



## HOUSING ADVISORY BOARD

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 13th September, 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  
Tracey McGarry  
Jo Hourigan

#### Independent Representative

Timothy Woods  
Matthew Walker  
Andrew Feldhaus

#### Co-opted Member

David Glew

# 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 7<sup>th</sup> June 2016.

(Report attached)

7

**MATTERS ARISING FROM THE MINUTES**

13 -  
16

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

(Report attached)

8

**UPDATE FROM TENANTS REPRESENTATIVES**

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

9

**HOUSING LEEDS (HRA) REVENUE FINANCIAL POSITION JULY 2016/17**

17 -  
20

To consider a report by the Director of Environment and Housing which provides the revenue financial position for the Housing Leeds (HRA) service as at the end of July 2016.

(Report attached)

10

**HRA CAPITAL FINANCIAL POSITION PERIOD 4 2016/17**

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 4 for the financial year 2016/17.

The report also includes details of Housing Leeds & BITMO refurbishment programme (Section 3) and Housing Leeds Council House Growth Programme (Section 4)

(Report attached)

11

**DRAFT HOUSING STRATEGY 2016 - 2021**

27 -  
56

To consider a report by the Director of Environment and Housing which provides an updated draft Housing Strategy and proposed arrangements for monitoring the strategy.

(Report attached)

12

**ENHANCING THE LETTINGS STANDARD IN TARGETED AREAS WITH LOW SATISFACTION**

57 -  
60

To consider a report by the Director of Environment and Housing which provides details on the changes that had been introduced to the current 'Lettings Standard'

(Report attached)

**RENT COLLECTION AND WELFARE REFORM  
UPDATE**

To consider a report by the Director of Environment and Housing which provides information on rent collection performance for Quarter 1 2016 -17.

The report includes profiling of tenants in arrears and activities being taken to maximise rent collection and provides an update on tenants affected by key Welfare Reforms along with what action is being taken to support those tenants.

(Report attached)

Adel and  
Wharfedale;  
Alwoodley;  
Ardley and  
Robin Hood;  
Armley;  
Beeston and  
Holbeck;  
Bramley and  
Stanningley;  
Burmantofts  
and Richmond  
Hill; Calverley  
and Farsley;  
Chapel  
Allerton; City  
and Hunslet;  
Cross Gates  
and  
Whinmoor;  
Farnley and  
Wortley;  
Garforth and  
Swillington;  
Gipton and  
Harehills;  
Guiseley and  
Rawdon;  
Harewood;  
Headingley;  
Horsforth;  
Hyde Park  
and  
Woodhouse;  
Killingbeck  
and Seacroft;  
Kippax and  
Methley;  
Kirkstall;  
Middleton  
Park;  
Moortown;  
Morley North;  
Morley South;  
Otley and  
Yeadon;  
Pudsey;  
Rothwell;  
Roundhay;  
Temple  
Newsam;  
Weetwood;  
Wetherby

## REPAIRS PERFORMANCE

To consider a report by the Director of Environment and Housing which sets out details of the current performance levels achieved by Mears and Leeds Building Services (LBS), and describes the performance improvement programme that has been developed to improve performance across a range of performance measures that are key to customer satisfaction.

(Report attached)

15

## **PERFORMANCE REPORT**

89 -  
98

To consider a report by the Director of Environment and Housing which presents a summary of the most recent performance data against the six Housing Leeds priorities. The report provides performance data, supporting commentary and contextual information, as well as signposting to relevant information contained in other reports on the HAB agenda

(Report attached)

16

## **HOUSING ADVISORY BOARD FORWARD PLAN 2016/17**

99 -  
102

To note/ amend the contents of the Housing Advisory Board Forward Plan for 2016/17.

(Report attached)

17

## **DATE AND TIME OF NEXT MEETING**

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

- 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



## HOUSING ADVISORY BOARD

TUESDAY, 7TH JUNE, 2016

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

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

### **Tenant/Leaseholder**

Ted Wilson  
Jo Hourigan

### **Independent Representative**

Timothy Wood  
Andrew Feldhaus  
Matthew Walker

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

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

#### **2 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.

#### **3 Late Items**

There were no late items of business.

#### **4 Declaration of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

#### **5 Apologies for Absence**

Apologies for absence were received from: Councillor A Gabriel and David Glew

#### **6 Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the previous meeting held on 26<sup>th</sup> April 2016 were accepted as a true and correct record.

## 7 Matters Arising from the Minutes

The following matters/actions arising 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 be circulated to Members as it became available

It was reported that arrangements had been made for the requested information to be provided – Status Closed.

### Minute No. 42 – Housing Leeds (HRA) Revenue Financial Position – Period 6 – 2015/16

To provide to Members a breakdown of collection rates by the three different collection streams.

It was reported that the information had been included in the finance and performance report submitted to HAB on 7<sup>th</sup> June 2016 – Status Closed

### Minute No. 46 – High Rise Project Update

That arrangements be made for the Board to visit the Clyde's and Wortley's high rise blocks – Status, Open in progress

### Minute No. 63 – Sheltered Housing Support Models with focus on Extra Care Sheltered Housing

It was requested that a further update on proposed support models for older tenants be brought back to a future meeting of the Board.

It was reported that an update would be brought back to the November meeting of this Board – Status, Open

### Minute No. 65 – Housing Advisory Board Forward Plan 2016

It was requested that the following items be added to the Forward Plan 2016:

- Lettings Policy (Scheduled for June 2016) – Status Closed

- Housing Standards (Scheduled for September 2016) – Status, Open
- High rise housing (Scheduled for September 2016) Status, Open

#### Minute No.73 – Matters Arising

Tenant Mobility Update – Councillor Ritchie requested if a copy of the Tenant Mobility Scheme could be circulated to the Board for information.

Officers reported that the requested information had been supplied – Status, Closed

#### Minute No. 77 – Performance Report

Report Format - Councillor Hamilton requested if future reports could include greater explanation and commentary.

Officers reported that a review had taken place and amendments to the report format and content had been made – Status, Closed

Digital Inclusion – Councillor Ritchie requested if a report on digital inclusion could be prepared for a future meeting of the Board – To be scheduled – Status, Open

#### Minute No. 78 – Update on Welfare Reforms

The Board requested that further updates be provided on a regular basis

If was reported that a further update would be provided in September 2016 – Status, Open

### **8 Update from Tenant Representatives**

The Chair invited Tenants representatives to provide any updates or feedback on issues affecting Council House Tenants.

VITAL Representative Jo Hourigan said that only one meeting of VITAL had taken place since the last HAB meeting which was a Communications Sub Group. The meeting took place on the 19<sup>th</sup> May 2016, the purpose of the meeting was to ensure key welfare reform messages got through to residents in a timely manner. Following a lengthy discussion a draft communications plan was developed which would include newsletters, websites and pop up stalls at YAGI events.

Draft minutes to be approved at the meeting  
to be held on Tuesday, 13th September, 2016

The Sub Group also provided feedback on the Sheltered Housing support Models, in particular focus on extra care sheltered housing. It was the view of the tenants groups that the particular model viewed was very good and with added features such as 2 bedroomed flats being considered key in maintaining strong relationships.

Commenting on high rise for the elderly, it was emphasised that focus should concentrate on keeping familiar faces, retaining neighbours. If new tenants moved in, ensure their needs were met by carrying out the necessary adaptations. It was further reported that a number of complaints had been received about CCTV issues. It was the view of the Group that such systems be checked and maintained on a regular basis.

Reference was also made to the fact that there was now extra pressure on Adult Social Care, with a number of Care Homes closing, some tenants were been located to Council housing which was putting extra demands on Housing Officers to deliver suitable accommodation.

Commenting on the VITAL spend for 2015/16, Ted Wilson said that tenant groups had supported 329 Community and Environmental Projects throughout the city, spending 100% of the VITAL Budget. VITAL was now becoming very good at providing match funding particularly in partnership with Community Committees. It was satisfying to know that it was the tenants who now decided how the money was spent and not officers.

The Chair thanked both Jo Hourigan and Ted Wilson for their feedback commenting that it was important that tenants views were made known to the Board.

## **9 Joint Response to Tenant Scrutiny Board Inquiry - Environment of Estates**

The Director of Environment and Housing submitted a report which provided the formal response to the Tenant Scrutiny Board in respect of the environment of estates inquiry. The inquiry covered Housing, Waste, Parks & Countryside and Locality teams.

David Longthorpe, Head of Housing Management, presented the report and responded to Members comments and queries.

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

- The need to adopt a “one Council” approach and work in partnership with other Council Departments
- Involve tenants and other stakeholders in managing estate standards
- The need for a routine inspection programme
- Provide joint Estate Improvement Plans
- Harmonisation of processes

- Set agreed timescales for referrals
- Act on items identified and monitor through to completion
- Ensure information collected was correct and used to improve service outcomes for customers

In offering comment Councillor Anderson welcomed the report in particular the one Council approach and the proactive support for tenant participation.

Referring to communal bins storage areas, Councillor Anderson said these were often used as fly tipping zones and could this problem be addressed

In responding the Head of Housing Management said many of the estates were now a mixed tenure and problems did arise with private rented tenants.

Councillor Ritchie also welcomed the report commenting that there was a lot of common sense contained within the recommendations. Action within an agreed timescale was also a useful inclusion. He also suggested that a more proactive workforce at ground level was desirable but accepted the support of the trade unions would be required.

Councillor Hamilton welcomed the Scrutiny Board inquiry and asked if a further inquiry could be undertaken into council house repairs, she said many of the tenants complaints were about repairs. Referring to the estate walkabouts, she said tenants were not being informed when walkabouts were happening, better communication was required.

In offering comment Councillor Bentley supported Councillor Hamilton's call for a Scrutiny inquiry into council house repairs. Referring to the priorities listed by the tenants in the STAR survey report, paragraph 4.2 of the submitted report referred, Councillor Bentley asked if more could be done in reminding tenants/ right to buy owners of their responsibilities in terms of being good neighbours.

Jo Hourigan supported Councillor Hamilton's comments that tenants were not been informed about estate walkabouts, tenants also wanted to be able to see action plans.

In summing up the Chair said the issue of council house repairs would be looked into. Referring to the 11 recommendations made by the Scrutiny Board, the Chair said that Housing Leeds had accepted all the recommendations and progress on implementing these recommendations would be revisited in 6 months-time.

## **RESOLVED –**

- (i) To note the feedback from Housing, Waste, Localities and Park & Countryside in response to the recommendations received regarding the environment of estates inquiry

- (ii) To note that Environment and Housing Services would be working together to deliver outcomes recommended in the submitted report and would provide an update to Tenant Scrutiny Board in 6 months
- (iii) That progress on implementing the recommendations of the Scrutiny inquiry be the subject of a report to this Board in 6 months-time
- (iv) That a report on council house repairs be prepared for the next meeting of this Board

## **10 Housing Leeds (HRA) Provisional Revenue Outturn Position - 2015/16**

The Director of Environment and Housing submitted a report which provided the provisional outturn position for the 2015/16 financial year in respect of the Council's Housing Revenue Account (HRA).

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

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

- The HRA is projecting to provisionally outturn for 2015/16 a surplus of £817k, this was a reduction of £200k from that reported at period 11
- Approval was being requested from the Executive Board to utilise £522k of the surplus to create a reserve to fund the cost of severance payments to Housing staff leaving under the Council's Early Leavers Initiative Scheme
- Balance of the in year surplus £295k to be transferred to the HRA General Reserve

Commenting on paragraph 5.4 of the submitted report, Councillor Bentley welcomed the inclusion of a breakdown of rent collection rates for tenants on full, partial and not in receipt of Housing Benefit

Councillor Anderson referring to arrears asked if further analysis could be undertaken in respect of collection rates, under occupation, more information on payment methods and trends

The Chair asked if the requested analysis could be undertaken and be reported back to the next meeting.

Officers confirmed the requested information would be the subject of a report to this Board.

### **RESOLVED –**

- (i) That the contents of the report be noted

- (ii) That a report providing further analysis in respect of collection rates, under occupation, more information on payment methods and trends be prepared for the next meeting of this Board

## **11 Housing Leeds and BITMO Capital Finance Position 2015/16 Outturn**

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

The report also included details of the Housing Leeds & BITMO refurbishment programme.

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

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

- Housing Leeds actual spend at outturn was £84.2m equating to 105% of the February 2016 reported projection of £80.5m
- BITMOs spend to outturn was £2.3m achieving 79% of the overall programme projected in February 2016.

Referring to paragraph 3.9 of the submitted report Councillor Hamilton queried “the need to better understand the cashflowing of their programme and the timing of the BITMO Boards being crucial to the projections made”

In responding the Head of Finance said that officers would meet with the BITMO Board to discuss the outcomes.

Referring to the Housing Leeds refurbishment programme, Jo Hourigan said about 18 months ago plans were drawn up to deliver a refurbishment programme of around £90m. Significant progress had been made to date with around £78m having been spent on: new heating systems, kitchens and bathrooms.

In offering comment the Chair said it was pleasing to note the progress made in delivering the programme.

### **RESOLVED –**

- (i) To note the Housing Leeds and BITMO refurbishment programme outturn position
- (ii) To note that a progress update report on the Council House Growth programme was the subject of a separate item on this agenda (Minute No. 12 refers)

## **12 Progress Update on the Council House Growth Programme**

Draft minutes to be approved at the meeting  
to be held on Tuesday, 13th September, 2016

The Director of Environment and Housing submitted a report which provided an update on progress in respect of the Council House growth programme, including:

1. Acquisitions
2. New Build
3. Long term empty homes

Lorraine Wright, Relationship Management, Environment and Housing, presented the report and responded to Members comments and queries.

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

- A breakdown of the acquisitions acquired to date
- Progress on new build sites
- 42 long term empty homes had been acquired and a further 10 were in the conveyancing process
- Extra care provision

Councillor Anderson queried how successful officers were in negotiating off site funding for affordable homes.

In responding the Director said it was always difficult for local authorities to deliver affordable housing. In some instances the need could be met locally through one to one discussions with the developer but this was not always achievable.

Referring to extra care provision, Councillor Anderson asked if it could be delivered when there was a need identified.

In responding the Director said that the decisions around extra care provision were not simple, such schemes could be delivered but other priorities could be affected as a consequence.

In offering comment the Chair said the funding of extra care provision was often a difficult and contentious issue and offered to meet with Councillor Anderson if he had particular concerns.

**RESOLVED** – That the contents of the report be noted

### **13 HRA Business Plan Presentation**

The Board received a presentation on the Housing Revenue Account (HRA) Business Plan.

It was explained that the purpose of the Business Plan was to:



- Set out a strategy for Council housing in the City and how resources would be utilised and managed to achieve this.
- A time frame of 10 years with emphasis on the first 5 years from 2016/16

Elements of the Plan included:

- The strategic context
- Financial Plan – Pressures
- Financial Plan – Actions to Balance
- Housing Leeds – Strategic Priorities
- Investment Strategy
- The next steps (Timetable for approval)

#### **RESOLVED –**

- (i) That the contents of the presentation be welcomed and noted.
- (ii) That a further update report be brought back to the Board in November 2016.

#### **14 Performance Report**

The Director of Environment and Housing submitted a report which provided a summary of the most recent performance data against the six Housing Leeds priorities.

The report provided performance data, supporting commentary and contextual information, as well as signposting to relevant information contained in other reports on today's HAB agenda.

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 related projects
- Homeless preventions and households in temporary accommodation (55 households)
- Re-Let Days – average 29.87 days
- Number of Void Lettable Properties - 514 April 2016
- Capital Programme Effectiveness
- Annual Home visits
- Disrepair (Continued reduction in disrepair caseload)
- Further work being done to improve performance reporting

In offering comment Councillor Hamilton welcomed the revised content and format of the report

Referring to paragraph 3.4.2 of the submitted report, Councillor Bentley sought clarification as to how customer satisfaction was monitored.

In responding officers reported that a telephone survey, to a random sample of tenants would be carried out following completion of the repair(s).

In relation to repairs performance, it was noted that the Board had already agreed to receive a separate report on council house repairs at its next meeting.

**RESOLVED –**

- (i) To note the most recent performance information relating to the Six Housing Leeds Priorities
- (ii) That the revised content and format of the report be welcome
- (iii) As referred to in Minute No. 9 above, a separate report on council house repairs would be submitted to the next meeting of the Board

**15 Lettings Policy Review Consultation Update**

The Director of Environment and Housing submitted a report which provided an update on progress with the Lettings Policy Review consultation.

Jill Wildman, 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:

- The introduction of a tenant transfer policy
- Review of the main lettings policy to mainstream some elements previously covered by local lettings policies
- A new approach to community lettings policies to replace local lettings policies with improved links to tenancy management issues in the wider community

In offering comment Councillor Ritchie said that any new lettings policy should take account of the Ealing Judgement.

In responding officers confirmed that they were aware of the Ealing Judgement and advice was currently being sought from the Chief Legal officer

**RESOLVED –**

- (i) To note the progress to date with the lettings policy review consultation

- (ii) That a further report on the outcome of the consultation and next steps would be brought back to the next meeting of this Board.

## **16 Housing Advisory Board Forward Plan 2016**

The Board considered the contents of the Housing Advisory Board Forward Plan for 2016

Having received contributions/ suggestions from Board Members at today's meeting, the following items be added the Boards' Forward Plan

- Progress on implementing the recommendations of the Scrutiny Inquiry, Environment of Estates (November 2016)
- Council House repairs (September 2016)
- Housing Leeds (HRA) Revenue position to include analysis around arrears (September 2016)
- Progress on HRA Business Plan (November 2016)
- Progress on Lettings Policy Review Consultation (September 2016)

**RESOLVED** – That, with the inclusion of the above items, the contents of the Housing Advisory Board Forward Plan for 2016/17 be noted

## **17 Date and Time of Next Meeting**

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

- 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

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Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 26 August 2016)	Status
10/11/15	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 to coincide with completion of works to lifts – currently scheduled for Feb 2017 Board meeting	Open
02/02/16	63	<p><u>Sheltered Housing Support Models with focus on Extra Care Sheltered Housing</u></p> <p>A further update on proposed support models for older tenants be brought back to a future meeting of the Board</p>	Jill Wildman		An update will be brought to the November Board meeting	Open
02/02/16	65	<p><u>Housing Advisory Board Forward Plan 2016</u></p> <p>To add the following items:</p> <ul style="list-style-type: none"> <li>• Housing Standards</li> <li>• High Rise Housing</li> </ul>	<p>Simon Costigan</p> <p>Jill Wildman</p>		<p>Will be covered within Housing Leeds Asset Management Strategy paper scheduled for November Board</p> <p>Scheduled for November Board</p>	<p>Open</p> <p>Open</p>

26/04/16	77	<p><u>Performance Report</u></p> <p>That a report on digital inclusion be prepared for a future meeting of the Board</p>	Richard Hart (Library Services)	<p>Ian Montgomery (Housing Management)</p> <p>Frank Perrins (Intelligence)</p> <p>Girish Solanki (IMT)</p>	Now scheduled for November 2016 Board	Open
26/04/16	78	<p><u>Update on Welfare Reforms</u></p> <p>That further updates be provided on a regular basis</p>	Jill Wildman		Being scheduled as required - next one included on agenda for September Board	Close
13/09/16	9	<p><u>Joint Response to Tenant Scrutiny Board Inquiry – Environment of Estates</u></p> <p>(iii) that progress on the implementing the recommendations of the Scrutiny inquiry be the subject of a report to this Board in 6 months time</p> <p>(iv) that a report on council house repairs be prepared for the next Board meeting</p>	<p>Jill Wildman</p> <p>Simon Costigan</p>		<p>Scheduled for February HAB Board</p> <p>On agenda for September Board</p>	<p>Open</p> <p>Close</p>

13/09/16	10	<p><u>Housing Leeds (HRA) Provisional Revenue Outturn Position – 2015/16</u></p> <p>(ii) that a report providing further analysis in respect of collection rates, under occupation, more information on payment methods and trends be prepared for the next meeting of this board</p>	Jill Wildman /Richard Ellis		This is referenced within the HRA Revenue report and covered in more detail in the Rent Collection and Welfare Reform update report on the September Board agenda	Close
13/09/16	13	<p><u>HRA Business Plan Presentation</u></p> <p>(ii) that a further update report be brought back to the Board in November 2016</p>	Richard Ellis/Simon Costigan/Jill Wildman		Scheduled for the November Board	Open
13/09/16	14	<p><u>Performance Report</u></p> <p>(iii) as referred to in Minute No. 9, a separate report on council house repairs would be submitted to the next meeting of the Board</p>	Simon Costigan		On agenda for September Board	Close
13/09/16	15	<p><u>Lettings Policy Review Consultation Update</u></p> <p>(ii) that a further report on the outcome of the consultation and next steps would be brought back to the next meeting of this Board</p>	Jill Wildman		Further consultation has been taking place, including with Ward Members, and the deadline has just recently passed. JW to update verbally and outcomes to be included in report to November Board	Open

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**Report of Head of Finance, Environment & Neighbourhoods**

**Report to Housing Advisory Board**

**Date: 13<sup>h</sup> September 2016**

**Subject: Housing Leeds (HRA) Revenue Financial Position July 2016/17**

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

**Summary of main issues**

The purpose of this report is to update Housing Advisory Board on the revenue financial position for the Housing Leeds (HRA) service as at the end of July 2016.

**Recommendations**

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

**1. Summary Position**

1.1 At the end of Period 4 the HRA is projecting a surplus of £(77)k against the 2016/17 Budget.

**2. Key Variances – Income**

2.1 Income is projected to be £(38)k higher than budget. Additional income of £(86)k is projected from service charges, PFI pass through costs and administration costs associated with higher than budgeted Right to Buy (RTB) sales which can be capitalised in accordance with the Council's principles. These increases in income partially offset a projected reduction in rental income of £48k which has arisen primarily as a result of lower stock numbers due to higher RTB sales.

