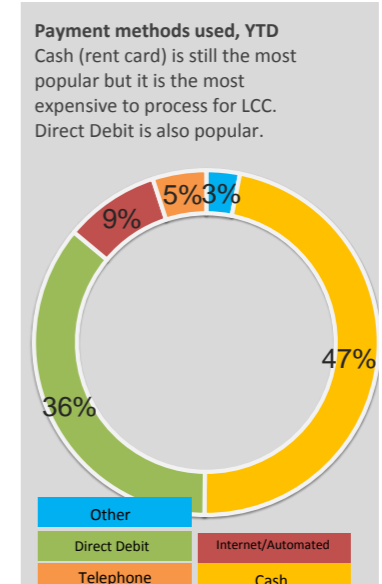
cases with no arrears at policy introduction, who now owe arrears.

**1346**

Arrears - **£262,285**

## Insight: How do people pay?

**Cash is the most used payment method**



**Service Commentary**

Rent Collection and Arrears performance has improved significantly during Q3, and whilst performance remains lower than the same point last year, the gap between current performance and the same point last year has reduced from 1% at the end of Q2 to 0.38% at the end of Q3. However, the gap to year end target is 1.14% and there is a risk that year end performance will be below target.

Performance is being actively managed to minimise this risk as follows:

- Robust performance management of individual staff and team performance - individual performance information is available on a weekly basis and managers are using this to support / challenge officers to improve performance through 121s and team meetings.
- Income Recovery Action Plans have been implemented for all areas - these focus on training, support and robust management.
- Housing Manager Arrears Procedure workshops were held in June / July 2015, to overview procedure, protocols and performance management.
- An arrears refresher training pack has been developed to support Housing Managers and Team Leaders in training new staff.
- A programme of arrears management training has been delivered to all Housing Officers and Team Leaders by an external trainer, focusing on quality conversations, negotiation and recording quality data in a debt collection / performance environment.
- Christmas Rent Campaign was undertaken in December 2015.
- A Quarter 4 arrears campaign has started, with a service focus on increasing rent collection.
- Following recent recruitment, a further 42 housing officers were appointed during late 2015. This includes officers who will work as part of the Enhanced Income Team to support tenants in minimising the impact of welfare reform. Most of these officers have now started in post and will support performance improvements towards the year end.
- Univesal Credit preparations are well underway for go live on 1 February 2016 for single unemployed tenants.





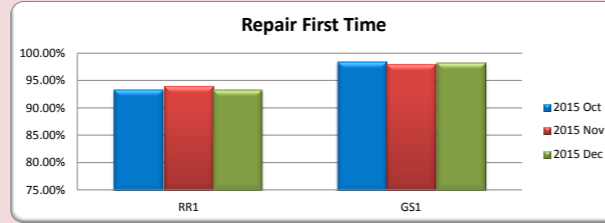
# Priority 4 - Repairs **DRAFT**

City

Area

Contractor

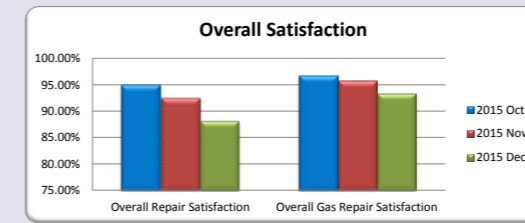
## Repair First Time



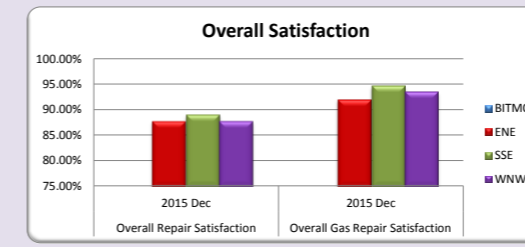
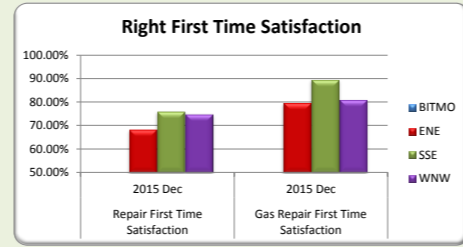
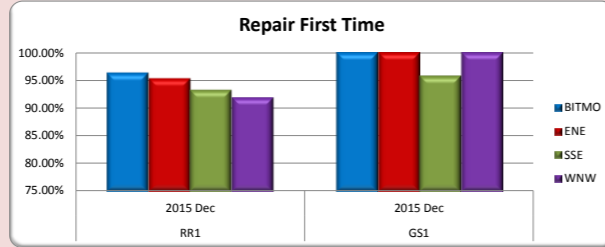
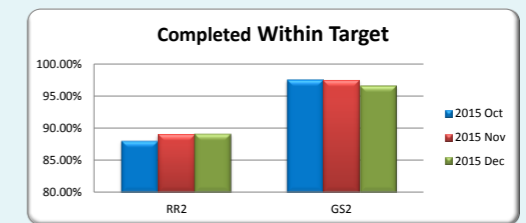
## Repair First Time Satisfaction



## Overall Satisfaction with Repairs



## Completed within Target



Area	Target	Nov-15	Dec-15
CITY (inc BITMO)	90.00%	94.09%	93.31%
BITMO	90.00%	95.22%	96.35%
ENE	90.00%	96.72%	95.35%
SSE	90.00%	93.64%	93.23%
WNW	90.00%	92.81%	91.96%

Area	Target	Nov-15	Dec-15
CITY (inc BITMO)	87.00%	98.09%	98.24%
BITMO	87.00%	100.00%	100.00%
ENE	87.00%	99.07%	100.00%
SSE	87.00%	96.26%	95.74%
WNW	87.00%	100.00%	100.00%

Area	Target	Nov-15	Dec-15
CITY (excl BITMO)	TBC	78.73%	73.18%
*BITMO	TBC		
ENE	TBC	81.03%	68.30%
SSE	TBC	83.46%	76.00%
WNW	TBC	73.49%	74.80%

Area	Target	Nov-15	Dec-15
CITY (excl BITMO)	TBC	85.49%	83.06%
*BITMO	TBC		
ENE	TBC	84.69%	79.50%
SSE	TBC	87.28%	89.40%
WNW	TBC	84.77%	80.90%

Area	Target	Nov-15	Dec-15
CITY (excl BITMO)	TBC	92.48%	88.13%
*BITMO	TBC		
ENE	TBC	96.55%	87.80%
SSE	TBC	92.97%	89.00%
WNW	TBC	89.29%	87.70%

