



## HOUSING ADVISORY BOARD

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 28th February, 2017 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  
Chris Simpson

# 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 consireation.

(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 - 29 NOVEMBER 2017**

1 - 12

To approve as a correct record the minutes of the Housing Advisory Board held on 29 November 2016

7

**MATTERS ARISING/OUTSTANDING ACTIONS**

13 - 20

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

8

**UPDATE FROM THE TENANTS REPRESENTATIVE**

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

9

**TENANT ENGAGEMENT FRAMEWORK**

21 - 32

To receive and consider the attached report of the Chief Officer, Housing Management which updates the Board on the development of a new Tenant Engagement Framework.

10	<b>HIGH RISE STRATEGY UPDATE</b>	33 - 50
	To receive and consider the attached report of the Director of Environment and Housing which provides an update on progress with the implementation of the High Rise Strategy, which will include the delivery of a number of initiatives including:	
	<ul style="list-style-type: none"> <li>• The development of new Housing Management models;</li> <li>• A range of multi-agency actions to deliver a more joined up, improved service to high rise tenants;</li> <li>• A programme of physical investment</li> </ul>	
11	<b>THE HOUSING LEEDS ASSET MANAGEMENT STRATEGY</b>	51 - 132
	To receive and consider the attached report of the Chief Officer, Property & Contracts which advises the Board on the development of an Asset Management Strategy (AMS) for Housing Leeds	
12	<b>HRA CAPITAL FINANCIAL POSITION PERIOD 9 2016/17</b>	133 - 138
	To receive and consider the attached report of the Director of Environment and Housing which provides a financial position statement on the HRA Housing Leeds Capital Programme at Period 9 for the financial year 2016/17.	
	The report also includes details of Housing Leeds & BITMO refurbishment programme (Section 3) and Housing Leeds Council House Growth Programme (Section 4)	
13	<b>HOUSING LEEDS (HRA) REVENUE FINANCIAL POSITION PERIOD 9 - 2016/17</b>	139 - 144
	To receive and consider the attached report of the Director of Environment and Housing which provides an update on the revenue financial position for the Housing Leeds (HRA) service as at the end of September 2016 (Period 6).	

14

## **HOUSING ADAPTATIONS**

145 -  
150

To receive and consider the attached report of the Head of Housing Support which sets out the steps taken by the Health and Housing Service to improve performance on the delivery of housing adaption schemes within target timescales and to improve budget management relating to council housing adaptations. The report will also set out proposals to further improve service performance and budget management.

The Board is asked to comment on the improvements made to date and the proposed further actions.

15

## **REVIEW OF SUPPORT MODELS FOR OLDER HOUSING LEEDS TENANTS**

151 -  
160

To receive and consider the attached report of the Director of Environment and Housing which outlines the following:

- To outline how Housing Leeds plans to enhance the way that it supports its older residents to remain independent, in support of the “Councils Breakthrough Project” - To Make Leeds the Best City to Grow Old In.
- To outline proposals of three support models that offer older tenants living in Housing Leeds properties greater choice and flexibility, to ensure that we meet the changing needs of an ageing population and ensure the best use of housing stock.
- To outline plans to modernise the marketing of housing options of older people by promoting a “Retirement Living” concept and changing perceptions and attitudes of retirement living of older people, families, carers and professionals.

16

## **PERFORMANCE UPDATE**

161 -  
168

To receive and consider the attached report of 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.

17

## **DISREPAIR CASE ANALYSIS AND PREVENTION STRATEGIES**

169 -  
172

The report of the Chief Officer, Property and Contracts provided the Board with the following information:

- Progress made in reducing the disrepair caseload and the significant reduction achieved in costs following the change to processes implemented from November 2016.
- The analysis work undertaken by Housing Leeds in establishing the causes of disrepair and their location and property archetype.
- The link between ongoing repair requests and disrepair cases, mainly in relation to damp.
- The actions Housing Leeds has in place to both effectively target its response to damp and to focus investment on difficult to treat properties.

18

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

173 -  
176

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

**DATE AND TIME OF NEXT MEETING**

To be confirmed

2017/18 Municipal Year Dates (provisional)

Tuesday, 5 June 2017

Tuesday, 26 September 2017

Tuesday, 28 November 2017

Tuesday, 27 February 2018

**Third Party Recording**

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

Use of Recordings by Third Parties– code of practice

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

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## HOUSING ADVISORY BOARD

TUESDAY, 29TH NOVEMBER, 2016

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

Councillors B Anderson, S Hamilton and  
K Ritchie

### **Tenant/Leaseholder**

Ted Wilson  
Tracey McGarry

### **Independent Representatives**

Matthew Walker  
Andrew Feldhaus

### **Co-opted Member**

David Glew

### **36 Nomination of Chair**

Due to the late arrival of the Councillor Coupar, a nomination was sought for a Chair to open the meeting.

**RESOLVED** – That Councillor S Hamilton be appointed as Chair.

### **37 Declaration of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

### **38 Apologies for Absence**

Apologies for absence were submitted on behalf of Councillor A Gabriel, Councillor J Bentley, Jo Hourigan, Timothy Woods and Chris Simpson.

### **39 Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the meeting held on 13 September 2016 be confirmed as a correct record.

### **40 Matters arising from the Minutes**

Draft minutes to be approved at the meeting  
to be held on Tuesday, 28th February, 2017

The Board received an update report on matters arising from the minutes of the last meeting of the Board, and actions outstanding from previous minutes, including matters that had been concluded and were being recommended to close.

**RESOLVED** – That the updates be noted and the relevant items be agreed as closed.

#### **41 Update from the Tenants Representative**

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

Tracey McGarry gave the Board an update on the Housing Leeds Annual Report and VITAL's input. It had been aimed to produce a report for tenants from tenants and develop a more user friendly report. The report had been made available online and via social media with interactive links. There had been a lot of positive feedback and a large increase in views of the report compared to 2015. It had been a good joint production with Housing Leeds and a nomination had been submitted for the category of excellence for Annual Housing reports in the Northern TPAS awards.

Ted Wilson updated the Board on the Parenting Program. This involved the Parent Champion Project which was an 8 week course provided in conjunction with other partners. It was aimed to achieve an improvement in parenting skills as well as provide access to nursery places. There was a focus on providing a safe and friendly environment for children and themes covered would include domestic violence, mental health, child protection, learning opportunities and community involvement. The project had already been carried out in 10 areas across Leeds and was bespoke to meet an area's needs. It was hoped that those who took part in the project would stay on as parent champions. The Leeds Parents Champions project had received national recognition and awards and the Board was asked to support congratulations to all involved.

The Board was given an update on the work of VITAL. This included the following:

- There had been a number of meetings regarding tenant involvement and a future strategy was being developed which would be brought to the Board.
- Multi-storey flats – thanks were passed to David Glew who had introduced VITAL to someone who was working to source money for the cladding of a building. There would be further consultation in January 2017.
- Repairs Group – VITAL were still trying to formulate a city wide group and it was hoping that this would be achieved by the next Board meeting.

- In response to a question regarding VITAL's busy schedule of meetings, it was reported that terms of reference that would enable all tenants in Leeds to have an involvement were being considered.

The Chair thanked Tracey and Ted for their updates and all the work carried out by VITAL.

#### **42 Housing Leeds (HRA) Revenue Financial Position Period 6 - 2016/17**

The report of the Head of Finance, Environment & Neighbourhoods updated the Housing Advisory Board on the revenue financial position for the Housing Leeds (HRA) service as at the end of September 2016 (Period 6).

Richard Ellis, Head of Finance, Environment and Housing presented the report.

The following issues were highlighted:

- At the end of Period 6 the HRA was projecting surplus of £350k against the 2016/17 budget.
- There was a projected reduction in rental income of £62k due to lower stock numbers following right to buy sales.
- Due to vacant posts savings of £801k were projected.
- There was a projected overspend on Supplies and Services due to large insurance claims.
- Right to buy sales were projected to generate receipts of £20.7m. It was anticipated that the Council could retain receipts of £14.2m of which £5.8m could be used for replacement stock, £6m to repay debt and £2.3m on other capital expenditure.

In response to comments and questions, the following was discussed:

- There had been an increase in rents collected by direct debit and more flexibility for collection days. This had contributed to the reduction in arrears.
- The spending on insurance claims had been due to a couple of larger claims that were considered to be one offs.

**RESOLVED** – That the report be noted.

#### **43 HRA Capital Financial Position Period 6 2016/17**

The report of the Head of Finance, Environments and Housing provided a financial position statement on the HRA Housing Leeds Capital Programme at period 6 for the financial year 2016/17.

The following information was included in the report for the Board's consideration:

Draft minutes to be approved at the meeting  
to be held on Tuesday, 28th February, 2017

- Housing Leeds & BITMO refurbishment programme
- Housing Leeds Council House Growth programme

Richard Ellis, Head of Finance, Environment and Housing presented the report.

Issues highlighted from the report included the following:

- The current spending of Housing Leeds at the end of period 6 was £36.6m which equated to 44% of available resources.
- Further to the request at the previous meeting that more detailed project costs were provided, these were appended to the report.
- Adaptations – There had been a significant increase due to complex cases and the need for major works.
- BITMO spending was slightly below estimated projections.
- In the overall program of funding of £112 million there was currently £9 million that was not allocated.

In response to questions and comments, the following was reported:

- There had been an increase in the disrepair budget to provide a further £500k of capital works.
- Environmental programme – it was anticipated that 100% of spending would be reached – there was delay in the delivery of some projects due to issues such as weather conditions.

#### **RESOLVED –**

- (1) That the Housing Leeds and BITMO refurbishment programmes at period 6 be noted.
- (2) That the Housing Leeds Council House Growth programme financial position at period 6 be noted.

At this stage of the meeting Councillor Coupar arrived and assumed the Chair

#### **44 HRA Budget 2017/18 - Key Issues Influencing the Determination of the 2017/18 Revenue Budget**

The report of the Head of Finance, Environment & Neighbourhoods considered the factors which were influencing the determination of the HRA budget for 2017/18. It referred to the impact of Government legislation in respect of rent reductions, Right to Buy policy and the roll out of Universal Credits. It also highlighted the potential financial implications of new legislation such as the Housing and Planning Act 2016.

The Council was still in the process of considering what options were available to address these issues. Once the options had been finalised these would be shared with Board Members for comment.

Draft minutes to be approved at the meeting  
to be held on Tuesday, 28th February, 2017

Richard Ellis, Head of Finance, Environment & Neighbourhoods presented the report.

Members' attention was brought to policy changes already implemented by Government which would have a significant impact on the HRA budgets from 2017/18 to 2019/20, particularly in respect of rental incomes.

It was reported that options would be considered at the Executive Board meeting in December 2016. These would then be submitted to the VITAL Board meeting on 14 December 2016. Following further consultation these options would then be presented to the Executive Board in February 2017.

Further issues highlighted from the report included the following:

- The reduction in rents gave a projected loss of £2.1m for 2016/17.
- The roll out of Universal Credit and implications on collection of rents.
- It was projected that 415 properties would be sold during the financial year.
- Receipts from sale of higher value homes – legislation regarding this had not yet been confirmed and would possibly not be done until 2018/19.

**RESOLVED** – That the report be noted, and the Board to receive details and be invited to comment on the options that were being considered by Executive Board.

#### **45 Council House Growth Programme**

The Board received a presentation on the Council House Growth Programme.

Lorraine Wright, Service Manager, Housing Growth made the presentations.

Issues highlighted included the following:

- This was the largest new build programme since the 1980s and there were 3 main strands:
  - New builds – this was the largest part of the programme
  - Re-use of long term empty homes
  - Acquisition of properties
- Standards – Introduction of the Leeds Standard, ensuring quality design, properties that were flexible and adaptable through the lifetime of a tenancy and reduced running costs for tenants.
- Finance - £112 million was available for the programme.
- The programme would deliver approximately 1,000 new homes of which over half had already been completed. Priorities included Extra Care housing and specialist housing along with general needs housing.
- Schemes delivered to date – these included East Park Road, the Squinting Cat site at Swarcliffe and West End View which was the first

Council run Extra Care scheme. Ten properties at the West End View site would be available for sale.

- Sites that were currently being developed or at the planning/feasibility stage.
- Long term empty properties – it was aimed to acquire 100 properties by March 2018. These would be refurbished and let as council housing. 58 properties had been acquired to date and the average cost of each acquisition was just below £90k.

In response to comments and questions, the following was discussed:

- It was suggested that Members of the Board visit Wharfedale View prior to a future meeting.
- The Housing Growth team were thanked for their commitment to deliver the programme within time.
- What were the average costs for acquisitions and new builds? This was difficult to equate to a unit cost as there were other costs involved in the regeneration of sites. Costs of new builds were high due to the standards and affordability would be a future consideration.
- Would Natural Ventilation and Heat Recycling (NVHR) systems be used in new properties? This was felt to be something that could contribute to high maintenance costs. It was reported that NVHR systems had been welcomed by tenants in the East End Park scheme and positive feedback had been received. It was acknowledged that some tenants would need advising and educating on the use and maintenance of the systems and there would also be annual maintenance checks.
- Modern methods of construction and how these would fit in with provision of standards – it was reported that these methods had benefits which included the speed of delivery which brought cost savings whilst delivering the required standards.
- Would the Leeds Standard be adopted by the private sector? – It was reported that this was an issue that Plans Panels were aware of and were keen to work with developers to achieve.
- Risk management in relation to Right to Buy and relaxation of Right to Buy rules – the Council was protected for 16 years on capital spent on this programme. After that period there could potentially be a position where the discount was greater than the debt. As the programme was largely funded without borrowing it was not seen as a risk to this programme.
- In response to questions regarding the Wharfedale View development, it was reported that all 35 units available to let had been allocated following a special assessment process by Adult Social Care. Sales for 2 of the shared ownership units were proceeding with another 3 also at an advanced stage. Money received from sales would go towards reducing the cost of the scheme.
- Evaluation of new build schemes – it was reported that post occupancy questionnaires would be sent to tenants after 12 months and it was

suggested that the outcomes could be incorporated into future update reports to the Board as appropriate.

**RESOLVED –**

- (1) That the presentation and discussion be noted.
- (2) That a Board visit be arranged to view the new Wharfedale View development.
- (3) That evaluations of new build schemes be incorporated into future update reports.

**46 Lettings Policy Review - Consultation Update**

The report of the Director of Environment and Housing updated the Board on progress with the Lettings Policy Review consultation.

Mandy Sawyer, Head of Neighbourhood Services, Environment and Housing presented the report.

Members were given an update on the progress with consultation; the survey had taken place from April to August 2016 and had included the involvement of Tenants Groups and Ward Members.

There had been a lot of positive feedback with overwhelming support for the Tenant Transfer Policy proposals and positive support for home visits and the introduction of a local connection policy. There was a low level of support for pre-tenancy training

Further issues highlighted from the report included the following:

- Use of and alternatives to Age Related Local Lettings Policy – there was support for under occupiers to move.
- Guidance was still awaited on introducing fixed term tenancies.
- Pilot scheme for the Clydes and Wortley Blocks which would include pre-tenancy training.
- Inclusion of home visits prior to lettings.
- Development of Ward Based Community Letting Plans.

In response to comments and questions, the following was discussed:

- Provision for armed forces personnel.
- Breaches in tenancy agreements – reference was made to tenancy rights but issues such as arrears and tenancy records would be considered.
- Ward Based Community Letting Plans – development would be carried out by local housing officers and the input of Local Ward Members. The intention was that the Standard Lettings Policy would still apply but the Ward based plans would address local needs and issues.

**RESOLVED** – That progress to date with the lettings policy review consultation be noted.

## 47 Digital Inclusion

The report of the Chief Officer, Housing Management provided an overview of the current ambitions to make Leeds 100% digital, where everyone in the city has the opportunity to get online and to develop their digital skills and confidence.

It also informed the Board of an outline of the Digital Inclusion work of Housing Leeds to date and to explore collaborative working between Housing Leeds, Libraries and Information Services and others.

Mandy Sawyer, Head of Neighbourhood Services, Environment and Housing presented the report. Issues highlighted included the following:

- The need to develop digital skills, experience and improve digital access for tenants.
- Barriers to getting online – these included cost, lack of skills/confidence and motivation.
- Next steps – Smart Cities Programme – tasked with improving, digital literacy; tablet lending scheme, development of Digital Leeds Map.
- Promotion of online access to tenants – free facilities were available in libraries and community hubs and there was a project which had seen free wi-fi made available in some tower blocks.
- Support from Housing Advisory Panel funded projects.
- Use of the HUGO bus
- Development of self-service portal

In response to comments and questions, the following was discussed:

- Concern that people would not benefit from free tower block wi-fi as they were already contracted to their own providers – it was reported that an analysis of take up needed to be carried out and there was also scope for renegotiation of contracts.
- In relation to availability of the HUGO bus, it was noted that it was possible to book additional mobile facilities via the Libraries Service.
- Concern regarding complaints over noise generated by transmitting equipment installed in tower blocks.
- Concern regarding online reporting and the lack of acknowledgement – it was reported that there were some faults with the existing system but once rectified acknowledgements and receipts would be sent.

**RESOLVED** – That the current Digital Inclusion Activities be noted and the collaborative approach to achieving the Council's digital ambitions be supported.



## 48 Performance Update

The report of the Director of Environment and Housing provided a summary of latest available performance against measures relating to the six Housing Leeds priorities agreed by the Housing Advisory Board. It reflected the feedback given at a previous Board meeting in relation to the format and content of performance reports and signposted the Board to performance information that was being provided in other reports on the agenda in order to avoid duplication.

Debra Scott, Head of Resources, Environment and Housing presented the report.

The following issues were highlighted:

- Environmental Improvements – a summary of HAP funded schemes was detailed and an update was given on the Environmental Improvement Programme.
- Rent and Benefits – This had been covered in the financial reports.
- Housing People – Temporary accommodation placements, re-letting of properties and void properties all remained low and well within target.
- Repairs – A detailed report had been submitted to the last meeting and there had been improvement since then. Terms of Reference and minutes of the Tenant's Scrutiny Board into repairs were appended to the report. Repairs right first time and overall satisfaction both remained above target.
- Capital Programme – This had been covered in the financial reports
- Knowing our Tenants – Annual home visits were ahead of target; Disrepairs – there had been improvements towards meeting targets but a higher number of cases than anticipated had been received; The 2 yearly survey of tenants had commenced, there had been changes to how this was carried out to allow digital access and it was hoped to be able to provide the Board with headline outcomes at its February meeting.

In response to comments and questions, the following was discussed:

- Disrepair claims – in response to questions regarding what work was being carried out to prevent these and what mediation was undertaken, it was reported that changes had been made to the way the service was delivered to provide a fast track resolution and mediation was offered in an attempt to prevent claims. It was reiterated that there had been a larger number than anticipated but the fast track service aimed to resolve issues within 28 days which would meet targets and avoid legal costs and compensation.
- A request was made for a breakdown of what disrepair complaints were about to see if patterns could be identified. It was reported that work was ongoing to analyse complaints with regard to areas, types of property and types of disrepair. A more pro-active approach could then

be used along with capital investment to prevent any identified recurring issues. It was requested that any feedback regarding this analysis be brought back to the Board.