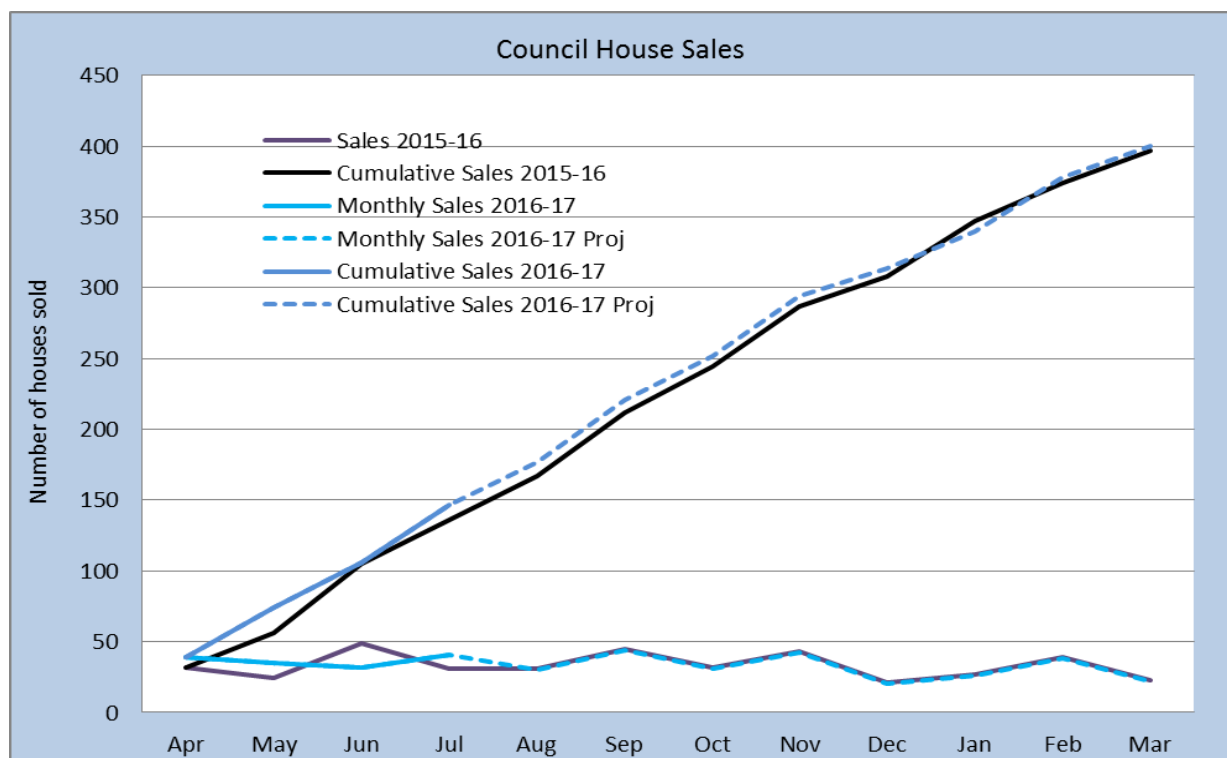
### 3. Key Variances – Expenditure

- 3.1 Based on current activity levels the charge to the disrepair provision is projected to be £200k above budget. Whilst the number of cases being closed is broadly in line with budget the number of new claims is higher than anticipated. More details are contained within the Performance report on this agenda.
- 3.2 Savings of £(193)k are projected in relation to employee and transport costs which is primarily due to vacant posts.
- 3.3 Premises are projected to overspend by £78k as a result of an unbudgeted increase in charges for the removal and disposal of bulky items.
- 3.4 There is a projected net underspend of £(148)k in relation to charges for internal services These include savings on charges from the Housing Options Team and LASBT which have arisen due to vacant posts in the service. These savings offset the increase in surveyor fees for valuation work linked to RTB sales together with other minor variations.

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

- 4.1 To the end of July 2016 there were 147 completed sales. It is anticipated that total year sales of 400 units will generate sales receipts of £20.2m. The Government formula in respect of 2016/17 indicates that the Council would be able to retain total receipts of £13.8m. Of this £5.6m 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. Of the balance £5.9m could be used to repay debt with £2.3m being used to fund other capital expenditure.

#### Council House Sales to end of July 2016 & Projected Sales to Year End

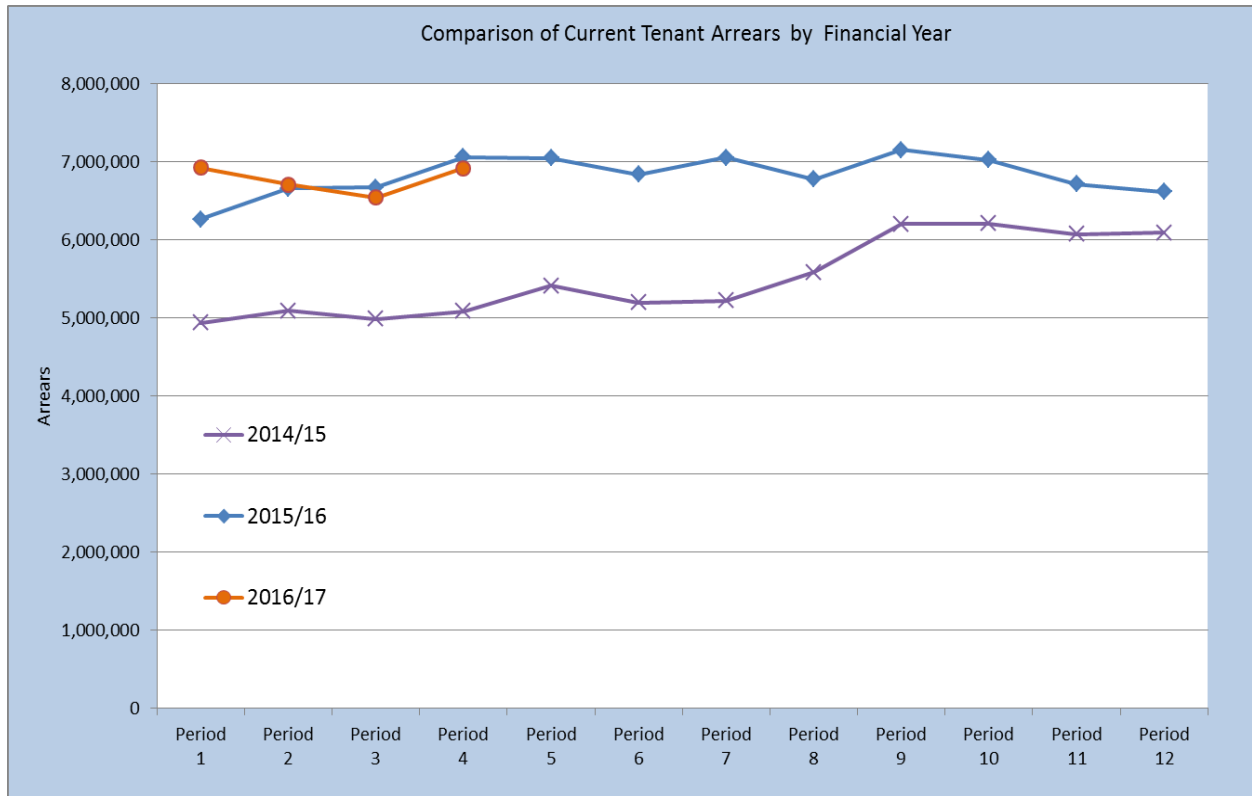


L:ENVNEIGH\Service Specific\ HRA\Housing Advisory Board\Period4\_ HRA revenue position.

## 5. Arrears and Collection Rates

5.1 As shown below arrears for current tenants as at the end of July 2016 (£6,918k) are broadly consistent with the position at as the end of July 2015.

### Comparison of Current Tenant Arrears 2014/15, 2015/16 and 2016/17



## 5.2 Collection Rates

### Comparison of Collection Rates May to July 2014/15 to 2016/17

	May	June	July
2014/15	97.31%	97.71%	97.69%
2015/16	96.07%	96.31%	96.19%
2016/17	96.77%	97.15%	96.73%

Maximising rent collection continues to be one of the main priorities for Housing Leeds. Compared to 2015/16 performance is in a much stronger position this year and has increased from 96.19% to 96.73%, an increase of 0.54%. It is worth noting that an increase in collection of 1% equates to approximately £2.15m of additional income being collected. A number of key activities and campaigns are in place to further increase rent collection. These include the following:

- Targeted Direct Debit take up campaigns.
- A review of rent arrears procedures to ensure they are robust and reflect current best practice.
- Arrears Challenge Days with the Chief Officer reviewing the performance of teams and their individual performance recovery plans.

- Targeted work to provide support to certain groups of tenants who have been identified with a higher risk of going into arrears such as the Under 25s and those residing in high rise accommodation.
- Robust performance monitoring every month with Area Teams and individual officers.

### 5.3 Under occupation

As shown in the table below the number of tenants affected by under occupation is gradually reducing .At the end of June 2016 there were 4,861 tenants classed as under - occupiers.

#### Number of tenants in under-occupation:

	May	June	July
2014/15	5570	5555	5563
2015/16	5174	5100	5115
2016/17	4986	4861	N/A

There continue to be approximately 300 tenants per month who are newly affected by under occupation as household compositions change. Housing Leeds are contacting these tenants and arranging a home visit if required together with a range of support measures as follows;

- Assistance with downsizing through the Leeds Homes Register or via a mutual exchange
- Budgeting support and debt advice through partner agencies in house and through partner agencies.
- Benefit advice and applying for Discretionary Housing Payment
- Fuel switch and utility grants
- Help finding employment and voluntary work

At the end of 2015/16 approximately 52% of under-occupiers were in arrears. This has reduced to 49% as at the end of June 2016. The value of dwelling rent arrears for under-occupiers has decreased by £131k since the end of 2015/16 and now stands at £694k.

Housing Leeds are providing an enhanced level of support to all tenants affected by Welfare Reform including Universal Credit and the revised Benefit Cap.

## 6. Recommendations

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



Report author: Stephen J Boyle  
Tel: 07983 387769

## Report of Head of Finance Environments and Housing

### Report to Housing Advisory Board

**Date: 13th September 2016**

**Subject: HRA Capital Financial Position Period 4 2016/17**

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 4 for the financial year 2016/17.
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 Council House Growth programme (section 4)

### 3.0 HRA CAPITAL PROGRAMME

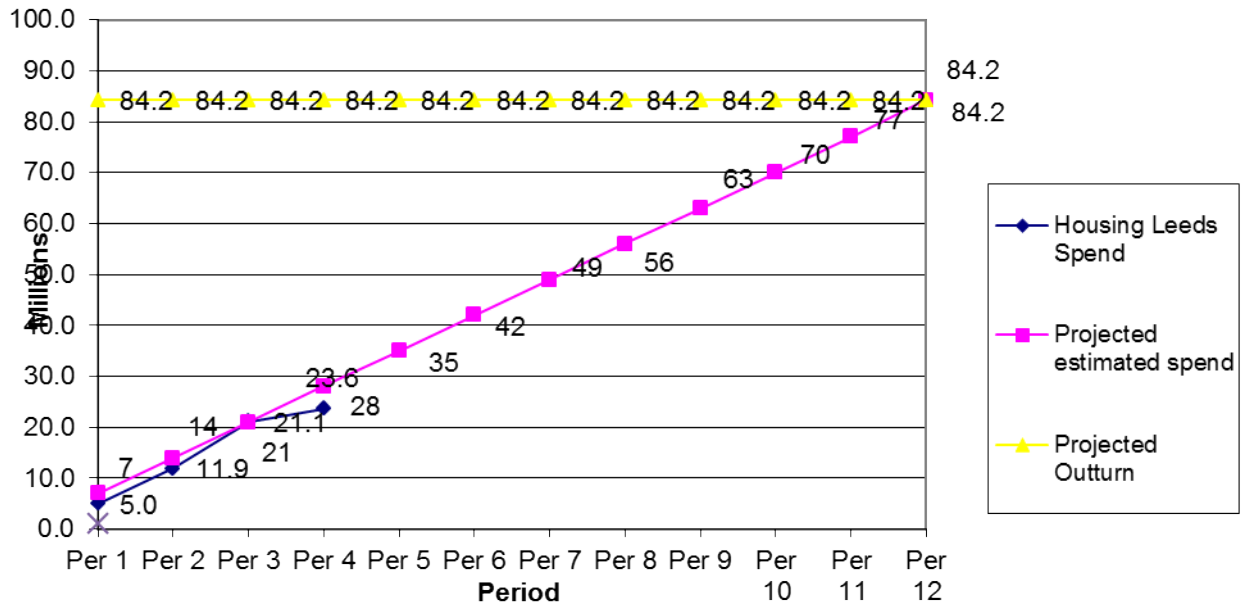
#### 3.1 Housing Leeds Services & BITMO

3.2 Housing Leeds actual spend and commitments at period 4 is £23.6m equating to 28% of the revised available resources at period 4 and are on course to deliver the expected programme as detailed to Executive Board in February 2016. The 2016/17 Housing Leeds programme is currently £84.2m and this will be monitored throughout the coming months and revised to reflect the programme which Housing Leeds are expected to deliver.

3.3 Housing Leeds 3 year latest estimated responsive and planned works programme at period 4 are detailed in the table below with a graphical rep of the actual spend at period 4 and estimated outturn position for 2016/17 :-

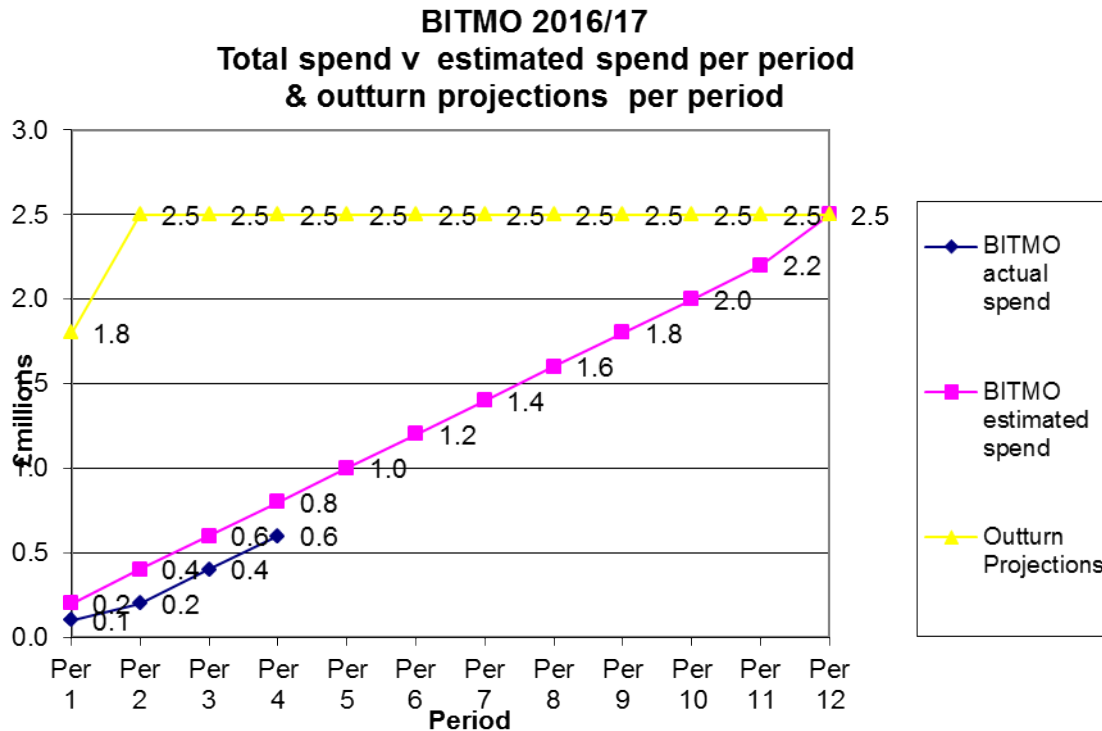
Housing Leeds Capital Programme	Original 2016/17 Budget	Revised Budget at Per 4	Total Actual and Committed 2016/17 Per 4	% spent to revised budget	Estimtaed 17/18 Budget	Estimated 18/19 Budget
<b>Responsive Programme</b>						
Voids	5,490.0	6,190.0	3,070.0	49.6%	5,900.0	0.0
Capital Repairs & Maintenance	1,901.0	1,901.0	956.5	50.3%	2,240.0	1,731.0
Disrepair	500.0	500.0	391.6	78.3%	0.0	0.0
Asbestos Responsive	1,432.8	1,432.8	108.7	7.6%	3,700.0	0.0
Equipments & Modifications for Disabled	3,553.2	3,459.1	2,159.0	62.4%	0.0	0.0
<b>Total Responsive</b>	<b>12,877.0</b>	<b>13,482.9</b>	<b>6,685.9</b>	<b>49.6%</b>	<b>11,840.0</b>	<b>1,731.0</b>
<b>Planned</b>						
Window & Door Replacement	3,033.3	2,944.1	360.0	12.2%	4,122.5	0.0
Heating & Energy Efficiency	8,264.0	8,151.5	2,022.5	24.8%	11,700.0	11,834.0
Community Safety	0.0	12.0	0.0	0.0%	0.0	0.0
Electrical	3,911.0	2,201.7	537.7	24.4%	1,300.0	0.0
Re-Roofing	2,378.0	2,424.4	530.2	21.9%	2,470.0	0.0
Kitchens & Bathrooms	9,528.7	9,550.6	2,286.5	23.9%	11,100.0	0.0
Environmentals	249.0	270.6	4.3	1.6%	250.0	0.0
Miscellaneous	50.0	50.0	19.6	39.1%	50.0	0.0
Structural Remedials & Insulation	8,685.9	7,094.8	362.7	5.1%	10,260.0	0.0
Communal Replacements	7,829.0	11,050.6	1,612.9	14.6%	10,940.0	0.0
Conversion/Regeneration Works	4,246.0	4,461.0	685.5	15.4%	2,031.0	0.0
Planned Capital Repairs	100.0	100.0	0.0	0.0%	0.0	0.0
Disabled Access Works	4,863.9	4,537.5	516.5		0.0	0.0
Fire Safety Works	3,631.5	4,092.9	928.9	22.7%	0.0	0.0
Estate Shops & Leased Residential Prop	154.0	154.0	0.0	0.0%	239.9	0.0
Service Delivery Associated Costs	12,727.7	10,638.8	6,293.1	59.2%	15,696.6	66,935.8
<b>Total Planned</b>	<b>69,652.0</b>	<b>67,734.5</b>	<b>16,160.5</b>	<b>23.9%</b>	<b>70,160.0</b>	<b>78,769.8</b>
<b>Environmental Improvement Programme</b>						
EIP - Parent Pot	2,200.0	439.1	0.0	0.0%	98.2	
EIP - Salaries	0.0	162.3	0.0	0.0%	41.3	
EIP - Parking	0.0	754.5	114.9	15.2%	76	
EIP - Play	0.0	66.0	8.0	12.1%	0	
EIP - Landscaping	0.0	334.2	174.7	52.3%	0	
EIP - Community Safety	321.0	778.2	221.9	28.5%	0	
EIP - Waste	0.0	511.1	220.2	43.1%	153.4	
<b>Environmental Improvement Programme</b>	<b>2,521.0</b>	<b>3,045.4</b>	<b>739.6</b>	<b>24.3%</b>	<b>368.9</b>	<b>0.0</b>
<b>Total Housing Leeds 2015/16 Programme</b>	<b>85,050.0</b>	<b>84,262.8</b>	<b>23,586.0</b>	<b>28.0%</b>	<b>82,368.9</b>	<b>80,500.8</b>
<b>Total Belle Isle TMO programme</b>	<b>2,157.9</b>	<b>2,478.0</b>	<b>574.3</b>	<b>23.2%</b>	<b>1,720.0</b>	<b>1,720.0</b>

**Housing Leeds 2016/17**  
**Total Spend v Estimated spend per period**  
**& Outturn projections per period**



- 3.4 The planned works are now estimated at £67.7m with spend and commitments to period 4 of £16.2m representing 24% of the revised available resources. As at period 4 the HL planned programme is reporting delivery of the revised programme within the available resources in 2016/17. While the spend and commitments are slightly below the expected outturn projection at this stage of the year, programmes are expected to pick up in the later months once the full programme is committed.
- 3.5 The responsive works are now estimated at £13.5m with spend and commitments to date of £6.7m representing 50% of revised resources at period 4. Spend is well ahead of projections at period 4. Capital finance will meet with HL Mgt team with a view to adjusting the responsive budget for period 5 and overall projection for 2016/17. Of particular concern at this point of the year are the adaptations and external contractor overheads and HL Mgt team will address this with capital finance in period 5.
- 3.6 While the overall spend and commitments of £23.6m are currently under the projected 2016/17 outturn position of £84.2m at period 4, HL are currently reviewing some programmes that are causing concern per the above paragraph within the responsive programme and are planning on moving some of the budget over from the planned programme and adjusting for this in the future years programmes.
- 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 +£82.4m and £80.5m across 2017/18 and 2018/19 respectively.
- 3.8 The revised HRA business plan once finalised will be reported to Executive board later in this financial year.

- 3.9 The Environmental programme being delivered by HL, actual spend and commitments at period 4 is £0.7m against an outturn projection of £3m. HL are on course to deliver this programme which involves delivering improvements in community safety, parking, play areas, landscaping works and Waste.
- 3.10 **BITMOs** actual spend and commitments at period 4 are £0.6m representing 24% of revised available resources of £2.5m. The 2016/17 programme will deliver 25+ schemes across Belle Isle in 2016/17. At period 2 we injected an additional £0.7m from BITMOs revenue into the 2016/17 programme.



#### 4.0 Council House Growth Programme

- 4.1 The total funding injected and available for the Council House Growth Programme is now £102.5m. At period 4 the spend on the Council Housing Growth and new build programme is £5.2m against an outturn projection of £37m in 2016/17. Due to the nature of the programme any delay will result in slippage to this programme and adjustments to the projection will be actioned when known. Total spend on the whole programme including previous years is £21.3m against a total current budget of £102.5m.
- 4.2 We currently have **£11.6m** of unallocated funding for schemes yet to be identified. Of this unallocated funding £3.8m of this is Right To Buy (RTB) receipts, £5.4m is approved borrowing ( £4m of this has to be utilised by end of March 2017 or we lose the ability to borrow ) and £2.0m is HCA grant swapped to utilise our own RTB 1-4-1 funding at 30% on each scheme.
- 4.3 A more detailed Council House Growth update on the progress of the individual schemes will be provided in a separate report to the next HAB later in the year.