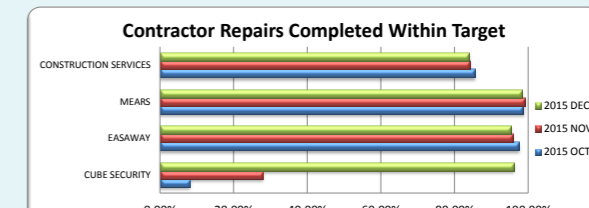
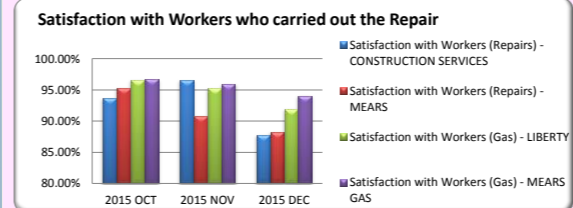
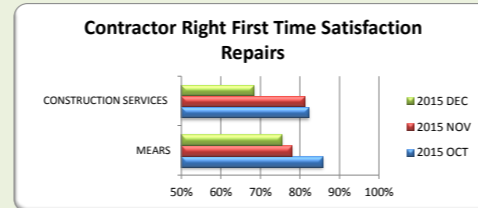
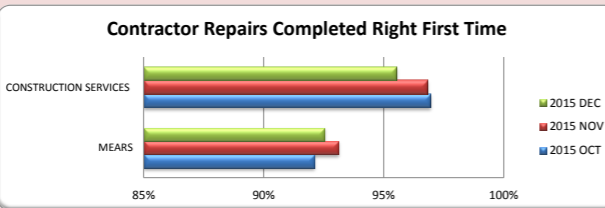
  

Area	Target	Nov-15	Dec-15
CITY (excl BITMO)	TBC	95.76%	93.25%
*BITMO	TBC		
ENE	TBC	95.28%	92.00%
SSE	TBC	95.53%	94.60%
WNW	TBC	96.46%	93.40%

Area	Target	Nov-15	Dec-15
CITY (inc BITMO)	99.00%	89.06%	89.18%
BITMO	99.00%	97.98%	98.21%
ENE	99.00%	77.50%	77.86%
SSE	99.00%	96.87%	96.64%
WNW	99.00%	97.88%	97.83%

Area	Target	Nov-15	Dec-15
CITY (inc BITMO)	98.00%	97.48%	96.63%
BITMO	98.00%	98.73%	97.60%
ENE	98.00%	93.40%	91.54%
SSE	98.00%	98.90%	98.29%
WNW	98.00%	99.49%	99.50%



Contractor	Target	No of Jobs	No of jobs	%
CONSTRUCTION SERVICES	90.00%	3570	3410	95.52%
MEARS	90.00%	10177	9418	92.54%

Contractor	Target	No of Jobs	Satisfied
CONSTRUCTION SERVICES	TBC	139	95
MEARS	TBC	301	227

Satisfaction with Workers - Repairs			Satisfaction with Workers - Gas		
Contractor	Target	Dec-15	Contractor	Target	Dec-15
Const Services	TBC	87.80%	Liberty	TBC	92.00%
Mears	TBC	88.29%	Mears Gas	TBC	94.04%

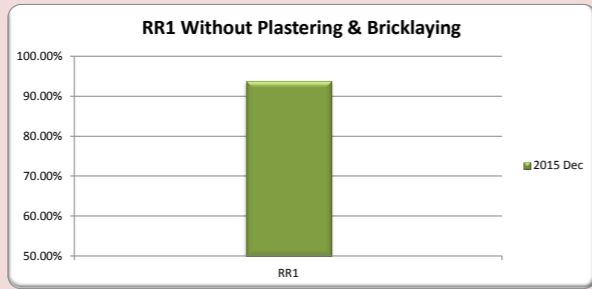
Contractor	Target	Dec-15	No of Jobs	No Met
CUBE SECURITY	99.00%	96.15%	26	25
CONSTRUCTION SERVICES	99.00%	83.87%	7104	5958
EASAWAY	99.00%	95.28%	508	484
MEARS	99.00%	98.33%	10805	10625

### COMMENTS

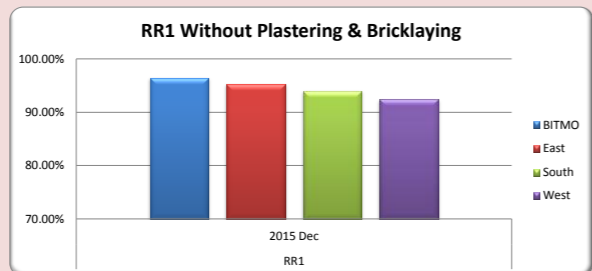
\*BITMO do not use the Contact Centre to report satisfaction therefore, results have been left blank as not comparable.  
 Gas repairs Right First Time performance figures remain strong and ahead of target. This is consistent with previous months, although the disparity between performance report and satisfaction figures requires further investigation. These figures are consistent across all areas (around 10% lower than performance figures) indicating the way 'right first time' is measured is not always entirely consistent with our tenant's expectations.  
 The Gas Repairs Completed Within Target are also strong. This is particularly pleasing given the challenges over the festive period (reduced resources, bank holidays, etc). This supported and reflected by the overall tenant satisfaction with the gas service.  
 \*Over the page shows RR1 as comparable data. In order to do this we had to remove all Plastering and Bricklaying jobs from Mears data. It is planned that all plastering and bricklaying jobs will be appointed from April 2016. Property and Contracts have setup a project group to look at reporting and processes across the City to make sure all are comparable.  
 Repairs Right First Time (RR1) - Both Mears and Leeds Building Services (Formerly Construction Services) are exceeding the 90% target for this indicator. Page 2 shows performance excluding bricklaying and plastering work which is traditionally problematic to complete right first time yet this shows little difference in performance with this work excluded which illustrates that a high percentage of this type of work gets completed right first time.  
 Right First Time Satisfaction - This is a new indicator and a new data set and therefore it is not possible to compare historic data and there is no target currently against the indicator. In order to develop improvements from customer feedback; in addition to analysis of the customer feedback by officers and contractors, the data and comments are being presented to the Repairs Focus Groups in order to develop and monitor improvement action plans.  
 Overall Satisfaction with Repairs - Performance is fluctuating considerably month on month across all areas. As with the RFT satisfaction data, performance, and importantly the reasons for satisfaction/dissatisfaction will be presented to the Repairs Focus Groups in order to develop and monitor improvement action plans in addition to the monitoring in place with officers and service providers.  
 Repairs Completed Within Target (RR2) - Mears performance on both contract areas is currently good but just below target. Performance for Leeds Building Services performance is significantly below target with a known backlog of bricklaying work that has had a significant impact on Leeds Building Services figures. Recruitment of additional resources is still ongoing however recruitment of some resources since the last reporting period has started to reduce the backlog.