- Letting Standards – extraction fans for bathrooms and kitchens were not included. It was felt that an issue such as this could prevent future disrepair claims. It was suggested that further information on lettings standards with a breakdown of disrepair issues be brought to the Board. A link was also made to the Housing Standards discussion held earlier.
- Homeless preventions and follow up on cases that aren't prevented. The Director clarified the actions that are taken by the service where prevention has not been possible.

**RESOLVED –**

- (1) That the most recent performance information relating to the six Housing Leeds priorities be noted.
- (2) That a report on the analysis of disrepair claim types and preventative measures, including links to the Lettings Standard and Leeds Housing Standard be brought to the next meeting of the Board.

**49 Housing Advisory Board Forward Plan 2016/17**

The Board considered the contents of the Housing Advisory Board Forward Plan for 2016/17.

Amendments to/additional items for the Forward Plan were discussed:

- Visit to Wharfedale View to take place prior to the next meeting with the proposed MSF visit to be deferred to a future date).
- Work on adaptations process and performance – a report to be brought to a future meeting.
- A report on the outcomes of Disrepair Analysis and the links to the Lettings Standard and Housing Standard to be brought to the next meeting.

In relation to the Tenant's Scrutiny Board, thanks were passed to Simon Costigan for his attendance. The work of the Scrutiny Board was considered useful to avoid duplication and influence the work of the Board.

**RESOLVED –** that the contents of the Housing Advisory Board Forward Plan for 2016/17 be noted and the above additions/amendments be incorporated.

**50 Date and Time of Next Meeting**

Tuesday, 28<sup>th</sup> February 2017 at 5.00 p.m.



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Report author: Debra Scott

Tel: 3786943

**Report of Head of Resources and Strategy**

**Report to Housing Advisory Board**

**Date: 28<sup>th</sup> February 2017**

**Subject: Housing Advisory Board - Matters Arising / Outstanding Actions**

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. The Board's Matters Arising / Outstanding Actions report is attached as an appendix to this report. It shows progress made in relation to actions agreed at previous Housing Advisory Board meetings and indicates when further reports are due to come to the Board. It also includes recommendations to the Board to close actions that are now considered to be completed.
2. This will be subject to change throughout the municipal year.

**Recommendation**

3. Members are asked to consider the document and note progress on outstanding actions and agree the recommendations contained within it relating to individual actions.

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

4. None used

<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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Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 15 February 2017)	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		Deferred by Board to take place after a future 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 scheduled for the February Board meeting	Close
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> </ul>	Simon Costigan		The Government is currently conducting a review of Housing Standards and the implications of this are to be reported to Executive Board. Information will be shared with HAB members when it is available	Close (see open item below ref. minute 30 13/09/16)
		<ul style="list-style-type: none"> <li>• High Rise Housing</li> </ul>	Jill Wildman		Update is on agenda for February Board meeting	Close

07/06/16	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>	Jill Wildman		To be scheduled for next HAB meeting	Open
13/09/17	29	<p><u>Draft Housing Strategy 2016 – 2021</u></p> <p>(iii) that a response from Planners in respect of older people’s housing and the Core Strategy be provided to the Board</p> <p>(iv) that Adult Social Care be requested, on behalf of the Board to explore with NHS Leeds the possibility of contributing towards the cost of adaptations</p>	<p>Mandy Sawyer</p> <p>Rob McCartney</p>	<p>Planning colleagues</p> <p>ASC colleagues</p>	<p>Liaising with Planning</p> <p>The Universities of Leeds/ Sheffield have chosen Leeds to carry out research into invest-to-save benefits of adaptations to the wider public purse. Focus will be on disabled children (and specifically children with autism) but the principles will apply across disability need. This work could help to inform discussions with health partners.</p>	<p>Open</p> <p>Close</p>



13/09/16	30	<p><u>Enhancing the Lettings Standard in Targeted Areas with Low Satisfaction</u></p> <p>(iii) to note the intention to look at letting standards across all tenures</p>	Simon Costigan	Mark Ireland	Work is ongoing in conjunction with Private Sector Housing colleagues. Will be influenced by Govt. review of Housing Standards. Further information will be provided to HAB in due course	Open
13/09/16	31	<p><u>Rent Collection and Welfare Reform Update</u></p> <p>(iii) to note that a report on the introduction of mandatory Direct Debiting would be brought to a future meeting of the Board</p>	Jill Wildman		To be scheduled for future HAB Board (likely to be September)	Open
13/09/16	34	<p><u>Forward Plan</u></p> <p>To include the following items on the Forward Plan:</p> <ul style="list-style-type: none"> <li>Lettings Standards across all tenures (see 30)</li> <li>Proposals for the introduction of mandatory Direct Debiting (see 31)</li> </ul>	Simon Costigan	Mark Ireland	Work ongoing and will be influenced by the Government's intention to introduce national standards. Paper to come to future Board meeting	Close (see open item minute 30 13/09/16 above)
			Jill Wildman		To be scheduled for future HAB Board	Open

29/11/16	44	<p><u>Factors influencing 2017/18 HRA Revenue Budget</u></p> <p>that the Board receive details and be invited to comment on the options that were being considered by Executive Board</p>	Richard Ellis		Details have been circulated	Close
29/11/16	45	<p><u>Council House Growth Programme</u></p> <p>(i) That a Board visit be arranged to view the new Wharfedale View development</p> <p>(ii) That evaluations of new build schemes be incorporated into future update reports</p>	<p>Jill Wildman</p> <p>Lorraine Wright</p>		<p>Being arranged to take place on the afternoon of the Feb Board meeting</p> <p>Arrangements are being made for evaluations to be included in future update reports</p>	<p>Close</p> <p>Close</p>

29/11/16	48	<p><u>Performance Report</u></p> <p>(i) That a report on the results on an analysis of disrepair claim types and preventative measures, including links to the Lettings Standard and Leeds Housing Standard be brought to the next meeting of the Board</p>	Simon Costigan		Report on the agenda for the February Board meeting	Close
29/11/16	49	<p><u>Forward Plan</u></p> <ul style="list-style-type: none"> <li>• Visit to Wharfedale View to take place prior to the next meeting (with the proposed MSF visit to be deferred to a future date) – see 45 above</li> <li>• Work on adaptations process and performance – a report to be brought to a future meeting.</li> <li>• A report on the outcomes of Disrepair analysis and the links to the Lettings Standard and Housing Standard to be brought to the next meeting - see 48 above</li> </ul>	Jill Wildman		Arrangements being made for visit to take place on the afternoon of the Feb Board meeting. The MSF visit will take place later in the year.	Close
			Jill Wildman		Scheduled for Feb Board	Close
			Simon Costigan		Scheduled for Feb Board	Close

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Report author: Ian Montgomery  
Tel: 271612

**Report of Chief Officer Housing Management**

**Report to Housing Advisory Board**

**Date: 28 February 2017**

**Subject: Tenant Engagement Framework**

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**

Housing Leeds has been working in partnership with VITAL to develop an updated Tenant Engagement Framework that recognises the importance of:

- **Tenant Engagement** –improved two-way communication with all tenants on issues that matter to them so that tenants feel connected with Housing Leeds, wider Council services and their community.
- **Tenant Involvement** – working with a smaller number of tenants who want to be more actively involved, making greater use of customer insight to enable tenants and officers to work together to improve services, performance, customer care and overall satisfaction.
- **Community investment** – working with communities, community groups and partners to identify and deliver programmes or projects which help build the skills and resilience of communities.

The framework takes into account the wider context of needing to offer a broader range of engagement activity (including digital engagement), appealing to a more diverse spectrum of tenants, wider research and learning from the sector, opportunities to work more closely with LCC services and ensuring the framework is relevant and value for money by linking activity to the themes of Housing Strategy.

## Recommendation

That HAB support Housing Leeds to continue to work with tenants to develop the detail of the updated framework and to plan the transition, with a view to full implementation from 1 April 2017.

### 1 Purpose of the Report

- 1.2 To update the Housing Advisory Board on the development of a new Tenant Engagement Framework, illustrated with examples of positive new engagement practices.

### 2 Background information

- 2.1 Housing Leeds previously formalised a Tenant Involvement Framework during 2014/15, which included:

- VITAL - the strategic tenant body to advise Housing Leeds on policy and strategic development and oversee the effectiveness of all our engagement activity.
- Citywide groups – to advise on service specific policy development, e.g. High Rise Advisory Group, Repairs Groups and VOLT (Voice of Older Leeds Tenants).
- Housing Advisory Panels – localised decision making and service monitoring.
- Tenants and Residents Associations – supporting local community groups to respond to local issues.
- Community projects – responding to particular community circumstances by offering additional programmes, activities and support in partnership with others.
- A Tenant Scrutiny Board – an independent group offering evidenced based scrutiny of Housing Leeds services.

- 2.2 Alongside this Housing Leeds has also enhanced its digital engagement offer, so all tenants have available more information and the opportunity to influence service delivery in a less formal way. Examples are:

- Improvements to the Housing web pages to improve the quality of information provided to tenants.
- The creation of [local Housing Team web pages](#) to improve the relevance of information provided about the local area.
- The use of e-surveys and social media to support targeted consultation.
- Use of more tailored email communications, consulting with particular customer groups.
- The successful procurement of a new Housing ICT Solution which includes a “Tenants Portal”. The new system will aid ‘channel shifting’ (changing the means by which services are delivered) and getting tenants to ‘self-serve’ – for example by accessing services 24/7 via a website or smartphone app as well as receiving information by SMS and email. The move is part of LCC’s ‘digital-first’ approach allowing tenants to answer queries (such as interrogate

their rent account or waiting list bid), update their tenancy information, make payments, arrange appointments and access service information directly. The benefits of self-serve include more tenant control, quicker responses, better quality data and real-time feedback. Therefore there is provision for training to encourage the widest use of digital solutions.

2.3 Over the last few months Housing Leeds and VITAL have supported a review of the existing framework, acknowledging the context of:

- The existing framework has been in operation since 2014/15 and there was an opportunity to evaluate the outcomes for tenants.
- The framework in its current form supports a number of formalised involvement groups that risks the service acting on the views of a minority.
- The opportunity to offer a broader range of engagement activity appealing to a larger and more diverse spectrum of tenants
- Wider research, in particular the Chartered Institute of Housing '[Working together to challenge the future of tenant involvement](#)' (June 2016) and [Family Mosaic – Changing Places – how can we make resident involvement relevant?](#) (June 2015) – arguing current involvement has issues with reputation and credibility, value and relevance. Therefore landlords needed to develop models that offer greater influence to more tenants, greater use of digital communication, evidenced based involvement, and increased efficiency and value for money.
- Other landlords are developing alternative approaches to engagement. Examples of good practice including Halton Housing's engagement plan is around achieving 90% tenants being connected to tenants in the home and Adactus Housing increasing the availability of digital diagnostics.
- The opportunities to work more closely with existing LCC teams and resident engagement platforms. For example, linking with the existing Equality Hubs and making greater use of established mechanisms to engage with residents such as the Citizens Panel, an online panel of 5,000 Leeds residents who have volunteered to give their views.
- How our approach to involvement and engagement activity helps deliver the themes of the recently adopted 2016-2021 Housing Strategy.
- The Councils Locality Review, which aspires to deliver a more joined up approach with the new Communities and Environment directorate.
- The requirements of the service that we make any changes to the framework in line with the expectations set out in the Regulatory Framework for Social Housing's [Tenant Involvement and Empowerment Standard](#).

2.4 The Tenant and Community Involvement Team also participates in two national engagement networking groups. Like Housing Leeds, most social landlords want to develop further their digital and community engagement activities to help build sustainable communities, focussing formal tenant involvement on a partnership approach to service improvement. This shift in the sector also takes into account a landlords need to ensure the best possible value for money.

### **3 Main issues**

3.1 The evaluation of the existing framework identified a number of points:

- VITAL has become well established as the strategic tenant body, and has provided a positive input into strategic policy changes. As VITAL representatives attend the Housing Advisory Board, there is a clear link into influencing the strategic direction of the service.
- There has been mixed success of the some of the citywide groups. VOLT (the Voice of Older Leeds Tenants) has been successful in contributing towards the development of our services to older tenants, but the High Rise Advisory Group and Equal Access Groups have struggled to demonstrate outcomes.
- The Housing Advisory Panels (HAPs) continue to bring together officers, tenants and local ward members to help respond to local issues, and prioritise funding for local projects.
- TARAs are an important part of local involvement and accountability, although their interests are often about wider community issues, not just housing.
- There is a lot of different community engagement activity taking place not part of the formal framework, including fun days, summer galas, action days, and support for community groups to tackle local issues. It is this activity about which we receive the most positive feedback from tenants, Ward Members and community stakeholders.
- While we have developed our digital engagement activity, it is not fully embedded within the service, and there are greater opportunities to increase the quality and relevancy of our communications.
- With the exception of community engagement the formal elements of the framework are good at hearing the views of a small number of ‘involved’ tenants, but is not effective at interpreting and acting on the views of all tenants.
- There is already a lot of customer insight that exists from surveys, complaints and day to day interactions with tenants, and we could be using this more effectively to drive service improvements.
- The Tenant Scrutiny Board currently risks working in isolation to the wider involvement framework.
- Some elements of the existing Tenant Involvement Framework are very resource intensive and doesn't represent good value for money.

#### **4. Outline of Proposals for the future of Tenant Engagement**

- 4.1. With support from VITAL, officers have developed initial proposals on the change of approach.
- 4.2. It is proposed that a new framework (**see appendix 1**) is developed following the six themes of the Housing Strategy. This ensures all activity is relevant to and focussed on supporting the delivery of the Housing Strategy, as well as continuing the strategic input of tenants in the monitoring of its delivery.
- 4.3. VITAL has an important role as the strategic tenant body, offering strategic input into policy development. VITAL will remain responsible for overseeing the Tenant Engagement Framework overall, ensuring that it remains fit for purpose and good value for money.



4.4. In developing the Tenant Engagement Framework we have begun to define 3 distinct elements of activity as follows:

4.5. **Tenant Engagement** – by adopting much of what we learned from YAGi, improved two-way communication with all tenants on issues that matter to them so that tenants feel connected with Housing Leeds, wider Council services and their community. In practice this means:

- Improved website content, giving regular updates and sharing opportunities for tenants to provide feedback and be aware of activities in their neighbourhood.
- Diversifying our digital approach to include – information films, relevant and two way social media, for example online Universal Credit Q&A, using the Citizen’s Panel and other online surveys and feedback opportunities.
- Smarter communications, using targeted emails to seek views on particular issues from different customer groups and better use of community notice boards, screens in offices and the flow of information through new and developing Community Hubs.
- Greater use of ‘pop-up’ consultations, the mobile office and tapping in to events and activities already going on in local communities – an ‘us coming to you’ approach.
- Adopting a culture of engagement, exploring how we listen and respond to issues during day to day interactions with tenants, whether this be repairs, estate walkabouts, annual home visits or housing surgeries.
- Exploring closer working with partners who already have engagement channels in place, e.g. the Older Persons Forum and Young Lives Leeds.

4.6. **Tenant Involvement** – working with a smaller number of tenants who want to be more actively involved. Introducing the interpretation of customer insight to enable tenants and officers to work together to improve services, performance, customer care and overall satisfaction. In practice this means:

- Analysing STAR results to inform service specific improvements and help set wider tenant engagement priorities.
- Utilising less staff time supporting the formal involvement activity, in order to support an increase in our broader engagement agenda.
- Undertaking more task and finish projects, to seek tenant views on particular issues rather than standing forums.
- Ensuring representation and equality considerations are taking into account in the development of policy and housing practices by linking to existing Council forums, such as the Equality Hubs.
- Work with existing involved tenants, on ideas and ways to make our formal involvement more flexible and attractive for more people to participate in.

4.7. **Community investment** – working with communities, community groups and partners to identify and deliver programmes or projects which help build the skills and resilience of communities. In practice this means:

- Continued investment in activity, which is focused on the particular needs of communities and in support of Best Council priorities and any Breakthrough Projects, e.g. collaborative work with Library Services to improve digital skills.
- Close working with the new Communities and Environment directorate to develop community engagement and investment proposals, for example the targeted Green Up initiative to a cluster of high rise blocks in East Leeds.
- Strengthened links with other community engagement activity in the Council and third sector to ensure a collaborative and efficient approach.
- Using customer insight more generally so community action is focussed in the places where benefit can be greatest, e.g. acting on the mapping of digital access, self-service portal access or direct debit take up.
- Being more aware of Asset Based Community Development principles helping us understand and respect the existing strengths of a community and what it can offer, as a joint response to local issues. An opportunity to work with communities in this way is currently ongoing on the Wyther Estate, working closely with colleagues from Citizens and Communities.

## **5. Delivering the new approach – work to date**

- 5.1. The review highlighted the duplication between the East, South and West Repairs Groups. This forum has now been consolidated into a single citywide Repairs and Investment Group with a clear focus on working with Property and Contracts Teams on service improvements. The forward plan includes reviewing new repairs information films and helping identify areas of future work like this, an in depth analysis of why Leeds proportionally raises more costly emergency orders than other landlords and a critical friend review of our collective learning from the delivery of capital investment schemes.
- 5.2. VOLT already closely align their forward work programme and are committed to working with the Sheltered Service to help define and deliver the different support models for sheltered housing for older people. The High Rise Group is about to review its forward work programme, shifting the focus to support the service to design and delivery the High Rise Strategy. There are significant opportunities to communicate different messages to high rise tenants in different ways depending on the future model for the block and the group have a key role to play in helping shape this.
- 5.3. The service is shifting its approach to incorporating equality within the new framework by no longer having a separate disability themed Equal Access Forum, rather ensuring tenants and residents are active participants within the various Equality Hubs e.g. the hubs for disability, Carers, LGB&T\*, BME and Older People. In addition, VITAL are keen to incorporate representatives from these groups on VITAL itself, or wider membership of VITAL from under-represented groups to ensure equality is part and parcel of the influence tenants have.
- 5.4. To support the Housing Growth programme, a task and finish exercise was recently undertaken to get the feedback from some of the new tenants that moved into our new council housing stock. A one off face to face workshop resulted in tenants giving some clear preferences for design and colour scheme options for bathrooms and kitchens that will be used in our forthcoming developments. In addition, the

involvement team supported a targeted online survey campaign, seeking the specific views of residents who are now living in our newest homes to get their feedback on how we can build and design future schemes that meet tenants' needs. A general theme emerged around wishing us to provide more space for appliances and storage space, especially from families.

- 5.5. Leeds Tenants Federations (LTF) championing the interests of Tenants and Residents Associations (TARAs) and Area Reps has gathered pace through the use of its TARA Panel. The TARA Panel cascades information and new skills to local groups – having so far included sessions about fuel poverty and energy efficiency, including finding out about White Rose Energy, a session on debt management and Money Buddies and a workshop on Scams and Frauds Awareness. The TARA Panel representing a networking opportunity for like-minded community activists to share ideas and experiences and motivate and support each other.
- 5.6. More generally LTF continue to demonstrate a more mobile and cost effective way of working. They are due to withdraw from their permanent premises at the end of March and significant savings are realised as a result. LTF have also benefitted from a number of new Committee members who are supportive of LTFs new direction and officers have a productive partnership with them.
- 5.7. The emerging framework has been developed with input from the Tenant and Community Involvement Team and the objectives of the team will be reviewed and updated to take into account:
  - More activity to raise digital skills and improve access to the internet, to mitigate the income risks of future welfare changes as well as the wider benefits of being digitally enabled, with more information being used from the Annual Home Visit process.
  - A local focus – the streamlined formal elements of the framework helps focus resources on local communities, working with Communities Teams and playing an active part in the transition to any new working arrangements as part of the wider Communities and Environments Directorate
  - The need to become more skilled about sourcing funding to help community groups achieve their aims
  - More feeding back to tenants and communities about the local / smaller things that are happening in a community that matter to residents, especially taking a more proactive role in digital communications.
- 5.8. There are a number of areas of further work with VITAL and other tenant forums related to the new approach. This includes the creation of an updated performance framework, how we show the impact and results of our engagement and involvement activity and how we present and market this new approach to tenants as a whole.