**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 4, 2016/17.

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

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Report author: Mandy Sawyer  
Tel: 276430

**Report of Chief Officer Housing Management**

**Report to Housing Advisory Board**

**Date: 13 September 2016**

**Subject: Draft Housing Strategy 2016-2021**

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**

A Housing Strategy was approved by Housing Advisory Board in May 2015. The strategy included 5 key themes of affordable housing growth, improving housing quality, promoting independent living, creating sustainable communities and improving health through housing.

A refresh has recently been undertaken of the Housing Strategy, to incorporate updates on priorities, to reflect changes in Government Policy and to include more recent examples of how we are supporting the delivery of priorities. A sixth priority has also been added to the plan – meeting the needs of older residents. It is a 5 year strategy which will run up to 2021.

Consultation is currently underway on the content of the strategy, which is due to close on 16 September. Following consultation, comments will be used to inform the final Housing Strategy which will be published during October.

**Recommendations**

Housing Advisory Board is invited to note progress in developing the draft Housing Strategy and arrangements for monitoring delivery of the strategy targets.

## **1 Purpose of the Report**

- 1.1 The report provides Housing Advisory Board with an updated draft Housing Strategy and proposed arrangements for monitoring the strategy.

## **2 Background information**

- 2.1 The Housing Strategy is one of Leeds' key strategic plans, enabling the Council and its partners to form a clear understanding of the city's housing challenges and identify innovative solutions to meet the needs and aspirations of communities.
- 2.2 The current Housing Strategy was approved by Housing Advisory Board in May 2015, as a 3 year strategy to March 2018. The strategy included 5 key themes of affordable housing growth, improving housing quality, promoting independent living, creating sustainable communities and improving health through housing.
- 2.3 A refresh has recently been undertaken of the Housing Strategy, to incorporate updates on each of the priorities, to reflect changes of approach, changes in Government Policy and to include more recent examples of how we are supporting the delivery of priorities.
- 2.4 A sixth theme has also been added to the refreshed strategy – meeting the needs of older residents. As there is a projected increase in the older population in Leeds, the importance of having a strategic approach to meeting their housing and support need is recognised.
- 2.5 The Housing Strategy is a 5 year strategy, for the period 2016 – 2021.

## **3 Main issues**

### **Strategy Themes**

- 3.1 The refreshed draft Housing Strategy, attached in Appendix 1, is made up of six key themes, as follows:

#### **3.1.1 Affordable Housing Growth**

This theme is set within the Council's Core Strategy ambition to deliver 70,000 new homes by 2028. The Housing Strategy focuses on increasing the amount of affordable housing available across all sectors - increasing affordable home ownership, affordable housing for rent, new Council Housing and reducing the number of empty private sector homes.

#### **3.1.2 Housing Quality**

This theme focuses on continued improvements to the quality and energy efficiency of social housing, and taking a targeted approach to improving the quality of housing in the private sector. This includes working closely with landlords to encourage and enforce improvements, and targeting resources on neighbourhoods with the poorest housing conditions.

### 3.1.3 **Promoting Independent Living**

There are 3 main priorities within this theme. Firstly, minimising homelessness through greater focus on homeless prevention, secondly, delivering more flexible and streamlined pathways for supporting vulnerable residents to live independently, and thirdly, providing adaptations to enable residents to remain independent.

### 3.1.4 **Creating Sustainable Communities**

This theme focuses on supporting communities to take ownership of and manage their neighbourhood by working collaboratively to challenge anti-social and criminal behaviour, and building capacity in communities to develop and own solutions.

### 3.1.5 **Improving Health through Housing**

This theme supports priorities identified in the Leeds Health and Wellbeing Strategy 2016-21, reinforcing the important role that housing has on improving the health of residents. The theme particularly recognises the importance of improving housing conditions and financial inclusion of residents in neighbourhoods with poor health issues, and ensuring that suitable housing and support options are available to residents with health issues.

### 3.1.6 **Meeting Housing Needs of Older Residents**

This theme supports the Council's Breakthrough project to make Leeds the best city to grow old in. Key priorities are around increasing the supply of specialist housing provision, improving housing quality, particularly around affordable warmth and promoting independence and social inclusion.

#### **Common Approaches**

3.2 There are a number of common approaches which will underpin how the six Housing Strategy themes will be delivered, as follows:

3.2.1 ***Collaborative Working*** – The Housing Strategy cannot be delivered by the Council alone, and so a key principle of the strategy is how the Council will work with its partners to deliver the priorities, both at a strategic and operational level, ranging from multi agency boards co-ordinating the strategic approach, to more operational case conferencing to co-ordinate responses to particular cases.

3.2.2 ***Focus on Prevention*** – Leeds has achieved a number of successes through greater focus on working with residents proactively at an early stage in order to minimise crisis intervention at a later stage. This approach is central to how we intend to deliver the strategy themes of promoting independent living, creating sustainable communities, improving health through housing and meeting the needs of older residents.

3.2.3 ***Building Community Resilience*** – a key principle of the strategy is to work with community groups and third sector organisations to give them the tools to

confidently support their communities and neighbourhoods in meeting local needs and responding to local issues.

### **Strategy Targets and Action Planning**

3.3 Targets are identified for each of the Housing Strategy themes and a Housing Strategy Action Plan will be developed which will identify what actions will be taken to deliver each of the strategy targets. A number of forums will be responsible for monitoring the delivery of the strategy targets, including the Housing Forum, Private Rented Sector Forum, Homelessness Forum and Housing Advisory Board.

3.4 A copy of the Housing Strategy and action plan will be available on the Council's website, along with regular updates of progress.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

4.2 The Housing Strategy has been developed collaboratively with involvement from key internal partners, including City Development, Community Safety and Public Health. The strategy supports other key Council Strategies including the Core Strategy, Health and Wellbeing Strategy, and action plans linked to the delivery of the Council's Breakthrough Projects.

4.3 Consultation is underway on the strategy with views being sought by 16 September. A copy of the strategy has been shared with the following groups:

- Council service providers;
- Key statutory partners, including police and health;
- Key landlords – housing association and private rented sector;
- Voluntary agencies – providing support services;
- Voice of Involved Leeds Tenants (VITAL);
- Forums representing views of under-represented residents;

4.4 A copy of the strategy and an electronic survey have also been made available on the Housing Leeds web pages, and promoted via social media.

4.5 Once conclusion has concluded, feedback will be used to inform the finalised strategy.

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

5.1 Each of the themes of the Housing Strategy have an important role in supporting equality and diversity issues and promoting cohesion and integration of communities as outlined below:

- Affordable housing growth – ensuring a growth in the supply of affordable housing, particularly for residents who are unable to afford to buy their own home or market rents, through mixed tenure developments;

- Improving housing quality – ensuring that social and private rented sector housing is improved and made more energy efficient in order to ensure the safety and security of disadvantaged and vulnerable tenants and reduce fuel costs;
- Promoting independent living – ensuring that residents who are vulnerable due to age, disability or housing situation are supported to live independently with appropriate levels of support;
- Creating sustainable communities – ensuring that minority and disadvantaged groups are enabled to take an active role in their neighbourhood and community;
- Improving health through housing – ensuring that health inequalities across the city are reduced through more targeted support to particular communities;
- Meeting the housing needs of older residents – ensuring that older residents are supported to live independently with appropriate levels of support.

5.2 An Equality Impact Assessment of the draft Housing Strategy is currently underway, and outcomes will be used to inform the finalised strategy.

## **6 Council Policies and Best Council Plan**

6.1 The Housing Strategy is intended to complement a number of strategic Council documents, including the Best Council Plan, Core Strategy and Health and Wellbeing Strategy.

6.2 The strategy also supports the delivery of the Council’s eight Breakthrough projects and associated action plans, as follows:

- Tackling domestic violence and abuse;
- Housing growth and high standards in all sectors;
- Making Leeds the best place to grow old in;
- Strong communities benefiting from a strong city;
- Cutting carbon and improving air quality;
- World class events and a vibrant city centre that all can benefit from;
- More jobs, better jobs;
- Early intervention and reducing health inequalities;

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

7.1 Resources have been made available to support the delivery of each of the themes of the Housing Strategy, and targets have been set linked to the resources available.

7.2 However, there have been changes made to government resourcing levels and criteria over the last year or so which will impact on our ability to deliver fully on

some of the priorities and targets included in the Housing Strategy. These changes includes the following:

- In the Government's Autumn Statement 2015, further cuts were announced to local authority funding, reducing Leeds City Council's budget by £76m over the next 3 years.
- The 2016 Welfare Reform and Work Act also required all registered providers to reduce social housing rents by 1% for the next 4 years.
- Through the 2016 Housing and Planning Act government funding for affordable housing will be targeted at shared ownership developments and there will be no grant funding available for affordable housing for rent.

7.3 Despite the funding reductions, the Council and its partners remain committed to delivering the priorities and targets included in the Housing Strategy. It has become more important than ever to achieve value for money, and so through the strategy there is an increasing focus on more efficient ways of delivering priorities - working with partners to deliver priorities as efficiently as possible and empowering communities to take ownership of and actively manage their neighbourhoods.

## **8 Legal Implications, access to information and call In**

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

## **9 Risk management**

9.2 As resources available to support the delivery of the Housing Strategy reduce there is a risk that the Council and its partners will not be able to fully deliver on the priorities and targets included in the Housing Strategy. This risk is being managed by developing more innovative approaches to delivering its strategy priorities, which place greater emphasis on partnerships, with other statutory agencies, third sector and community agencies, and the community itself.

9.3 A Housing Strategy Action Plan will be developed for each of the six themes to monitor the delivery of each of the priorities and targets in the Housing Strategy. These action plans will be monitored by a number of forums including the Housing Forum, Private Sector Forum, Homelessness Forum and Housing Advisory Board.

## **10 Conclusions**

10.1 The Housing Strategy has been recently refreshed to incorporate updates on priorities, to reflect changes in government policy and to include more recent examples of how we are supporting the delivery of priorities. A sixth priority has also been added to the plan – meeting the needs of older residents.

10.2 An action plan will be developed for each of the themes in the Housing Strategy, in order to monitor the delivery of Housing Strategy priorities.



10.3 Consultation is currently underway and is due to conclude on 16 September. Feedback will be used to inform the final Housing Strategy, which will be published during October.

## **11 Recommendations**

11.1 Housing Advisory Board is invited to note progress in developing the draft Housing Strategy and arrangements for monitoring delivery of the strategy targets.

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

12.1 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.

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# DRAFT HOUSING STRATEGY 2016 – 2021

Effectively meeting housing need to  
make Leeds the best place to live



# Introduction

Our overall vision is for Leeds to be the best city in the UK: one that is compassionate, with a strong economy, that tackles poverty and reduces the inequalities that still exist.

The 2014 Leeds Core Strategy sets out long term plans for regeneration and growth in the city. Central to the approach is the desire to ensure that the needs for employment and housing growth is planned and delivered in a sustainable way, seeking to remove social inequality, securing opportunities for regeneration and planning for infrastructure, whilst maintaining and protecting environmental quality for the people of Leeds.

One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting community identity. The need for affordable housing and affordable warmth are key issues identified in the Core Strategy.

Housing has a critical role in helping the Council to achieve its vision and deliver the Core Strategy, and this is reflected in our Housing Vision:

## **Effectively meeting housing need to make Leeds the best place to live**

We have seen lots of progress over the last 5 years with significant investment in affordable housing, including the first new Council house being built for over 20 years. We have also seen a massive reduction in the number of empty homes, and the number of households living in temporary accommodation.

These achievements put us in a strong position as we launch our 2016-2021 Housing Strategy. Suitable affordable housing underpins almost everything that we do as a local authority and is intrinsic to many of the strategic plans for the city.

This Housing Strategy sets out our ambitions for effectively meeting the needs of those in greatest housing need over the next 5 years. You will see some common approaches to how we plan to deliver the strategy:

**Neighbourhood Approach** – targeting particular neighbourhoods with a wrap around service that meets the wider needs of residents and the neighbourhood, not just the housing need;

**Focus on Prevention** – ensuring that suitable levels of support are available from an early stage to enable residents to live confidently and independently in their home;

**Collaborative Working** – we have well established and strong relationships with our key partners in order to jointly deliver this strategy;

**Building Community Resilience** – empowering communities to support themselves through closer working with community led and third sector organisations.

It is important to us that we deliver on the Housing Strategy priorities, and so we will ensure that there is a Housing Strategy Action Plan in place to monitor progress.



Councillor Coupar  
Executive Member for  
Communities

# Environment and Housing Ambition:

Leeds will be the best place for people to live

## Outcomes

- People are safe and feel safe
- People live in good quality affordable homes that meet their needs
- People live on clean streets and play their part to dispose of waste responsibly and increase recycling
- People live near quality green spaces
- People can breathe clean air

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## Our priorities

Working with partners and the people of Leeds to improve Best City outcomes by:

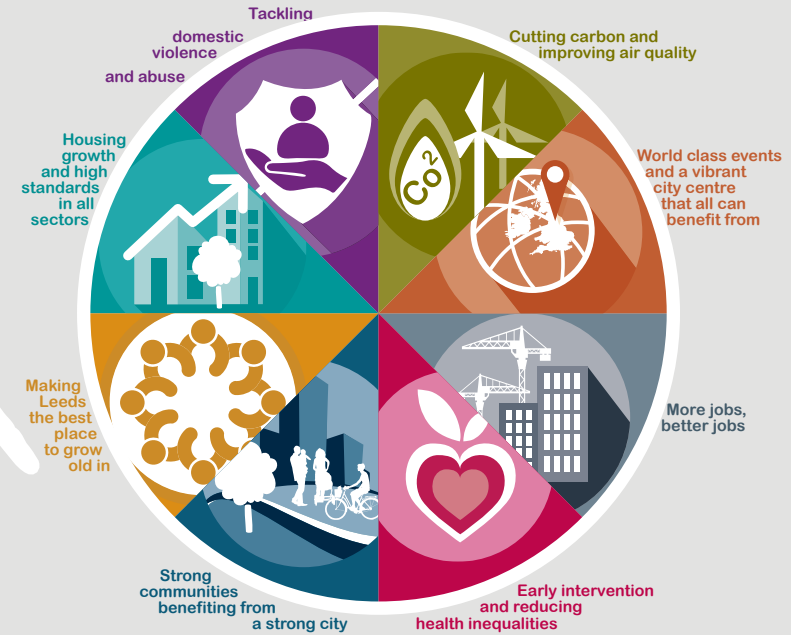
- 1 Tackling domestic abuse
- 2 Helping people to adjust to welfare change or prevent homelessness
- 3 Improving the range and quality of homes to meet housing need
- 4 Reducing the amount of rubbish on our streets and increasing recycling
- 5 Improving the quality of community parks and green spaces
- 6 Improving air quality

Improving Best Council outcomes by:

- 7 Developing and supporting our staff to be the best they can be
- 8 Delivering our priorities within a balanced budget

## BREAKTHROUGH PROJECTS

*How we are delivering our priorities: a set of 8 cross-cutting projects*



## COUNCIL VALUES

*Underpinning what we do and how we work*

- Working as a team for Leeds
- Being open, honest and trusted
- Working with communities
- Treating people fairly
- Spending money wisely



## The Leeds Population

Leeds is the UK's third largest city with a population of around 750,000. The population grew by 5% between 2001 and 2011, and is expected to rise by a further 12% by 2021. This growth is attributed to a number of factors, including a strong economy, buoyant markets and increased in-migration levels.

The largest population increase was in the 20-29 age group which grew by 29% between 2001 and 2011, but also significant was the increase in the over 85s age group by over 7%.

A third of all households in Leeds are one person households, and almost half of one person households are age 65 and over. Reflecting national trends, Leeds has an ageing population – over the next 20 years the number of residents aged 65-85 is projected to increase by a third and the number of residents aged over 85 is projected to double.

This is an important consideration for Leeds in developing this Housing Strategy and so there is a dedicated theme on how we will meet the housing needs of older people.



Leeds is a diverse city with 140 ethnic groups representing 19% of the total population. This is reflected in the number of vibrant communities across the city.

While Leeds is a modern city with a thriving economy, not all residents benefit from these economic benefits. 164,000 residents live in areas of Leeds that are identified as amongst the most deprived 10% nationally. It is therefore a priority for Leeds to develop a strong economy but as a compassionate city an integral part of this strategy is to improve the health and wellbeing of residents through effective housing.

## The Leeds Housing Market

There are 321,000 households in Leeds. Houses account for 78% of households and 22% live in flats.

### Home Ownership

By far the largest housing sector in Leeds is the owner occupier sector which makes up 58% of households, although this has reduced since 2001 and is lower than the UK average of 64.3%.

Affordability continues to be an issue for many households. The average house price was £175,680 in 2015, 7 times higher than the average single income in Leeds.

### Social Rented

22% of households live in the social rented sector, which is typical of the UK average, although there is a much higher proportion of Council rented to Housing Association rented than the national average. There has been a long term decline in the number of households renting from the local authority, reducing from 21% in 2001 to 17% in 2011 largely as a result of Right To Buy. However, demand for social housing remains high, with almost 24,000 applicants on the Leeds Homes Register in 2016.



The average weekly rent of a Housing Association property in Leeds is £84 per week, compared to a Housing Leeds property at £74.

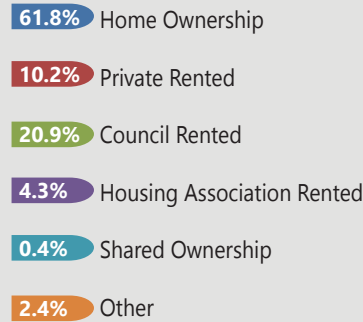
## Private Rented

The only sector where there has been significant growth between 2001 and 2011 is the private rented sector, and for the first time the private rented sector is larger than the social rented sector in Leeds.

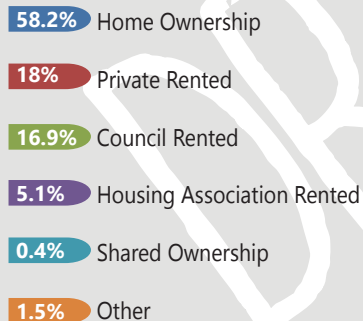
However, demand for social housing remains high, with almost 24,000 applicants on the Leeds Homes Register in 2016. Only 12% of private rented properties have rents that are within Local Housing Allowance levels, and so much of the Private Rented Sector is unaffordable to many low income households.

There are significant issues with housing quality in the private rented sector, with government data suggesting that 16% of privately rented homes are unsafe. This trend is reflected in Leeds and much of the recent growth is in the poorest quality housing.

# 2001



# 2011



## Future Impacts

There are a number of challenges facing Leeds City Council and its partners which will impact on housing over the next 5 years. These include:



## Welfare Reforms

Over recent years Welfare Reforms have and will continue to reduce income from benefits for many households in the city, particularly households who are already facing financial exclusion. The 2016 Welfare Reform and Work Act also introduced a 4 year reduction in social housing rents by 1%.

## 2016 Housing and Planning Act

The 2016 Housing and Planning Act will introduce a number of changes to the housing sector including the introduction of Right to Buy to Housing Association tenants, end of lifetime tenancies, introduction of 'Pay to Stay' and giving local authorities greater powers to tackle rogue landlords.

## A reduction in local authority funding

A reduction in local authority funding has made it more challenging for the Council to provide key services to Leeds residents which support the key themes of this Housing Strategy.

## Grant funding

The funding available to Registered Housing Providers to build affordable housing has reduced, and changed focus to funding shared ownership rather than affordable rent developments.

## Demographic changes

Demographic changes, including an increase in the number of older residents, and an increase in deprivation in a number of neighbourhoods.



# Key Achievements - the last 5 years

Since April 2011, 421 affordable housing units have been provided through Section 106 agreements

Registered Providers have delivered 1,082 units of affordable housing since April 2011

Government supported initiatives, such as Help to Buy, has supported the purchase of 1,550 homes

Approval of £180m regeneration programme in Little London and Beeston Hill and Holbeck

The first Leeds Neighbourhood Approach (LNA) in the Nowells area saw 150 properties brought up to minimum standards and 44 empty properties back in use

Number of households in emergency temporary accommodation reduced from 439 in 2011 to 74 in 2016

Approval of £125m Council Housing new build programme and 400 delivered to date

1,999 empty homes have been brought back into use since April 2012

Reduced the number of long term empty homes in the city by 35%





# Our Housing Vision

Effectively meeting housing need to make Leeds the best place to live

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All Leeds residents will be living in:

- Good quality housing
- Safe and harmonious communities

Having considered the current housing market and population changes, housing policy and external factors we have established 6 key themes which are a priority within this 5 year Housing Strategy



01

## Affordable Housing Growth

Maximising the amount of affordable homes available to rent and buy across a number of housing sectors

02

## Improving Housing Quality

Improving the quality and energy efficiency of homes, particularly in the private sector and reducing the number of empty homes

03

## Promoting Independent Living

Minimising homelessness through greater focus on prevention, and supporting vulnerable residents to live independently

04

## Creating Sustainable Communities

Creating confident communities through effective management of the neighbourhood environment and tackling anti-social behaviour, domestic abuse and crime

05

## Improving Health through Housing

Promoting healthy lifestyles, reducing health inequalities and poverty, and supporting people to meet health needs through housing options

06

## Meeting the needs of older residents

Ensuring that the right housing options are available which allow older people to remain active and independent in their homes and communities

01

## Affordable Housing Growth



One of Leeds' biggest priorities is to provide enough housing to meet the needs of a growing population, whilst protecting the quality of the environment and local community identity. The Core Strategy identifies the need for 70,000 new homes to be built by 2028 including a need for 1,158 net affordable homes per annum over the next 5 years.

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## How will we achieve this?

### Affordable Home Ownership

The Council is working proactively with developers and housing associations to identify opportunities to promote housing growth, including affordable housing through market led housing development via Section 106 agreements.