City

RR1 Without Plastering & Bricklaying

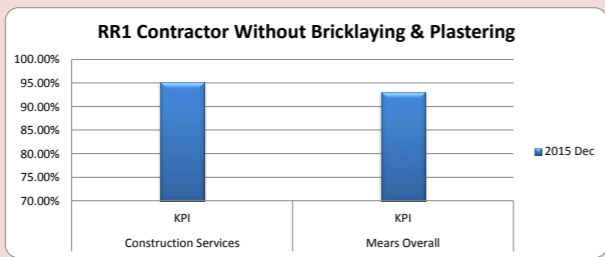


Area



RR1 - Without Bricklaying & Plastering				
Area	Target	Dec-15	No of Jobs	No Met
CITY (inc BITMO)	90.00%	93.77%	12961	12153
BITMO	90.00%	96.48%	483	466
ENE	90.00%	95.30%	3362	3204
SSE	90.00%	94.05%	3599	3385
WNW	90.00%	92.41%	5517	5098

Contractor



Contractor	Target	Dec-15	No of Jobs	No Met
CONSTRUCTION SERVICES	90.00%	95.30%	3362	3204
MEARS	90.00%	93.23%	9599	8949



Report author: Juliet Duke

Tel: 0113 3783696

**Report of Juliet Duke, Service Manager, Older People**

**Report to Housing Advisory Board**

**Date: 2 February 2016**

**Subject: Development of Sheltered Housing Support models with a particular focus on Extra Care Sheltered Housing**

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

**Summary of main issues**

1. Leeds City Council has a portfolio of approximately 4200 category 2 sheltered units within 126 schemes across the city. A Category 2 unit is defined as being within a purpose built scheme for older people usually with communal facilities and benefits from a Sheltered Support Officer (SSO) visit, with properties being exempt from the Right to Buy. The schemes are spread across the city, and include 8 multi-storey blocks, 28 'complexes' with integral communal facilities a further 40 with use of a stand-alone community centre and the remainder being dispersed bungalows or flat schemes with no communal facilities.
  
2. It is projected that by 2020 the number of older people most in need of care and support, mainly aged 75 years plus will increase by around 13%. Leeds City Council has recognized that this demographic shift is likely to result in a change in how we need to develop and continue to deliver services for older people.
  
3. Housing Leeds is committed to ensuring that its housing provision for older people is of the highest quality. The current sheltered housing support model is standard across all 126 Cat 2 sheltered housing schemes regardless of any environmental factors such as integral communal buildings or those schemes which are only dispersed properties. The sheltered support officer's work in area based teams, each supporting a number of schemes, and are available during normal working hours Monday to Friday. Out of

office hours and weekends incidents and emergencies would be supported through the 24 hour emergency Telecare response centre or 999 emergency services available.

4. A review has commenced to consider the way that support is provided to older people and to look at re-modelling both its sheltered support model and support to older tenants living in general needs properties to meet changing future needs and ageing population of Leeds. This review will be undertaken in conjunction with the review of the Lettings Policy.
5. Research indicates that access to appropriate housing and support has a positive impact on health and social care services costs, providing value for money benefits as well as an improvement in quality of life for the city's older people. The review of Support Models will also consider the costs of the models and how these could be funded either through charging or housing benefit eligibility.
6. The LCC Adult Social Care Strategy - 'Better Lives for Older People' identified the need for approximately 900 units of Extra Care housing by 2020. As part of its role as an enabler in the housing market Leeds City Council will support the construction of an additional 1000 units of extra care housing by 2028 in areas of the city where there is known demand, in the main via private sector investment.
7. In support of this strategy LCC is currently developing its first Extra Care scheme at Wharfedale View, Yeadon, construction has commenced and is expected to be completed in autumn 2016. The scheme will remain in LCC ownership with Housing Leeds providing the housing management service and Adult Social Care procuring the core care service. Wharfedale View has the potential to be a flagship development for the Council in terms of design and signalling commitment to providing excellent quality accommodation for older people across a range of needs.

## **Recommendations**

8. That HAB support and comment on proposals for the development of the flexible support model and Extra Care Sheltered housing.
9. That a further update on proposed support models for older tenants is shared with HAB at a future meeting.

## **1 Purpose of this report**

- 1.1 This report outlines progress being made with developing more flexible support models for older tenants.
- 1.2 In particular it also outlines proposals for management of a new Extra Care sheltered housing scheme in Yeadon.

## **2 Background information**

- 2.1 The formation of Housing Leeds in October 2014 has provided the first opportunity for more than a decade for the older persons housing provision to be reviewed as a whole including learning from best practice across the sector.
- 2.2 There is clear evidence that there is an increasing ageing population therefore a long term strategy is required to ensure that there are suitable council housing options available with flexibility to meet the changing needs and aspirations of older people and to ensure the best use of council housing stock.
- 2.3 It is projected that by 2020 the number of older people most in need of care and support, mainly aged 75 years plus will increase by around 13%. Leeds City Council has recognized that this demographic shift is likely to result in a change in how we need to develop and continue to deliver services for older people. It is projected that over the next 14 to 20 years there will be a rise in over 85 year olds from 4% to 18% ( Renew Research 2014 ). Overall 27% of Council tenants are aged 65 years or over and population projections indicate a 30% increase in the over 75s by 2026. It is essential that Leeds City Council has both a short term and long term strategy to manage effectively its council housing assets to meet this increased demand and tenants support needs.
- 2.4 The current sheltered housing support model is standard across all 126 Cat 2 sheltered housing schemes regardless of any environmental factors such as integral communal buildings or those schemes which are only dispersed properties. A review has commenced to consider the way that support is provided to older people and to look at re-modelling both its sheltered support model and support to older tenants living in general needs properties to meet changing future needs and the ageing population of Leeds. This review will be undertaken in conjunction with the review of the Lettings Policy.
- 2.5 The LCC Adult Social Care Strategy - 'Better Lives for Older People' identified the need for approximately 900 units of Extra Care housing by 2020. As part of its role as an enabler in the housing market Leeds City Council will support the construction of an additional 1000 units of extra care housing by 2028 in areas of the city where there is known demand (latest data supplied in April 2015 by LCC Adult Social Care). The Leeds Vision for Extra Care Housing is to work with private partners to establish extra care homes in neighbourhoods with demonstrated demand and in doing so:
  - support the health and well-being of older people who wish to live independently