The service will also work with VITAL to update its terms of reference, ensuring the new framework is monitored and it remains relevant and effective.
- 5.10. With HAB support, Housing Leeds will continue to work with VITAL and other tenants to develop the detail of the updated framework with a view to full implementation from 1 April 2017.

## **7 Corporate considerations**

### **7.1 Consultation and engagement**

- 7.2 The new framework has been developed collaboratively with Housing Leeds' Strategic Tenant Body - VITAL. By working closely with VITAL we were able to include the views of different customer groups, given that VITAL membership consists of representatives from the various tenant led groups that make up the existing framework.
- 7.3 The emerging framework has been shared with the Tenant and Community Involvement Team, who supports the overall approach, and added a number of useful suggestions and practical future actions.
- 7.4 One of the drivers for the review of the existing framework was the feedback from the broader tenant population (i.e. those not formally involved with the service). These tenants did not feel that they were being communicated with or that their voice was being heard with only 56% of tenants felt satisfied that Housing Leeds listens to their views and acts upon them. This prompted the approach to broaden engagement.

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

- 8.1 The new framework takes a broader view of equality; ensuring equality is embedded in terms of the diversity of membership for formal work and the nature of insight and feedback in our wider engagement that will inform local community development activity.
- 8.2 VITAL specifically identified the need to include the voices of LGB&T\*, disabled, and BME and younger/working age tenants at a strategic level, and the future membership and terms of reference for VITAL will be updated to take this into account.

## **9 Council Policies and Best Council Plan**

- 9.1 The framework is designed to support the delivery of the key themes of the Housing Strategy. Activity within the framework also supports a number of strategic Council documents, including the Best Council Plan, and Health and Wellbeing Strategy.

## **10 Resources and value for money**

- 10.1 A consideration whilst undertaking the review of the framework has been to make best use of resources, including the time of officers and the time of volunteers that are involved. The changes to the framework have resulted in fewer formal meetings and less associated costs, and help support the shift in focus of the Involvement and Engagement Team to broader engagement activity, local activity as well as a strong central involvement function.
- 10.2 The service recognises that part of the development focus of the team is to enhance the support to local groups and work with local partners in gaining more external funding into the neighbourhoods of Leeds.

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

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

## **12 Risk management**

12.2 VITAL have developed the changes with the service, using a partnership approach, and in doing so help ensure that all forms of involvement and engagement activity have the opportunity to flourish.

12.3 VITAL will continue to monitor the successful delivery and performance of the framework, and will give regular updates to the Housing Advisory Board. The Tenant and Community Involvement Team will continue to seek and adopt new ways of working with partners and other council teams, a 'One Council' approach, to ensure residents are engaged with effectively.

## **13 Conclusions**

13.4 In partnership with VITAL, the service has developed a new engagement framework that recognises the importance of:

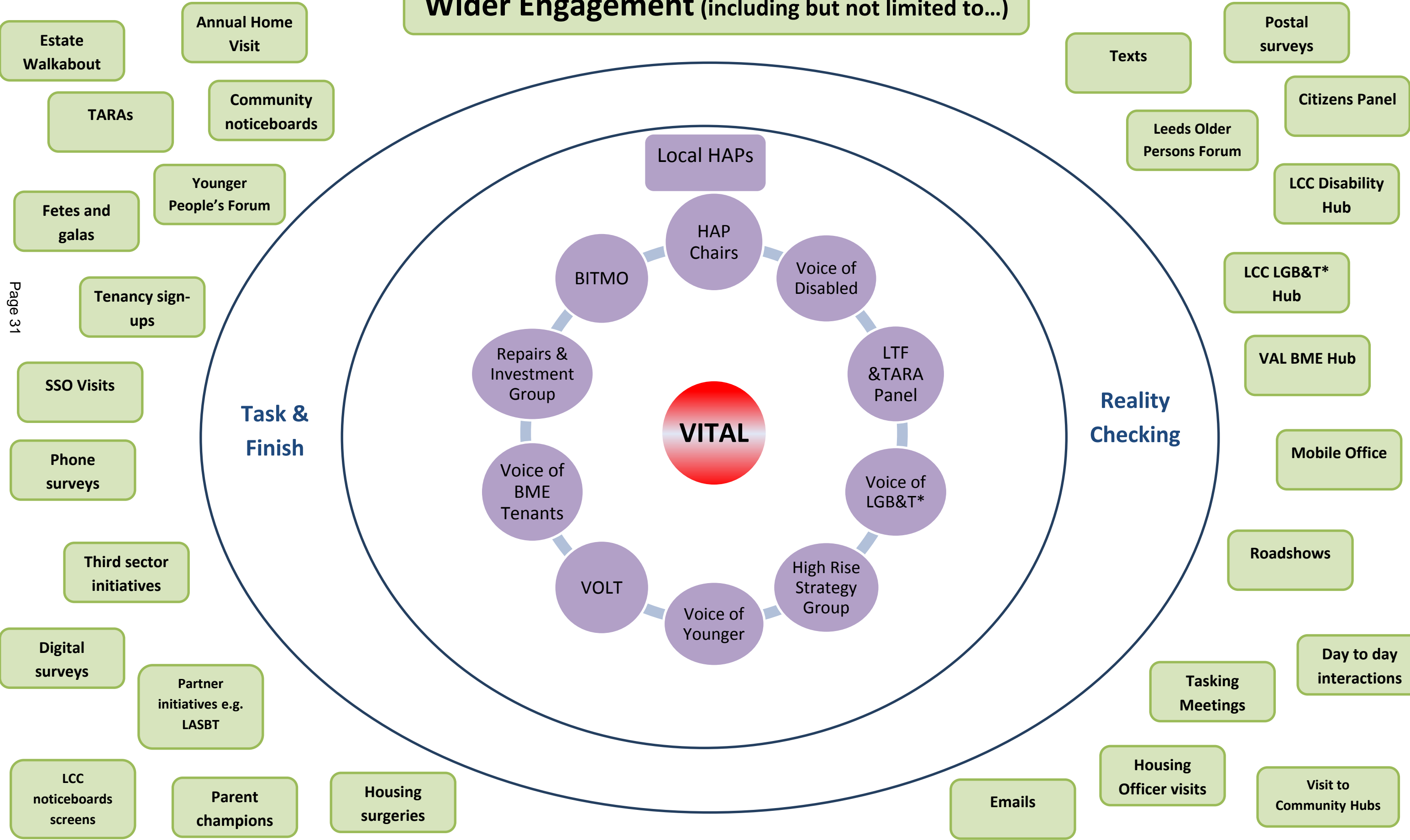
- **Tenant Engagement** –improved two-way communication with all tenants on issues that matter to them so that tenants feel connected with Housing Leeds, wider Council services and their community.
- **Tenant Involvement** – working with a smaller number of tenants who want to be more actively involved. Introducing the interpretation of customer insight to enable tenants and officers to work together to improve services, performance, customer care and overall satisfaction.
- **Community investment** – working with communities, community groups and partners to identify and deliver programmes or projects which help build the skills and resilience of communities.

## **14 Recommendations**

14.1 That HAB support Housing Leeds to continue to work with tenants to develop the detail of the updated framework and to plan the transition, with a view to full implementation from 1 April 2017.

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# Wider Engagement (including but not limited to...)



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# Tenant Scrutiny Board

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Report author: Martyn Long  
Tel: 07712 214341

**Report of**     **Environment and Housing**  
**Report to**    **Housing Advisory Board**  
**Date:**        **28 February 2017**  
**Subject:**     **High Rise Strategy Update**

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

### Summary of main issues

1. In October 2016, Executive Board agreed to implement a new High Rise Strategy for the city. Whilst the majority of people living in our multi storey blocks are satisfied, the aim of the High Rise Strategy is to recognise specific needs that are not currently being met. The Strategy sets out the approach Housing Leeds are taking to achieve this, including more intensive housing management, a clear investment strategy for improving the blocks and a number of initiatives being piloted across the city to help deliver a step change in tenant satisfaction.
2. The strategy outlines a number of proposals to improve the standard offer across the city, and sets out plans for the council to develop and invest in three specific models over and above the standard offer for the future management of high rise blocks. This paper provides a progress update on implementation of the strategy.
3. An Implementation Plan has been developed which will be used to monitor delivery of the High Rise Strategy.

### Recommendations

Housing Advisory Board is invited to note progress to date on delivery of the High Rise Strategy.

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

1.1 To provide an update to Housing Advisory Board on progress with implementation of the High Rise Strategy, which will include the delivery of a number of initiatives, including:

- The development of new Housing Management models;
- A range of multi-agency actions to deliver a more joined up, improved service to high rise tenants;
- A programme of physical investment;

## **2. Background**

3.1 High rise housing is a substantial part of Council Housing in Leeds, with over 7500 households in 116 blocks across the city. Housing Leeds faces a number of challenges linked to high rise flats, including high investment need, energy efficiency, community safety, under-occupation, communal and grounds maintenance, day to day management issues and refuse and recycling.

3.2 A project group was established in 2013 to investigate the issues and to develop a strategy for high rise housing. Full time project management was put in place from April 2015 to help drive the high rise work forward and develop a clear strategy and investment plan.

3.3 In October 2016, Executive Board agreed to implement a new High Rise Strategy for the city. Whilst the majority of people living in our multi storey blocks are satisfied, the aim of the High Rise Strategy is to recognise specific needs that are not currently being met. The Strategy sets out the approach Housing Leeds are taking to achieve this, including more proactive housing management, a clear investment strategy for improving the blocks and a number of initiatives being piloted across the city to help deliver a step change in tenant satisfaction.

3.4 The strategy outlined a number of proposals to improve the standard offer across the city, and set out plans for the council to develop and invest in three specific models over and above the standard offer for the future management of some high rise blocks:

- Family Friendly;
- Enhanced support;
- Retirement Living.

3.5 This paper provides an update on progress to date in implementing these models, and the actions and investment needed to support them.

### **Update on progress**

- 3.6 An implementation plan has now been agreed to deliver the proposals set out in the strategy. The plan sets out a number of clear actions, timescales and lead officers responsible for delivering the aims set out in the high rise strategy.
- 3.7 To ensure accountability, progress against the plan is reported monthly to joint Housing Management/Property and Contracts Senior Management Team, with regular briefings proposed for the Director and Executive Member, and to Housing Advisory Board.
- 3.8 Significant progress has been made in delivering the aims of the High Rise Strategy over the past couple of months. There are two clear workstreams; Housing Management actions and Physical Investment actions. An outline of progress against each of the workstreams is set out below:

## **4. Housing Management Actions**

### **4.1 Enhanced Management model**

- 4.1.1 The High Rise Strategy recognised that in a small number of blocks with concentrated issues and low levels of tenant satisfaction, for a defined period of time, a high level of support would be required to tackle specific issues and turn the blocks around. Executive Board agreed that this approach would be rolled out to 19 blocks across the city. These blocks will receive a different type of investment, focusing on increased security, (CCTV, controlled entry); a more intensive housing management approach with dedicated housing officers; an increased level of support to address specific issues and greater links with other agencies to help address issues quickly.
- 4.1.2 Significant progress has been made in the development of the enhanced model. A new Team Leader has been appointed to lead on the development of the model to ensure consistency and accountability. The approach has now been agreed and roles and responsibilities for the new intensive role has been shared and agreed with staff. The Team Leader is now responsible for matrix managing the enhanced high rise team, as well as leading on further development of the model, performance management, training and development.
- 4.1.3 The enhanced management model offers an intensive wrap around service within each of the identified blocks, with the enhanced team playing a much wider role in supporting tenants across all areas of their tenancy, including enhanced income work, lettings, liaising with support providers and playing a lead role in partnership working within the locality.
- 4.1.4 The enhanced role is currently in operation in the Clydes and Wortleys blocks as part of the ongoing pilot programme. Roll out of the remaining blocks has now commenced and all remaining enhanced blocks will be operating on the new model by April 2017. Regular review meetings have been set up and an away day to brief Housing Managers on progress and outline how the new model will work has been scheduled for February.
- 4.1.5 To support the new model, patches have been amended and officers identified to undertake the Enhanced role. The Team Leader is responsible for the delivery and performance management of the new model. The team will meet

on a regular basis during the roll out of the model across the remaining blocks, and to monitor outcomes going forward.

- 4.1.6 This model offers a significant change in the way that we currently manage high rise blocks and will be closely monitored to ensure that it can evolve as necessary to deliver the impact intended. Progress reports will be presented to SMT on a monthly basis.

## 4.2 Retirement Living model

4.2.1 The High Rise project identified some areas with a lack of suitable properties for older people, and particularly sheltered accommodation for older tenants who have support needs. At the same time, Housing Leeds is reviewing its existing offer to older tenants to ensure that it is fit for purpose and sustainable.

4.2.2 The High Rise Strategy outlined a new approach to older tenants in high rise stock, through the development of the Retirement Living model. This retains an age related focus, primarily aimed at the 55 plus age group, and will maximise choice to enable older tenants to live independently for as long as possible in their home and avoid the need for them to move.

4.2.3 In particular, this model will offer:

- the opportunity to live in an environment with people of a similar age;
- Enhanced security (door entry systems and CCTV) to provide increased safety and peace of mind;
- Communal and social facilities– this would create a neighbourhood environment which can help dispel loneliness and isolation in retirement years
- Enhanced Annual Home Visit to identify additional support needs and referrals made to appropriate services;
- Enhanced programme of activities and support for tenant groups;
- The option to apply to receive Flexible at home support where needed;

4.2.4 This Model is currently being developed as part of the Review of Support Models for Older Housing Leeds Tenants, details of which are contained in a separate report on the agenda for this meeting.

4.2.5 A pilot for the Retirement Living model will be undertaken in three blocks; Brecon Court and Rise in Gipton; and Barncroft Towers in Seacroft. This will be undertaken from April to September 2017.

## 4.3 Family Friendly model

4.3.1 The High Rise Strategy agreed by Executive Board agreed to pilot a family friendly block approach in 4 blocks in Burmantofts (Appletons and Saville Green). This approach will target significant investment in those blocks to ensure they are safe and meet the needs of families, as well as working with Children's Services to develop a tailored management approach that better meets the needs of families.

4.3.2 Targeted investment of around £2.5m has been identified and will include:

- Enhanced security – including controlled access and CCTV;
- Enhanced play facilities within the grounds;
- Enclosing rear private balconies to the properties;
- An enhanced lettable standard when properties are void, including opening up the kitchen and living room to make them more appropriate for family use, and enhanced storage.

4.3.3 Initial discussions have taken place with Children’s services to look at what enhancements could be made to our management models in the family friendly blocks and a Team Leader has been identified to lead on pulling this together. Further meetings are scheduled over the next 3 months to further develop the approach.

4.3.4 It has been agreed that the management model will not be put in place until the required investment has been completed.

4.3.5 The High Rise Strategy also proposed a number of changes to the Lettings Policy to further the family friendly approach, including protecting preferences and proposing restrictions on lettings to families with children in certain blocks. This is currently being developed and will be presented to Executive Board in June as part of proposed changes to the wider Lettings Policy.

#### 4.4 **Multi agency actions:**

4.4.1 To support the models, particularly in the enhanced blocks, work is currently underway with colleagues in Safer Leeds to develop a business case to provide enhanced security in the blocks, including trialling a remote concierge function, agreeing a process for monitoring CCTV in blocks, and security patrols for enhanced blocks. Visits have been arranged to look at best practice in Doncaster and Sunderland who currently operate similar models. This should be completed by April 2017.

4.4.2 Work is also underway to update the block profiles that were completed for all blocks last year. These profiles present a range of data on each block and key actions that need to be addressed. The refreshed profiles will include a detailed Action Plan for all 116 blocks to help drive improvements and improve tenant satisfaction. The refreshed profiles and action plans will be completed by the end of March 2017 and will form part of the new standard management model which is now in operation. This also includes a weekly block inspection, further training for staff, and monthly reviews against the agreed action plan, alongside the investment programme referred to later in this paper.

4.4.3 As part of an ongoing Waste management review across the range of high rise blocks, we are working with the service to agree an approach to targeted waste management solutions for the 4 different management models. It has been agreed that we will look to pilot a new approach to explore the impact of closing chutes in a particular block and providing enhanced waste facilities. We are currently exploring the best option for where this pilot will take place and will undertake consultation with tenants before commencing the pilot.

#### **4.5 Performance Framework:**

- 4.5.1 A performance framework is currently being developed to enable clear outcomes to be measured as the programme develops. It will also allow resources to be used flexibly to support blocks where they are struggling. The framework will be agreed in February and monthly updates against the agreed outcomes will be reported to SMT.
- 4.5.2 To Support the performance framework, the high rise tenant survey that was undertaken in 2015 will be repeated in March/April 2018 to determine the impact of the full range of measures outlined in the High Rise Strategy on tenant satisfaction.

#### **5. Physical Investment Actions:**

- 5.1.1 The majority of investment in high rise over the last 15 years has been focussed on the interior of dwellings (kitchens, bathrooms, rewires etc) to achieve the Decent Homes standard, rather than on communal areas and facilities. As a result, the council managed blocks require improvements to lifts, externals, and communal areas. We aim to develop an investment strategy for high rise that will address the strategic needs of all 116 blocks in a much more coordinated, planned way.
- 5.1.2 Capital funding has been identified to deliver the proposals set out in the High Rise Strategy over the next two years. Housing Leeds remains committed to the investment programme outlined in the report. In total there are c£56m of works to high rise blocks proposed in the Housing Leeds capital programme for 2017/18 to 2019/20. These include the safety and security works and family friendly works as outlined as well as installing RERF-connected and independent district heating schemes, cladding/insulation, lift replacements, structural works and concrete repairs, communal electrical upgrades, re-roofing and works to facilitate electrical heating and hot-water upgrades. We expect this to be approved by Executive Board/Full Council as part of the budget setting process.
- 5.1.3 Work is now underway to programme in the physical investment that needs to take place to support the delivery of the new management models. A Project delivery team has been established and meets fortnightly to oversee progress. A full programme for delivering the investment needed to support the new housing management models is currently being developed and will be finalised by April 2017. The full programme will be presented to a future Housing Advisory Board meeting.

#### **5.2 Enhanced Security**

- 5.2.1 An indicative schedule has been identified for the security upgrade programme, including enhanced CCTV (including video handsets), controlled entry and secure doors. It is anticipated that these will be installed and operational in the following blocks by March 2018:
- Clayton Court and Grange;
  - Gledhow Towers;
  - Raynville Court and Grange

- Cottingley Heights and Towers;
- Ramshead Heights
- Alderton Heights;
- Burnsall Grange;
- Lovell Park Grange, Heights and Towers
- Parkway Towers

5.2.2 It is envisaged that work in all of the remaining blocks will be completed during the 2018/19 financial year. This will be confirmed when the full programme has been finalised.