Affordable home ownership is a priority for the Government and most national policy developments, including the 2016 Housing and Planning Act, have focused on maximising home ownership, and in

8

particular encouraging first time buyers into home ownership.

The Government's Help to Buy Scheme, which offers an equity loan of up to 20%, mainly to first time buyers, has proven a popular route into affordable home ownership. Leeds has had the second highest take up nationally, and this has provided assistance to over 1200 households since 2013

Through the 2016 Housing and Planning Act local authorities are under a duty to promote the supply of Starter Homes providing a discount for first time buyers under 40 through the planning system.

### Self Build

A register for potential self-builders has been established and the Council continues to develop it's approach to support people build their own homes. The Council is in the process of preparing a number of plots to sell on the open market specifically for self-build. Leeds West Indian Charitable Trust have been commissioned to further capacity build the sector through a variety of training and information sessions. Alongside this, groups interested in co-housing are being provided with support tailored to assist with their specific needs.

## New Council Housing

The Council has embarked on its largest programme of council housing development for several decades. The 2015/18 programme of £125m will deliver 1000 new Council Homes through a number of means:

### Little London and Beeston Hill

**Regeneration Scheme PFI (Private Finance Initiative)** - to deliver 388 new Council Homes.



**New Build programme** – via new build and off plan property purchases from developers.

**Specialist Housing Development** – to deliver Extra Care housing schemes, to be managed by the Council.

**Buying 100 Empty Private Properties** – including former Right to Buys, to let as Council Housing.

## Affordable Housing for Rent

The Council has a long standing and effective relationship with Registered Providers (mainly housing associations) and third sector housing providers to deliver affordable housing:

- The Homes and Communities Agency Affordable Housing programme 2015-21 of £81m to deliver over 640 new homes for rent. Following the 2016 Housing and Planning Act, the Affordable Housing Programme will focus on developing more shared ownership homes in Leeds.
- The Council's Right to Buy Replacement Programme will potentially support the delivery of 400 new homes with £14.7m investment.

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## Private Rented Sector

Minimising the number of empty homes is key to ensuring the availability of affordable housing. In March 2016 there were 3800 empty homes in Leeds and most of these were in the private sector. Tackling empty homes in the private rented sector is a priority and the Council has set a target to reduce the

number of empty properties by 400 a year up to 2017 through use of a number of initiatives.

**Compulsory Purchase Orders** – working proactively with owners and taking enforcement action where necessary to bring homes back into use or to buy the property.

**Leeds Empties** – the creation of a social enterprise, working with the Council to provide advice to empty home owners via the Empty Homes Doctor service.

**Leeds Neighbourhood Approach** – targeted multi-agency approach in areas with high numbers of empty properties.

**Third Sector Partnerships** – with agencies such as LATCH and Canopy to purchase empty properties and renovate through community volunteering programmes.

**Empty Homes Loan** – offered to owners to help to renovate properties and return them to occupation.

**Council Tax** – homes unoccupied for over 2 years are now charged 150% Council Tax.

## The Leeds Standard

**The Leeds Standard is a new quality specification being used for the new build Council Housing Programme and to influence wider housing growth.**

**It includes 3 main strands:**

- **Urban Design** – use of planning policy to ensure good quality layout and materials.
- **Space Standards** – including flexibility of design to meet changing needs of households.
- **Sustainable Construction** – including measures to improve energy efficiency, thermal comfort and minimise running costs, address fuel poverty and contribute to broader sustainability.

# 01 EXAMPLES

## Affordable Housing Growth

### Empty Homes Programme

Third sector partnerships are important in helping to reduce the number of empty homes in the city. Canopy, LATCH and GIPSIL are community based organisations that have been working in partnership with the Council and Leeds Empties for many years to bring long term empty properties back into use.

Through long term leases, property purchases and funding support, the organisations work with long term unemployed people to undertake renovation works to homes, and in doing so it is hoped that this experience and new skills learnt will improve employment prospects. The properties are refurbished as high standard homes charged at affordable rents.

Once completed, the renovated homes are let to clients working with the organisations, many of whom have previously been homeless.

Funding support of £900,000 has recently been provided through the Right to Buy Replacement Funding to refurbish 22 empty properties.

### Cardigan Green



The Cardigan Green site is one example of many where the Council has worked in partnership with developers to drive forward housing growth, and in particular increase the provision of affordable housing.

The former Lord Cardigan Public House was a derelict site that had a history of anti-social behaviour and environmental problems.

The Council worked with the private developer, who purchased the site, to come up with a housing scheme which would meet local housing need and where the Council could acquire units on completion of construction to let as Council housing.

The scheme consists of 8 two bed town houses, with the development incorporating elements of the Leeds Standard, built to good space standards and high levels of energy efficiency.

## TARGETS

**1000** new Council Homes by 2020 of which **100** empty homes acquired and let as Council Housing by 2018

**640** new affordable homes for rent through HCA Programme by 2021

New mixed tenure affordable homes delivered through Section 106 agreements

Net reduction of **400** empty properties per annum up to 2017

**3,200** empty properties returned back into occupation each year





## Improving Housing Quality



Poor housing conditions impact on the health and well being of residents and so it is a priority for Leeds to increase the quality and energy efficiency of existing homes across all housing sectors.

## Social Housing

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The Council is committed to maximising investment in maintaining and improving the quality of Council homes and neighbourhoods. The Council has plans in place to deliver £80m investment each year 2015-24, which will not only drive continuous improvements in Council housing quality, but also support the Council's priority to drive sustainable economic growth employment opportunities in the construction sector. However due to impacts of recent Government policy, eg 1% rent reduction and Housing and Planning Act, the size of the investment programme may be subject to change.

Through intelligence led asset management, the Council will use its

understanding of housing stock performance to deliver investment where it is needed most. Key priorities for investment are as follows:

- Maintaining homes to the Leeds Homes Standard;
- Providing energy efficient homes which are affordable to heat;



- Meeting investment needs of our most challenging property types; eg sheltered, multi storey flats;
- Completing work to improve health outcomes;
- Reshaping housing stock to ensure its future suitability, viability and sustainability.

## Private Rented Sector

Poor housing conditions continue to be an issue within the private rented sector and so improving the quality of the private rented sector remains a priority for the Council. A twin approach is being adopted to achieve this - through promotion of greater self regulation

in the sector, to enable resources to be targeted at the worst performing landlords and poorest quality housing. This is being delivered through a number of initiatives:



**Private Rented Sector Regulation** – taking enforcement action against landlords where hazards are found in homes.

**Leeds Rental Standard** – the Council is currently working with key partners to develop an enhanced minimum standard of housing.

**Leeds Neighbourhood Approach** - which allows targeted resources and partnership working to address particular issues in small geographical areas.

**Rogue Landlord Unit** - the Council is currently working with key partners to develop a unit which will target action against landlords who fail to meet minimum standards using measures being introduced through the Housing and Planning Act.

**Group Repair Schemes** – to undertake property improvements and support regeneration investment in mixed tenure neighbourhoods using mixed funding streams, eg investment in improving energy efficiency of pre-1919 terraced properties in Cross Green, supported by Green Deal.

# 02 EXAMPLES

## Improving Housing Quality

### District Heating Framework Linked to Recycling and Energy Recovery Facility (RERF)

The RERF in Leeds, which opened in 2015 will generate enough electricity to power over 22,000 homes in Leeds and so offers an innovative opportunity to improve the thermal efficiency of homes and provide affordable warmth. A district heating network is being developed which will be capable of heating the equivalent of 10,000 homes and reducing fuel bills by up to £250 per year per household connected. The first phase of the project will develop a spine network which will provide heat to around 2,000 flats in the Richmond Hill area of Leeds, an area with outdated electric heating systems and high levels of fuel poverty.



### Leeds Neighbourhood Approach (LNA)

The LNA targets small geographical areas where there are significant issues with poor quality private rented housing and long term empty properties. The model is rooted in direct engagement with landlords and tenants to improve property standards and bring empty homes back into use, and is very much a multi-agency partnership approach delivering whole area improvements. The LNA is currently working on the Receptions streets in Holbeck. In the first year, 181 properties have been inspected, 239 hazards have been removed and 50 empty homes have been brought back into use. 195 referrals for help to tenants (including financial inclusion / training / employment / energy efficiency) have been made and it is estimated that the initiative has attracted over £540,000 in property owner investment.



### The Leeds Rental Standard

The Leeds Rental Standard has an important role in driving improvements in the quality of the private rented sector. It is an accreditation scheme which will be promoted widely throughout the sector to encourage tenants to make informed choices, and so drive improvements in quality across the sector. The scheme will be self-regulating as member landlords will co-ordinate compliance inspections and refer cases to the local Authority where enforcement action is required.

## TARGETS

**96%** of Council Homes meet the Decent Homes Standard

**£80m** investment programme per annum in Council Housing to 2024



## Promoting Independent Living



Access to suitable housing and effective housing interventions are vital in promoting health and wellbeing of all residents, and so it is a priority for Leeds to ensure that residents are able to live independently in homes where they feel safe and supported.

## Homelessness

There are 4 key themes of the Council's Homelessness Strategy:

**Ensure that no person needs to sleep rough in Leeds** – continue to take a proactive approach to finding rough sleepers and offering emergency accommodation pending the identification of longer-term housing and support options. Leeds is the only major city to experience a reduction in rough sleeping between 2014 and 2015 (13 people found) and a target has been set to reduce the number to no more than 5 by 2018.

**Maximising Homeless Prevention** – homeless prevention is about helping

people to stay in their existing homes or make planned moves to alternative accommodation. The Council has a number of prevention initiatives including paying bonds to access private rented housing or helping young people reconcile with parents through mediation. The Council prevents homelessness in 80% of cases.

**Minimising Temporary Accommodation** – temporary accommodation placements are at the lowest level since at least the 1980s and this has been achieved through homeless prevention and effective move on work. There were 73 households in temporary accommodation at the end of March 2016 and the target is to reduce this to no more than 50 by 2018.

**Continue to build effective partnerships** – the Council works with a number of partners to tackle homelessness and wants to achieve wider linked priorities such as keeping vulnerable adults and children out of residential care and ensuring no person has to stay in hospital because of inadequate housing.

## Housing Related Support

The Housing Related Support (HRS) Programme provides emergency and supported temporary accommodation and visiting support to vulnerable young people, adults and families,

including those who are homeless, to support them to achieve and move towards independent living. Leeds is currently re-commissioning a single visiting support and single supported accommodation service for adults and families to achieve the following service improvements:

- Streamlined and clear pathways for referrals and service users;
- Services that are flexible and responsive to changes in needs;
- Timely support to prevent needs becoming more complex;
- Accommodation that is fit for purpose and delivers a wider range of outcomes linked to employment, financial inclusion and improved health and wellbeing.

## Adaptations

Adaptations to housing play an important role in helping disabled people to live independently and prevent admission to hospital or residential care. Adaptations can be to a person's existing home or we can help people to move to alternative housing that is, or can be adapted. Adaptations can be made to any form of housing tenure.

# 03 EXAMPLES

## Promoting Independent Living

### Flagship

Flagship is a Housing Related Support consortium of local third sector organisations – GIPSIL, Leeds Housing Concern and Foundation – which provides floating support and trainer flats, citywide, to young people and care leavers to help them prepare for independent living, and help the Council to fulfil its legal duties to 'children in need' and homeless young people.

Flagship works in partnership with Children's Services, Housing Leeds and Public Health to proactively review the housing options of young people via a fortnightly Young People's Housing Operations Group.

### Accessible Housing Register

The Council has recognised that it can often be difficult for disabled people to identify adapted/or adaptable council properties suitable for them to live in that they can bid for through the choice based lettings system. The re-housing process is often slowed down when disabled people top a bidding list but the property is then assessed not to be accessible. The Council also needs to ensure its making best use of its existing adapted housing stock and not adapting homes when it does not need to. Currently the matching of adapted properties to the specific needs of disabled people is done through the knowledge/awareness of housing officers. The Accessible Housing Register is an IT based system incorporating records of all adapted council housing and the medical re-housing needs of disabled applicants. The system will make it much easier for disabled applicants and housing officers to match properties to people's needs. This will speed up the re-housing process and ensure the Council is better using its adapted housing stock.

## TARGETS

Reduce numbers living in emergency temporary accommodation by **50** by 2018

Minimum of **90%** of major adaptations completed in target timescales

**100%** of 16 to 17 year olds and care leavers under 21 living in Council Housing to have a support plan in place

No families in bed and breakfast

People who are in need of support are assisted to maintain, achieve and progress towards independent living

**4000** homeless preventions per year





## Creating Sustainable Communities



Communities have a critical role in supporting the delivery of successful housing, and so it is a priority for Leeds to support communities to live harmoniously.

### Anti-social Behaviour

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Leeds is committed to reducing anti-social behaviour in the city, and through the Leeds Anti-social Behaviour Team (LASBT) endeavours to tackle ASB at the earliest opportunity through a tiered approach of prevention, enforcement and engagement and support. It currently responds to in excess of 5,000 ASB enquiries and 8,000 out of hours calls about noise nuisance each year, working with its key partners to provide a joined up response. Leeds takes a targeted, multi-agency approach to addressing particular neighbourhood ASB issues, recognising that complex needs of residents in some areas need a collaborative approach. Housing Leeds and LASBT has a dedicated proactive ASB response team of ASB, Housing and Police Officers to target resources, ensure a consistent approach and helping to gain the trust of local communities.

### Community Cohesion

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Leeds is committed to supporting community cohesion; this is a key part

of the 'Strong Communities Benefiting from a Strong City' breakthrough project. Key principles to the approach are:

**Developing integrated bottom up approach** to responding to local issues;

**Build community capacity** and stimulate innovation;

**Promote community ownership** of solutions to community issues.

### Council Housing

The Council works closely with council tenants to build community resilience. Through 11 local Housing Advisory Panels, the Council works with tenants to proactively manage local issues and prioritise funding for community based and environmental projects. The panels support important community investment such as employment / training programmes, youth activities and parenting programmes. The Council also supports local Tenants and Residents Associations to represent the views of local people on very local issues.

### Gypsies and Travellers

The Council works closely with gypsy and travellers communities at 2 sites in Leeds, offering 41 units of accommodation. Through Leeds Core Strategy Leeds has committed to providing 62 pitches by 2028, of which 25 will be publicly managed. A Site

Allocations Plan is currently being developed to identify suitable sites.



### Domestic Violence and Abuse

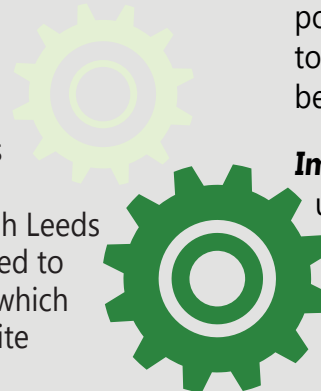
Tackling domestic violence and abuse is a priority for the council. We are looking at new ways to reduce the effects of domestic violence and abuse on families in Leeds. There are four key themes to this approach:

**Changing attitudes** - working closely with schools, Housing Leeds, the police and other agencies to raise awareness of the effects of domestic abuse and where people can go for help, through publicity campaigns such as the '#get comfortable talking about it' campaign.

**Supporting victims (adults, children and families)** - changing the way we work to respond more quickly to cases of domestic violence and abuse, through daily multi-agency meetings with the police, Housing Leeds and other key agencies, and developing a smartphone application and website.

**Challenging behaviour** - working with the police and probation service to run courses to help abusive men learn different ways of behaving in a relationship.

**Improving Services** - consult with service users to learn lessons and improve responses, and using this information to train staff so that they better understand and respond to domestic violence and abuse.



# 04 EXAMPLES

## Creating Sustainable Communities

### Change to Front Door Safeguarding Hub (FDSH)

The FDSH was established to improve the safety and support of victims of domestic violence and abuse. Central to the work of the FDSH is a daily domestic violence meeting that brings together partners from a range of organisations including the Police, key Council Services, Health, Probation, and third sector organisations to provide a structured response to high risk cases through a partnership approach. Key features of the model include improved information sharing, tasking and accountability.

The approach provides a faster, more co-ordinated and consistent approach to the management of domestic violence cases.



### Leeds Parenting Programme

The Leeds Parent Champion Scheme was set up jointly between Housing Leeds, Together Women Project and other local agencies to run a number of parenting programmes across the city.

The project brings together parents in a local area to support them with improving their parenting skills, developing confidence and establishing links into local communities. The project has been extremely successful, winning the Family and Childcare Trust's National Parenting Programme Award.



## TARGETS

Finalise Site Allocation Plan for Gypsy and Travellers

Deliver **8 units** of Gypsy and Travellers accommodation at Kradacre Street by September 2017

Tenant Satisfaction with neighbourhood as place to live **78%** by 2021



## Improving Health through Housing



How and where we live can have a significant effect on our health. People living in deprived neighbourhoods are more likely to experience multiple disadvantages, die earlier and have more years of long term ill health. Through the Leeds Health and Wellbeing Strategy 2016-21

Leeds has a vision to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

### Health Inequalities

It is a priority for Leeds to reduce the number of most deprived neighbourhoods, to reduce the number of people living in poverty and to reduce the number of people who die prematurely. Key to the delivery of the Health and Wellbeing Strategy is a focus on providing services that are person centred and within community settings which build on individual and community strengths, promote self-care and prevention and maximise use of third sector organisations.

### Financial Inclusion

Poverty, and in particular fuel poverty are known to have a significant impact on physical and mental health. Through the Affordable Warmth Strategy, Leeds has 3 main priorities for reducing fuel poverty:

**Targeting fuel poor households with assistance** through specific projects, eg extension of gas mains to off-gas households, Warm Homes Service, Green Doctor Service;

**Maximising income of households in fuel poverty** - a number of partners provide fuel bill and income advice;

**Reducing household fuel bills** through supporting residents to seek cheaper energy tariffs and establishing the Leeds Domestic Energy Services Company (LESCo).

Leeds has strong partnerships with third sector organisations to provide services to promote financial inclusion, including with Leeds City Credit Union to provide affordable banking, links with Co-op Electrical for affordable household goods, and campaigns and activity to reduce illegal lending. It also has a number of initiatives in place to support tenants affected by welfare reform.

### Mental Health

Housing providers have a key role in supporting the delivery of the Leeds Mental

Health Framework, which co-ordinates the city's approach to improving support to people with mental health problems. This includes:

- Building resilience and self-management through preventative support for residents;
- Close partnership working with care and support providers to achieve person centred approach;
- Promoting information about the importance of mental health to residents and challenging discrimination.

### Drugs and Alcohol

A key outcome of the Drug and Alcohol Strategy and Action Plan (2016-18) is to ensure that more people recover from their drug and alcohol misuse and the harms they can cause. A key priority of the strategy is to improve housing outcomes for people in recovery (safe, suitable, and supported). This will be achieved by adhering to the following 3 key actions:

- Identify key housing issues which are a barrier to successful treatment and recovery.
- Ensure that people who are discharged from residential rehabilitation have suitable accommodation to support their recovery.
- Ensure appropriate housing for people released from prison and leaving residential rehabilitation to support recovery.





# 05 EXAMPLES

## Improving Health through Housing

### Green Doctor

Groundwork Leeds provides a Green Doctor service to residents of Leeds, which includes the following:

- Support and information on switching suppliers, how to deal with energy debt, grants for insulation and heating and how to manage heating;
- Installation of simple energy efficiency measures, eg light bulbs, tank lagging.



### Rise High Project

Housing Leeds has recently begun to pilot an intensive management and support model for a cluster of multi-storey flat blocks in the Armley area of Leeds where there are significant issues with ASB linked to drug use, poor health and worklessness. Through the multi-agency project, enhanced security has been put in place along with a zero-tolerance approach to ASB and additional support from a Wellbeing Co-ordinator, who is funded by the West Leeds Clinical Commissioning Group (CCG). The Co-ordinator has worked closely with residents to help them access a range of services including primary care services, social engagement activities, education and employment, and debt and welfare advice.

## TARGETS

Increase the number of people accessing prevention, early intervention, harm reduction, treatment and recovery support.

Identify key housing issues which are a barrier to successful treatment and recovery.

Ensure that people who are discharged from residential rehabilitation have suitable accommodation to support their recovery.

Ensure appropriate housing for people released from prison and leaving residential rehabilitation to support recovery.



# 06 Meeting Housing Needs of Older Residents



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Leeds has an ageing population; by 2021 the population aged 50 and over will increase by over 250,000. We therefore need to ensure that we have a strategy in place to offer older people the help, support and housing options they need to live independently in their place of choice. Leeds has an ambition to be: 'The Best City in the UK to Grow Old in.' This ambition is being delivered through one of the council's eight breakthrough projects. Within this an Older People's Housing Strategy is being developed. There are 3 main priorities for meeting the housing needs of older people.

## Supporting Independence and promoting social inclusion

Older people have told us they would like support to live independently and well in their own home. It is therefore essential that flexible support options are available within the community to enable this to happen.



Within Leeds a range of key services are available to support this priority:

**Minor adaptations** to homes in all housing sectors to ensure that residents can maintain independence and remain living in their place of choice;

**Hospital Discharge Service** to support residents to return home or to a new home that meets their needs;

**Healthy ageing programmes** offering training and guidance for staff working with communities on issues such as falls prevention, nutrition and hydration and winter wellbeing;

**Promoting Social Inclusion** by encouraging residents to remain active and link in with community activities, eg activities such as lunch clubs, chair based exercise in sheltered housing schemes and the Neighbourhood Networks.

## Improving Housing Quality

Older people are more likely to live in poor quality housing with inadequate heating. A number of initiatives are in place to improve the housing conditions of older people through partnerships with third sector organisations:

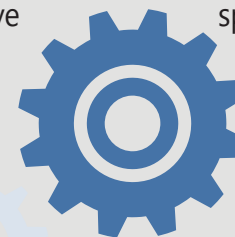
**Improving warmth** – support to carry out heating improvements, install simple energy efficiency measures and provide advice and support on getting best value for money on energy bills, eg Warm Home Service;

**Home Repairs** – supporting residents to arrange essential repairs to their home, eg Minor Adaptations and Repairs Service; **Improvements to the Council's Sheltered Housing** – to eliminate bedsit and shared bathing, to modernise homes and enhance accessibility.