- provide an alternative to residential care
- ensure that older people have a wider choice of housing and care options including the provision of person centred care and support
- increase the supply of specialist homes for older people that are for rent, shared ownership and for sale

2.6 The Housing Learning and Improvement Network define extra care housing as 'housing with care primarily for older people where occupants have specific tenure rights to occupy self-contained dwellings and where they have agreements that cover the provision of care, support, domestic, social, community or other services.' There is broad agreement that there is a core set of ingredients that are part of extra care:

- Purpose-built, accessible building design that promotes independent living and supports people to age in place
- Fully self-contained properties where occupants have their own front doors, and tenancies or leases which give them security of tenure and the right to control who enters their home
- Office for use by staff serving the scheme
- Some communal spaces and facilities
- Access to care and support services 24 hours a day
- Community alarms and other assistive technologies
- Safety and security, often built into the design

2.7 To ensure that there is a co-ordinated approach towards provision of housing for older people, an Older People's Housing Strategy for Leeds has been developed. The objective of the strategy is to ensure that there is a mix of accommodation provided to meet needs and choice within tenures with provision for rent and owner occupation. A key aim of the strategy is to meet a wide range of aspirations and needs across a variety of tenures and localised housing markets by ensuring a mix of public and private delivery. The emphasis of the strategy is provision of housing for over 75s, with a particular focus on extra care to address the projected shortfall in this accommodation type.

2.8 The Older People's Housing Prospectus has been produced as one of the key tools to stimulate housing growth in this sector and to promote collaborative working with a wide range of partners to deliver new housing for older people. The prospectus outlines the potential location for and type of accommodation required to meet the needs of older people, along with identified land deemed to be suitable as part of the Unitary Development Plan and Site Allocation Plan.

2.9 Housing Leeds has an important role in ensuring that older tenants are effectively supported and housed to support pressures on Adult Social Care and health budgets. Research demonstrates that extra care is effective in reducing the amount of care or delaying an increase in care combined with an improvement in individual wellbeing. There is a substantial cost saving to the alternative residential / nursing care model (approx. £250 per week for Extra Care and £800+ for residential care).

### **3 Main issues**

### **3.1 Review of Support Models**

- 3.1.1 Housing Leeds has recently reviewed, in consultation with tenants, its core Sheltered Service Offer to put a greater focus on tenants receiving support throughout their tenancy.
- 3.1.2 However, in recognition that more diverse support options are both available and needed to meet changing demand a detailed review of the support models is currently underway.
- 3.1.3 It is essential to undertake this review in line with the review of the Lettings policy. Research has determined that the age criteria for most sheltered properties nationally is 60+, or over 55 with a support or medical need. Alongside the ageing population is the issue of the ever rising state retirement age which will be 66 from 2020 for both men and women. The existing age of 60+ in the Lettings Policy is not reflective of the current retired population and may result in some tenants being successful to a sheltered property who are currently working full time and not in need of sheltered housing support.
- 3.1.4 Progress with the review has outlined that the service could be developed as follows:
- Strengthening the lettings criteria, putting greater emphasis on a need for support
  - Providing a higher level of support in some schemes, particularly complexes with integral communal facilities
  - Consider if some schemes are suitable for Extra Care housing
  - Putting less emphasis on age in some dispersed bungalow schemes, to meet needs of younger people who have support needs
  - Providing 'floating' support to older people who wish to remain in a general needs tenancy
  - Developing 'retirement housing' and 'retirement plus' models which offer retirement communities but with the flexibility to receive support when it's needed.
- 3.1.5 The review of the Support Models will also explore other factors that are reflective to living in sheltered housing, such as building type, access to additional communal and shared facilities including the ability to promote social inclusion and activities where communal rooms are available to tenants.

### **3.2 Development of Extra Care Housing**

- 3.2.1 Housing Leeds is currently developing its first Extra Care housing scheme, using both HRA funding and £1.57m successfully acquired through the Department of Health Care and Specialist Housing Supported Housing Fund.
- 3.2.2 Wharfedale View will have 45 self-contained apartments (18 one bedroom and 27 two bedroom apartments). Each apartment will be self-contained with its own kitchen and wet floor shower room so that residents can live independently but with access to onsite 24/7 emergency support.

- 3.2.3 Additional facilities include multi-use community rooms and restaurant which will be opened up for the local community of older people and friends and family of residents to use. A therapy area and assisted bathing suite will be provided in a spa setting for the use of residents. This is a fully accessible purpose built facility with parking for residents and visitors, mobility scooter store and cycle store. The garden area is fully accessible and raised planters have been included in the design to encourage an active role by residents in maintaining the gardens.
- 3.2.4 The on-site care is in the process of being commissioned by LCC Adult Social Care and will be provided by a domiciliary care provider that is registered with the Care Quality Commission and is rated as 'good'. The provider will be on-site 24/7, 365 days a year to respond to emergencies but to also provide planned 'add-on' support such as assistance to get up on a morning, assist with personal care/washing/bathing and administration of medicine.
- 3.2.5 Additionally, domestic support and personal assessed care will be available to purchase, usually provided by the on-site staff depending on individual choice and can be adapted to reflect the changing needs of a tenant over time.
- 3.2.6 Construction of Wharfedale View has commenced and completion is expected in autumn 2016. The site sits at the bottom of Yeadon High Street with good access to shops, banks and a doctor's surgery.
- 3.2.7 Wharfedale View will remain in LCC ownership with the Council providing housing management and support services in the normal way.
- 3.2.8 35 of the apartments will be for rent from the Council and 10 apartments will be for shared ownership. This is where a person buys a share of their home (for this scheme 75% of the home's value), the remaining share will stay in the ownership of the council.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 A survey was conducted in summer 2015 with tenants living in sheltered housing who had withdrawn from receiving the sheltered support service. The survey highlighted that 95% of tenants would recommend living in Sheltered Housing to others, suggesting that most sheltered tenants are happy where they have chosen to live in their retirement years. 51% of the tenants who responded advised that they were currently independent but suggested that they had moved knowing that the service would be there should their needs change. The responses suggested the need for a more flexible service to meet the changing needs of older people and a varied level of service being required by sheltered tenants.
- 4.1.2 The Voice for Older Leeds Tenants (VOLT) has been established as a strategic tenants group to work with Housing Leeds to understand the needs of local older communities, perform an advisory role on the quality of service delivery in sheltered housing and influence change in future service provision and investment



4.1.3 Early consultation on the review of Support Models has taken place at 6 Sheltered Housing Forums across the city, at a VOLT meeting, a sheltered housing staff forum and at the Housing Leeds Older People's Project Board. Further consultation on the models is planned for the Sheltered Housing Forums in March 2016 followed by reports to VOLT, Older People's Project Board and a further report to HAB.