5.2.3 Details for the installation of the controlled access system to stairwells and an airlock entry system are currently being developed and will be included in the full programme of works when it is finalised. The Cottingleys and Lovell Park blocks will be front loaded into the programme due to recent issues experienced in those blocks.

### **5.3 Family Friendly**

5.3.1 Housing Leeds are committed to addressing the issues faced by families living in High Rise blocks. Significant capital expenditure of £2.5m has been identified to deliver the pilot scheme and a detailed scope has been developed to deliver the works required to progress the family friendly block pilot to the Appletons and Saville Green blocks (Burmantofts) as detailed in section 4.3.

5.3.2 We are currently in discussions with two organisations who are working up designs and costs for consideration for enclosing balconies to the proposed family friendly pilot blocks. This piece of work should be completed by end of February. A project plan has been developed for both options. We are aware that the blocks are on the RERF District Heating project and plans are in place to meet with the successful contractor once agreed in order to explore how we can best run both schemes within similar timescales to avoid delays to the pilot programme.

5.3.3 An options paper will be presented at SMT in March 2017 to determine which route is taken to ensure the work can start on site as soon as possible.

### **5.4 Free Wi-Fi project**

5.4.1 Housing Leeds is currently rolling out an 18 month pilot scheme working with a number of internet providers to offer free Wi-Fi provision in a small number of blocks across the city. The purpose of this pilot is to work with selected telecom companies to pilot the benefits for tenants of the council waiving the standard rental income for having telecommunications equipment on the roof of a block in favour of a free Wi-Fi provision being provided for the use of tenants within that block.

5.4.2 It is anticipated that providing free Wi-Fi to tenants will help reduce the digital divide in Leeds, enabling internet access to those who don't currently have it.

5.4.3 The free Wi-Fi trial will also allow us to look at more innovative ways of communicating with tenants, and support them to access more services online

where appropriate.

5.4.4 Installation of the free Wi-Fi network in Clyde Court is now underway and is planned for activation by the end of February. The infrastructure is already in Clyde Grange but relies on an antenna at Grayson Crest which is currently being reinstalled. It is anticipated that both blocks will be live by the end of February. The Tenant Involvement team are working with the delivery team to ensure tenants are aware of the service and how to use it.

5.4.5 The following blocks will also receive free Wi-Fi access during the first quarter of 2017:

- Lovell Towers;
- Malborough Towers;
- Naseby Grange;
- Holborn Towers.

## **6. Repairs and Maintenance**

6.1 Responsive repairs to communal areas in high rise blocks are reported via a number of sources including; tenant reports; daily checks by the cleaning teams; and quarterly audits by Housing Officers. As there is no fixed postal address on the computer systems for communal areas, there is no confirmation slip sent when the repair is raised as there would be for a repair to an individual home. This has been commonly raised by residents as a problem as it causes uncertainty as to whether repairs have been reported.

6.2 To address this issue, the High Rise Strategy included the development of a planned approach to carrying out communal repairs in high rise blocks with our partners. The new approach involves a small multi-skilled team of operatives visiting each block on a scheduled basis, assessing the block and aiming to complete all outstanding repairs during the visit where possible.

6.3 This model is now running across all Housing Leeds blocks with the schedule of visits tailored to meet the varying demands of the blocks across Leeds. Following the pilot, an evaluation was undertaken of the effectiveness and cost sustainability of the proactive repairs programme. An initial evaluation of the programme has identified that although the programme required some areas of adjustment in order to ensure that it offers maximum value for money, the model is sustainable over the longer term and provides a robust way of carrying out routine repairs to high rise communal areas.

6.4 The format has evolved from the original proposal and the operatives are empowered to identify and complete repairs within the scope of the service with the client checks carried out through the normal post inspection procedures. A further evaluation will take place by April 2017 to ensure that the model continues to offer value for money.

## **7. Corporate Considerations**

### **7.1 Consultation and Engagement**

7.1.1 Tenants, staff and wider stakeholders were fully involved in the development of the MSF Tenant Survey and this engagement with tenants will continue



throughout the implementation of the high rise strategy. The High Rise Advisory Group, the citywide tenants group representing the views of high rise tenants, was actively involved in the development of the strategy and will be fully involved during the implementation of the project as well as exploring opportunities for wider tenant engagement.

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

- 7.2.1 Housing Advisory Board members are being asked to note the progress being made with delivery of the High Rise Strategy and as such, a decision is not being made. Individual EIAs will be carried out on particular areas of work where required.
- 7.2.2 The proposals seek to better meet the needs of children, families, people with support needs and older people, as well as improving community cohesion and integration.

## **7.3 Council policies and City Priorities**

- 7.3.1 High rise housing is a priority of the Housing Advisory Board. Implementation of the high rise strategy and investment plan will be delivered in line with the Council's policies and procedures and is designed to deliver an improved and more cost effective Housing service for high rise tenants across the city.
- 7.3.2 The strategy will contribute towards the delivery of a number of Best Council and City priorities, notably for everyone in Leeds to be able 'to live in good quality affordable homes within clean and well cared for places', 'to live with dignity and stay independent for as long as possible' and to 'be safe and feel safe', thereby also contributing to the Safer Leeds Plan.

## **7.4 Resources and value for money**

- 7.4.1 The Council aims to ensure its housing stock is managed efficiently and best use is made of the limited resources.
- 7.4.2 One of the main aims of the high rise project is to determine the most efficient and effective way of using resources to develop the best offer for high rise tenants. The High Rise Strategy will ensure that all investment is determined in a consistent, fair and effective way across the city.
- 7.4.3 A number of the actions identified throughout this report will need significant resources to be delivered. These resources have been identified through efficiencies in better working practices to allow additional staffing resources to be engaged in this work, with additional Capital investment being identified as part of the Asset Management Strategy with Capital investment being identified as part of our High Rise Investment Strategy.

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

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

## **7.6 Risk Management**

- 7.6.1 A Risk Register is being developed to deliver the changes and manage any associated risks, particularly around planning of the physical investment works.
- 7.6.2 There are also risks associated with the implementation of the Housing and Planning Act which mean that the delivery of the investment programme for high

rise may need to be reviewed/adjusted in future. This will be reviewed when guidance and regulations have been made available by DCLG.

## **7.7 Conclusions**

**7.7.1** We are making good progress in implementing the proposals outlined in the High Rise Strategy. It is anticipated that by April 2017 we should have a detailed block profile for each block which would include management models, a schedule of works to be delivered, and a clear action plan to address tenancy management issues. Further updates on progress will be presented to HAB on a regular basis throughout the delivery of the implementation plan.

## **7.8 Recommendations**

**7.8.1** Housing Advisory Board is invited to note progress to date on delivery of the high rise strategy.

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

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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.

Issue	Objective	Actions	Timescale	Lead Officer (s)	Progress	Wider Tenant Engagement and Communications activity	High Rise Group Influence
Housing Management							
	Development of Housing Management Models - Enhanced Blocks	<p>Agree enhanced management model, roles and responsibilities of housing officers for these blocks.</p> <p>Amend patches to deliver new approach.</p>	Dec 2016 – March 2017.	GT/DL	<p>The role of the Enhanced Management model has been developed and has been shared and agreed. A new Team Leader is now in place and will matrix manage the enhanced MSF team, as well as leading on development of the model, measuring outcomes, training and development.</p> <p>The enhanced role is currently in operation in the Clydes and Wortleys blocks. Roll out of the remaining blocks has now commenced and all remaining enhanced blocks will be operating on the new model by end April 2017. Regular review meetings have been set up and the TL will brief Housing Managers at an away day on 10 February. <b>DL/RP to Lead.</b></p> <p>Patch sizes have been agreed and officers identified to undertake the Enhanced role. The TL is arranging to meet on a regular basis with these officers to roll out the model across the remaining blocks. ICT changes will need to be made to reflect patch changes. <b>GT to lead.</b></p>	<ul style="list-style-type: none"> <li>- Localised communications to tenants confirming housing officer contact details.</li> <li>- Housing Surgeries to be diarised, promoted as well as communications to signpost any additional support/work with partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Drafting/quality checking communications ahead of distribution to wider high rise tenants.</li> </ul>
		Agree programme of training for housing officers in new approach.	January 2017 (implemented Jan - March.)	DL/GT/RP	Roles and responsibilities of the new team have now been agreed. Team Leader to lead on identifying training needs and development of training programme by Feb 2017.		<ul style="list-style-type: none"> <li>- Opportunity for rep from group to observe training as an observer to build knowledge of enhanced support model / offer any feedback about content similar to tenant observer in customer care training for wider staff.</li> </ul>
		Performance management arrangements identified and put in place	January 2017.	GT/DL/ML	<p>Basket of indicators being developed to include Collection, AHV, voids and sustainability. Performance framework will be in place by Feb and baseline data taken end March to link in with ICT changes to patches.</p> <p>MSF Survey to be repeated in March 2018 to determine impact of the approach on tenant satisfaction.</p> <p>Monthly progress meetings have been scheduled.</p> <p>Regular item on all Joint HM/P&amp;C SMT meetings to report progress and identify any barriers.</p>	<ul style="list-style-type: none"> <li>- Survey to be emailed/posted to establish comparisons between blocks receiving enhanced offer and general offer</li> </ul>	<ul style="list-style-type: none"> <li>- Help measure and monitor the new model's success / impact.</li> </ul>

Family Friendly Blocks	Develop Family friendly management model (with Children's services input)	April 2017	GT	Initial discussions have taken place with Children's services to look at what enhancements could be made to our management models in the family friendly blocks GT to identify Team Leader to take lead role in developing model.	<ul style="list-style-type: none"> <li>- Possible involvement of existing parent champions or roll-out of parent champion model in family friendly blocks.</li> <li>- Social media work to appeal/attract and inform to families of approach</li> </ul>	<ul style="list-style-type: none"> <li>- Group to be kept up to date with progress, possible case studies. Interactions with families when developing this model could result in new members for the group to improve representation.</li> </ul>
Retirement/Retirement Plus	<p>Link into older people's project development of Model 3: In Your Home</p> <ul style="list-style-type: none"> <li>- Retirement Living High Rise</li> <li>- AHV and health checks for over 75s</li> <li>- Flexible at home support</li> </ul>	Pilot to be run April - September	GT/JD	<p>Model currently being developed as part of the Review of Support Models for Older Tenants. Report going to HAB on 28 Feb.</p> <p>GT to identify Team Leader to lead on implementation of the model to the 3 pilot blocks.</p>	<ul style="list-style-type: none"> <li>- Make contact with any local neighbourhood networks to establish connections. E.g. possibilities for IT class, family history class, luncheon club etc (acknowledge that already large number of activities happening in blocks, esp sheltered ones).</li> <li>- Deploy tenant communications generally about model and to support activities happening in block.</li> </ul>	<ul style="list-style-type: none"> <li>- Possible links/joint work with VOLT in terms of designing communications about model and local activities.</li> </ul>
Standard	<ul style="list-style-type: none"> <li>• Weekly block inspections undertaken by the relevant Housing Officer;</li> <li>• Annual action plan put in place as part of block profiles work and reviewed monthly.</li> <li>• Targeted training for housing officers in the management of flats/communal areas;</li> </ul>	<p>January 2017</p> <p>Training needs to be identified through enhanced team leader and rolled out from April 2017.</p>	<p>DL/GT</p> <p>ML</p>	<p>Weekly block inspections for all blocks to ensure issues are picked up quickly.</p> <p>Block profiles are currently being refreshed – target date end Feb 2017.</p> <p>E-survey for Housing staff currently live to gather information for each block. Are Managers have been asked to ensure all blocks are completed by 24 February. This will enable us to update housing management perception info in block profiles and will be used to pull together an Action Plan for each block to be in place by March 2017. This will be reviewed annually. <b>Currently 31 have been completed.</b></p> <p>Team Leader for enhanced model leading on identifying training needs for the management of high rise stock and develop training programme accordingly.</p>	<ul style="list-style-type: none"> <li>- Range of activities to inform/communication with residents using Social Media, Emails, Flyers</li> <li>- Links to wifi roll-out to some blocks (where we can do more tailored messages)</li> <li>- Content of communications to include how we feedback to residents in blocks about the dedicated high rise repairs team and any works in progress by them.</li> <li>- The schedule of the above and what they are/aim to do.</li> <li>- Making tenants aware / try and recruit to High Rise Group to increase membership and representation.</li> </ul>	<ul style="list-style-type: none"> <li>- Visits to blocks by the group to get a tenant perspective</li> <li>- And/or commissioning of reality checking</li> <li>- Possibility for a group member to shadow repairs team to understand challenges/opportunities.</li> <li>- Report back to group on work of high-rise repairs team and the benefits to tenants.</li> </ul>

Virtual Concierge / Security	Patrols during implementation phase moving to monitoring and response as cameras and technology come online.	Develop business case for concierge/patrols.	April 2017 Model to evolve over next 18-24 months as the investment programme is delivered.	Jayne Russell/Harvi Saimbhi/Martyn Long	Business case currently being developed. Discussions ongoing with LeedsWatch/Housing management to agree process for monitoring cameras and security patrol for enhanced blocks. Link in with enhanced policing team business case as it is developed (Harvi). Discussions have taken place with LeedsWatch and colleagues in P&C to ensure that specification for CCTV and entry systems are compatible with proposed approach.	Communications to residents about proposals when specific actions clearer.	To brief / share proposals with group when more fully developed.  Group to design / support communications activity and consider with us how we respond to resident feedback about this work.
Lettings Policy	Restrictions of 16/17 year olds  Age related LLPs  Changes to lettings to families in MSF including protecting preference and restrictions to certain blocks.	See separate implementation plan for Lettings Policy Review.	Outline agreed in Executive Board report June 2017	Kath Bramall / Martyn Long	Lettings Policy scheduled to go to Executive Board in June 2017.	Separate suite of communications for this area of work however, this aspect does give opportunity to engage with tenants using digital communications, local conversations, pop-ups, engagement with TARAs/block champions, targeted mailings etc.	<ul style="list-style-type: none"> <li>- Group to influence design of communications.</li> <li>- Be kept informed of progress and any themes emerging that impact on other elements of high rise strategy.</li> </ul>
	Pre-tenancy training	Pilot programme delivered in Clydes and Wortleys.  Programme evaluated and future rollout determined.	January 2017  February 2017	Ruth Poole / Narinda Clayton	Pilot took place on 3 February, with 13 people signed up. Evaluation meeting scheduled for 16 Feb.		VITAL received initial briefing about pre-tenancy training.  To report back to group on progress of initial pilot work currently taking place and/or report later in year helping evaluate the success on the sustainability of blocks and wider issues training is meant to address.

<p>Tenant involvement and communications</p>	<p>Develop clear involvement and communications plan</p>	<p>Review strategic involvement through High Rise Group and links into VITAL/Tenant Scrutiny etc</p> <p>Develop high rise web pages and e-surveys to gauge tenant views.</p> <p>Regular updates on website/social media/newsletters etc</p>	<p>Feb 2017</p>	<p>Ian Montgomery / Martyn Long / Dave Rickus</p>	<p>High Rise Group 13 Feb to look groups influence in delivering strategy.</p> <p>Website and e-surveys being developed to ensure wider involvement for High Rise tenants. March 2017.</p>	<p>Promotion of new high rises web pages.</p> <p>Promotion of webpages and other online opportunities to blocks going live in MSF Wifi project/and those with email address.</p> <p>Utilise visibility of Mobile Office and/or pop up sessions to promote Q&amp;As about the wifi project as rolled out.</p> <p>Scope to use Parent Champions to deliver key messages and assist with any letter drops/conversations with residents</p>	<p>Carry out a piece of research with the group to review other landlords web content for high rise tenants, and design Leeds pages as a distinct piece of work.</p> <p>To receive regular updates/reports on web usage and feedback as part of groups forward plan.</p>
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**Physical Investment**

<p>Development of investment programme</p>	<p>Programme for implementing the works agreed with clear timescales</p>	<p>Enhanced security – CCTV, controlled entry, etc, family friendly investment works as agreed in EB paper.</p> <p>Enhanced lettable standard for void properties in family friendly blocks agreed and developed.</p> <p>Controlled entry system to East Leeds blocks as identified.</p> <p>Upgrade works to former ENE radio network to allow upgraded CCTV works.</p> <p>Family Blocks: Enclosing balconies and upgraded CCTV/entry. Play facilities enhanced.</p>	<p>Programme of works agreed January 2017</p>	<p>Jon Andrews</p>	<p>Project team set up and meetings put in place through to April 2017.</p> <p><b>Enhanced Security</b> Please see attachment which illustrates the security upgrades that will be completed this year and the following financial year. The table just identifies door and CCTV upgrades (including video handsets). The FOB system on the stairwells and airlock system is something that we are currently working up and will add into the delivery programme.</p> <p>Additionally, It is intended that The Cottingleys blocks will be front loaded into the programme.</p> <p><b>Family Friendly</b> We are currently in discussions with 2 organisations who are working up designs and costs for consideration, this piece of work should be completed be end of Jan/ early Feb. One of these organisations would require a procurement, the other we can use via LBS and is the quickest way to get on site (this is the route we intend to follow). We are aware that the FF blocks (Appletons &amp; Saville Green) are on the RERF project but have started early discussions with the district heating delivery team to inform them that both projects may have to run in parallel.</p> <p>The manufacturing time for an acceptable solution is approximately 3 months, we have asked both contractors for a indicative programme to give a better understanding of the timing implications (including installation). The agreement to run in parallel with the district heating scheme give us the wriggle room and ability to complete this work next financial year.</p>	<p>Programme of advance notices to tenants with dates, instructions, advice, contacts etc. Communicated in a range of face to face, paper and digital communication methods – linked to online content.</p> <p>Liaison with local housing teams to ensure one council message to residents in any interaction with us.</p>	<p>Consider with group how we learn to improve the customer experience of investment work taking place – for example, feedback following a lift replacement or insulation programme – how can delivery be improved for residents in future schemes.</p>
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Repairs	Cyclical Repairs service	Annual review to evaluate proactive approach to ensure it remains fit for purpose.	Annually reviewed	Rob Goor	<p>The multi-storey communal repairs programme is running across all Housing Leeds blocks with the schedule of visits tailored to meet the varying demands of the blocks across Leeds. The findings of a review into the cost effectiveness of the service established that the service is providing overall value for money.</p> <p>The format has evolved from the original proposal and the operatives are empowered to identify and complete repairs within the scope of the service with the client checks carried out through the normal post inspection procedures. Completed work schedules to blocks haven't yet been displayed in communal areas and this part of the service needs developing to give assurance to residents that essential repairs are being picked up and completed.</p> <p>A further evaluation will take place by April 2017 to ensure that the model continues to offer value for money.</p>	Instigate some new practices to let tenants know what the status of works are, that we're aware and that will be complete by x date etc.	- Share evaluation and any tenant feedback about this proactive team and help design/shape future recommendations.
Free Wifi	Roll out of free wifi pilot to selected blocks	Roll out of wifi programme to agreed blocks.	Project team established December 2016	Jon Andrews / Mark Pearson	<p>Installation of the new network in Clyde Court is underway and is planned to finish at the end of January with Activation in Feb. Clyde Grange (infrastructure in situ) relies on an antenna from Grayson Crest which I believe is due to be reinstalled in January. Therefore, both blocks should be live in Feb.</p> <p>The following blocks will also receive free WiFi during the first quarter of 2017:          Lovell Towers          Marlborough Towers          Naseby Grange          Holborn Towers (insert others)</p>	<p>Utilise visibility of Mobile Office to promote Q&amp;As about the wifi project</p> <p>Link in with Area Reps and/or consider seeking block wifi champions.</p> <p>Develop suite of local communications for residents, staff, stakeholders and ward members.</p> <p>Communications to take into account local support, advice about usage, FAQ's, access, where to go for help etc.</p>	<p>Oversee/be updated on the progress of the scheme as a whole.</p> <p>Design and review with officers the impact reports/how we measure success of wifi offer.</p>