## Housing Growth – Specialist Provision

It is estimated that the most significant population increase over the next 10 years will be of very old residents who need care and support, therefore there will be an increase in demand for specialist housing options, especially extra care housing. Leeds has produced an Older People's Housing Prospectus which is intended to stimulate growth and promote collaborative working with a wide range of partners to deliver new

specialist housing options for older people across all housing sectors. There are currently 682 units of extra care housing in Leeds and an estimated shortfall of 600 units. Whilst most of these homes will be delivered in the private sector, the Council is currently developing two extra care schemes in Leeds which will offer a mixture of units for affordable rent and shared ownership, with care staff available on site at all times.



# 06 EXAMPLES

## Meeting Housing Needs of Older Residents

### Garforth Neighbourhood Elders Team (NET)



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Garforth NET is one of a number of Neighbourhood Networks in Leeds that provides community led support and activities for older residents. They hold regular coffee mornings and lunch clubs across the neighbourhood, and are well connected into sheltered housing schemes to support new residents in settling into the community. They also hold dementia friendly clubs which enable people with dementia and their carers to come together to share experiences and get advice from health care professionals.

### Wharfedale View

The first Council owned Extra Care scheme is currently under development in Yeadon.

The site was the location of Howarth Court, a former sheltered housing scheme, which had a high level of turnover and bedsit accommodation which didn't meet the needs of new and existing tenants.

The creation of new Extra Care housing is providing much needed specialist accommodation in an area where there is a significantly higher proportion of older people than the City average.

The 45 unit development has a mix of rented and Shared Ownership apartments and has been supported with a grant of £1.575m from the Department of Health, as well as funding from the Housing Revenue Account and Right to Buy Replacement Programme.



## TARGETS

Deliver **2** Council owned extra care schemes by 2019

Reduce social isolation faced by older residents

Reduce the number of people whose hospital discharge is delayed due to housing





# Achieving our Targets – how will we deliver the Housing Strategy?

## Working with Partners

The Housing Strategy cannot be delivered by the Council alone. There are key partnerships that are critical to the delivery of the Housing Strategy, and these partners will have an important role through the Housing Forum in supporting the delivery of the Housing Strategy.

**Registered Housing Providers** – to build and manage affordable housing, and create sustainable communities.

**Landowners and House Builders** – to maximise the number of high quality affordable housing units being developed.

**Private Sector Landlords** – to ensure that high quality housing is provided via the private rented sector.

**Third Sector Organisations** – to ensure that Leeds residents are supported to live independently in suitable housing.

**Police** – to ensure that sustainable communities are achieved through tackling crime and anti-social behaviour.

**Health** – to ensure that the health of residents is improved through suitable housing options.

## Housing Strategy Action Plan

We will produce a Housing Strategy Action Plan through which we will monitor progress in delivering targets of each of the 6 streams within the Housing Strategy.

A number of forums will co-ordinate the monitoring of the Housing Strategy Action Plan and contribute to regular refreshes of the Housing Strategy:

### Housing Forum

Co-ordinating activity to deliver an increase in affordable housing across all sectors.

### Private Rented Sector Forum –

Co-ordinating activity with private sector landlords to deliver improvements in the quality of homes in the private rented sector.

### Leeds Homelessness Forum –

Co-ordinating activity with statutory and third sector organisations to improve the quality of support provided to residents in order to promote independence.

### Leeds Housing Advisory Board –

Co-ordinating activity to improve the quality of Council homes and neighbourhoods, and to ensure that tenants are supported to be healthy in their homes.

### Providing feedback

A copy of the Housing Strategy and regular updates to the Housing Strategy Action Plan will be available on the Council's website.



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Report author: Simon Costigan  
Tel: 3781334

**Report of:** Simon Costigan, Chief Officer Property and Contracts

**Report to:** Housing Advisory Board

**Date:** 13<sup>th</sup> September 2016

**Subject:** Enhancing the Lettings Standard in Targeted Areas with Low Satisfaction

Are specific electoral Wards affected?	Yes
<b>If relevant, name(s) of Ward(s):</b> Moortown, Burmantofts and Richmond hill, Armley, City and Hunslet, Farnley and Wortley, Beeston and Holbeck, Burmantofts and Richmond Hill, Killingbeck and Seacroft, Bramley and Stanningley, Roundhay.	
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	No

## SUMMARY OF MAIN ISSUES

When a new tenant moves into a Council property it will meet the 'Lettings Standard' which is clearly defined and measurable. The 'Lettings Standard' will identify the level of work and standard of finish that will be provided for each new property that is allocated to a new tenant.

In applying the 'Lettings Standard' there is very little discretion and flexibility across the City to take account of locality, desirability, property type and customer expectations.

The current standard has been reviewed in order to apply a flexible approach which takes into account the family type, the locality, the desirability of the area and the age and type of property being offered. When analysing the levels of customer satisfaction for new tenants one of the biggest areas of dissatisfaction is the condition of the decorations

The new enhanced standard will offer a decoration scheme in a number of less popular multi storey blocks of flats and a number of terrace properties in the Recreations at Holbeck. These properties have been identified jointly across Housing Leeds through the work that has been done to identify the differential popularity of multi storey blocks across the City. There will be no change to the minimum lettings standard elsewhere in the city.

## **RECOMMENDATIONS**

Housing Advisory Board are asked to note the content of the attached report and endorse the approach for the revised 'Lettings Standard'.

### **1.0 PURPOSE OF THIS REPORT**

- 1.1 The purpose of the report is to provide members of the Housing Advisory Board with details on the changes that have been introduced to the current 'Lettings Standard'

### **2.0 BACKGROUND INFORMATION**

- 2.1 As part of the service re-alignment to create Housing Leeds the previous lettings standards that were in operation were reviewed in 2014, in order to create a single standard that could be applied consistently across the City.
- 2.2 Whilst this created a consistent standard of service delivery, it allowed officers very little flexibility to take account of local circumstances when allocating properties.
- 2.3 Having undertaken a review of the satisfaction levels for new tenants, and linked into the work being done on the high rise programme, we have developed a differential lettings standard for a number of multi-story blocks across the City and a number of terrace properties in the Receptions.

### **3.0 MAIN ISSUES**

- 3.1 Whilst the previous lettings standard created a consistency of service provision it was driven by a process and didn't have any built in flexibility to respond to the human element of the service.
- 3.2 Due to the current demand for social housing across the City there is becoming less choice around location, customer choice and desirability and more focus on household requirements and availability of suitable accommodation.
- 3.3. In essence this means that many single applicants who are often moving out of the family home into their own accommodation for the first time are being rehoused into multi-storey blocks, often outside the area of the family home.
- 3.4 The focus of our service needs to concentrate on the human element of this service and apply some flexibility in order to create a homely environment where a new tenant feels comfortable and will want to remain and integrate into the local community
- 3.5. We need to understand that in order for a new tenant to create a sustainable tenancy they need to feel financially secure and have enough disposable income to undertake some basic home improvements.
- 3.6 Our proposals is to create a decoration scheme for the properties identified below, which will provide full decorations to the kitchen and bathroom and one other room of the tenants choice.
  - Alderton Heights
  - Boston Towers
  - Burnsall Grange
  - Clayton Court / Grange

- Clyde Court / Grange
- Cottingley Heights / Towers
- Cromwell Heights
- Gledhow Towers
- Parkway Towers
- Ramshead Heights
- Raynville Court
- Wortley Heights / Towers
- Recreation Grove / Place / Row / Street / Terrace / View

3.7 This will be agreed with the new tenant as part of the viewing process to allow choice and flexibility of rooms, with a commitment that this work will be completed within 14days of the tenancy starting.

3.8 The above proposals have been developed in partnership across Housing Leeds and are closely linked to the 'High Rise' report that is being presented as a separate report to HAB.

3.9 Linked to the 'High Rise' report are proposals to look at further changes that may be required to the lettings standard in family friendly blocks.

3.10 These proposals look at the option of providing floor covering in certain circumstances to reduce any noise transference between floors and provide for additional storage provision to accommodate storage for toys & prams etc.

3.11 Further proposals will look at any specific needs for the retirement / sheltered as identified in the 'High Rise' report and will look at issues such as raised plug sockets, removing door sills for each of mobility, level taps throughout etc.

#### **4.0 CORPORATE CONSIDERATIONS**

##### **4.1 Consultation and Engagement**

4.1.1 The attached proposals have been developed through involvement of service managers across Housing Leeds and front line who have attended a number of workshops.

4.1.2 The attached proposals have been presented to the three repairs focus groups for consultation and comment

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

4.2.1 Housing Leeds will undertake an EIA to identify any positive and negative impacts of the changes to the 'Lettings Standard'.

##### **4.3 Council Policies and City Priorities**

4.3.1 The proposals within this report will contribute towards the delivery of the Best Council Plan and the following priorities for 2016/17;

- Keeping people safe from harm
- Supporting communities, raising aspirations
- Providing enough homes of a high standard in all sectors
- Supporting children to have the best start in life
- Supporting healthy ageing

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

- 4.4.1 In order to develop the changes to the current letting standard the cost of any additional decorations will be approx. £700 per property.
- 4.4.2 Further analysis shows that during 15/16 there were 242 void properties in the properties identified at 3.6 which would equate to an annual expenditure of £170k
- 4.4.3 Ongoing analysis will be undertaken to evaluate future void rates to ascertain if these numbers reduce with additional analysis to see if the introduction of these measures helps create more sustainable tenancies by increasing the turnover rates in these properties.

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

- 4.5.1 No implications identified.

#### **4.6 Risk Management**

- 4.6.1 Progress is reported to the joint SMT for Housing Leeds which will identify risks and assign a risk owner to any identified risks.

#### **5.0 CONCLUSIONS**

- 5.1 The proposals contained in this report are intended to improve the standard of property on offer for new tenants across the City while allowing flexibility to deliver a product that helps match the aspirations of new tenants and responds to the different needs of customers in certain property types and specific localities in the City.

#### **6.0 RECOMMENDATIONS**

Housing Advisory Board are asked to note the content of the attached report and endorse the approach for the revised 'Lettings Standard'.



Report author: Simon Swift

Tel: 82284

## Report of Chief Officer Housing Management

### Report to Housing Advisory Board

**Date: 13 September 2016**

### **Subject: Rent Collection and Welfare Reform Update**

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

### **Summary of main issues**

The report provides an update on the rent collection performance of Housing Leeds for Quarter 1 2016-17. Housing Leeds has made a positive start to the year in terms of rent collection and performance has improved significantly when compared to the same period last year.

In an attempt to continually improve performance, detailed profiling has been carried out of tenants using a number of Leeds City Council data sets and the Experian Mosaic system. The aim of this was to identify any particular groups of tenants who are facing higher degrees of difficulty in maintaining their rent payments. Appropriate steps have been introduced to support those groups.

The analysis includes reviewing tenants in arrears who are receiving full, part and no Housing Benefit. The analysis and profiling has enabled groups of tenants to be classified according to their risk of going into arrears or for existing arrears cases to increase. This information is extremely useful and has enabled teams to focus resources on providing additional support to these groups.

### **Recommendations**

That Housing Advisory Board notes the contents of the report and supports the work being undertaken by Housing Leeds to maximise support to tenants affected by Welfare Reform, increase rent collection and reduce rent arrears.

## Purpose of this report

- 1.1 The report provides Housing Advisory Board with information on rent collection performance for Quarter 1 2016-17. This includes profiling of tenants in arrears and activities being taken to maximise rent collection. The report provides an update on tenants affected by key Welfare Reforms along with what action is being taken to support those tenants.

## 2 Background information

- 2.1 Rent collection is a key priority for Housing Leeds. The report provides details of rent collection performance for Quarter 1 2016-17. This is compared to performance for Quarter 1 2015-16 to identify any trends and commentary is provided on this year's position.
- 2.2 Detailed profiling has been carried out on tenants to identify if any particular cohorts are struggling to pay their rent or are at risk of going into arrears. The information has been utilised to see what support can be offered to minimise the risk to those groups.
- 2.3 Information is provided on tenants rent payment methods and how Housing Leeds promotes the most effective and efficient methods of payment to increase both rent collection and value for money.

The report provides an update on Welfare Reform including the current position in 4 key areas, Under Occupation, Universal Credit, the Benefit Cap and Local Housing Allowance. Details are given on the current number of tenants affected by these reforms, the impact on rent collection and the support being given to these tenants.

Information is provided on key strategies and initiatives being implemented by Housing Leeds to increase rent collection and ensure the target of 97.5% is achieved.

## 3 Main issues

### 3.1 Table 1 - Rent Collection Performance Quarter 1

	Quarter 1 2015	Quarter 1 2016	Difference
City Performance	96.31%	97.15%	0.84%

- 3.2 Table 1 compares rent collection performance for Quarter 1 2015 and 2016. Performance is in a much stronger position this year and has increased from 96.31% to 97.15%, an increase of 0.84%. It is worth noting that an increase in collection of 1% equates to approx. £2.15M being collected.
- 3.3 Rent arrears have reduced from £6.13M at year end 2015 to £6.03M at Quarter 1 2016.

### 3.4 Rent Arrears by Full, Part and no Housing Benefit

### 3.5 Table 2 - Rent collection rate according to Housing Benefit entitlement.

	Week 22-2015	Week 13-2016
Housing Benefit Status	%	%
Full	99.47	101.99
Partial	97.69	98.37
Nil	91.49	91.62
Total	96.36	97.15

3.6 Table 2 provides information on the rent collection rates broken down according to full, partial and nil Housing Benefit entitlement. Tenants on full Housing Benefit clearly have the highest collection rate; this would be expected as their rent is paid by Leeds Welfare and Benefit Service direct to tenants rent accounts. 101.99% represents where the rent collected has exceeded the rent due, so this would either represent a reduction in rent arrears balance from previous years' or a credit balance.

3.7 On a positive note all three areas have had an increase in rent collection rates over the last 10 months.

3.8 The following sections of the report provide further insight into the three groups. Actions are in place to increase collection across all three areas with the nil Housing Benefit Status tenant group being the priority focus.

### 3.9 Arrears Profiling

3.10 This analysis was compiled using a number of data sets including tenancy and rent account records, customer profile, benefit information and the Experian Mosaic consumer and demographic profiling system.

3.11 It is positive to note 85.2% of all Leeds City Council tenants (56,248) are managing to pay their rent and have not been in arrears during the last 10 months. Many of these tenants pay their rent in advance and are in credit.

3.12 The lowest collection rate at 91.62% is the nil Housing Benefit Status (this includes tenants in receipt of Universal Credit). This data set represents 39% of all tenants (22,158 out of 56,248 tenants). Full Housing Benefit represents 35% (19,686 tenants) and Partial Housing Benefit 26% (14,624 tenants).

3.13 The 91.62% data set shows:

- The age range of the tenants within the 91.62% group is below

Age	under 25	25-34	35-44	45-60	over 60s	Total
Number of tenancies	1013	4330	5261	6973	4581	22158

- From this data set 59% of these tenants with arrears live in houses, followed by 36% high rise/flats and 5% sheltered accommodation.

- Of the 91.62%:
    - 60% pay by cash
    - 40% by Direct Debit
    - Cash payers owe 85% of the arrears
    - Direct Debit payers owe 15% of the arrears
  - Direct Debit take up is low at 20% for tenants under the age of 25. Compared with take up for ages 25-60 being between 35-36% and aged over 60 being the highest level at 56%.
  - 80% of these tenants under the age of 25 have rent arrears (810 tenants). This is one of our key priority areas of focus.
- 3.14 There are a number of key themes associated with rent arrears and one or more of the following apply;
- Higher proportions of these tenants pay by cash and pay full rent or are on partial Housing Benefit.
  - Under Occupation is affecting a number of these tenants.
  - Higher numbers of tenants under the age of 25 pay by cash and have rent arrears.
- 3.15 This information is now being used to plan coordinated work to support tenants who fall within the high and critical risk groups. Details of this additional work are provided below in the Housing Leeds Key Actions section of the report.
- 3.16 It is important to note these tenants will already be identified within the arrears process and support will be offered within existing frameworks. It is intended to utilise this information to carry out additional work to support these tenants to further increase rent collection and reduce arrears.
- 3.17 Initially the 91.62% nil Housing Benefit Status cohorts are being targeted as these are most likely to be heading towards court action and possible eviction proceedings.
- 3.18 **Housing Leeds Key Actions**
- 3.19 **Payment Methods – Direct Debit Take Up.**
- 3.20 It is clear from the data set that higher proportions of tenants in arrears pay by cash and do not pay regularly. Direct Debit is the preferred method of payment, this ensures regular rent payments are made and is the most cost effective method of collecting rent.
- 3.21 Housing Leeds has implemented a number of actions to increase the level of tenants who pay by Direct Debit.



- 3.22 Staff are now able to set up a direct debit over the phone with the tenant. Several promotional campaigns have been undertaken over the last 10 months and the number of tenants, with a rent charge to pay, paying by Direct Debit has increased from 11905 (30%) to 12997 (34%).
- 3.23 Front line staff within Housing Leeds and the Contact Centre will be discussing the method of payment during all rent and arrears contacts and promoting Direct Debit. Direct Debit is promoted at every sign up as the preferred method of payment.
- 3.24 There was a strong campaign during June and July during which 390 new direct debits have been set up across the city. Further promotions and campaigns will take place through-out the year to further increase Direct Debit take up.
- 3.25 In the meantime, some exploratory work is taking place to examine options for bringing in mandatory Direct Debits, which is in line with the practice of other authorities
- 3.26 **Under Occupation**
- 3.27 There are approximately 300 tenants per month who are newly affected by Under Occupation as household circumstances change.
- 3.28 The total number of tenants affected by Under Occupation is 4818 (May 2016). Housing Leeds continues to provide additional support to tenants affected by Under Occupation which includes the following:
- Budgeting
  - Assistance with downsizing and undertaking a mutual exchange
  - Applying for Discretionary Housing Payment
  - Fuel switch and utility grants
  - Help finding employment and voluntary work
- 3.29 At the end of June Housing Leeds has supported tenants to access £104,097.55 in Discretionary Housing Payments and £39,903.03 in grants. This is helping tenants affected by Welfare Reform to maximise their income and be better able to maintain their tenancy. It is having a positive impact on rent collection rates and helping to reduce arrears.
- 3.30 **Tenants Under the age of 25**
- 3.31 Younger tenants under the age of 25 are a group facing particular difficulties maintaining rent payments. This group will face increasing challenges due to further reforms announced in the summer 2015 Budget. These include further restrictions to the Local Housing Allowance cap for single tenants under the age of 35. This cap will be limited to the shared room rate and will be implemented in April 2018.

The Government is also restricting the automatic entitlement to housing costs for 18-21 year olds from April 2017. There will be some exemptions from this but the Government are yet to release the details.

Housing Leeds will assist any young tenants affected by providing support with:

- Budgeting Support and Debt Advice through partner agencies in house and through partner agencies.
- Benefit advice and applying for Discretionary Housing Payment
- Fuel switch and utility grants
- Help finding employment and voluntary work

3.32 Many of the under the age of 25 group are obtaining their first tenancy and have no experience of managing a home, budgeting etc. A number of these will be care leavers who are particularly vulnerable and need additional support to sustain their tenancy.

3.33 Housing Leeds is working with partners to provide additional support to this group of tenants. This includes;

- Introduction of pre tenancy training to tenants who are at a higher risk of not being able to manage a tenancy. This includes care leavers and many within the under the age of 25 group. The training includes help with budgeting, ways to pay your rent, repair obligations, maintaining the property and garden, and how to be a good neighbour.
- Developing stronger relationships with Children's Services and the third sector to provide increased levels of coordinated support, particularly to care leavers.
- All new tenants are visited at least 4 times during the first year as part of the Introductory Tenancy Period.
- All tenants are visited each year as part of the Annual Home Visit programme, staff will be made aware of the higher risk groups detailed in this report so support needs can be better identified and measures put in place to deliver what is required.

### 3.34 **Changes in Housing Benefit & Payment Method**

3.35 It is evident from the data set that changes in a tenant's income and Housing Benefit are major factors affecting people's ability to pay their rent. Many tenants who are in and out of work, on zero hours contracts, and have regular changes in their salaries fall within this group.

3.36 It is well recognised that tenants with fluctuating incomes find it difficult to budget and maintain regular rent payments. Arrears will often accrue whilst tenants are

waiting for Housing Benefit to be paid, or if there has been a Housing Benefit overpayment and this is being recovered from their ongoing benefit.

3.37 Housing Leeds have implemented a number of initiatives to further support tenants within this group, these include;

- Speeding up the process of contacting tenants when we are notified from Leeds Welfare and Benefit Service that their Housing Benefit has been cancelled.

Housing Officers attempt to contact the tenant within 2 days of receiving the notification. This will enable advice to be given earlier and a rent payment agreement set up to limit the amount of arrears.

- Additional numbers of surgeries will be in place across Leeds from September for tenants to access advice around benefit entitlement and income maximisation.
- Housing Leeds is contacting all new Universal Credit claimants to support them through the transition process. Payment arrangements are being set up via direct debit to tie in with the Universal Credit payment date. Managed Payments are being promptly applied for to the DWP if the tenants are in arrears. This will ensure the housing costs element of Universal Credit is paid direct to the Council.
- Training is in the process of being delivered to front line teams to further highlight the issues facing this group and reinforcing key messages to be given to tenants whilst awaiting payment of Housing Benefit. This includes all Housing Officers being able to undertake a pre calculation of tenants Housing Benefit.
- The tenant will be made aware of how much their rent charge is likely to be and the need for them to pay this amount whilst the Housing Benefit claim is being processed.

### 3.38 **Further Actions To Improve Rent Collection**

3.39 In addition to the activities detailed above Housing Leeds have introduced a number of strategies and campaigns to further improve rent collection. These include;

- Detailed quarterly arrears plans for staff to work towards with key activities to be undertaken on a weekly basis as well as specific themed campaigns e.g. Direct Debit take up, Christmas Campaign, Anti-Loan Shark, Leeds City Credit Union etc.
- A robust performance management framework is in place. This includes a series of “Arrears Challenge Days” with the Chief Officer where detailed scrutiny of office performance takes place. Action plans for any under-performing areas are developed and regularly reviewed.
- The rent arrears procedures are being reviewed during Quarter 2 to ensure they continue to be robust, supportive and incorporate best practice.