## **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 The 'Vision for Leeds' is aimed at reducing the inequalities that still exist. In developing future support models due consideration will be given to promote housing equality and how support will assist older people to live independently in the community.

4.2.2 The review of Support Models will ensure that Housing Leeds will be able to provide a more flexible service to meet the changing needs of older people and a varied level of service to meet their individual requirements.

4.2.3 Nationally older people have identified tackling loneliness and social isolation as a priority. Housing Leeds are committed to working with our most vulnerable tenants and statutory and community partners to build cohesive communities and improve social inclusion. The proposals contained within the report will have a positive impact on the wellbeing of older people as the new support models and Extra Care scheme will address social isolation issues and increase the opportunity for independent living, particularly through Sheltered Support Officers being more proactive in facilitating stimulating activities at schemes.

4.2.4 Improved and flexible support also fits within the duties under the Care Act (2014) to improve older people's independence and well-being and prevent the need for increasing care and support.

## **4.3 Council policies and Best Council Plan**

4.3.1 The review of support models and provision of Extra Care tie in closely with Best Council Plan 2013-2017 by providing housing as the city grows and through supporting the delivery of the Better Lives programme - helping local people with care and support needs to enjoy better lives. With a focus on:

- helping people to stay living at home
- joining up health and social care services
- creating the right housing, care and support

4.3.2 The Council's Better Lives Programme established in 2011 aims to improve the lives of older people through its three key themes of integration, enterprise and specialist housing with care. Of particular relevance here is the strategy to support older people who wish to live in the community for longer by promoting choice in the way that their care is delivered. This has included a reduction in the number of LCC owned and operated residential care homes balanced by an increase in the supply of specialist housing for older people.

4.3.3 The proposals also support one of the Council's key breakthrough projects of 'Making Leeds the best place to grow old'.

4.3.4 The details contained within this report will contribute to the following best city outcomes:

- Be safe and feel safe
- Enjoy happy healthy and active lives
- Live with dignity and stay independent for as long as possible
- Live in decent, affordable homes within clean and well cared for places

#### **4.4 Resources and value for money**

4.4.1 It is clear that supporting older people who wish to live independently throughout their tenancy is an effective way to reduce the amount of care required or delaying an increase in care combined with an improvement in individual wellbeing.

4.4.2 Research indicates that access to extra care housing has a positive impact on health and social care services costs, providing value for money benefits as well as an improvement in quality of life for the city's older people. There is a substantial cost saving to the alternative residential / nursing care model (approx. £250 per week for Extra Care and £800+ for residential care). The delivery of additional housing units specifically for older people can also assist in freeing up larger family homes by encouraging downsizing and facilitate a more effective use of the existing housing stock.

4.4.3 Evidence from a series of studies by the Housing Learning and Improvement Network is beginning to build an evidence base on the potential cost savings of extra care compared with residential care. Evidence is also beginning to emerge about potential cost savings to the health economy. For example, research found that the falls rate in extra care housing was 31%, whilst the fall rate in a matched sample drawn from a community survey was 49%. The same study also found that residence in extra care housing is associated with a reduced level of expected nights spent in hospital than may be expected in an equivalent population living in the community. This translates to a lower level of hospitalisation for older extra care residents, with estimated hospitalisation of 4.8 nights per year per person among those aged 80+ compared to 5.8 nights for those matched and living in the community. The financial impact of a lower incidence of hospitalisation show that the savings in terms of hospital beds could reach up to £512 per person.

4.4.4 The review of Support Models will consider the costs of the models and how these could be funded either through charging or housing benefit eligibility.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The Care Act (2014) has brought together previous legislation and put new duties and responsibilities on local authorities to improve older people's independence and well-being and prevent the need for increasing care and support.

4.5.2 The proposals contained within this report are not eligible for call in.

4.5.3 There is no exempt or confidential information contained in this report.

## **4.6 Risk Management**

4.6.1 If Support Models are not reviewed there is a risk that sheltered housing will not be let to older tenants in most need and that tenants living in dispersed or general needs housing will not receive the support they require.

4.6.2 There is a risk of not selling all shared ownership properties, however, if the Council could demonstrate to the Homes and Communities Agency that it had made appropriate attempts to sell the properties they could be offered for rent.

## **5 Conclusions**

5.1 Through the review of Support Models it is intended that a wider range of support options and choice are available to support older tenants, which are more flexible and allow Housing Leeds tenants to access and receive additional support without necessarily having to move from their homes.

5.2 It is essential that older people have access to a range of housing options appropriate to their stage in life and level of dependency.

5.3 Wharfedale View is in support of the Council's cross departmental Older People's Housing and Care project and brings together a co-ordinated response between Adult Social Care, Environment and Housing and City Development for Extra Care housing provision for older people.

5.4 Wharfedale View has the potential to be a flagship development for the Council in terms of design and signalling commitment to providing excellent quality accommodation for older people across a range of needs. The scheme will increase the variety, quality and number of specialist homes available, including for sale or shared ownership; support the supply of well-designed, affordable schemes; contribute to the development of new and innovative housing offers; improve supply across the wider market; improve joined-up working at a local level between Housing Leeds, Adult Social Care, health professionals and a care provider.

## **6 Recommendations**

6.1 That HAB support and comment on proposals for the development of the flexible support model and Extra Care Sheltered housing.

6.2 That the revised Support Models for older tenants are shared with HAB at a future meeting.

## **7 Background documents<sup>1</sup>**

7.1

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Report author: Amanda Britton

Tel: 07891 277354

**Report of Chief Officer Housing Management**

**Report to Housing Advisory Board**

**Date: 2<sup>nd</sup> February 2016**

**Subject: Customer Services Plan Update**

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

**Summary of main issues**

Through the Citizens@Leeds agenda Leeds City Council is addressing a number of challenges to tackling poverty and deprivation across the city. A key objective of the Citizens@Leeds agenda is to provide a citywide network of community hubs, which deliver local solutions within communities and integrate more council and partner services, with the aim of dealing with more complex issues at the first point of contact.

Housing Leeds is working closely with Citizens and Communities to support the delivery of the community hub programme at specific sites across Leeds, which will see greater integration of housing management customer services within customer hubs instead of traditional housing offices.