Multi agency/other LCC

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Waste Management	Ensure adequate waste management facilities in place for all blocks	Roll out cycle of waste management reviews across the city to identify capacity and issues and put in place solutions where needed. Develop programme with waste management team.	March 2017	Tom Smith	<p>Initial reviews have taken place in Lincoln Green and Clydes and Wortleys blocks and actions identified and implemented.</p> <p>Series of meetings arranged with Tom Smith/Dawn Hutchinson to agree approach to targeted waste management solutions for the 4 different management models.</p> <p>In discussions with Waste around piloting a new approach to explore the impact of closing chutes in a particular block and providing enhanced waste facilities. We are currently exploring the best option for where this pilot could take place and will undertake consultation with tenants before commencement of any work.</p> <p>Green Up scheme being rolled out into a number of Blocks in East Leeds to look at incentivising recycling.</p>	<ul style="list-style-type: none"> <li>- Promotion of the Green Up scheme where relevant</li> <li>- Promotion/communications with block(s) trialling the cessation of using chutes.</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback on initiatives to the group, seek views about future initiatives.</li> <li>- Possible visit from Waste Services to inform group about pilots.</li> </ul>
Cleaning	Improved tenant satisfaction with quality of cleaning in blocks	<p>Actions identified as part of high rise group walkabouts earlier this year have made a noticeable improvement.</p> <p>This is to be continued with further walkabouts planned in the new year.</p> <p>Regular meetings with tenants and cleaning teams to review service and understand pressures/issues.</p> <p>Link into actions agreed in review of waste and recycling provision.</p>	Ongoing  Further walkabouts agreed for February/March 2017.	DL/GT/ML	<p>Positive discussions have taken place with CEL.</p> <p>Enhanced model Team Leader to meet with CEL to agree approach to cleaning in enhanced blocks as part of roll out of model. This needs to link in with Property and Contracts discussions with CEL around efficiency savings and impact this will have on high rise blocks.</p> <p>High Rise Group have now taken a role in monitoring cleaning standards and a series of cleaning inspections/site visits have been programmed in over the next few months. An action plan will be developed to pick up any issues identified and monitored at group meetings throughout the year.</p>	<ul style="list-style-type: none"> <li>- Roll out range of refreshed communications to tell residents standards to expect, frequencies, numbers to call etc.</li> <li>- Communicate through variety of methods – online, digital, flyer, posters, notice boards, through local surgeries etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Occasional visits to blocks by the group to give a tenant perspective</li> <li>- Design of communications by group.</li> </ul>

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Report author: Phillip Charlton  
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**Report of Chief Officer Property & Contracts**

**Report to Housing Advisory Board**

**Date: 28<sup>th</sup> February 2017**

**Subject: The Housing Leeds Asset Management Strategy**

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-In?	<input 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. Historically there has been no Asset Management Strategy (AMS) underpinning and directing improvements, repairs and maintenance investment in the council housing stock. The AMS is a key document, setting the direction of travel for HRA investment over the medium term. It details a forward looking plan to deliver a citywide aspiration for the housing stock that goes beyond traditional Decent Homes investment and supports the Best Council plan.

**Recommendations**

2. That Housing Advisory Board:
  - 2.1. Note progress on developing the AMS;
  - 2.2. Provide feedback on the priorities it is framed around; and
  - 2.3. Support the inclusion of details on the AMS in a report to Executive Board on the revised HRA Business Plan in March 2017.

## 1 Purpose of this report

- 1.1 The purpose of this report is to advise Housing Advisory Board on the development of an Asset Management Strategy (AMS) for Housing Leeds.

## 2 Background information

- 2.1 Historically there has been no AMS underpinning and directing improvements, repairs and maintenance investment in the council housing stock. The establishment of Housing Leeds has created the opportunity to develop an AMS that explains and directs investment activity in the future.
- 2.2 The Investment Strategy team have been developing the AMS since late 2015. In early 2016 we benefitted from some consultancy from the Chartered Institute of Housing's (CIH) Director of Assets and Neighbourhoods, provided via Mears. This entailed a critique of an early draft of the AMS and feedback on how it might be best developed.
- 2.3 Essentially the feedback was that the AMS should be based around a clear vision of what Housing Leeds wants to achieve and clear key priorities, underpinned by a strong understanding of the relative performance of the housing stock.
- 2.4 The AMS was updated in light of this original feedback from the CIH and then again in response to a second review/critique conducted in August 2016. It now represents a clearly defined, modern and intelligent approach to the strategic and operational management of social housing assets, in line with the guidance on 'Working Together to Redefine Asset Management' recently issued by the Chartered Institute of Housing.

## 3 Main issues

- 3.1 The attached 'plan on a page' (Appendix 1) sets out and summarises the vision and priorities guiding the development of the AMS. These look beyond traditional Decent Homes investment and aim to support the Best Council plan, enabling tenants, residents and communities to take pride in their homes and neighbourhoods. The priorities direct the significant contribution council housing investment can make to countering both economic and health disadvantage and inequality in the city.
- 3.2 The AMS primarily addresses the Best Council outcome of:
- **We want everyone in Leeds to live in good quality, affordable homes within clean and well cared for places.**
- 3.3 It notes that investment in council homes and neighbourhoods will help achieve this by:
- **Supporting healthy communities, reducing fuel poverty and cutting carbon emissions by spending money wisely in council homes and neighbourhoods; and**

- **Enabling affordable housing, employment and economic growth through council-housing related investment.**

3.4 The AMS priorities are therefore:

- **Delivering modern, fit for purpose homes and neighbourhoods;**
- **Reducing fuel poverty, cutting carbon and improving health outcomes;**
- **Increasing affordable housing supply; and**
- **Intelligence-led stock portfolio management.**

3.5 These priorities recognise:

- The importance of delivering not just Decent Homes, but of delivering homes that are truly fit for purpose and that are in strong, sustainable neighbourhoods;
- How the council's housing and neighbourhoods investment activities can help both reduce carbon emissions and help improve the health and wellbeing of tenants at the same time;
- How through a more proactive approach to the use of, and investment in, the housing stock, the council can optimise the available resources and increase the supply of affordable housing; and
- The need and value of taking a more intelligent approach to understanding the relative and ongoing performance of the housing stock, so that the stock portfolio delivers ever greater value for money.

3.6 The priorities are discussed in more detail below.

### **3.7 Delivering modern, fit for purpose homes and neighbourhoods**

3.8 The key priority of the investment activity guided by the AMS is to ensure that the housing stock, and the places in which it is located, meet the needs and requirements of existing and prospective customers in the 21st century. The AMS is designed to ensure that all housing stock and neighbourhoods that have a long-term, sustainable future are, over time, brought up to our locally determined standards to ensure they continue to remain attractive and meet modern requirements and needs. This priority directly contributes to the Best Council priority of '*Providing enough homes of a high standard in all sectors*'.

3.9 This priority includes:

- Maintaining properties to the Leeds Homes Refurbishment Standard (which will be reviewed with a view to offering variable standards across different property types and/or areas);
- Meeting the Investment needs of our most challenging properties – developing tailor made plans for the parts of the council housing portfolio that present significant challenges, including those with low SAP ratings, sheltered schemes with shared bathing facilities, the high rise blocks, low-medium rise non-traditional stock and hard-to-treat properties; and

- Modernising our repairs and maintenance service through a greater emphasis on planned and batched works, using learning from Chartered Institute of Housing 'Working Together to Rethink Repairs' project and delivery of different repair types via a mixed economy of contractors.

### **3.10 Reducing fuel poverty, cutting carbon and improving health outcomes**

3.11 The second key priority guiding investment activity concerns improving the thermal performance of the stock. This is closely related to the first priority of modern fit for purpose homes and communities and will involve putting long-term strategies and programmes in place to improve the energy efficiency of the housing stock. This will reduce fuel poverty, cut carbon and improve health outcomes as well as, in turn, improving educational attainment, increasing disposable income for the local economy and saving the NHS money. This priority directly contributes to the Best Council breakthrough project on '*Cutting carbon and improving air quality*'.

3.12 This priority includes:

- Delivering warm, energy efficient homes that are affordable to heat – delivering our high rise investment programme which includes a combination of external cladding for the worst performing blocks, roof insulation and heating improvements. Also developing similar programmes for our non-traditional and hard-to-treat stock and continuing to explore funding opportunities for these kind of works;
- Investing in works to improve health outcomes – working with colleagues in public health to identify and deliver more targeted investment in property improvements which have the greatest health benefits and in areas with the poorest health outcomes.

### **3.13 Increasing affordable housing supply**

3.14 The third priority involves putting practical approaches in place for reshaping the housing stock and increasing the supply of affordable housing. It is closely inter-linked with Priority 4 'Intelligence Led Portfolio Management' and relies heavily on the use of option appraisals to guide decision making. It directly contributes to the Best Council breakthrough project of '*Housing growth and high standards in all sectors*'.

3.15 This priority includes:

- Reshaping the housing stock – using a structured programme of option appraisals to assess and inform decisions about the future sustainability of different properties, schemes and estates through approaches that are shaped and informed by up to date knowledge on the performance of the housing stock.
- Increasing affordable housing supply by continuing to identify HRA sites suitable for redevelopment and delivering the remainder of the £134m Council

Housing Growth Programme, which in total will deliver approximately 1,000 properties across Leeds.

- As part of the Growth Programme, delivering approximately 200 units of Extra Care Housing.

### **3.16 Intelligence-led stock portfolio management**

3.17 It is crucial that high quality, relevant and up-to-date intelligence underpins all the council's housing asset management activity. A strong understanding of the housing stock; its condition and investment requirements, patterns of need/demand and the relative performance of different estates, blocks, schemes and property types is an imperative if we are to make informed decisions about future investment.

3.18 The profiling and appraisal of the stock will be reviewed and updated regularly, using a combination of financial and non-financial techniques, so as to fully understand its changing and evolving relative performance and contribution to the HRA Business Plan.

3.19 This priority includes:

- Stock condition information – ensuring the integrity of this data through continual review and QA processes. Using disrepair information to supplement existing stock condition data and drive discrete programmes of work.
- Using sustainability information and Net Present Values to understand the current performance of the stock and inform asset management decisions;

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

4.1.6 The principles underpinning the AMS have been discussed and agreed with the Executive Member for Communities.

4.1.7 These principles have also been discussed with, and supported by, the Voice of Involved Tenants Across Leeds (VITAL) tenants and residents group.

4.1.8 The AMS has been presented to, and discussed with, the Affordable Warmth Partnership and feedback incorporated into the document.

4.1.9 Following consultation with Housing Advisory Board it is proposed to take a final version of the Asset Management Strategy to Executive Board in March 2017, as part of a wider report on the revised HRA Business Plan.

### **4.2 Equality and diversity / cohesion and integration**

4.2.1 An EDCI screening exercise has been undertaken. This has not identified any detrimental effects on any particular protected characteristics, rather that it will positively promote investment that makes a difference, for example in energy

efficiency works to reduce fuel poverty, funding aids and adaptations to enable independence or remodelling sheltered schemes to provide modern accommodation.

### **4.3 Council policies and best council plan**

- 4.3.1 The AMS guides investment in council housing and neighbourhoods. This contributes to numerous other Best Council priorities, including:
- 4.3.2 **Supporting economic growth and access to economic opportunities** – reducing heating costs increases disposable income for local communities; Leeds Building Services and use of local contractors create training and employment opportunities in Leeds.
- 4.3.3 **Keeping people safe from harm** – by improving the energy efficiency of our properties there is less risk of harm from cold and damp housing conditions; providing adaptations that prevent falls amongst elderly and disabled residents; providing fire alarms and fire safety works; asbestos testing and removal; investing in community safety works (e.g. CCTV, fencing, security lighting etc); creating better mental wellbeing by improving homes and neighbourhoods.
- 4.3.4 **Supporting communities, raising aspirations** – by implementing community led Housing Advisory Panel (HAP) and Environmental Improvement Programme (EIP) schemes; funding community involvement and engagement mechanisms.
- 4.3.5 **Improving educational achievement and closing achievement gaps and Supporting children to have the best start in life** – by providing warm, safe and secure homes for children to study and grow in; investing in heating and energy efficiency measures to create warm homes; funding the provision of safe play areas, skate parks, wheeled sports facilities etc.
- 4.3.6 **Providing enough homes of a high standard in all sectors** – by targeting investment to address issues of poor performance; setting clear plans and rationales for housing investment.
- 4.3.7 **Providing skills programmes and employment support** – by creating apprenticeships and other training and employment opportunities through our contracting activity; offering training and employment opportunities in Housing Leeds & Leeds Building Services.
- 4.3.8 **Providing enough homes of a high standard in all sectors** – by maintaining properties to the Leeds Homes Standard; identifying and freeing up housing growth sites; funding council housing new build and buy-back schemes; acting as an exemplar to the private rented sector.
- 4.3.9 **Supporting healthy ageing** – by remodelling sheltered housing schemes to provide attractive, modern facilities; increasing accessibility; providing support services and adaptations where required; building and running Wharfedale View Extra Care scheme.
- 4.3.10 **Enhancing the quality of our public realm and green spaces** – by funding Housing Advisory Panel and Environmental Improvement Programme schemes to



improve landscaping and provide play areas on council estates; investing in refurbishments and upgrades to the exterior of council homes.

- 4.3.11 Housing Leeds will continue to work closely with colleagues and partners across the city to maximise the positive effects of our investment in council homes and neighbourhoods.

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

- 4.4.1 The AMS details how decisions will be made and where allocated resources within the HRA will be spent. It therefore has no direct impact on resources or value for money.

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

- 4.5.1 This report is an information update providing the Board with a summary of progress on the AMS and as such is not subject to call in.

#### **4.6 Risk management**

- 4.6.1 There are no specific risks associated with this report.

### **5 Conclusions**

- 5.1 The AMS is a key document, setting the direction of travel for HRA investment over the medium term. It details a forward looking plan to deliver a citywide aspiration for the housing stock that goes beyond traditional Decent Homes investment and supports the Best Council plan, enabling tenants, residents and communities to take pride in their homes and neighbourhoods. It directs the significant contribution council housing investment can make to countering both economic and health disadvantage and inequality in the city. It contains details on how investment activity will be prioritised and targeted to ensure it makes the greatest possible impact.

### **6 Recommendations**

- 6.1 That Housing Advisory Board:
  - 6.1.2 Note progress on developing the AMS;
  - 6.1.3 Provide feedback on the priorities it is framed around; and
  - 6.1.4 Support the inclusion of details on the AMS in a report to Executive Board on the revised HRA Business Plan in March 2017.

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

- 7.1 Appendix 1 - Asset Management Strategy 'Plan on a Page'.

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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.

7.2 Appendix 2 – Draft Housing Leeds Asset Management Strategy.

## Appendix 1 - Asset Management Strategy - Plan on a Page



We want everyone in Leeds to live in good quality, affordable homes within clean and well cared for places

We will help achieve this by:

- Supporting healthy communities, reducing fuel poverty and cutting carbon emissions by spending money wisely in council homes and neighbourhoods
- Enabling affordable housing, employment and economic growth through council-housing related investment

### Our Priorities

#### Intelligence-led stock portfolio management

**Driving stock improvement** - Using financial and non-financial techniques to help understand and deliver better stock performance  
**Estate sustainability** – Developing robust neighbourhood plans to ensure neighbourhoods are safe, clean and well cared for

#### Delivering modern, fit for purpose homes and neighbourhoods

- **Achieving the Leeds Homes Standard** - Ensuring all properties and neighbourhoods with a long term future are brought up to the Leeds Homes standard
- **Meeting the investment needs of our most challenging property types** - Ensuring specifically tailored plans are in place to improve or remodel our most difficult stock types
- **Modernising repairs and maintenance** - To have well designed repairs and maintenance systems which ensure the stock is maintained in an efficient, cost effective and responsive way

#### Reducing fuel poverty, cutting carbon and improving health outcomes

- **Delivering warm, energy efficient homes that are affordable to heat** - Developing a long term strategy and programme to improve the energy efficiency of the housing stock, at the same time helping to reduce fuel poverty and carbon emissions
- **Investing in works to improve health outcomes** - To explore the links between housing conditions and health, investing in works that make a material difference to health outcomes and/or savings to health services

#### Increasing affordable housing supply

- **Reshaping the housing stock** - Using a robust options appraisal process to shape and inform decisions about the future suitability, viability and sustainability of properties, schemes and estates
- **Delivering new or additional homes** - To identify sites for replacement or additional homes of the type and quality needed in areas people want to live



Housing Leeds Asset Management Strategy

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# Asset Management Strategy

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## **Foreword**

This Asset Management Strategy sets out the steps being taken by Housing Leeds over the next three years to ensure that the significant investment we make each year in the City Council's homes and the neighbourhoods in which they are located:

- supports the wider council ambitions to make Leeds the Best City and to be the Best Council; and
- contributes to improving the health outcomes of residents in the city, saving public funds and improving lives in the process.

### **Best City – Best Council**

#### **Tackling Poverty and Reducing Inequality**

Our 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. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all. We will continue to work with others to achieve better outcomes for the city through a combination of innovation and efficiencies.

### **Good Health Begins at Home**

#### **Jon Rouse, Department of Health, April 2016**

You don't need to be a medical professional, carer or social worker to know that badly maintained or inappropriate domestic environments can have a long term, detrimental impact on the mental and physical health of the occupants. The onset of asthma is not going to be mitigated by a home with damp in the walls and mould growing in the bathroom. Likewise, rotting floorboards and absent stair rails do not lessen the likelihood of falls and injury among the elderly or otherwise infirm. There is a growing evidence base for the contribution housing can make to good health and wellbeing. At a system level, poor housing costs the NHS at least £1.4bn per annum...on an individual level, suitable housing can help people remain independent for longer, and support them to perform the activities of daily living that are important to them – gardening, shopping, visiting friends and family for example.



## Executive Summary

Leeds is the second largest local authority in England and Wales. It has enjoyed considerable growth and success over the last decade or more. There are however still significant economic and health inequalities in the city. Almost a quarter of Leeds' Lower Level Super Output Areas are in the 10% most deprived in the country. There is a 12 year difference in life expectancy between those living in deprived and more affluent parts of the city.