- Further training is in the process of being delivered to front line staff on arrears recovery, benefit changes and Welfare Reform.
- Housing Leeds continues working with all relevant partners such as Credit Union, Welfare Benefits and the Young Adults Getting Involved group (YAGI) who support tenants aged 35 and under.

#### 3.40 **Welfare Reform Update**

##### 3.41 **Under Occupation**

There are currently 4818 (May 2016) tenants affected by Under Occupation and the rent arrears as a result of Under Occupation is £701,457. The number of tenants affected by Under Occupation is gradually reducing although the pace of this has slowed down over recent months.

There are approximately 300 tenants per month who become newly affected by Under Occupation as household circumstances change.

3.42 Housing Leeds continues to support the tenants affected by Under Occupation as described earlier in this report.

##### 3.43 **Benefit Cap**

3.44 At the end of May 2016 the number of tenants affected by the Benefit Cap was 79 and the average level of arrears was £38.00. The number of tenants affected by the Benefit Cap has been gradually reducing over the last 15 months.

3.45 The Benefit Cap will be reduced from £26K to £20K per annum in autumn 2016. No implementation date has been confirmed but it is expected to be in November. The reduction in the Benefit Cap will mean the number of tenants affected will increase to approx. 520.

3.46 Housing Leeds will be contacting all tenants who will be affected by the Benefit Cap during the next 3 months. A check will be made of their circumstances to see if they may qualify for any exemptions and support will be offered with budgeting, housing options, DHP applications, fuel switch, utility grants and help finding employment and voluntary work.

##### 3.47 **Universal Credit**

3.48 Universal Credit went live in Leeds in February 2016 for single new jobseekers. At the end of June the following data is available for council tenants claiming Universal Credit;

- 391 Universal Credit claims for council tenants, 10 of these also have under occupancy charges.
- 55% of tenants have accepted the support offered by and a further 8% are in the process of being contacted to book their initial appointment.

- 37% of tenants have refused support, the most popular reason being the tenant stating they do not require any support.
  - Tenants on Universal Credit have seen an average increase in arrears of £200.
- 3.49 All tenants claiming Universal Credit are contacted to arrange an initial support interview. A number of support measures are offered including;
- Advice and support on making the Universal Credit claim, this includes follow up calls to the DWP expediting the claim.
  - Agreeing a rent payment date to coincide with the payment of Universal Credit and setting up a direct debit.
  - Assistance with claiming an advance payment of Universal Credit if the tenant has insufficient income to see them through to the Universal Credit payment date.
  - Referral to partners who will provide additional support in finding employment and undertaking voluntary work.
  - Maximisation of income by help with budgeting, switching energy supplier and applying for Discretionary Housing Payment and hardship grants where appropriate.
  - Applying for the managed payment from DWP to ensure any arrears are paid direct to the council to prevent arrears further increasing and reduce the need for court and eviction proceedings.

### 3.50 **Local Housing Allowance**

- 3.51 The 2015 Summer Budget announced other significant Welfare Reforms. This included an intention to cap Housing Benefit payments in the social rented sector at Local Housing Allowance rates used in the private rented sector. For the majority of council tenants this is unlikely to be an issue but there are some tenants who will be affected by this change.
- 3.52 Single tenants under 35 who pay a rent higher than the Shared Room Rate in Leeds of £62.48 will be affected. Analysis shows that there are around 1600 single tenants in Housing Leeds properties receiving Housing Benefit with a rent higher than the Shared Room Rate. There will be some exemptions from this but the Government are yet to release the details.
- 3.53 The cap will apply from April 2018 and will only apply to new tenancies created from April 2016. In reality the majority of tenants who will be affected by the Local Housing Allowance cap are also likely to be affected by Under Occupation. The reduction in benefit due to Under Occupation is likely to be greater than the reduction required to meet the Local Housing Allowance cap.
- 3.54 Housing Leeds is making new tenants affected by this change aware of the implications at the sign up. Contact will be made with these tenants during late 2017 to remind them of the forthcoming change.

3.55 The Lettings Procedures are currently under review. As part of the review it is intended that strengthened affordability checks will be introduced to reduce the incidence of signing up tenants who will be unable to pay their rent and may face court & eviction proceedings.

## **4 Corporate considerations**

### **4.0 Consultation and engagement**

4.1 Housing Leeds is actively involved in the development of the Council wide response to Welfare Reform, via the Council's Welfare Reform Strategy Board, which is a multi-agency board led by Citizens and Communities. This group is responsible for co-ordinating a joint Leeds response to Welfare Reforms.

4.2 Housing Leeds is engaged with a number of regional local authorities and landlords to learn good practice from others in relation to Welfare Reform, and has used this learning to support preparations for change.

4.3 Housing Leeds is participating in a research project along with other organisations led by the Northern Housing Consortium analysing the impacts of Universal Credit. The Northern Housing Consortium are engaging with local and regional DWP managers to share the findings and are currently trying to set up a meeting with the national DWP Universal Credit lead.

4.4 Housing Leeds meet with the local DWP Relationship Manager to discuss how Universal Credit is operating in Leeds. Any operational problems are raised as well as the management of individual cases.

4.5 The service is working closely with tenant groups to ensure that tenants are aware of and as prepared as possible for Welfare Reforms. This has included consultation with the Voice of Involved Tenants Across Leeds and Young Adults Getting Involved groups on the development of the Tenant Communication Plan. Regular consultation takes place with other groups, e.g. Housing Advisory Panels.

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

5.1 Housing Leeds has an important role in minimising the negative impact of Welfare Reform on tenants, and in doing so promoting community cohesion and integration. Housing Leeds will continue to support to tenants to assist them in managing with the changes to welfare benefits.

5.2 It has been identified in this report that particular tenant groups are disadvantaged by specific changes and are struggling to pay their rent. Housing Leeds is developing individual actions to provide additional support to these groups with a view to minimising the impact upon them.

5.3 Housing Leeds will continue to review and amend the support provided to ensure appropriate support continues to be offered to those tenants.

## **6 Council Policies and Best Council Plan**

6.1 The work Housing Leeds is undertaking contributes towards the Best Council Objectives of supporting communities and tackling poverty and becoming a more efficient and enterprising Council.

6.2 This work also supports the delivery of the Housing Strategic Priority of maximising tenants' incomes and rent collection.

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

7.1 The actions implemented by Housing Leeds have resulted in a positive rent collection performance outturn for Quarter 1 2016. Rent collection performance is in a much stronger position than for the same period last year and rent arrears have reduced since the financial year end.

7.2 More tenants are now paying by Direct Debit (4% increase in 10 months) which is the most cost effective and efficient means of collecting the rent. Additional activities are planned to further promote Direct Debit which will increase rent collection and make efficiencies with reduced transaction costs.

7.3 Since January 2016 Housing Leeds has supported tenants in accessing additional income amounting to £144,000. £104,098 of this has been Discretionary Housing Payment paid directly onto tenants rent accounts and is contributing to the reduction in rent arrears.

7.4 Future actions detailed within this report will ensure further support is provided to tenants who need it the most. This will enable them to maximise their income and be better able to maintain their rent payments. This will in turn increase rent collection rates.

## **8 Legal Implications, access to information and call In**

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

## **9 Risk management**

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

9.2 The content of this report will help to minimise the risk of Welfare Reform by supporting tenants to move to a better financial position and therefore be more able to pay their rent.

9.3 It is essential Housing Leeds maximises rent collection and achieves the target this year so that essential and quality services can be delivered to tenants.

9.4 Performance management arrangements are in place to ensure increased levels of rent collection are achieved and rent arrears reduce.

## **10 Conclusions**

- 10.1 Housing Leeds has made a positive start in rent collection performance this year. Further measures and strategies are in place to ensure this trend continues.
- 10.2 Housing Leeds will utilise the detailed profiling information to arrange specific measures of support to be provided to tenants who are particularly at risk of going further into arrears and may face court and eviction proceedings.
- 10.3 Additional support will continue to be provided to tenants who are affected by Welfare Reform to ensure that the impact on rent collection performance is minimised.

## **11 Recommendations**

- 11.1 That Housing Advisory Board notes the contents of the report and supports the work being undertaken by Housing Leeds to maximise support to tenants affected by Welfare Reform, increase rent collection and reduce rent arrears.

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

- 12.1 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 author: Simon Costigan

Tel: 3781334

**Report of:** Environment and Housing

**Report to:** Housing Advisory Board

**Date:** 13<sup>th</sup> September 2016

**Subject:** Repairs Performance

Are specific electoral Wards affected?	Yes
If relevant, name(s) of Ward(s): Adel & Wharfedale, Alwoodley, Ardsley & Robin Hood, Armley, Beeston & Holbeck, Bramley & Stanningley, Burmantofts & Richmond Hill, Calverley & Farsley, Chapel Allerton, City & Hunslet, Crossgates & Whinmoor, Farnley & Wortley, Garforth & Swillington, Gipton & Harehills, Guiseley & Rawdon, Harewood, Headingley, Horsforth, Hyde Park & Woodhouse, Killingbeck & Seacroft, Kippax & Methley, Kirkstall, Middleton Park, Moortown, Morley North, Morley South, Otley & Yeadon, Pudsey, Rothwell, Roundhay, Temple Newsam, Weetwood, Wetherby.	
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information?	No
If relevant, Access to Information Procedure Rule number:	
Appendix number:	

## Summary of main issues

The responsive repairs service across the City is provided by two contractors. Mears plc provides the service in the West and South areas of the City with the Councils Internal Service Provider (ISP), Leeds Building Services (LBS), providing the service in the East of the City.

LBS was created in August '15 by aligning the former Construction Services, which provided a repairs service to East North East Homes and Property Maintenance, which was the ISP providing a repairs and cyclical maintenance service to the wider asset portfolio within the Council.

The initial contract for delivery of the responsive repairs in West and South was originally awarded to Morrisons in March 2011 with the contracts being novated to Mears in November 2012.

Performance over the initial 18mths of this contract was poor with a detailed Service Improvement being put in place which delivered significant improvements.

Whilst there are will be a number of ongoing performance issues with a repairs contract of this size the overall performance of Mears has vastly improved with good performance being reported against the majority of the formal key performance issues.

Since the creation of LBS, work has been undertaken to align the performance data from both ISP's which has identified a number of issues and highlighted poor performance in a number of areas.

The way that performance was previously measured across the two ISP's was inconsistent due to the different nature of the work being undertaken and the KPI definitions that were being used.

Following a full review of the KPI's it became apparent that significant work was required to fully understand the areas of poor performance and failure and to then develop a robust action plan.

A comprehensive review of performance has been undertaken within LBS with a number of areas for improvement being identified. These have been developed into a series of actions plans that look at the following areas in more detail;

- Operations procedures and working practices
- Failures by individual trades
- Area profile of failures
- Resource plan/deployment
- Longer term efficiency plan

Further details of these Service Plans are provided in the main body of the report.

## **Recommendations**

That HAB note the improvements in performance achieved by Housing Leeds in the South and West of the City

That HAB note the action plan that is underway with LBS

That HAB support the current programme of performance improvement within LBS and receive regular updates on progress

## 1.0 Purpose of this report

1.1 The report details the current performance levels achieved by Mears and Leeds Building Services (LBS), and describes the performance improvement programme that has been developed to improve performance across a range of performance measures that are key to customer satisfaction. .

## 2.0 Background Information

2.1 The Responsive Repairs Service in Leeds is provided by two providers, Mears plc working in the South and West of the City and the Council's Internal Service Provider (ISP) Leeds Building Services (LBS) providing the service in the East.

2.2 The Contract for the South and West areas of the City was awarded to Morrison Facilities Services (MFS) with the contract commencing in March 2011. Mears plc acquired the building arm of MFS in November 2012 with the Council focusing on performance improvement.

2.3 LBS were created in August 2015 by the integration of Construction Services (CS, the former ISP of East North East Homes) and Property Management (PM) construction arms. Phase 1 of a service integration programme, which included approx. 400 trade operatives, has been completed with phase 2 currently underway.

## 3.0 Main Issues

3.1 Housing Leeds has developed a service improvement programme with Mears that has resulted in significantly improved KPIs over the last twelve months. As part of this work it was identified that the KPI definitions used to measure Mears performance differed to those used to measure Leeds Building Services.

3.2 The KPIs were redrafted in April 2016 and a single suite of KPIs has now been agreed between Housing Leeds, Mears and LBS which allows a direct comparison between Mears and LBS. The full suite of KPIs is enclosed within Appendix 1.

3.3 Table 1 below details the KPI performance for LBS and Mears in June 2016 for;

- RR1, same day fix
- RR2, repairs completed within target
- RR3, appointments kept

<b>*LBS &amp; Mears KPI Performance – June 2016</b>			
<b>KPI</b>	<b>Target</b>	<b>LBS</b>	<b>**Mears</b>
RR1 Same Day Fix	90.5%	93.97%	92.35%
RR2 Repairs completed within Target	99.0%	79.89%	98.78%
RR3 Appointments Kept	99.0%	91.33%	96.91%

Table 1 LBS& Mears KPI Performance June 2016

\*Please note figures include minor adaptations

\*\* Mears figures do not include BITMO.

3.4 Table 2 below details performance for LBS and Mears in June 2016 for RR2 split by job priority.

<b>LBS &amp; Mears RR2 – Repairs Completed in Target, Performance by Priority – June 2016</b>			
<b>Priority</b>	<b>LBS</b>	<b>Mears South</b>	<b>Mears West</b>
Emergency/ Standby	79.40%	98.70%	99.17%
Priority	79.13%	99.22%	98.42%
General	83.79%	98.95%	99.14%
60 Days	58.62%	92.16%	99.17%

Table 2 LBS & Mears RR2 by Priority

3.5 To fully understand the issues that affected poor performance a much more detailed analysis was undertaken which included a breakdown of work by trades, an analysis of work by areas and an analysis of the resources that were deployed in each locality.

3.6 The findings of this analysis are shown below in tables 3 & 4.

<b>Count of Job Number</b>	<b>Column Labels</b>			
<b>Row Labels</b>	<b>Failed</b>	<b>Passed</b>	<b>Grand Total</b>	<b>% failed</b>
Joiner	1550	20750	22300	7%
Bricklayer	1514	1072	2586	59%
Plumber	1257	20676	21933	6%
Electrician	943	14096	15039	6%
UPVC	892	692	1584	56%
Plasterer	766	2877	3643	21%
Painter	747	2852	3599	21%
Roofer Build Up	514	2120	2634	20%
Minor Works	354	602	956	37%
Slater & Tiler	85	741	826	10%
Tarmac	64	73	137	47%
Multi Trade	43	1294	1337	3%
Glazing	3	17	20	15%
Adaptation	2	2	4	0.5
Asphelter		1	1	0%
<b>Grand Total</b>	<b>8734</b>	<b>67865</b>	<b>76599</b>	

Table 3 – Trade Analysis

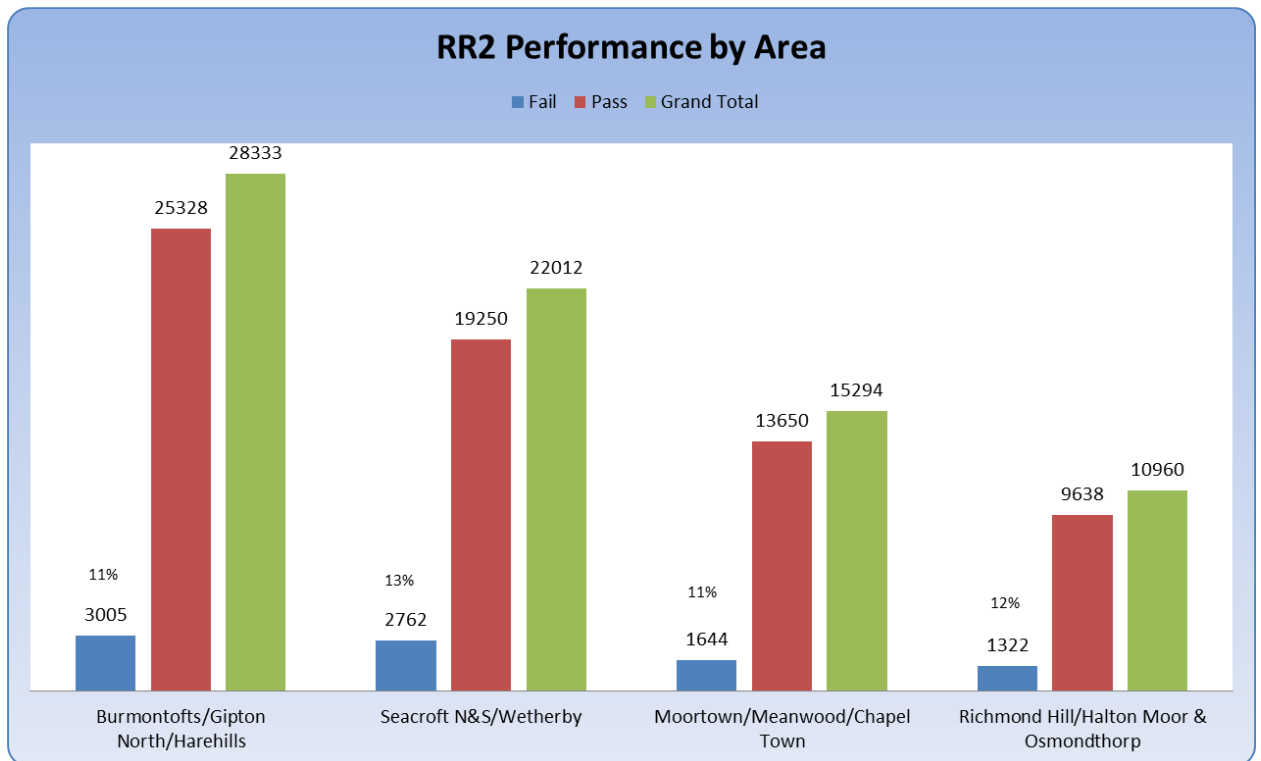


Table 4 RR2 Performance by Area

## 4.0 Identification of Issues

4.1 Have undertaken more detailed analysis to identify the issues effecting LBS performance, a group of Property and Contracts staff reviewed the service and identified the following three keys areas which required further improvement.

- The effectiveness & disciplines of the planning, supervisory & operational function;
- The planning team resource;
- Improvements required to technology (PDAs and scheduling system).

4.2 In addition to the above staff visited a number of organisations (St Leger Homes, the Guinness Partnership, Berneslai Homes and Kirklees Homes) that operate using an Internal Service Provider so that examples of best practice could be incorporated into the improvement plan.

4.3 A detailed action plan has now been developed for Leeds Building Services and is attached as Appendix 3. The main areas for improvement are as follows;

- Align Technology to best practice
  - a. Install Telematics GPS technology across LBS fleet, and use to manage operational activity, starting with responsive repairs;
  - b. Implement Scheduling Tool to be used by planners as the integral system to manage responsive repairs;
  - c. Roll-out 'Total Mobile' which will replace Orchard Direct Works and become our new preferred IT solution. Total Mobile will enable operational staff on-line access to pick up repair jobs and update the system with actions taken and jobs completed. Total Mobile will enable LBS to schedule work operatives, allowing the planners the ability/flexibility to improve the way they issue work and have control of repairs from inception to completion.

- Review Resource to reflect best practice –
  - a. Increase number of planners from 4 to 6;
  - b. expand the use of Avaya landlines for the team of planners so that their efficiency in taking operative calls can be measured;
  - c. Introduce a structure which has a separate management function of supervisors and operatives from planners and repeat call team.
  
- Improve Processes –
  - a. Develop city-wide repair ordering process, taking on board lessons learned from Kirklees, and implement across LBS;
  - b. Review processes for operatives starting time and starting location, working with operatives, planners and supervisors across LBS;
  - c. Develop and implement a consistent suite of operational procedures across LBS as part of the service re-alignment.
  - d. Review the current 'client' management function and resources to ensure it is appropriate to the needs of the business;
  - e. Review the authorisation levels in SWAPS; demonstrate to Internal Audit the benefits the new service can deliver in improving quality, thus removing the need for a formal 10% post inspection.
  
- Review Supervisor and Technical Inspector Role –
  - a. Review the role of the supervisors/ charge-hands as part of the integration project;
  - b. Carryout a review to establish the resource requirement for Technical Inspectors;
  - c. Deliver a Technical Inspector training programme and provide appropriate surveying equipment.
  
- Introduce a range of Management Information into LBS to measure the performance of the service and individual staff

As the recommendations were high level objectives they have been fed into the LBS Integration Project so they can be formally managed and implemented.