In 2010, the Homes & Community Agency (HCA) introduced a set of national consumer standards, as part of the regulatory framework for social housing in England, which all social housing providers are required to meet. The original Leeds Service Offer was developed in 2010 in line with this regulatory framework.

The last STAR survey in November 2014 suggested a shift in the priorities of tenants with a move towards the environment featuring as a more important priority that previously indicated. A review of the Leeds Service Offer is currently underway to incorporate these changes in priorities for tenants.

It is a priority for Housing Leeds to develop a wide range of customer access options, to more effectively meet the needs of customers. In particular, work is underway to increase opportunities for customers to self-serve

via a Customer Access Portal and the internet, therefore allowing staffing resources to focus communication with vulnerable tenants and on complex tenancy management issues.

## **Recommendations**

That Housing Advisory Board:

- Supports the overall approach to developing community hubs.
- Provides comment on the review of Local Housing Offer.
- Provides comment on the approach to improving the quality of customer service and access to services in Housing Leeds.

### **1 Purpose of this report**

1.1 To update the Housing Advisory Board on the following:

- Progress with the delivery of community hubs through the Citizens@Leeds agenda.
- Progress made in the review of the Local Housing Offer to tenants.
- Progress with improving the quality of customer service and access to Housing Leeds tenants.

### **2 Background information**

2.1 Citizens@Leeds was established by the Council to put communities at the forefront of what we do through the provision of inclusive, locally provided citizen-based services. Through the Citizens@Leeds agenda the Council is addressing a number of challenges to tackling poverty and deprivation across the city through four key priorities:

- Providing more accessible and integrated services.
- Helping more people out of financial hardship.
- Helping more people into work.
- Being responsive to the needs of local communities.

2.2 A key objective of the Citizens@Leeds agenda is to provide a citywide network of community hubs, which deliver local solutions within communities and integrate more council and partner services, with the aim of dealing with more complex issues at the first point of contact. The community hub principles build further on the work done through the development of the Council's one stop centre network.

2.3 In 2010, the Homes & Community Agency (HCA) introduced a set of national consumer standards, as part of the regulatory framework for social housing in England, which all social housing providers are required to meet. The original Leeds Service Offer was developed in 2010 in line with this regulatory framework. The HCA takes a co-regulatory approach puts a greater emphasis on supporting tenants to shape and scrutinise service delivery and holding the landlord to account.

2.4 A review is currently underway of the Service Offer to take account of the establishment of Housing Leeds, changes in tenant priorities and to take account of policy changes, e.g. welfare reform. Potentially some elements of the new Service Offer may then be able to feed into the Corporate Customer service standards. These are due for review as part of the Corporate Customer Access Strategy.

### **3 Main Issues**

#### **3.1 Citizens@Leeds – Development of Community Hubs**

3.2 Three pathfinder community hubs became operational in early 2014 at Compton Centre, Harehills, St. Georges Centre, Middleton and the One Stop Centre in Armley. These hubs brought together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front of house services, and developed real integration with a wide range of services including the police, health, credit union and third sector partners.

3.3 Based on the successes of the three pathfinder sites, in October 2015 Executive Board agreed a number of recommendations for progressing the roll out of the community hub approach across the city under phase 2, of 3 different community hub types:

- 'Extra' – a community hub which is open full time, has a multi-skilled front of house team, a range of specialist providers and partners co-located to meet the needs of the local community, e.g. police, health, Leeds City Credit Union and third sector partners.
- 'Local' – a community hub which is open full time, has a multi-skilled front of house team, and surgeries for more specialist providers and partners to meet the needs of the local community.
- 'Mobile' – a more flexible community hub which has varied hours and services based on demand, with signposting to services of a community hub 'extra' or 'local'.

3.4 The phase 2 programme has focused in the main on developing community hubs at sites where there is an element of co-location at present, e.g. an existing one stop centre, library or job shop.

3.5 Housing Leeds is working closely with Citizens and Communities to support the delivery of the community hub programme at specific sites across Leeds, which will see greater integration of housing management customer services within customer hubs instead of traditional housing offices. This presents a number of opportunities for the service:

- Improved customer service, as tenants will be able to have multiple enquiries dealt with as part of a single visit to a community hub.
- Increased opportunities for closer working with key partners, e.g. health and police. A key outcome of the Armley community hub pathfinder was that it facilitated close, effective working relationships with the police in managing local issues.
- A opportunity to rationalise housing office assets, including for sale, or conversion back to retail or residential use.

### 3.6 **Housing Leeds Service Offer**

3.7 The main objectives of the review of the Service Offer are:

- To have one Service Offer that reflects that Leeds now has one Housing service
- That one set of city wide standards are defined for both tenants and staff
- That our Service Offer has been developed with tenants, giving them the opportunity to consider any changing priorities and consider feedback from the 2014 STAR survey
- That our Service Offer gives tenants the opportunity to suggest changes based on issues affecting them in the future such as welfare reform and fuel poverty.

3.8 Housing Leeds is working with Voice of Involved Tenants At Leeds (VITAL) to develop the Housing Leeds Service Offer.

3.9 VITAL will support Housing Leeds in preparing the annual report against the new Service Offer for 2016/ 2017. Every year as a landlord we must tell all our tenants how we are performing and provide information about our services. This annual report is a requirement under the Homes and Communities Agency's (HCA) regulatory framework.

3.10 Housing Leeds has been working with tenants to review their priorities for each of the 4 standards. Key themes being raised by tenants are as follows:

**Home Standard** – completing repairs right first time, ensuring that properties let to new tenants are in good state of repair, making it easier to report repairs, keeping homes safe.

**Tenancy Standard** – improving information available about homes at lettings and in Tenants Handbook, increasing opportunities for tenant mobility, and making it easier for tenants to pay their rent.

**Neighbourhood & Community Standard** – more proactive work in managing antisocial behaviour, estate inspections, caretaking and cleaning.

**Tenant Involvement & Empowerment Standard** – better communication with tenants to better understand customers' needs and providing feedback, report learning from complaints.

3.11 The Service Offer will continue to be developed over the next month or so, with the final draft being considered by VITAL in March 2016 and HAB in April 2016.

### 3.12 **Customer Service**

3.13 The new Service Offer will underpin how we provide services to our customers and how we train staff to deliver a high quality customer services. A strong focus has been placed on staff engagement by Housing Management. Staff engagement surveys have been undertaken and the results taken on board. Tailored induction courses have taken place for new starters to ensure that culture and knowledge, as well as process are embedded. Officers have been provided with a range of training



courses to enable them to do their jobs effectively. Housing Leeds understands that if its workforce is motivated and happy in their work, this will impact positively on the service that customer receives.