Leeds City Council owns over 56,000 homes in the city and Housing Leeds, part of the Environment and Housing directorate, invests over £120m p.a. in these properties, through repairs and major improvement programmes. This investment presents a significant opportunity to make a material difference to the health and life chances of the residents of these properties, and the communities in which they are located, as well as the more obvious 'bricks and mortar' improvements to property and place.

Previously, housing investment was somewhat disparate, with management responsibility spread across three different ALMOs and a focus on meeting the Decent Homes standard. Bringing housing management back under direct council control, under the auspices of Housing Leeds, provides the opportunity to ensure a clear, co-ordinated approach to council housing investment. This Asset Management Strategy (AMS) therefore pulls together a forward looking plan to deliver a citywide aspiration for the housing stock<sup>1</sup> that goes beyond traditional Decent Homes investment and supports the Best Council plan, enabling tenants, residents and communities to take pride in their homes and neighbourhoods. It directs the significant contribution council housing investment can make to countering both economic and health disadvantage and inequality in the city. It contains details on how investment activity will be prioritised and targeted to ensure it makes the greatest possible impact.

The Best Council outcome of most relevance to this strategy is that:

***We want everyone in Leeds to live in good quality, affordable homes within clean and well cared for places.***

Investment in council homes and neighbourhoods will help achieve this by:

- ***Supporting healthy communities, reducing fuel poverty and cutting carbon emissions by spending money wisely in council homes and neighbourhoods; and***
- ***Enabling affordable housing, employment and economic growth through council-housing related investment.***

---

<sup>1</sup> The term 'housing stock' is used throughout this document as a 'catch all' to cover all properties managed by Housing Leeds and covered by this strategy, including c56,000 homes/dwellings, c6,000 garages and several hundred commercial properties, housing offices etc.

Our asset management priorities are therefore:

- ***Delivering modern, fit for purpose homes and neighbourhoods;***
- ***Reducing fuel poverty, cutting carbon and improving health;***
- ***Increasing affordable housing supply; and***
- ***Intelligence-led stock portfolio management.***

This AMS details how these priorities will be achieved. A 'plan-on-a-page' summary of these priorities and the related actions is shown on p.7.

Alongside the detailed actions noted in this document it is important to acknowledge that investment in council housing and neighbourhoods also contributes to numerous other Best Council priorities, including:

**Supporting economic growth and access to economic opportunities** – reducing heating costs increases disposable income for local communities; Leeds Building Services and use of local contractors create training and employment opportunities in Leeds; investing in innovative construction methods, creating new skills and economic opportunities.

**Keeping people safe from harm** – by improving the energy efficiency of our properties there is less risk of harm from cold and damp housing conditions; providing adaptations that prevent falls amongst elderly and disabled residents; providing fire alarms and fire safety works; asbestos testing and removal; investing in community safety works (e.g. CCTV, fencing, security lighting etc.); creating better mental wellbeing by improving homes and neighbourhoods.

**Supporting communities, raising aspirations** – by implementing community led Housing Advisory Panel (HAP) and Environmental Improvement Programme (EIP) schemes; funding community involvement and engagement mechanisms.

**Improving educational achievement and closing achievement gaps and Supporting children to have the best start in life** – by providing warm, safe and secure homes for children to study and grow in; investing in heating and energy efficiency measures to create warm homes; funding the provision of safe play areas, skate parks, wheeled sports facilities etc.

**Providing skills programmes and employment support** – by creating apprenticeships and other training and employment opportunities through our contracting activity; offering training and employment opportunities in Housing Leeds & Leeds Building Services.

**Providing enough homes of a high standard in all sectors** – by maintaining properties to the Leeds Homes Standard; identifying and freeing up housing growth sites for development; funding council housing new build and buy-back schemes;

exploring borrowing opportunities to build more social housing; acting as an exemplar to the private rented sector.

**Supporting healthy ageing** – by remodelling sheltered housing schemes to provide attractive, modern facilities; increasing accessibility; providing support services and adaptations where required; building and running Wharfedale View Extra Care scheme.

**Enhancing the quality of our public realm and green spaces** – by funding Housing Advisory Panel and Environmental Improvement Programme schemes to improve landscaping and provide play areas on council estates; investing in refurbishments and upgrades to the exterior of council homes.

Housing Leeds will continue to work closely with colleagues and partners across the city to maximise the positive effects of our investment in council homes and neighbourhoods.

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# Asset Management Strategy - Plan on a Page



We want everyone in Leeds to live in good quality, affordable homes within clean and well cared for places

- Supporting healthy communities, reducing fuel poverty and cutting carbon emissions by spending money wisely in council homes and neighbourhoods

We will help achieve this by:

- Enabling affordable housing, employment and economic growth through council-housing related investment

## Our Priorities

### Intelligence-led stock portfolio management

**Driving stock improvement** - Using financial and non-financial techniques to help understand and deliver better stock performance  
**Estate sustainability** – Developing robust neighbourhood plans to ensure neighbourhoods are safe, clean and well cared for

### Delivering modern, fit for purpose homes and neighbourhoods

- **Achieving the Leeds Homes Standard** - Ensuring all properties and neighbourhoods with a long term future are brought up to the Leeds Homes standard
- **Meeting the investment needs of our most challenging property types** - Ensuring specifically tailored plans are in place to improve or remodel our most difficult stock types
- **Modernising repairs and maintenance** - To have well designed repairs and maintenance systems which ensure the stock is maintained in an efficient, cost effective and responsive way

### Reducing fuel poverty, cutting carbon and improving health outcomes

- **Delivering warm, energy efficient homes that are affordable to heat** - Developing a long term strategy and programme to improve the energy efficiency of the housing stock, at the same time helping to reduce fuel poverty and carbon emissions
- **Investing in works to improve health outcomes** - To explore the links between housing conditions and health, investing in works that make a material difference to health outcomes and/or savings to health services

### Increasing affordable housing supply

- **Reshaping the housing stock** - Using a robust options appraisal process to shape and inform decisions about the future suitability, viability and sustainability of properties, schemes and estates
- **Delivering new or additional homes** - To identify sites for replacement or additional homes of the type and quality needed in areas people want to live

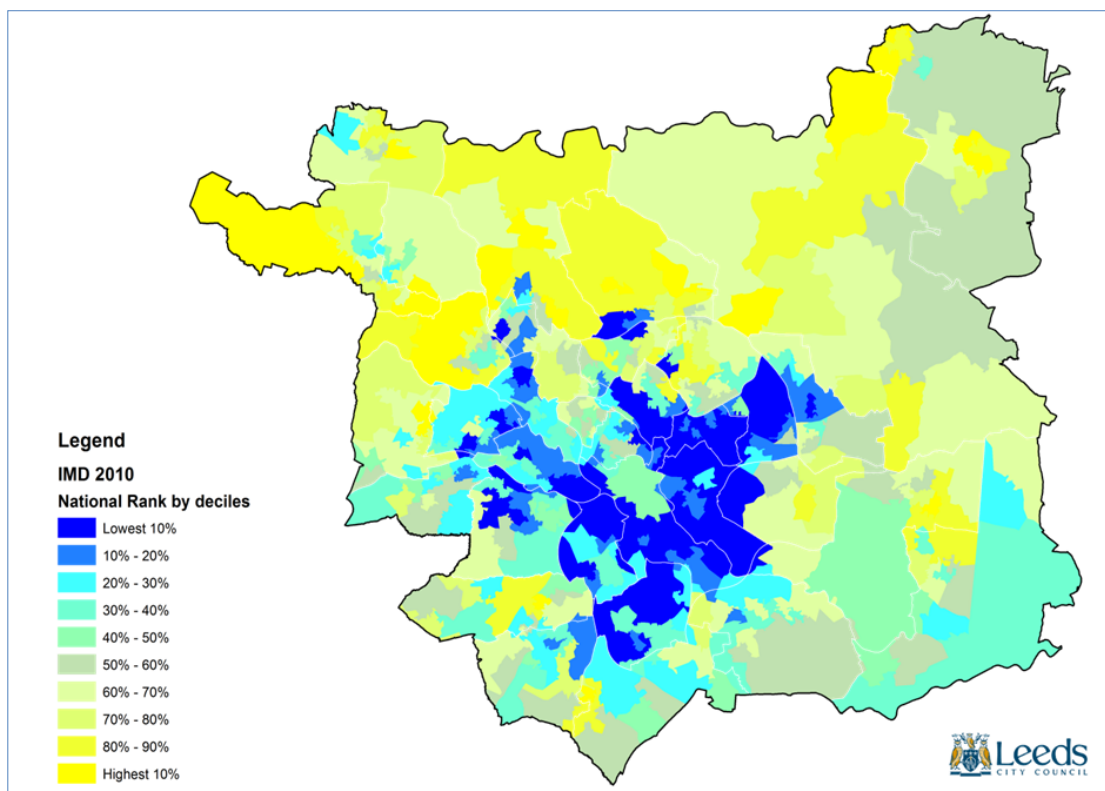


## Housing Leeds Asset Management Strategy

## The Health and Housing Challenge

### Health

According to the 2011 census, Leeds had a population of over 750,000 residents, making it the second largest local authority area in England and Wales.<sup>2</sup> The city spans 15 miles east to west and 13 miles north to south, covering 217 square miles in total. It is one of the fastest growing cities in the country.<sup>3</sup> Private sector jobs grew by 11,800 (4%) from 2012-2013, putting Leeds in the top 10 of all UK cities for private sector jobs growth.<sup>4</sup> Despite this economic growth, for over fifteen years Leeds has also been said to have a 'two-speed economy' and still suffers from high levels of deprivation and inequality, particularly in inner urban areas (see map below).<sup>5</sup>



In terms of general and economic deprivation, the 2015 Indices of Multiple Deprivation rank Leeds as the 31<sup>st</sup> most deprived Local Authority in England, with 105 LSOAs (out of 482) in the 10% most deprived nationally.<sup>6</sup> This is a worsening position, from being ranked 40<sup>th</sup> in 2010. Based on analysis of the different numbers

<sup>2</sup> 2011 Usual resident population data – local authorities: district/unitary, Nomis, 2011, <http://www.nomisweb.co.uk/census/2011/ks101ew>

<sup>3</sup> Leeds: The facts and figures, Yorkshire Forward, 2012, <http://www.yorkshire-forward.com/our-wonderful-region/our-cities/Leeds-the-facts>

<sup>4</sup> Cities Outlook 2015, p.42, Centre for Cities, 2015, [http://www.centreforcities.org/wp-content/uploads/2015/01/Cities\\_Outlook\\_2015.pdf](http://www.centreforcities.org/wp-content/uploads/2015/01/Cities_Outlook_2015.pdf)

<sup>5</sup> 'Leeds seeks millions in aid to end a tale of two cities', The Guardian, 1990, available from <http://www.theguardian.com/business/1999/may/31/4>

<sup>6</sup> 'English Indices of Deprivation, File 10: Local Authority District Summaries', DCLG, 2016, available from <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

of Job Seekers Allowance claimants in different parts of the city, Leeds is the 3rd most unequal city in the UK.<sup>7</sup>

Public Health England has stated that *'The health of people in Leeds is generally worse than the England average. Deprivation is higher than average and about 22.5% (30,600) children live in poverty. Life expectancy for both men and women is lower than the England average.'*<sup>8</sup> The Best Council Plan 2015-20 notes that *'Inequalities persist: for example, although overall life expectancy has been increasing for all Leeds residents, the life expectancy for a man living in a deprived Leeds neighbourhood is 12 years lower than a man living in an affluent part of Leeds'*.<sup>9</sup>

Almost 17% of Leeds residents have a disability or a long term health problem which limits their day to day activities. 40% of Leeds Council Housing tenants have a disability or long term health problem and many of these residents require specialist housing or adaptations and additional support in order to live independently.<sup>10</sup>

## Housing

Many of the city's residents affected by inequality are likely to live in social housing and the council are by far the largest social housing landlord in the city. Even so, the council housing stock has reduced significantly since the introduction of the Right to Buy in 1980. Selective demolition of properties in low demand, particularly in the 1990's and early 2000's, also reduced the stock further. In 1984 the council had a housing stock of just over 94,000 homes.<sup>11</sup> By 2002 this had reduced to less than 70,000 properties<sup>12</sup>. Today the council currently owns and manages just over 56,000 homes. A co-ordinated programme of housing growth has started in recent years, including new build council housing alongside Registered Provider, private sector and self-build developments.

In 2003, due to rules in place at the time limiting the maximum number of properties managed by any single ALMO to 15,000, the council set up six Arm's Length Management Organisations (ALMOs) to manage the housing stock. The six ALMOs were subsequently reduced to three in 2007 when these rules were relaxed. The council and ALMOs successfully bid for over £337m of Supplementary Credit Approvals which, together with existing grant allocations, PFI finance, RTB receipts and other funding, funded over £850m of investment in council housing between 2003 and 2011, primarily focused on decency.<sup>13</sup>

The ALMOs were brought back in-house in 2013, as part of Housing Leeds, with an intention to address housing issues consistently across the city and look beyond the

<sup>7</sup> 'Cities Outlook 2015', p.50, Centre for Cities, 2015, *ibid*.

<sup>8</sup> 'Leeds Unitary Authority – Health Profile 2014', p.1, Public Health England, 2014.

<sup>9</sup> 'Best Council Plan 2015-20, Update 2015-16', p.4, Leeds City Council, 2015, available from <http://www.leeds.gov.uk/docs/Best%20Council%20Plan%202015.pdf>

<sup>10</sup> Housing Strategy 2016-2021, p.4, Leeds City Council, 2016.

<sup>11</sup> 'A Review of the State of Repair of the Leeds Housing Stock 1984', p.3, Leeds City Council, 1984.

<sup>12</sup> 'Decent Homes in Decent Neighbourhoods: Application for a pre-allocation of resources for 2003/04', p.9, Leeds City Council, 2002.

<sup>13</sup> 'Decent Homes in Decent Neighbourhoods: Application for a pre-allocation of resources for 2003/04', p.10, Leeds City Council, 2002.

decency programme to consider wider investment led by asset management priorities and aspirations. Some of these aspirations still require to be fully quantified and, as such, a number of investigations and options appraisals will be required over the coming years to crystallise exactly how these will be delivered.

The implementation of Housing Revenue Account (HRA) self-financing in England in 2012 has had a positive impact upon Leeds and has led to an increase in funds available for asset management activity to support these increasing aspirations. At the same time, due to the ongoing cuts to the council's General Fund funding, the HRA is under increasing pressure to support investment in initiatives which can help reduce costs for other services and assist in delivering more, for less money.

The HRA Business Plan was reviewed in 2014. This showed that the HRA was healthy and that there were sufficient resources available for capital investment over the next 10 and 30 years to meet the needs of the existing stock. That said, some short-term cash-flow issues were recognised and a strategy for dealing with these was agreed by Executive Board in March 2015.<sup>14</sup> However, the 2015 Summer Budget introduced a programme of social housing rent reductions by 1% p.a. for four years from 2016 and this will have a net negative impact over the next ten years of c£283m less rental income to the HRA than originally modelled. The implications for capital investment funds are still to be worked through as part the current review of the HRA Business Plan (HRA BP) and will be reflected in a revised investment strategy, currently scheduled for mid-2017.

As of the end of March 2016, 95% of the stock met the Decent Homes Standard. This is significantly better than the national local authority average of 84%.<sup>15</sup> The average SAP rating of the council housing stock was 69, or just into Energy Performance Certificate Band C (see next page). Again, this is better than the national local authority average of 66.<sup>16 17</sup>

Bearing in mind that the Decent Homes standard is very much a minimum and that it focusses almost exclusively on dwellings and not communal areas, estate environments or what might be called 'place', the stock could perhaps best be summed up as being in the 'fair to middling' category – generally serving a purpose, with no major problems in terms of providing accommodation and meeting basic needs, but somewhat dated, with less than desirable communal and estate facilities.

### **Key Points:**

- **Second largest local authority in England & Wales;**
- **Considerable growth and economic success in recent years;**
- **Significant levels of deprivation and inequality remain, in both economical and health terms;**

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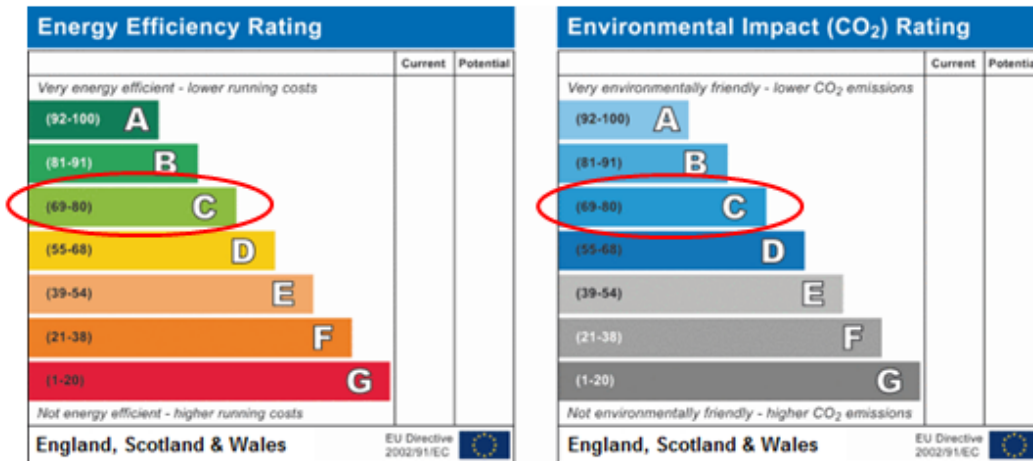
<sup>14</sup> 'Improving the Council's Housing Stock – The Housing Revenue Account Investment Plan' Executive Board Report, Leeds City Council, March 2015.

<sup>15</sup> English Housing Survey Headline Report 2014 to 2015: Section 2 Housing Stock Tables, Table 2.2, ONS, 2016, available from <https://www.gov.uk/government/statistics/english-housing-survey-2014-to-2015-headline-report>

<sup>16</sup> Ibid, Annex Table 2.5.