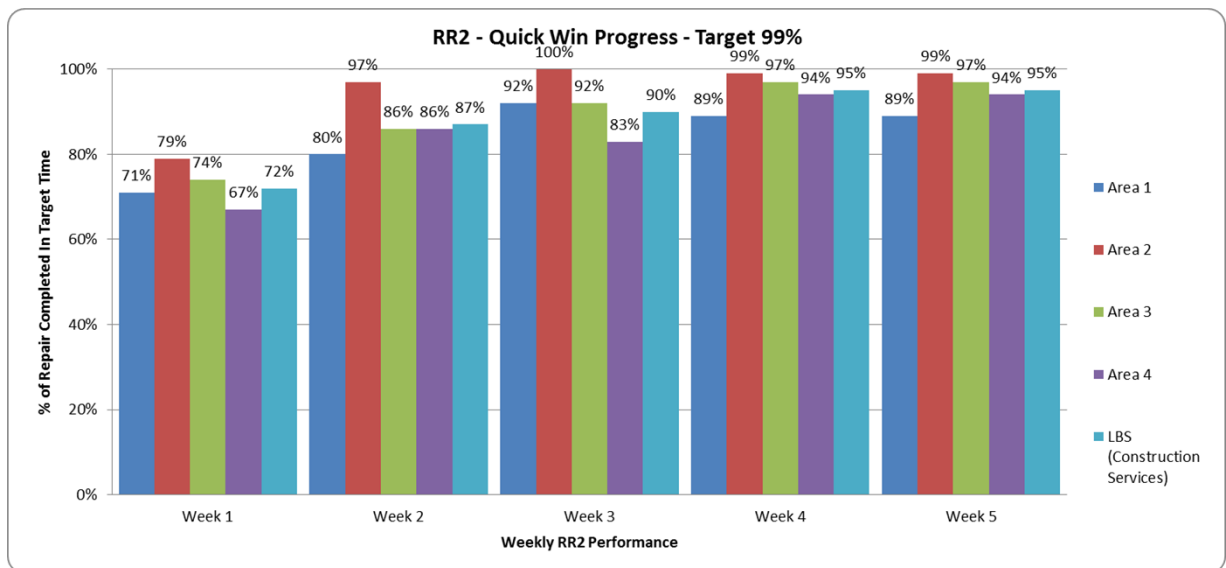
## **5.0 Improvement Pilot Project**

- 5.1 Based on the information that was identified in section 3.1, table 4 it was decided to deploy additional resources into the Moortown, Meanwood and Chapeltown area to develop a pilot to introduce the recommendations identified in 3.3.
  
- 5.2 A Maintenance Contract Manager has been assigned to lead on implementing the Pilot Quick Wins Project at LBS. The project is being delivered on an area by area basis on a four-weekly rolling programme. Targeting an area at a time will enable the team to assess what works well and what needs fixing, and highlight best practice for the future pilot area.

## **6.0 Improvement Pilot Project – Progress to Date**

- 6.1 The pilot began Monday 18<sup>th</sup> July. The programme will run for five months with LBS divided in to four areas. Each area will be subject to the improvement programme in consecutive months, with the fifth month used to review lessons learned and consolidate across the service. The outcome of the programme is to achieve the Target KPI of 99%

6.2 The chart below shows the performance at the end of week 5 in the pilot area, Area 2. has achieved 99% in week 5 compared with 79% in week 1. In addition all non-pilot areas have achieved a good improvement.



Progress is reported weekly to Property and Contracts SMT members and further updates will be provided to the Board.

## 7.0 Corporate Considerations

### 7.1 Consultation and Engagement

7.1.1 The performance improvement process underway is part of the wider integration project. This process has been subject to consultation with Executive Member, Director Environment and Housing, Unions and staff teams. The integration programme is led by Property and Contracts Head of LBS with support from Property and Contracts SMT. PPPU are providing Project Management and Business Analysis support.

### 7.2 Equality and Diversity / Cohesion and Integration

7.2.1 There are no Equality and Diversity issues raised within this report

### 7.3 Council Policies and City Priorities

7.3.1 The actions described in the Report supports the following City Priorities

- Supporting Economic Growth
- Supporting Communities
- Providing skills programmes

### 7.4 Resources and value for money

7.4.1 The improvement in performance that the above actions will generate will enhance efficiency and generate savings within LBS

- 7.4.2 A clear focus is being applied and lessons accrued from the successful performance improvement programmes undertaken with Mears are being applied. The actions identified in section 3.3 – 3.6 are a key element of a wider programme to develop savings in LBS and generate increased value for money across all LBS activities.
- 7.4.3 The above activities will generate savings to the HRA via effective contract management of the external contractors and performance and operational management of LBS.
- 7.4.4 A further review of the charging model for LBS is currently being undertaken to fully understand costs and productivity for each service area so that a comprehensive business model can be developed to increase business that is delivered through LBS. This work will inform the overall strategy to create a mixed economy that delivers value for money for internal clients whilst at the same time grows the business being delivered through the ISP.

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

- 7.5.1 There are no legal implications or call in requirements.

## **7.6 Risk Management**

- 7.6.1 There is a dynamic risk management process in place. Key risks are identified below.

- Implications of change management process on operations and staff
- IT systems failure
- Project Resources and programme dates

Mitigation measures are in place to address all risks and the register is reviewed and updated monthly by the Project Director and Manager.

## **8.0 Conclusions**

Performance in the South and West areas of the city has improved significantly over the life of the contract to date. This has been generated by taking a proactive approach with the contractor partner and working together to identify areas for improvement, developing programmes and implementing the actions.

Performance in the East is good for RR1. Improvement plans are underway to address RR2 and RR3 performance. Whilst much of the improvement will be dependent on implementing effective scheduling software, the current activities have already generated improvements in the pilot area.

Proactive contract management led by Housing Leeds has generated savings in the Mears relationship of circa £6m to date.

The current programmes either underway or in development with LBS are forecast to generate £5.4m over the period 2017 to 2022.



## **9.0 Recommendations**

That HAB note the improvements in performance achieved by Housing Leeds in the South and West of the City

That HAB note the action plan that is underway with LBS

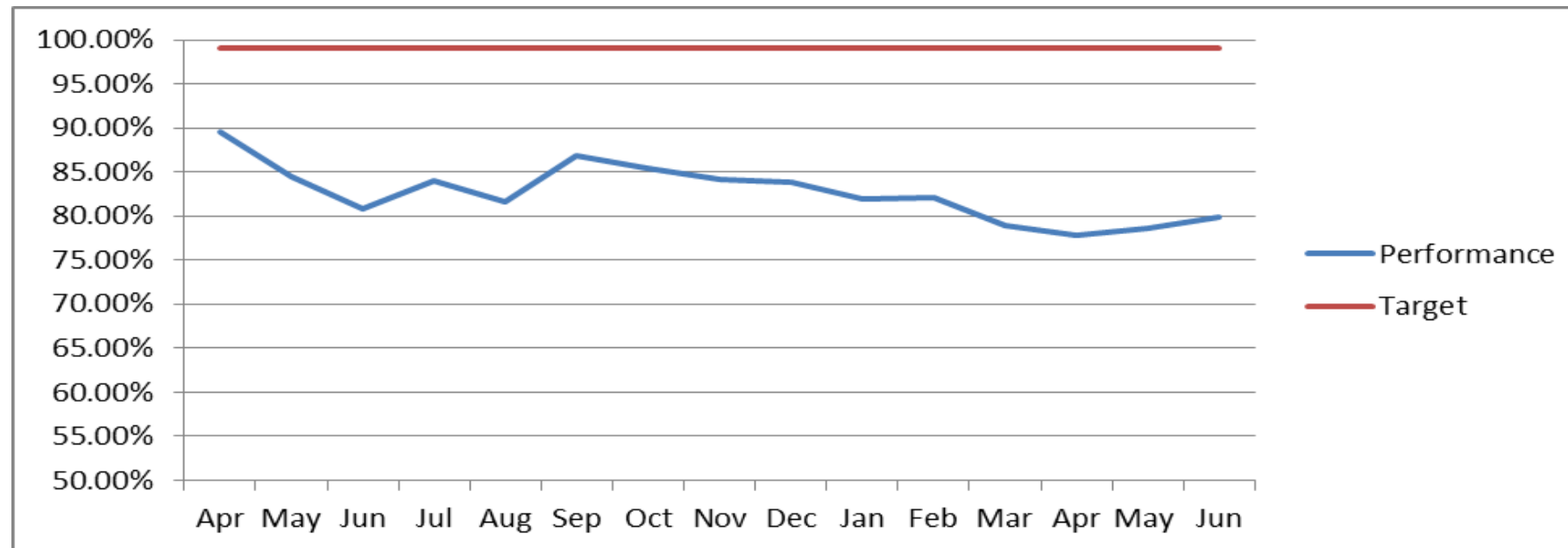
That HAB support the current programme of performance improvement within LBS and receive regular updates on progress.

## 2016/17 KPIs Mears and LBS

Work-stream	KPI	Summary changes	2016/17 Target
Repairs	RR1 - Same Day Fix	Now includes minor adapts (A1); Specification reformatted.	90.5%
	RR2 - Repairs Completed within Target	Now includes minor adapts (A2); Specification reformatted.	99%
	RR3 - Appointments Made and Kept	Now includes minor adapts (A3); Specification reformatted.	99%
	Customer Satisfaction	New methodology in place since August 2015 with new specification;	90%
Voids	EP1 - Turnaround Time	No change proposed for 2016/17.	15 days
	EP2 - % Meeting Lettable Standard	Specification Reformatted; No other changes.	95%
Compliance	CM2 - Statutory Inspection	Specification Reformatted; No other changes.	97%
Environmental	Reduction in waste to landfill	Now request monthly summary from waste management contractor in support of reported figure; Specification reformatted.	97.6%
	Reduction in CO2	Leeds and Mears are currently reviewing the Reduction in CO2 KPI and creating a specification. Until that is agreed the weighting for this (5%) will not be applied	

LBS Performance Trend: RR2 – Repairs Completed in Target

LBS RR2 – Repairs Completed in Target															
	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sep '15	Oct '15	Nov '15	Dec '15	Jan '16	Feb '16	Mar '16	Apr '16	May '16	Jun '16
Performance	89.58%	84.52%	80.84%	84.00%	81.69%	86.80%	85.46%	84.21%	83.87%	81.96%	82.05%	78.93%	77.83%	78.55%	79.89%
Target	99%														



Updated : 28/07/16 Author : Simon Jarman/M Soi-Westby/Les Thompson		<b>RR2 Repairs - Action Plan</b>							
<b>Section A) - REPAIRS PILOT - QUICK WINS Lead – Mina Soi-Westby, Simon Jarman, Emma Rowland</b>									
Action	Description	How	Owner	Outcomes and benefits	Start and completion dates	Targets	Measure	Progress to date	Follow up actions
1. Identification of barriers for RR2	a) Gather performance information, barriers, challenges, including completion of desktop data analysis	a. Download 1 year repair data by: area, priority, fail, pass, No PCD, trade. Shadow operational teams	ER/SJ/MSW	a) Provide clarity of barriers and issues affecting RR2 performance	Start: 06/06/16 Completed: 23/06/16	Start: 06/06/16 Completed: 23/06/16	Repair data analysis completed and saved on Shared Point	Completed	Track progress via analysis. Continue to monitor failures and introduce improvement actions as necessary
	b) Deliver RR2 analysis to operational teams and SMT	b. Deliver workshop / presentation to Responsive Repair teams		b) Operational teams acquire better understanding of the issues and staff are proactively engaging in the design of quick win actions.	Start: 24/06/16 Target date: 31/07/16	Former CS completed 11/07/16 Former PMS to be completed by 31/07/16	LBS Responsive Repair attended the Quick Wins workshop	Partial complete	Feedback of lessons learnt / quick wins for pilot areas at weekly operational staff meeting
2. Develop Quick Win Strategy	Identify Actions based upon findings in Action 1  Seek approval to implement actions via Head of LBS	Capture in presentation report  Meeting with Head of LBS, Rob Goor and Paul Reeves	MSW	Official support from Head of LBS prior to implementing improvement pilot	Start date 23/06/16 Completed 07/07/2016	Start date 23/06/16 Completed 07/07/2016	Approval of Quick Win actions obtained	Completed 07/07/2016	Track Quick Wins progress and share performance outcome with teams and SMT on weekly basis
2. 3. Initiate quick win by pilot area	LBS Repairs team covers 4 main geographic areas. Pilot of new ways of working on one area to prove concept before moving onto next area.	Identify first area to pilot  Introduce 'daily discipline' for all operational team (operatives, planners & managers)  Begin pilot and measure impact  Review at end of 4 week period before extending pilot to the next area	MSW, SJ and ER	Clarity of role and accountability/ ownership to individuals and team.  A clear direction of travel for the operational teams.  Control and proof of concept prior to rolling out new methods of working	Start Area 1: 18/07/2016  Start Area 2:  Start Area 3:  Start Area 4:  Target Completion overall:	See Start and Completion dates	Pilot area began as per schedule  Captured 'daily discipline' in 1-2-1  Improved performance in RR2	Pilot started Area 1 18/07/16	Performance outcome of pilot area 1 has been positive. Pilot is still in progress. Close monitoring of performance is taking place on a weekly basis.

<p><b>3. 4. Extend the use of PDAs</b></p>	<p>Review PDA usage and ensure all responsive operative have access to a working PDA</p>	<p>Consult with planners, supervisors and operatives and identify number currently in use</p> <p>Order additional PDA</p> <p>Identify those with training issues</p> <p>Deliver training as required</p> <p>Issue devices</p> <p>Monitor use and provide continual support</p> <p>Establish IT support</p>	<p>MSW/ SJ</p>	<p>Start finish on site – reduced travel time increased opportunity for productivity</p> <p>Reduction in timesheets (resource efficiency approximately 2 FTE)</p> <p>Auto completion of repairs will give real time event updates – this supports back office and front line staff</p>	<p>Start: 01/11/15</p> <p>Target Completion:</p>	<p>Phase 1: Start: 08/08/2016, additional 15 PDAs roll out to operative</p> <p>Completion: 15/08/2016</p> <p>Phase 2: Start: 01/08/2016 Procuring remaining 46 PDAs</p> <p>Anticipate complete date: 05/09/2016</p> <p>Phase 2: Complete roll out of PDAs Complete: 30/09/2016</p>	<p>All responsive operatives issued with and using PDAs</p>	<p>Identified number of current users, PDAs available and alternative device. To order additional devices</p>	<p>15 PDAs in used, 15 PDAs delivered to be rolled out to operative by 15/08/2016 Remaining 46 PDAs will be procured by Housing ICT.</p>
<p><b>4. 5. Sub-Contractor Control</b></p>	<p>Sub-contractors complete 25-30% of LBS responsive repairs. Therefore, they impact all KPI performance reports. It is necessary to control our sub-contractor behaviour and performance in the same manner we do with our direct operatives to ensure consistency of service</p>	<p>Sub-contractors to send daily completion and No Access information to repairs team – actioned immediately by Repair Team staff</p> <p>Set regular subcontractors performance meeting, prioritising poor performance contractors</p> <p>Set daily discipline for LBS operational staff to issue SWAP efficiently and subcontractors are given accurate target date</p>	<p>SJ / ER</p>	<p>Increase repair completion in target time;</p> <p>Have a working performance framework with subcontractors</p> <p>Improve partnership working and communication</p>	<p>Start: 27/07/16</p> <p>Target - Ongoing</p>	<p>Start: 27/07/16</p> <p>Target - Ongoing</p>	<p>Started subcontractor performance review meetings</p>	<p>Start on 27/07/2016 and continue monitoring of performance</p>	<p>Monthly performance review timetable established.</p> <p>RR2 KPI performance is an agenda item</p>

## Section B) - BRICKLAYING Lead – Simon Jarman

<p><b>1 – Analyse current status of 60 day bricklaying orders and feed back to Simon Jarman (Repairs Manager).</b></p>	<p>Produce detail analysis of 60 day bricklaying orders.</p>	<p>Conduct analysis to identify:</p> <ul style="list-style-type: none"> <li>• Volume of 60 day bricklaying orders reported YTD;</li> <li>• Volume of 60 day bricklaying orders completed each month YTD;</li> <li>• The current volume of active 60 day bricklaying orders.</li> </ul>	<p>Emma Rowland</p>	<p>Knowledge of demand; Understanding capability of existing resource; Awareness of backlog and ability to estimate time to remedy.</p>	<p>Start: 26/02/2016 Completion: 01/03/2016</p>	<p>Complete analysis by COP 01/03/2016.</p>	<p>Analysis presented to Simon Jarman.</p>	<p>ER completed action 29/02/2016. Findings fed back to Simon Jarman.</p> <p>Headline data is:</p> <p>Av work in per month = 175 orders Av work out per month = 110 orders Av deficit = 65 orders</p> <p>Current No. Outstanding = 1,470</p>	<p>ER to add to this data each month to track status and impact of changes.</p>
<p><b>2 – Utilise existing sub-contractors to reduce number of outstanding 60 day bricklaying orders.</b></p>	<p>Current number of active orders is 1,470 (29/02/16).</p> <p>This is a short-term plan to reduce the number of outstanding 60 day bricklaying orders by utilising LBS sub-contractors.</p>	<p>Advise planners and supervisors of importance of issuing outstanding 60 day bricklaying orders to sub-contractors via SWAPS;</p> <p>Speak to sub-contractors and advise of need for quick turnaround of issued 60 day bricklaying orders;</p> <p>Issue <b>30-50 plus per month</b> orders to sub-contractors via SWAPS.</p>	<p>Simon Jarman</p>	<p>Reduce number of outstanding orders; Reduce customer chase ups and dissatisfaction.</p>	<p>Start: 07/03/2016 Completion: Ongoing</p>	<p>End of March level of active orders to be <b>1074</b> or lower;</p> <p>End of April level of active orders to be <b>1000</b> or lower;</p> <p>End of May level of active orders to be <b>950</b> or lower.</p> <p>End of June level of active orders to be <b>900</b> or lower.</p> <p>End of July level of active orders to be <b>850</b> or lower.</p>	<p>Volume of active orders to be monitored monthly by Emma Rowland and reported to Simon Jarman.</p>	<p>1074 Live orders as off 29/03/2016</p> <p>As at 28/07/2016, we have completed <b>480</b> jobs since 29/03/2016</p>	<p>LBS do not have a procured Bricklaying sub-contractor, so reliant on Multi trade contractors. However, only one, John Rodriquez is taking small brickwork orders from us at present.</p> <p>As at 28/07/2016, 1341 orders are live in the system waiting to be completed.</p> <p>We have a dedicated Bricklaying Supervisor who oversee the delivery of bricklaying works.</p>
<p><b>3 – Recruit 3 bricklayers.</b></p>	<p>Recruit 3 bricklayers to work on LBS responsive repairs.</p> <p>This is a medium-term plan to ensure LBS direct resource matches the demand of the service.</p>	<p>Advertise for bricklaying post;</p> <p>Interview;</p> <p>Recruit.</p>	<p>Simon Jarman</p>	<p>Resource aligned to demand; Improve speed of service; Improved customer satisfaction; Reduced failure demand.</p>	<p>Start: Jan 2016 Completion: 30/03/16</p>	<p>Have 3 bricklayers recruited and in place by 30/03/16.</p>	<p>3 bricklayers recruited by 30/03/16.</p>	<p>2x bricklayers offered positions following Feb 2016 interviews – awaiting references</p>	<p>Out of the two bricklayers recruited, one was already working for us via agency. Currently, we are under resource for bricklaying and this matter is being reviewed as part of the service realignment.</p>
<p><b>4 – Procure additional bricklaying sub-contractors</b></p>	<p>Procure 3x additional bricklaying sub-contractor to support LBS during peaks in demand for bricklaying works.</p>	<p>Procurement exercise between LBS, PPPU and Commissioning and Performance Team.</p>	<p>Simon Jarman</p>	<p>LBS better placed to respond to times of high demand; Ability to deliver consistent service to customers.</p>	<p>Start: March 2016 Completion: Sept 2016</p>	<p>3x bricklaying sub-contractors in place by end Sept 2016.</p>	<p>x3 bricklaying sub-contractors in place by 30/09/16</p>	<p>Procurement meetings in place to ensure September 2016 start date.</p>	<p>There has been a slight delay in the procurement exercise. Procurement of Bricklaying Contractors will commence from 1<sup>st</sup> January 2017.</p>

## Section C) – SPECIALIST ELECTRICAL Lead – Les Thompson

<p><b>1 – Analysis of working processes and procedures in respect to responsive works</b></p>	<p>The two former services have separate and different ways of working, methods of recording information, and also dispatching operatives.</p>	<p>Business analysis currently underway has within the objective's, a clear focus and direction to investigate, develop, and improve wherever possible the methods in which the new ISP is to manage responsive works.</p>	<p>Les Thompson</p>	<p>The 'To Be' process will be developed from best practice evidenced from within the two former services 'As Is' processes, as will benchmarking and best practice from external organisations that have been looked at.</p>	<p>Started &amp; ongoing</p>	<p>Started &amp; ongoing</p>	<p>Started &amp; ongoing Started performance review meeting s</p>	<p>Started &amp; ongoing monitoring of performance</p>	<p>Set performance review timetable</p>
<p><b>2. Embedding of Total IT system.</b></p>	<p>The former Property Maintenance has adopted a new Mobile working platform in which to conduct all services. The IT system supporting this technology is undergoing a period of embedding within the service; as staff, operatives, and clients adapt to the new ways of working and the new back office IT system introduced throughout all areas of the business. Efficiency are yet to be evident from the system, reasons include; staff's understanding and use of the system, the validity of data input, and the timescale in which this is captured</p>	<p>Engagement meeting arranged for all operatives. This is to further communicate the importance of utilising the system correctly, to give further refresher training, and to find and resolve any issues operational staff are having</p> <p>Weekly meetings with support teams. This is to 'check and challenge' the information that has been processed by the support teams.</p> <p>Development and delivery of refresher training. This is to be given to all officers and support team staff with the core aim of ensuring all staff understand their role within the system, the implications of including incorrect information within the system and that information must be within the in a timely manner.</p>	<p>Les Thompson</p> <p>Les Thompson</p> <p>Les Thompson</p>	<p>Enhance the quality of information and reduce the time taken in recording and reporting functions</p> <p>The aim is to ensure accurate information within the</p> <p>Further 'check and challenge' point's post training to monitor the effectiveness of the training given and/or the skill and capability of existing staff in the use of the system.</p>	<p>Engagement session with all operation staff 2<sup>nd</sup> August 2016</p> <p>Started &amp; ongoing</p> <p>Started July Completion September</p>	<p>Started &amp; ongoing</p> <p>Started &amp; ongoing</p> <p>Started &amp; ongoing</p>	<p>Started &amp; ongoing</p> <p>Reduction of error reporting within the system</p> <p>Reduction of error reporting within the system</p>	<p>Scoping and design of the training plan completed. Engagement meetings arranged 02.08.2016.</p> <p>Weekly meetings arranged and held. Error rate in decline. To continue to monitor and look for efficiencies</p> <p>10 separate training events set up with delegates appointed to each. Scoping of training requirements completed. Review of current process documentation underway which will assist in the development of training materials and users guides/instructions</p>	<p>Provide training within the engagement meeting. Set performance review timetable.</p> <p>Continue to monitor and look for efficiencies</p> <p>Complete the development of the training package Complete the review of process documentation and produce up to date user guides and instructions.</p>

<b>3 – Analyse current status of responsive orders received via Housing Leeds</b>	Produce detailed analysis of responsive orders. Further filter into the client area of Housing Leeds to focus efforts towards this area of the business	Conduct analysis to identify: <ul style="list-style-type: none"> <li>• Volume of orders</li> <li>• Volume of priority types</li> </ul> Volume of trade types	Les Thompson	Knowledge of demand, workflow, sessional variance. Gain insight as to any potential pinch points in the process and/or areas of particular concern	Start: 22/07/2016 ongoing	Started & ongoing	Started & ongoing	Started & ongoing	Completion of analysis



**Report of the Director of Environment and Housing**

**Report to Housing Advisory Board**

**Date: 13 September 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 six Housing Leeds priorities agreed by the Housing Advisory Board. It reflects feedback given at a previous Board meeting in relation to the format and content of performance reports, and signposts the Board to performance information that is being provided in other reports on the agenda in order to avoid duplication.