- 3.14 Stronger relationships are being developed with Citizens and Communities to support the work of the Contact Centre. Plans are being put in place to manage peaks in demand and resourcing issues, to minimise the impact on call handling performance. Housing Officers are being deployed into the contact centre to identify opportunities for process improvements. This should cut down on call handling time, meaning that more calls can be answered and customers can access the service more efficiently.
- 3.15 **Customer Access**
- 3.16 Housing Leeds wants to ensure that tenants have a choice in the way that they access services. Allowing tenants to self-serve via the internet provides a more flexible and efficient communication tool for some customer contacts. A priority is to drive channel shift and encourage more tenants to self-serve. This will allow staff resources to focus on support for more complex issues.
- 3.17 The Housing Leeds website was launched on in September 2015. Information is presented in a much clearer and organised way, making it easier for both customers and staff to access information. Next steps are to develop local sites. These will provide customers with information about their local Housing office teams, local events in their areas such as Community committee dates, local projects taking place and estate inspections.
- 3.18 A new Customer Access portal will be launched in late February/March 2016 Initially this will allow customers to access their rent account information and view their balances. Future enhancements will enable the updating of personal information, reporting repairs and booking appointments on line and being able to access the Choice Based Lettings system. By enabling tenants to self-serve where ever possible, this will allow officers more time to focus on customers who need more support.
- 3.19 Housing Leeds Facebook and twitter accounts are gathering more followers. Officers across the service are making use of them to promote campaigns, highlight good news stories and alert customers to new initiatives that we are supporting. Our partners can keep track of events and re tweet them on their own feeds for further promotion. Links are being made with local social media sites to enable us to promote our local services and to see what is going on in the local area and react to it.
- 3.20 Work continues to engage with our younger tenants. During 2015, Yagi held roadshows at One Stop Centres across Leeds, not only to promote the group but also to find out the priorities for young people. The Welfare Reform changes and lack of understanding of the impact on tenants were common issues raised. To address this Yagi have worked with the Income Improvement team to run an online discussion about welfare reforms on social media (Twitter). Young tenants were encouraged to submit questions and received an instant answer from income officers. Roadshow participants also highlighted the need to also communicate with younger tenants in less traditional ways. To address this Yagi have now created a Facebook page in addition to their Twitter page, and continue to develop the content of the Yagi webpage.

- 3.21 At a recent TPAS regional conference a tenant of Yagi gave a presentation on why she felt it was important for young adults to be actively involved with Housing Leeds, and her role as the Yagi representative on VITAL. She also detailed how Yagi had looked at how young adults are consulted with through roadshows and young peoples' activities such as Breeze, and how members were contributing to developing services by being consulted on the tenant newsletter and development of Housing Leeds webpages.
- 3.22 In November 2015, Housing took part in Takeover challenge week. Working with school children and their teachers in Seacroft and Burmantofts, they were involved in estate walkabouts and visits to the local housing offices. They then had presentations in local assemblies by Housing mangers. One school has asked for Housing to engage with them further, looking to work with students as part of their curriculum.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.2 Over the last 18 months there has been significant consultation on the Citizens@Leeds agenda with all involved partners, including staff, Members and other public and third sector organisations.
- 4.3 The STAR survey is a key consultation tool, which collects tenant feedback around services provided and consults on their priorities. This has been taken into consideration when considering the new service offer.
- 4.4 VITAL will be consulted throughout on the development of the service offer and will be asked to sign off the draft service standards in March 2016.
- 4.5 Involved tenants have attended workshops to consider what changes they would like to make to the service offer.

## **5 Equality and Diversity / Cohesion and Integration**

- 5.1 There are clear links between poverty and inequality if outcomes in relation to education, employment, health and life expectancy, and the integrated services proposition is focused on ensuring that citizens and communities can access services in the simplest way for them whilst ensuring that the council and its partners response to help citizens and communities is integrated and joined up so that access is as equal as possible.
- 5.2 Tenants from across our city wide groups have been involved in creating the new service offer. This has ensured a fair representation and voice for all.
- 5.3 The equal access group will be consulted on the draft document to provide feedback on its accessibility e.g. regarding font size and colour.

## **6 Council policies and City Priorities**

6.1 The development of community hubs supports the Best Council Plan objectives of supporting communities and tackling poverty and promoting sustainable and inclusive economic growth. Addressing poverty and deprivation, helping people into work and tackling social isolation are key priorities for the Council.

6.2 The Best Council Plan includes the objective of ensuring a high quality public service, with a focus on improving customer satisfaction. By involving our tenants to develop our new service offer, we should be confident of delivering the services they want.

## **7 Resources and value for money**

7.1 A revised service offer will refocus officers on the level of performance customers expect. Resources will be deployed as necessary to meet the offer.

7.2 Officers will be aware of the priorities of customers when considering how to manage their budgets effectively.

## **8 Legal Implications**

8.1 The service offer is being developed in line with The Regulatory Framework for Social Housing 2015. In particular: 'Providers are expected to engage meaningfully with their tenants and offer them opportunities to shape the tailoring of services to reflect local priorities. Tenants should have the ability to scrutinise their provider's performance, identify areas for improvement and influence future delivery'.

## **9 Risk Management**

9.1 Housing Leeds will ensure that the service offer is reviewed regularly to provide assurance to tenants that the offer is being met. With current and future budget pressures, there may be a need to prioritise the services that can be offered. The annual report will provide an overview of the overall performance.

## **10 Conclusions**

10.1 Good progress has been made in delivering a network of community hubs across the city. The 3 pathfinder community hubs have delivered significant improvements in the quality of services to customers and increased opportunities for closer partnership working. The phase 2 roll out is now underway and making good progress.

10.2 Housing Leeds is committed to delivering the service that tenants have told us they want. The revised service offer will provide a framework for the creation of an annual report to be undertaken by VITAL. The revised service offer will underpin our approach to customer services and access.

## **11 Recommendations**

That Housing Advisory Board:

- Supports the overall approach to developing community hubs.
- Provides comment on the review of Local Housing Offer.
- Provides comment on the approach to improving the quality of customer service and access to services in Housing Leeds.

**Report of Mike Camponi, Housing Manager, Leeds Homes**

**Report to Housing Advisory Board**

**Date: 2 February 2016**

**Subject: Tenant Mobility update**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input 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**

In November 2015 Housing Advisory Board received a paper proposing a new tenant mobility scheme. This was approved through delegated decision in December 2016. This paper updates HAB on progress to date.