<sup>17</sup> Standard Assessment Procedure – methodology used by government to assess and compare the energy and environmental performance of dwellings – see <https://www.gov.uk/guidance/standard-assessment-procedure>

- **Substantial investment in decent homes in ALMO period;**
- **Increasing pressure on HRA but still appears healthy in the medium-long term; and**
- **Stock performs better than national local authority average but still room for improvement.**



Average Energy Efficiency Rating and Environmental Impact Rating of Council Housing Stock

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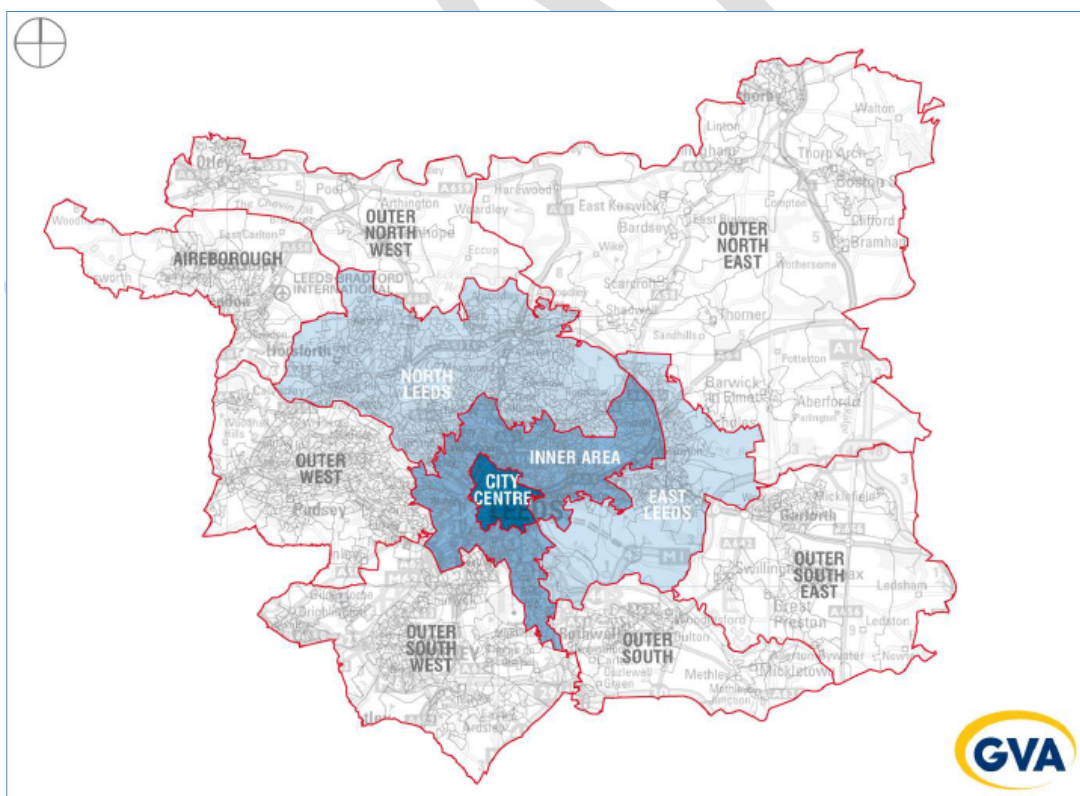


## **The Bigger Picture – Our Housing Context**

It is crucial to recognise that council housing exists within the wider context of housing in Leeds. It is often located cheek-by-jowl with owner-occupied properties (both former council homes sold under the Right to Buy and privately owned stock), privately rented properties and those owned by the third sector, largely housing associations and charities. Demand and customers for council housing comes from new council housing applicants and those on the housing register (i.e. those housed in other tenures, within Leeds and from further afield) and existing council housing tenants wishing to move property. The following sections therefore examine the council housing stock profile and city demographics in more detail, to set council housing provision and the current and potential future customer base in perspective.

### **Council Housing Stock Profile**

There is an overall housing stock in Leeds of over 335,000 dwellings and just over 20% of this stock is classified as social or affordable housing.<sup>18</sup> The 2010 Strategic Housing Market Assessment Update identified eleven housing market areas in Leeds, as shown below. The council has significant stock holdings in all these areas, with particular concentrations in the Inner Area and East Leeds, closely correlating with the most deprived areas of the city.



The council owns over 56,000 residential dwellings, making it the second largest local authority landlord in England, behind Birmingham.<sup>19</sup> The council is also the

<sup>18</sup> 'Leeds Strategic Housing Market Assessment Update', p.iv, Leeds City Council, 2011.

<sup>19</sup> Live tables on dwelling stock (including vacants), Table 100, DCLG, 2015, available from <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

largest social/affordable housing landlord in the city by a considerable margin, with all other social landlords combined making up c10,000 properties.

Around 2,700 council properties are currently included in two Private Finance Initiative contracts for improvements, repairs and maintenance. These contracts run until 2033 and 2035 respectively and the properties involved are therefore excluded from the scope of this strategy at the present time, although future versions will begin to plan for their return to council management and need for lifecycle replacement of key components. A further 2,000 are managed by Belle Isle Tenant Management Organisation (BITMO), an independent organisation that manages homes and estate services in partnership with the council.

In terms of age profile, the overwhelming majority of the stock was built before 1980 - 65% of the stock dates to prior to 1964, 29% to between 1964 and 1980 and just 6% dates to the period from 1990 to the present day. There is therefore an ageing stock, with large numbers of inter-war estates, 1960's built high-rise and non-trad properties and 1970's sheltered housing schemes, all presenting their own particular challenges.

<b>Build Year</b>	<b>No. of Properties</b>	<b>Percentage of Stock</b>
Pre-1919	2,865	5%
1919-1944	12,021	21%
1945-1964	22,185	39%
1965-1974	12,187	22%
1975-1979	3,894	7%
1980 Onwards	3,505	6%
<b>Totals</b>	<b>56,657</b>	<b>100%</b>

The council stock is also very diverse, with a wide range of archetypes and construction types. The stock is split c60:40 between houses/bungalows and flats/maisonettes. The composition of the council stock is shown below, in comparison with the city as a whole:

<b>Stock Type</b>	<b>Council Stock</b>	<b>City Stock as a Whole<sup>20</sup></b>
Flats/Maisonettes	40.5%	17.5%
Terraced	30.0%	28.5%
Semi-detached	29.1%	41.5%
Detached	0.4%	12.5%

This shows that the council has a much greater proportion of flats/maisonettes than the city average and a lower proportion of semi-detached and detached properties. This is probably a result of 30+ years of the Right to Buy, with freehold semi-detached and detached properties more attractive to purchasers than terraced properties or leasehold flats. It has also created a wide spread of privately-owned, former council properties mixed in with council-owned properties on estates across

<sup>20</sup> 'Leeds Strategic Housing Market Assessment Update', p.iv-v, Leeds City Council, 2011.

the city, with particularly high concentrations in the satellite towns and villages in the Outer areas and Aireborough.

There are over 22,300 council-owned flats and maisonettes in the city. Almost a third of these flats (32% or just over 7,000 properties) are in high-rise blocks of 5-storeys or more. These are spread across 116 blocks. They are largely concentrated in the Inner Area, East Leeds, North Leeds and Outer West and present a significant investment challenge, particularly around structural and thermal efficiency issues. The remainder of the flat and maisonette stock is housed in over 3,600 separate low and medium rise blocks.

The proportion of council-owned flats in Leeds overall, and of high-rise compared to low-rise, are broadly comparable to the local authority stock across England. The 2013 English Housing Survey noted that 44% of local authority housing stock was in flats (40.5% in Leeds) and that this was broken down into 35% low-rise (27% in Leeds) and 9% high-rise (12% in Leeds).<sup>21</sup> While Leeds only has a slightly higher proportion of high-rise than the national average, the large size of the council housing stock in Leeds means this nevertheless represents a considerable number of properties.

A substantial proportion of the overall stock is of 'non-traditional' construction (28% or c16,000 properties), predominantly built between 1918–1975 of precast and in-situ concrete panels systems and/or metal framed structures. They present significant investment and asset management issues regarding asbestos management, structural integrity and thermal performance. There are also a number of timber framed 'traditional'<sup>22</sup> construction properties, such as Caspon, Llewellyn and Rydale in the council stock. This covers a further 500 properties which again present significant challenges around asbestos, structural integrity and thermal performance.

Additionally there are almost 3,000 hard-to-treat, pre-1919 solid-walled properties, including c1,600 back-to-backs, in the council portfolio. These present difficulties around thermal performance and fire safety.

This AMS also covers a number of non-dwelling assets, including 360 commercial and industrial units managed by the Commercial Asset Management team; over 6,000 garages; 47 Housing Offices and 39 Community Centres.

### **Key Points:**

- **Second largest council housing stock in England;**
- **Large concentrations of council housing in the most deprived areas;**
- **An ageing stock, with majority built before 1974; and**
- **High numbers of high-rise, non-traditional and hard-to-treat properties.**

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<sup>21</sup> English Housing Survey – Profile of English Housing, Annex Table 1.1, ONS, 2013.

<sup>22</sup> Council asset management systems currently designate traditional/non-traditional construction types based on ODPM guidance from c2004, which stated that timber structures were traditional whereas concrete or metal-framed were non-traditional. This needs revisiting in light of the BRE's position that timber framed properties are non-traditional (see Non-Traditional Houses: identifying non-traditional houses in the UK 1918-75, BRE, 2004).

## Demographics

The Leeds population increased from 2001-2011 by just over 36,000 or 5%, a lower increase than the 7.1% for England and Wales or 6.4% for Yorkshire and Humber. The city's age structure is broadly similar to rest of England and Wales, apart from the 20-29 age band, which in Leeds makes up 18% of the population, compared to 14% in rest of England and Wales.<sup>23</sup>

The broader breakdown of age banding of Leeds residents from the 2001 and 2011 censuses is shown below<sup>24</sup>:

Age	2001	%	2011	%	England & Wales 2011 (%)	% change (Leeds) 2001 - 2011
aged under 16	143,091	20.0%	137,493	18.3%	18.8	-3.9%
aged 16 - 29	148,420	20.7%	175,668	23.4%	11.3	18.4%
aged 30 - 44	157,259	22.0%	155,762	20.7%	20.5	-1.0%
aged 45 - 59	123,917	17.3%	132,786	17.7%	19.4	7.2%
aged 60 - 75	90,883	12.7%	96,633	12.9%	14.7	6.3%
aged 75 - 85	38,256	5.3%	38,561	5.1%	5.6	0.8%
Aged over 85	13,576	1.9%	14,582	1.9%	2.3	7.4%
<b>ALL</b>	<b>715,402</b>		<b>751,485</b>			5.0%

Research to inform sheltered housing demand predicts that over the next 20 years:

- the numbers of people aged over 85 may more than double;
- the numbers of people aged between 65 and 75 and between 75 and 85 may increase by a third; and
- the numbers of people aged 50 – 60 will increase by almost 20%.

This all indicates an 'ageing population' in Leeds and a potentially expanding pool of demand for sheltered and other housing specifically targeted towards very old people. However, whether this translates into actual demand will depend firstly on how many older people choose to remain living in their own homes or in a specialised setting, and secondly upon the attractiveness of the type of specialist housing on offer.<sup>25</sup>

Leeds is also an increasingly diverse city. The BME population grew from 11% in 2001 to 19% in 2011. With just under 22,500 people (3% of the total population) the Pakistani community is the largest "single" BME community in Leeds.<sup>26</sup>

<sup>23</sup> 'Leeds – The Big Picture: A Summary of the Results of the 2011 Census', p.5, Leeds City Council, 2013.

<sup>24</sup> 'Research into demand for Leeds City Council Sheltered Housing – Final Report', p.6, Re'new, 2014.

<sup>25</sup> Ibid p.7.

<sup>26</sup> Leeds – The Big Picture: A Summary of the Results of the 2011 Census', p.6, Leeds City Council, 2013.

There are 332,674 household spaces in Leeds of which 320,596 are occupied by at least one usual resident. Almost 59% of occupied households in Leeds are "owner occupied", compared to 64% in England and Wales. Again, compared to the rest of England and Wales, the city has higher proportions of households that are renting from the local authority (17% compared to 9%), and from a private landlord or letting agency (17% compared to 15%), but a lower proportion renting from a Housing Association / Registered Social Landlord (5% compared to 8%). The proportion of households that are renting from the local authority has fallen from 21% in 2001 to 17% in 2011, while the proportion of households renting from a private landlord or letting agency has doubled from 8% in 2001 to 16% in 2011.<sup>27</sup>

**Key Points:**

- **Lower level of owner occupation than the England and Wales average;**
- **Almost twice the proportion of local authority tenants than England & Wales average;**
- **City as a whole has higher proportion of 20-29 year olds than England & Wales average, but also an ageing population;**
- **BME population almost doubled from 2001-2011; and**
- **Private rented sector as big as social rented sector.**

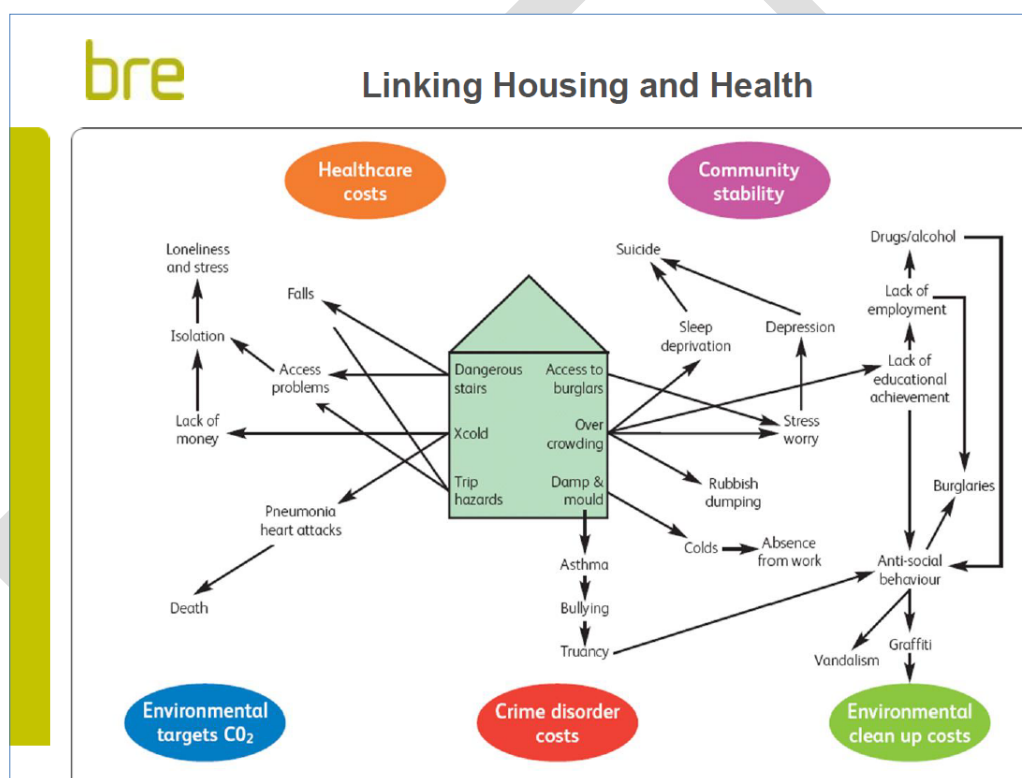
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<sup>27</sup> Ibid, p.5.

## Housing, Health and Investment to Date

As stated in the 2015 Joint Strategic Needs Assessment 'Good quality housing is a pre-requisite for good health. People who live in clean, warm, safe and affordable homes are less likely to experience housing-related ill health'. It also notes that 'Levels of poor mental health and wellbeing and mental illness are inextricably linked with deprivation within the city'.<sup>28</sup>

The Building Research Establishment have noted that poor quality housing adversely affects physical and mental health, as well as educational attainment, work attendance, crime and ASB amongst a myriad of other factors, as shown in the diagram below.<sup>29</sup> They also acknowledge that significant savings to the NHS and other agencies can be realised by rectifying it. Recent estimates are that reducing all significant Housing Health and Safety Rating System in England could save the NHS £2bn per annum.<sup>30</sup>



The last decade or so has seen council housing investment largely focussed on decency works and other statutory and regulatory requirements such as adaptations, gas safety, asbestos etc. Much of this expenditure was supported by government grant and borrowing approvals and has seen a significant improvement in the overall standard of the housing stock. The move to self-financing of the HRA has resulted in sufficient resources being available to now meet the wider investment need of the stock over the life of the HRA BP, including investment in energy efficiency, communal areas and environmental improvements alongside

<sup>28</sup> 'Leeds Joint Strategic Needs Assessment 2015', p.17, Leeds City Council/NHS Leeds CCG, 2015.

<sup>29</sup> 'The health costs of poor housing (and the benefit to the NHS of improving it)', p.5, BRE, 2014 [http://www.local.gov.uk/documents/10180/5902366/P11+Health+costs+of+poor+housing+-+Simon+Nicol,%20BRE+\(21+pages\).pdf/fca1e053-7e5d-4334-9766-a0edb9f9d531](http://www.local.gov.uk/documents/10180/5902366/P11+Health+costs+of+poor+housing+-+Simon+Nicol,%20BRE+(21+pages).pdf/fca1e053-7e5d-4334-9766-a0edb9f9d531)

<sup>30</sup> 'The Cost of Poor Housing to the NHS', p.8, BRE, 2015.

ongoing investment in the fabric of the stock. This means that it is now possible to consider investment that goes beyond traditional bricks and mortar and also takes into account the wider needs of the properties themselves, the neighbourhoods in which they are located and the lives of the peoples that live there.

**Key Points:**

- **Clearly established links exist between housing and health outcomes;**
- **Significant opportunity for housing investment to generate savings for the health service;**
- **Recent housing investment has primarily focussed on the interior of dwellings; and**
- **Time to now focus on investment in neighbourhoods and improvements impacting on health and financial outcomes for tenants.**

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## Customer Profile

There are almost 68,000 registered tenants (including joint tenants) within our 56,000 properties. Of lead tenants only, almost 1 in 5 (22%) are aged under 35 and 1 in 4 (26%) are aged over 65. Almost 3 in 5 are female (59%), and over 1 in 4 (28%) have a disability or impairment. Almost a fifth of tenants are BME (18%), with the largest groups being Black or Black British (9%) and Asian or Asian British (4%). Over half list their religion as Christian (54%), over a third state no religion (35%), and 6% are Muslim.

A quarter of tenancies have lasted less than 3 years (26%) while 1 in 5 have been in the same tenancy for over 20 years (19%). Around 1 in 4 tenants say that their financial position is fairly or very difficult (27%) and around 1 in 4 (23%) say that they have been adversely affected by welfare reform. Tenants consider the most important issues for them to be repairs and maintenance followed by overall quality of their home, followed by the neighbourhood as a place to live and dealing with ASB.

In general, there are clear differences in levels of satisfaction by age, with younger tenants much less satisfied than older tenants and there also distinct differences in satisfaction levels depending on tenants financial position, with those finding it hardest much less satisfied. However, satisfaction levels of tenants in different types of property do not differ significantly and although we do see differences by religion and ethnicity, these are likely to be linked to tenant age.

## Demand

Demand for Council housing in Leeds has traditionally been, and continues to be, very strong. The current housing register has 24,314 applications. This is down slightly from a peak of 30,000 in 2008/09. The average number of bids for a council home through the choice based letting system is 57 (compared with 44 the year before).

Letting demand seems to follow the patterns identified for the relative performance of housing markets (in terms of house and land prices) in different parts of the city, with the highest demand for council properties in the 'golden triangle' area of highest prices and lowest affordability, where over 40% of households are priced out of purchasing a terraced property (see map over)<sup>31</sup>. The most popular first area of choice for council housing applicants in the city is Horsforth, whilst Moortown receives the highest number of bids per property (103). The lowest number of bids per property is 24, in City & Hunslet. With only 4,500 lettings made last year (5,200 the year before), pressure on the housing register is increasing.