**Recommendations**

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

## **1 Purpose of this report**

- 1.1 This report presents a summary of the most recent performance data against the six Housing Leeds priorities. It provides performance data, supporting commentary and contextual information, as well as signposting to relevant information contained in other reports on the HAB agenda.

## **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. Although dashboards have previously been provided with this report, the intention is to provide a more concise report which sets out the performance information within the body of the report, together with supporting commentary and other contextual information that helps to explain trends in performance over time. It also avoids duplication by signposting to relevant information in reports elsewhere on the HAB agenda.
- 2.2 The most recent data available (July 2016 unless otherwise stated) is provided within the body of this report in section 3 below. Supporting and contextual commentary is also provided.

## **3 The Six Priorities**

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

- 3.1.1 Local Housing Advisory Panel investment in local communities continues during 2016/17. Examples of recent panel decisions include:

- Inner South HAP funding of £4,800 for fencing at Heathcroft Drive to stop vehicles driving across open green spaces, a safety concern for local residents and preventing unsightly damage to the grass.
- Inner North West HAP funding of £2,930 for an improved bin store in Ireland Crescent, helping improve appearance and cleanliness, as well as encouraging higher recycling rates and deterring fly-tipping.
- Inner East HAP funding of £1,250 for a subsidised gardening project led by Burmantofts Senior Action. Providing a 'garden tidy' twice a year. Improving the overall look of the area, as well as taking the worry away from elderly residents about having to look after the gardens themselves.
- Outer East HAP funding of £978 for additional planters, hayracks and planting at Barncroft Heights, Towers, Grange and Court. Residents themselves are taking an active role in making the entrances of these blocks bright and welcoming.

Please see below for details of approved schemes and funding amounts:

Type of Scheme	Number of approved schemes	Amount agreed by HAP
Community - Play	22	£45k
Community - Safe and Secure	11	£33k
Community - Grant	27	£49k
Environmental - Clean and Tidy	4	£6k
Environmental - Landscaping and Gardens	16	£26k
Environmental - Parking and Access	2	£9k
Grand Total	327	£168k

3.1.2 The total number of schemes complete within the EIP (Environmental Improvement Programme) is 34 (out of 83 in the whole programme) with a total investment of £225,000.

Customer satisfaction across all projects is high with 55% of those being surveyed being very satisfied with the work, 34% fairly satisfied and 10% satisfied.

The Team attended the Beckhills Residents Day as part of #communities can and helped to deliver a number of hand bins to residents as part of the recent changes to the waste collection service in this area. As part of the EIP investment in this area, the team has recently met with colleagues in Highways to work on the scope of works to replace some of the steps, paths and handrails to the Beckhill Estate. There has been intensive resident consultation about this work and the team has worked with local Ward Members to communicate the improvements that are ongoing throughout the estate. There have already been some improvements to street lighting as well as additional grass cutting and tree pruning on this estate. Now that the demolition work is complete a number of residents have given feedback that the estate already feels transformed and feel positive about the commitment to carry out further work to this estate.

There have been meetings with a number Ward Members to brief them on the EIP and in particular some of the parking projects. Resident consultation has also taken place over a number of parking projects and a number of designs have been amended to take on board the feedback from our residents. A parking scheme has recently been completed in the outer North West area of Leeds and one is now mobilising to start on site in the outer West area of Leeds.

The Tinshill Bin stores are now nearing completion and the bin stores are already being used as the transitioning process to this new service commences. The Team have been placing skips on site as the bin stores are completed to enable the residents of the flats to have a 'waste amnesty' to help prevent fly tipping. A useful leaflet has also been designed in conjunction with Waste Management that contains useful advice on recycling, local recycling sites as well as how to report fly tipping.

September is going to be a busy time for the Team with seven projects due to commence on site, these include fencing, landscaping, parking and provision of new waste facilities.

Please see tables below for details of the total number of schemes within the EIP (Environmental Improvement Programme) by type and area and of the top three areas of funding:

Area	Community Safety	Landscapes	Parking	Play	Waste	Total
Inner East	3	3	2		1	9
Inner North East	2	2		1	2	7
Inner North West	1		2	1	3	7
Inner South	3	3			2	8
Inner West	1		3		1	5
Outer East	1		1			2
Outer North East			4			4
Outer North West	2	2	2	1	1	8
Outer South	5		4	2		11
Outer South East	5	2	1			8
Outer West			4		10	14
Grand Total	23	12	23	5	20	83

Top 3	EIP Funding
Parking	£809k
Waste	£635k
Landscapes	£345k

### 3.2 Priority 2 – Rent and Benefits

3.2.1 Information on rent collection and arrears performance is provided within the Housing Leeds (HRA) Revenue Financial Position July 2016/17. Further information is also provided to the Board within the report of the Chief Officer Housing Management on Rent Collection and Welfare Reform Update.

### 3.3 Priority 3 – Housing People

#### 3.3.1 Homeless Preventions:

	May	Jun	Jul
Prevented	598	635	501
Not Prevented	149	161	91
Total Cases Closed	747	796	592
Prevention %	80	80	85

The homeless prevention figures remain high and the % figure (% of cases where homelessness prevented out of total cases closed) has risen by 11% since the beginning of the year. 206 households have been accepted as statutorily homeless so far this year and a straight line forecast would be for 354 homeless acceptances by the end of the year (in contrast to 2003/04 when the service accepted 4,965 households as statutorily homeless).

### 3.3.2 Temporary Accommodation:

	No. of TA Placements		
	May	Jun	Jul
2015/16	161	144	140
2016/17	84	74	73

There has been a 55% reduction in TA placements since May 2015. The figure of 73 placements compares favourably to other authorities: Birmingham had 1,194 placements and Manchester 650 placements as at the end of March 2016 – most up to date figures published on CLG website. The control of TA placements is a result of effective homeless prevention and temporary accommodation move on work.

### 3.3.3 Gross average re-let days:

	May	Jun	Jul
2015/16	35.85	34.70	33.03
2016/17	28.63	28.31	28.07

The figures show that the average re-let time is continuing to remain low and has reduced month on month, as well as showing an improved position of almost 5 days when compared with the same period last year. The works carried out in void range from minor works to full refurbishments including new kitchens, bathrooms, rewires and externals.

### 3.3.4 Number of void lettable properties:

	May	Jun	Jul
2015/16	532	523	536
2016/17	371 + 89 PFI / New Build	346 + 64 PFI / New Build	355 + 42 PFI / New Build

Void numbers continue to remain low as does the average re-let time therefore minimising the percentage of rent loss through voids.

## 3.4 Priority 4 – Repairs

### 3.4.1 Repairs Right First Time:

Contractor	Target	May	Jun	Jul
City-Wide (including BITMO)	90.00%	90.98%	92.81%	93.94%
LBS (Formerly Construction Services)	90.00%	95.18%	93.97%	95.60%
Mears	90.00%	89.59%	92.42%	93.40%

At the end of July 2016, city-wide repairs completed right first time is reported at 93.94% against a target of 90%. Both Mears and LBS are exceeding the 90% target for this indicator. LBS – 95.60% (representing 2,892 jobs within target out of 3,025) and Mears – 93.40% (8,455 jobs within target out of 9,062).

Relatively strong performance against this indicator has been achieved through a continuous focus on developing contract management procedures around excellent customer service and learning from failures.

### 3.4.2 Repairs Within Target

Contractor	Target	May	Jun	Jul
City-Wide (including BITMO)	99.00%	89.55%	90.34%	93.74%
Cube Security	99.00%	75.00%	59.09%	56.25%
LBS (Formerly Construction Services)	99.00%	82.32%	83.53%	90.65%
Easaway	99.00%	96.68%	96.68%	91.66%
Mears	99.00%	98.32%	98.84%	99.06%

Citywide performance for repairs completed within target stands at 93.74% for July 2016 which is below target for this indicator but shows a month on month increase over the last quarter). Mears performance is just above target at 99.06%. LBS are not achieving target with an end July result of 90.65%, although this also represents an increase on the previous months' figures.

Please refer to the separate report of the Chief Officer, Property and Contracts on Repairs Performance which provides more detail on this indicator.

### 3.4.3 Overall Satisfaction with Repairs

Overall Repairs Satisfaction				
Area	Target	May	Jun	Jul
CITY (excl BITMO)	90.00%	88.10%	91.51%	91.68%
*BITMO	90.00%	-	-	-
ENE	90.00%	81.52%	91.22%	94.74%
SSE	90.00%	94.74%	91.11%	91.67%
WNW	90.00%	90.34%	92.05%	88.07%
Overall Gas Repairs Satisfaction				
Area	Target	May	Jun	Jul
CITY (excl BITMO)	90.00%	92.89%	93.80%	92.93%
*BITMO	90.00%	-	-	-
ENE	90.00%	92.65%	83.61%	94.02%
SSE	90.00%	90.67%	98.84%	91.76%
WNW	90.00%	94.79%	95.79%	93.37%

Overall citywide (excluding BITMO) satisfaction with repairs and gas stands at 91.68% and 92.93% respectively – exceeding the 90% target.

It should be noted that there was a change in gas contractor in ENE in June and this may explain the performance dip that month to 83.61%. However, it has recovered in July to 94.02% against the 90% target which is positive.

At their last meeting the Board asked for further information on how the satisfaction indicator was generated. The Repairs survey was taken on in house from June 2015, following concerns about the accuracy and risks associated with leaving the contractor to carry out customer surveys themselves. Surveys are now carried out by dedicated staff at the LCC Contact Centre who make phone calls throughout the afternoon and evening. The sample of Gas and Responsive Repairs has been balanced to achieve enough responses to be representative at contractor/area level.

The telephone surveys are managed through an online system called Arena TPTracker, which generates a random sample of names to contact, and which controls survey fatigue by restricting the number of calls each tenant will receive.

The questions asked in the survey are:

How satisfied or dissatisfied were you with the following? -

1. Ease of reporting the repair:
2. Being told when workers would call:
3. The repair being done 'right first time':
4. The service provided by the workers who carried out the repair:
5. The overall repairs service you received, on this occasion:
6. Was there anything that went particularly well?
7. Was there anything in particular that we should improve?

For the first five the respondent is asked to rate the service on a five point scale from "Very Satisfied" through to "Very Dissatisfied". The responses that are "Very Satisfied" and "Fairly Satisfied" are reported as the satisfaction score.

### 3.5 Priority 5 – Capital Programme Effectiveness

Information relating to this priority is given within the HRA Capital Financial Position – Period 4 Report.

### 3.6 Priority 6 – Knowing Our Tenants

#### 3.6.1 % of Annual Home Visits completed:

	May	Jun	Jul
2015/16	7.71%	18.71%	33.51%
2016/17	24.93%	36.90%	47.37%

By the end of July over 47% of Annual Home Visits have been completed for 2016/17. Based on the visits completed so far this year, some of the key outcomes are as follows:

- 10.4% of tenants don't have a bank account that allows direct debits (a reduction of almost 1% on last year due to work to support tenants access affordable banking via Leeds City Credit Union).
- 36% of tenants don't have access to the internet at home (a reduction of 2% on last year).
- 34% of tenants are not confident that they could manage a benefit claim on-line (a reduction of 4% on last year due to work to support tenants affected by Welfare Reform).

- We have discussed waste and recycling with 12,834 tenants during the AHV.
- 7% of tenants identified outstanding repairs during the AHV.
- We made 1168 referrals to West Yorkshire Fire Service for smoke detection equipment.
- We made 22 referrals for suspected tenancy fraud.
- We made 451 referrals for additional support for tenants.

Training was delivered to all officers carrying out Annual Home Visits in 2016/17 to ensure a greater focus on having a quality conversation with tenants. Quality checks are also now in place to review the quality of AHVs carried out by officers and for more tailored training and support to be provided to staff.

### 3.6.2 Disrepair:

The financial year target is 150 open live claims; at the end of July there were 335 open against a target of 333.

The target was calculated on a forecast of receiving in 21 new claims per month and closing 41 claims per month over the year.

Housing Leeds is currently averaging 32 new claims per month and has closed on average 47 claims per month. The largest number of Claims is focused in the East Area. (see tables 1.1, 1.2, 1.3 & 1.4)

Table 1.1 – New claims received & closed:

Month	New Claims Total	Forecast	Case closed	Forecast
April	32	(30)	36	(41)
May	43	(30)	41	(41)
June	22	(25)	57	(41)
July	19	(20)	53	(41)
	*@17/08/2016			

Table 1.2 – End of Month Targets:

Month	Open Claim Total	Target
April	393	381
May	389	370
June	354	354
July	335	333
	*@17/08/2016	



Table 1.3 – Open Claims Total vs Month Target:

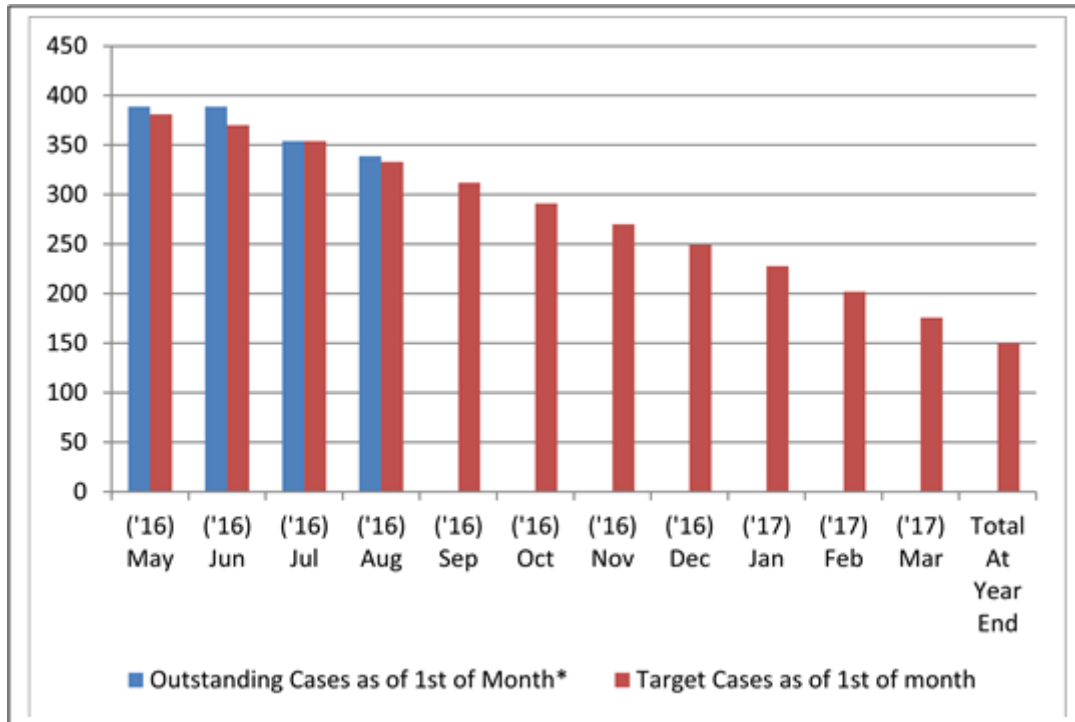
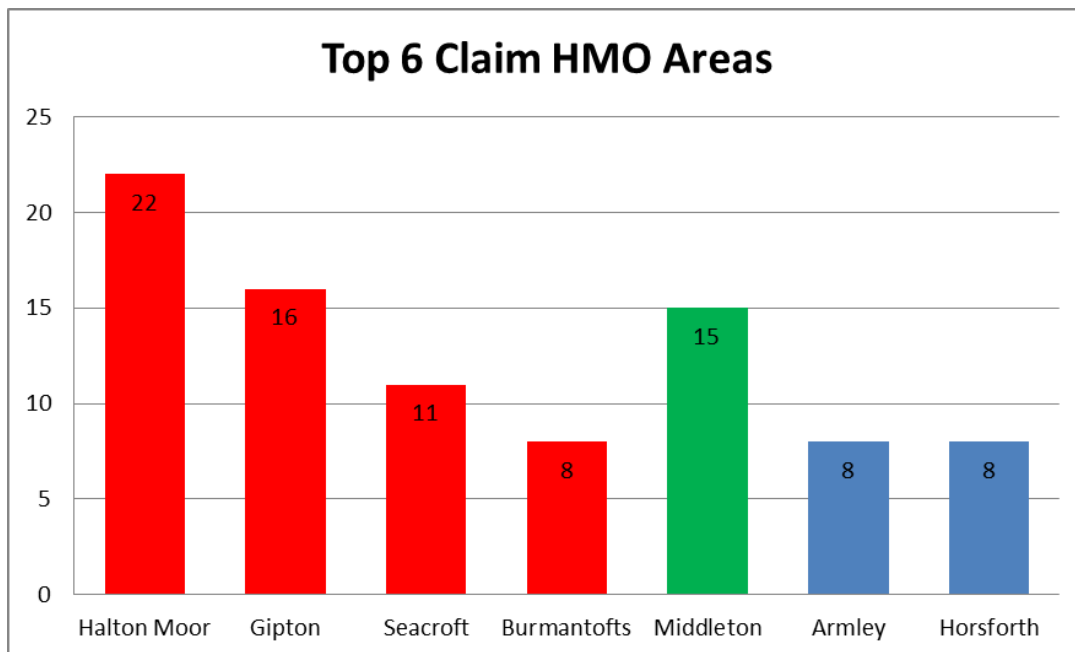


Table 1.4 – Top number of New Claims by HMO Area:



Average new claims at 32 are significantly below the 14/15 peak of 50 per month and below the equivalent period in 15/16 of 36 per month. Housing Leeds is continuing to implement the mitigation measures as previously advised to the Board.

Financial aspects are covered within the Housing Leeds (HRA) Provisional Revenue Outturn Position – 2015/16.

#### **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 in order to give a comprehensive picture of performance and useful contextual data to consider alongside service performance information. The format and content of the report has also been amended to reflect feedback from the Board.

### **6. Recommendations**

6.1 The Board is recommended to:

- Note the most recent performance information relating to the six Housing Leeds priorities.

# Housing Advisory Board

## Forward Plan

Tuesday 13<sup>th</sup> September 2016



Tuesday 13 <sup>th</sup> September 2016			
<b>Deadline for reports to Neil Friday 29<sup>th</sup> July 2016 12 noon</b>	<b>Deadline for final drafts after Chair's brief Monday 5<sup>th</sup> September</b>	<ul style="list-style-type: none"> <li>• Action Plan/Outstanding Actions</li> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2016/17</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2016/17</li> <li>• Performance Update</li> <li>• Draft Housing Strategy 2016-2021</li> <li>• Rent Collection and Welfare Reform Update</li> <li>• Enhancing the Lettings Standard in Targeted Areas with Low Satisfaction</li> <li>• Repairs Performance</li> </ul>	<p>Chief Officer coordinated by Debra Scott Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Mandy Sawyer Jill Wildman Simon Costigan</p> <p>Simon Costigan</p>
<b>Chairs Brief (Monday 5<sup>th</sup> September 4pm)</b>			

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>
Tuesday 8 <sup>th</sup> November 2016 12 noon  Chairs Brief Monday 14 <sup>th</sup> November 2016 2pm	Thursday 17 <sup>th</sup> November 12 noon	<ul style="list-style-type: none"> <li>• Action Plan/Outstanding Actions</li> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2016/17</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2016/17</li> <li>• Performance Update</li> <li>• Housing Strategy Updates</li> <li>• Council House Growth Programme</li> <li>• Sheltered Housing Support Models with focus on Extra Care Sheltered Housing</li> <li>• High Rise Update</li> <li>• The Housing Leeds Asset Management Strategy</li> <li>• Lettings Policy Review - consultation update and next steps</li>   <li>• HRA Business Plan - To bring back more detail on pay to stay etc. when more is known, questions around possible changes to service (from 7<sup>th</sup> June 2016 HAB)</li>   <li>• Digital Inclusion</li> </ul>	<p>Chief Officer coordinated by Debra Scott Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Mandy Sawyer Lorraine Wright Jill Wildman/Mandy Sawyer</p> <p>Jill Wildman/Martyn Long Phil Charlton/mark Grandfield Jill Wildman</p> <p>Mandy Sawyer/Jill Wildman/Simon Costigan</p> <p>Jill Wildman/Richard Hart/Ian Montgomery/Frank Perrins/Girish Solanki</p>

Tuesday 28 <sup>th</sup> February 2017			
Deadline for first drafts	Deadline for final drafts after Chair's brief	Item	CO/Author
Chairs Brief		<ul style="list-style-type: none"> <li>• Visit to multi storey flats in Armley</li> <li>• Action Plan/Outstanding Actions</li> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position 2016/17</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2016/17</li> <li>• Performance Update</li> <li>• Housing Strategy Updates</li> <li>• Tenant Scrutiny Board Enquiry – Environment of Estates - six monthly update on Action Plan delivery – (discussed at 7<sup>th</sup> June 2016 HAB)</li> </ul>	<p>Chief Officer coordinated by Debra Scott Jill Wildman/Mandy Sawyer Stephen Boyle Helen Semianczuk</p> <p>Debra Scott Mandy Sawyer</p> <p>Dave Longthorpe</p>

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