**Recommendations**

We ask that the Housing Advisory Board note progress and the implementation timetable.

## **1 Purpose of this report**

- 1.1 To provide an update on the Tenant Mobility Incentive Scheme in terms of progress, the timetable for implementation, monitoring and risk management arrangements.

## **2 Background information**

- 2.1.1 Housing Leeds has allocated £195K to a new tenant mobility incentive scheme for 2016/17. The scheme aims to promote tenant mobility through a proactive marketing campaign and incentive payments. The focus of the scheme is to support under occupying and overcrowded council tenants to swap homes with each other through a mutual exchange.
- 2.1.2 A payment of £500 will be available to assist with removal costs and acts as an incentive to move. The budget will cover:
- Publicity and promotional materials
  - 2 x citywide 'Big Home Swap' events at the Civic Hall
  - Approx. 377 incentive payments @ £500 per tenant exchanging

## **3. Main issues**

### **3.1 Key actions**

#### **3.1.1 Briefing staff**

- 3.1.2 Procedures have been developed for officers on signing up customers, dealing with applications, claims and payment.

### **3.2 Marketing and promotional materials**

- 3.2.1 The scheme will be marketed to tenants through the Tenants Newsletter, Leeds Homes media, Housing Leeds Facebook, Twitter and website, promotional flyers, posters and targeted mail out to under occupied and overcrowded tenants:
- Leeds Homes Flyer and website – from 6/1
  - Social media posts – from January 16
  - Posters / postcards – from January 16
  - Targeted mail out to 2,889 tenants who are on housing register who are overcrowded (1233) or under occupying (1233) – January 2016
  - Tenants Newsletter – feature to be included in Spring edition (TBC)

### **3.3 Implementation**

- 3.3.1 The scheme was launched in December 2015 to ensure officers are aware of the scheme and are able to advise tenants. This has been followed up with a full promotional launch in January 2016.
- 3.3.2 A 'Home Swap' event has been arranged for 26 February at Leeds Civic Hall. This will build on the success of the first swap event which was held in July 2015 and attended by over 250 tenants. On the day tenants were able to register on the House Exchange website and meet other people looking for a swap.

3.3.3 Officers from local housing offices and housing associations were on hand to support with online registrations, using the website to find potential matches and to give advice about other housing issues, for example, having adaptations fitted in their homes, the tenant home contents insurance scheme and reporting tenancy fraud.

### **3.4 Monitoring outcomes and risks**

3.4.1 Housing Leeds will monitor the number of moves made under the scheme, broken down by area, size of properties swapped and status of the tenant before their exchange (ie under occupying / overcrowded).

3.4.2 This information will be used to track budget spend, and address any issues with potential under / over spend. Applications will be dealt with on a first come first served basis.

3.4.3 There is a risk of complaints from tenants who are not eligible for the scheme, for example, tenants who exchange but who are not overcrowded or under occupying. The risk will be mitigated by including clear eligibility criteria in the promotional materials, and promoting the benefits of exchanges made outside the incentive scheme to tenants who are not eligible for an incentive payment.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 The scheme has been approved following on from Housing Advisory Board recommendations in November 2015.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 An EIA screening document has been completed as part of the approval process.

### **4.3 Council policies and Best Council Plan**

4.3.1 The proposal promotes the vision of the Council's Tenancy Strategy 2013-2015 to create more opportunities for people to live independently in quality, affordable housing.

### **4.4 Resources and value for money**

4.4.1 There are no major resource implications related to this report.

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no specific legal implications related to this report

### **4.6 Risk Management**

4.6.1 Housing Leeds has outlined plans to monitor the success of the scheme and manage potential risks.

## **5 Conclusions**

5.1.1 The scheme has been launched and is now being actively promoted to tenants. The scheme will be closely monitored.

## **6 Recommendations**

6.1 We ask that the Housing Advisory Board note progress and the implementation timetable.

**7 Background documents<sup>1</sup>**

None

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<sup>1</sup> 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.



# Housing Advisory Board

## Forward Plan

2<sup>nd</sup> February 2016



Tuesday 26 <sup>th</sup> April 2016			
Deadline for first drafts	Deadline for final drafts after Chair's brief	Item	CO/Author
<p>Deadline for report to Neil Thursday 31<sup>st</sup> March 2016 12 noon</p> <p>Neil to review papers on Friday 1<sup>st</sup> April as on leave 4<sup>th</sup> – 8<sup>th</sup> April.</p> <p>Chairs Brief (Monday 11<sup>th</sup> April 1.30 pm)</p>	<p>Thursday 14<sup>th</sup> April 12 noon 2016</p>	<ul style="list-style-type: none"> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2015/16</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2015/16</li> <li>• Performance Update</li> <li>• Housing Strategy Updates</li> <li>• Council House Growth Programme</li> <li>• Welfare Changes</li> <li>• Visit to Clydes and Wortleys</li> <li>• Environmental Schemes</li> </ul>	<p>Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Rob McCartney Lorraine Wright Steve Carey/Jill Wildman Gurmeet Virdee Jill Wildman/Mark Grandfield</p>

Tuesday 7 <sup>th</sup> June 2016			
<b>Deadline for first drafts</b>	<b>Deadline for final drafts after Chair's brief</b>	<b>Item</b>	<b>CO/Author</b>
		<ul style="list-style-type: none"> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2015/16</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2015/16</li> <li>• Performance Update</li> <li>• Housing Strategy Updates</li> <li>• Council House Growth Programme</li> </ul>	<p>Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Rob McCartney Lorraine Wright</p>
Tuesday 13 <sup>th</sup> September 2016			
<b>Deadline for first drafts</b>	<b>Deadline for final drafts after Chair's brief</b>	<b>Item</b>	<b>CO/Author</b>
		<ul style="list-style-type: none"> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2015/16</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2015/16</li> <li>• Performance Update</li> <li>• Housing Strategy Updates</li> <li>• Council House Growth Programme</li> </ul>	<p>Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Rob McCartney Lorraine Wright</p>

Tuesday 29 <sup>th</sup> November 2016			
<b>Deadline for first drafts</b>	<b>Deadline for final drafts after Chair's brief</b>	<b>Item</b>	<b>CO/Author</b>
		<ul style="list-style-type: none"> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2015/16</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2015/16</li> <li>• Performance Update</li> <li>• Housing Strategy Updates</li> <li>• Council House Growth Programme</li> </ul>	<p>Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Rob McCartney Lorraine Wright</p>

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