Customers on the housing register in priority need are at their highest ever, forming 21% of the total (over 5,000 applications), with one-bedroom properties in highest demand, reflecting the impact of the extra bedroom charge for social tenants, which has increased demand for smaller properties in general. Customers from other

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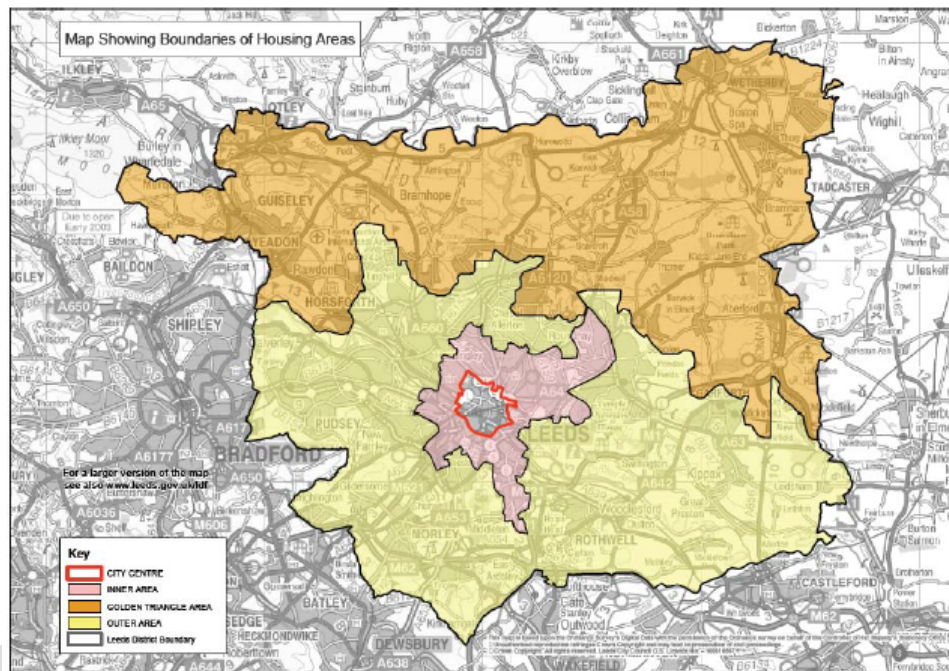
<sup>31</sup> 'Leeds Strategic Housing Market Assessment Update', p.120, Leeds City Council, 2011.



European countries represent a higher proportion of housing applicants than ever before.

Pressure has been eased slightly on the council's register through greater use of partner social landlord lettings linked to our Nomination Agreement. Last year they rehoused 1,364 customers from our register, compared with 831 the year before.

This trend should continue in the current year coupled with an increase in the supply of our stock through our Housing Growth programme, which for example, includes new build PFI schemes - these properties are being let to existing tenants as part of a local lettings policy.



### Key Points:

- **Over a quarter of tenants in financial difficulty;**
- **High demand for council housing, especially in less affordable parts of the city; and**
- **Highest ever numbers in priority need.**

## Customer Engagement and Consultation

The Tenant Involvement and Empowerment Standard of the Regulatory Framework for Social Housing 2015 requires all social housing providers to:

*'...ensure that tenants are given a wide range of opportunities to influence and be involved in:*

- (a) the formulation of their landlord's housing related policies and strategic priorities;*
- (b) the making of decisions about how housing related services are delivered, including the setting of service standards;*
- (c) the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved;*
- (d) the management of their homes, where applicable;*
- (e) the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and*
- (f) agreeing local offers for service delivery.'*<sup>32</sup>

Tenants influence strategic policy development through membership on the Housing Advisory Board (HAB). Tenant leads for various citywide forums utilise their specific knowledge and expertise to shape housing policy, alongside ward members. At a more local level, 11 tenant led Housing Advisory Panels (HAPs), help review and monitor local services and how they are delivered within local communities, again alongside ward members.

The Tenant and Community Involvement Team work closely with a range of other Council teams, public services, voluntary and private sector partners to offer a range of other ways to engage and empower tenants. This work is summarised in our Tenant Engagement Framework.<sup>33</sup> Many different groups and forums are in place including service specific forums, such as the repairs improvement group, and customer interest forums such as Rainbow Roofs and YAGI (Young Adults Getting Involved). The framework incorporates over 80 Tenants and Residents Associations, a growing group of Service Improvement Volunteers and VITAL – the Voice of Involved Tenants Across Leeds - to help give a stronger strategic voice for tenants in influencing what we do and the decisions the service makes.

The overall effectiveness of tenant engagement work and the benefits to tenants and the wider community are overseen by VITAL. They oversee our engagement activity to ensure everything we do:

- Improves tenant satisfaction - by reviewing and designing future services with tenants themselves;
- Creates to a customer focussed culture - by listening and responding to tenants views; and

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<sup>32</sup> 'Tenant Involvement and Empowerment Standard', p.1, HCA, 2015.

<sup>33</sup> See p.23.

- Helps make tenancies and communities more sustainable - by understanding local issues and responding with tailored involvement and community activity.

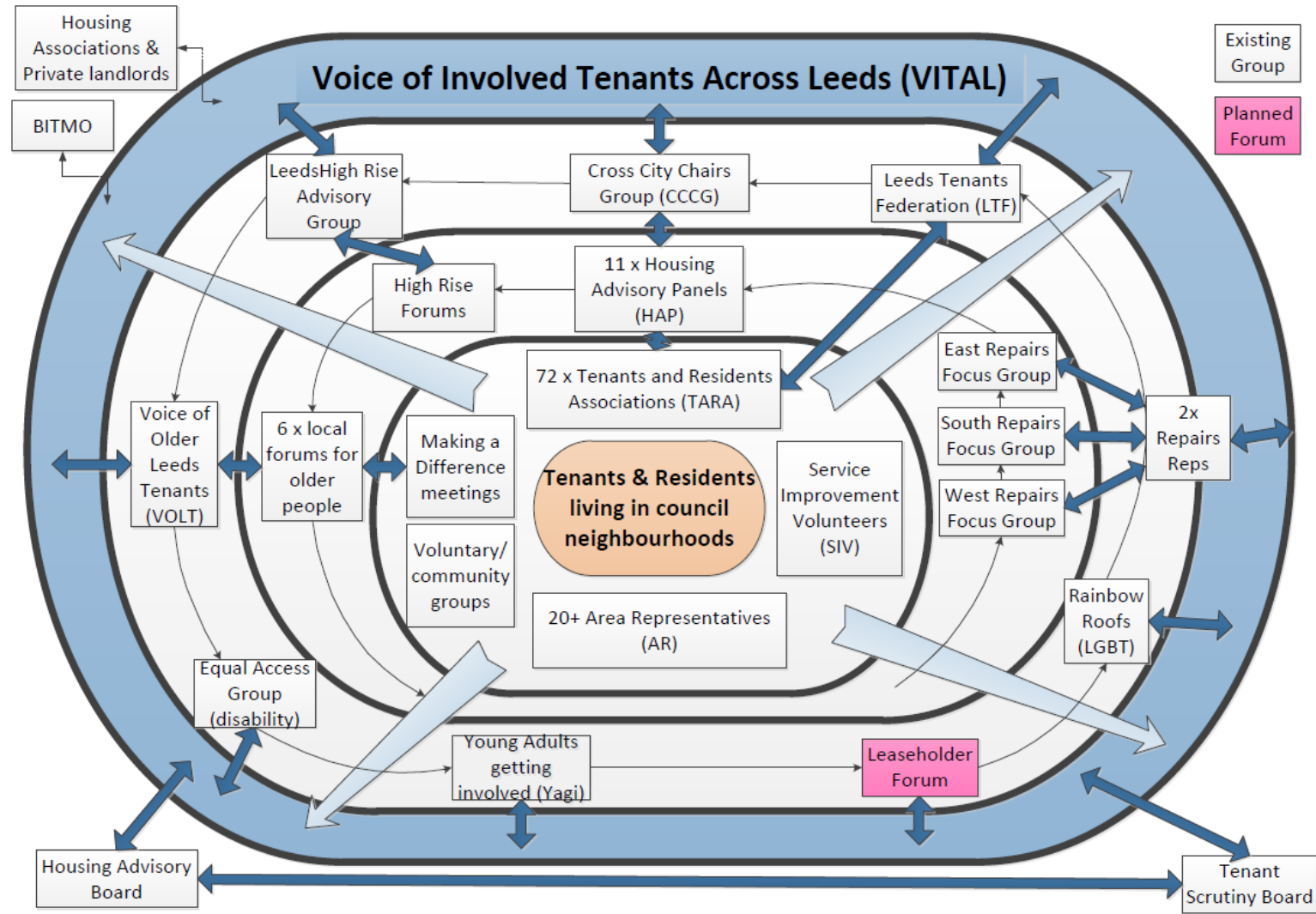
Whilst significant advances have been made to create and deliver the tenant engagement framework, there are a number of priority areas for the service to focus on further. These include:

- Increasing communication with and engagement of younger tenants and residents, who are under-represented;
- Improving our communication with tenants overall, feeding back to them the difference tenant involvement has made;
- Supporting Tenants and Residents Associations to help them achieve their aims; and
- Understanding the longer term benefits to tenants and communities of the work we do so we become as effective as possible.

**Key Points:**

- **Involvement in shaping strategy and policy via Housing Advisory Board;**
- **Significant number and variety of opportunities for tenants and residents to get involved;**
- **Effectiveness of engagement activity overseen by VITAL; and**
- **Room for improvement in communication with tenants, especially with tenants in the younger age groups.**

# Tenant Engagement Framework



## Asset Management Priorities

The Housing AMS has been built around four key strategic priorities that have been developed specifically in response to the range of distinct issues for Leeds, the council's housing stock and future residents' needs. The four priorities recognise:

- The importance of delivering not just Decent Homes, but of delivering homes that are truly fit for purpose and that are in strong, sustainable neighbourhoods;
- How the council's housing and neighbourhoods investment activities can help both reduce carbon emissions and help improve the health and wellbeing of tenants at the same time;
- How through a more proactive approach to the use of, and investment in, the housing stock, the council can optimise the available resources and increase the supply of affordable housing; and
- The need and value of taking a more intelligent approach to understanding the relative and ongoing performance of the housing stock, so that the stock portfolio delivers ever greater value for money.

Accompanying the priorities is an Action Plan that clearly sets out what the Council wants to achieve, and by when. It is anticipated that the actions will be monitored, reviewed and revised during the life of the AMS as works are completed and new actions are established.

The current HRA Investment Strategy allocates £811m of resources to these main areas of expenditure over the 10 years from 2016/17 to 2025/26:<sup>34</sup>

- Statutory Standards - £132m – adaptations, fire safety, accessibility, asbestos, capitalised voids and repairs;
- Target Standards - £424m – decency type works – kitchens, bathrooms, roofs, windows, doors, rewiring and heating;
- Structural Works - £48m – structural works and sheltered remodelling;
- Communal and Estate Assets - £133m – communal facilities/equipment, lifts, environmental improvements, garages, shops and offices; and
- Sustainability - £74m – energy efficiency works and renewables.

It is of vital importance that this investment is targeted to where it can make the greatest possible impact on the wealth, health and wellbeing of tenants and residents living in the properties and enhance the desirability and 'liveability' of the housing stock and neighbourhoods. The following sections detail the priorities that will be used to guide investment activity. They are all inter-related and demonstrate

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<sup>34</sup> See Appendix 3 for further details. This will need to be revised in light of changes to the HRA BP as a result of changing rental policy and other impacts on HRA income arising from the Housing and Planning Act 2016.

a holistic investment approach that takes account of numerous cross-cutting factors in identifying what works to carry out, where and when.

### **Priority 1: Delivering Modern, Fit for Purpose Homes and Neighbourhoods**

The key priority of the investment activity guided by this strategy is to ensure that the housing stock, and the places in which it is located, meet the needs and requirements of existing and prospective customers in the 21<sup>st</sup> century. This asset management strategy is designed to ensure that all housing stock and neighbourhoods that have a long-term, sustainable future are, over time, brought up to our locally determined standards to ensure they continue to remain attractive and meet modern requirements and needs. This priority directly contributes to the Best Council priority of '*Providing enough homes of a high standard in all sectors*'.



*Artist's impression of new council housing at the Squinting Cat development, Swarcliffe.*

### **The Leeds Homes Standard**

The Government's Home Standard, part of the 2015 Regulatory Framework for Housing, requires the council to '*ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard*'.<sup>35</sup>

The original 2012 HRA Business Plan committed to moving beyond the minimum of the Decent Homes standard, bringing properties up to 'component level' decency, rather than 'property-level' decency over the next 10 years. This means that rather than replacing a kitchen or a bathroom in order to make a property decent, the council will renew both, if the work is required.<sup>36</sup> In 2014 this was encapsulated in

<sup>35</sup> 'Home Standard', p.1, HCA, 2015.

<sup>36</sup>The Decent Homes standard is very much a minimum standard and is constructed in such a way that generally, under most categories, more than one component needs to fail in order for the property to fail the standard e.g. a

the Leeds Homes Refurbishment Standard, which aimed to address the shortcomings in the Decent Homes standard and also incorporated measures aimed at reducing fuel poverty and carbon emissions, and improving community safety, communal facilities and 'place'.<sup>37</sup>

This standard will be reviewed over the next 12 months to explore the potential for moving away from a 'one-size fits all' approach to differential standards for different property types or areas. The intention is to assess options such as whether it might be possible to invest less in voids in popular areas with high demand in order to free up resources to fund additional works in lower demand properties, to increase their 'lettability' and support vulnerable communities, attracting new tenants and thereby increasing income to the HRA by reducing voids. Or perhaps to install bathrooms or kitchens to a different standard or on longer lifecycles in more popular or stable areas where there is a higher likelihood of them being looked after long-term by the tenants and use a more robust specification in properties or areas with higher turnover. Alternatively, different finishes, fixtures and fittings might be appropriate in blocks or schemes with different client groups – for example in sheltered housing schemes and high-rise blocks as opposed to those on the periphery of the city centre let to younger tenants. This will need to be considered carefully to make sure there is clarity about what is being proposed and why, and ensure fairness and equitability.

There are some significant environmental and estate improvement works underway, funded by the Housing Advisory Panels (HAP) and Environmental Improvement Programme (EIP). While the HAPs approve schemes on an ad-hoc basis, the EIP was agreed in full in 2015 and will run through until 2017. Additional funding for environmental works comes on-stream in 2018. Standards will be developed to ensure clarity about what can be expected and funded from this. Estate/ neighbourhood surveys will be drawn up to gather information to supplement existing data and assist in determining and prioritising the works required. Working closely with members, local communities and area based staff a programme of environmental improvements will be developed.

Full details of the standards that properties will be brought up to are contained in Appendix 2.

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house not affected by 'external airborne noise' (most houses) or a flat with 'adequate size and layout of common areas' (most flats), where no key building components (roof, windows, doors, boiler) are old *and* in poor condition, would still be classed as decent even if both the kitchen and bathroom were 100+ years old, and only one or the other was in 'poor condition', so long as the kitchen had 'adequate space and layout' (i.e. not too small to contain sink, cupboards, cooker space, worktops etc) and the bathroom and WC was 'appropriately located' (i.e. not accessed through or located in a bedroom, or having a WC on different floor to the nearest wash hand basin or having a WC without a wash hand basin opening onto a kitchen in an inappropriate area e.g. next to the food preparation area).

<sup>37</sup> 'Leeds Homes Refurbishment Standard', Executive Board Report, LCC, 2014, available from <http://democracy.leeds.gov.uk/documents/s123868/Leeds%20Refurbishment%20Standard%20Cover%20Report%20101114.pdf>

## Meeting the Investment Needs of Our Most Challenging Properties

Parts of the council housing portfolio present significant challenges, including those with low SAP ratings, sheltered schemes with bedsits (some with shared bathing facilities), the high rise blocks, low-medium rise non-traditional stock and hard-to-treat properties. Specifically tailored plans and approaches are in place, or will be developed, to improve or remodel these properties, to ensure they are 'fit for purpose' and 'fit for the future'. In certain cases, where there is a clear benefit to the council and the support of local communities, clearance, demolition and/or disposal of the land will also be considered, including the re-use of existing sites for new affordable housing provision.

**Low-SAP properties** have been resurveyed to ensure data accuracy and determine investment requirements. Works to improve their thermal efficiency are currently being procured and/or carried out.

Detailed proposals are in place to remodel the **sheltered bedsit schemes** over coming years. These include combining bedsits to create larger, more attractive one and two-bed flats, incorporating redundant warden's properties to create additional sheltered units where possible and modernising communal facilities.

A 10-year investment programme has been implemented for the **high-rise stock**, focussed on achieving the optimal spread of energy efficiency savings within available budgets and allowing for the proposed connection of 30 blocks to a new district heating network powered by the Recycling and Energy Recovery Facility (RERF). Programmes of cladding, structural remedial works and concrete repairs, as well as renewal of communal lighting, rewiring and controlled entry systems are also ongoing. Investment in enhanced security and other measures will support plans to modernise the management of high-rise blocks, with revised management procedures and reclassification of blocks into standard; family; enhanced support and retirement/retirement plus/sheltered models.

Investment proposals are currently being developed for the **non-traditional stock** and **hard-to-treat properties**, bearing in mind when funding is available within the HRA BP and the likely procurement timescales. The large numbers involved and variety of property types make this particularly problematic. It is anticipated that detailed plans will be available for the non-traditional stock by March 2017 and hard-to-treats by March 2018.

Full details of the issues and challenges presented by different property types are contained in Appendix 3.



## Modernising Repairs and Maintenance

Work is ongoing to ensure that repairs and maintenance systems are well designed and ensure the stock is maintained to the agreed standards in an efficient, cost effective and responsive way, using procurement and contract management processes to best effect to ensure value for money is achieved.

From July 2015 two incumbent Internal Service Providers (ISPs) (one from the council and one from the ALMOs) were amalgamated to create a new organisation, Leeds Building Services (LBS). The council's existing property maintenance service for civic buildings, schools, leisure centres etc has also subsequently become part of LBS. This has resulted in a Direct Labour Organisation (DLO) of 600+ operatives, with an annual turnover in excess of £45m. The realignment of these different organisations into one is ongoing and focussed on efficiency savings and increased productivity.

More planned and batched programmes of work will be developed, integrating 'planned' and 'responsive' works more closely. This will ensure the most effective use of existing contractual arrangements and economies of scale wherever appropriate.

The council is taking part in the Chartered Institute of Housing's 'Working Together to Rethink Repairs' project, to work collaboratively with other social housing providers and contractors across the country to innovate, explore and develop best practice with the aim of realising efficiency savings and enhancing stock value.<sup>38</sup> The findings will inform revisions to current working practices and the procurement activity outlined below.

There are still a number of contracts in existence that were procured prior to the ALMOs being brought back into the council in 2013. A new procurement strategy for the major strategic contracts was approved by Executive Board in February 2015. It will enable a 'mixed economy' approach, by ensuring that there are a number of internal and external providers – including LBS, local SME's and regional/national contractors delivering works. A variety of procurement approaches will be utilised, including the use of LBS for works in which they excel, existing frameworks (and establishing a Leeds specific framework) for 'standard' works such as kitchens, bathrooms, roofs, windows, doors, electrical and gasworks, and one-off tenders for more specialised or high-value works such as district/community heating, sheltered housing conversions, structural works and cladding etc.

Challenges will include determining which works are best suited to the ISPs and which should be procured externally; determining which works best fit with large regional/ national organisations and which fit SMEs; developing a detailed procurement timetable to cover all commissioning and procurements over the next decade; and to improve the quality of the commissioning/ procurement process through more detailed scoping of works and specifications, more robust contract

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<sup>38</sup> See <http://www.cih.org/rethinkrepairs> for further details.

documents, 'cradle to grave' project management and ownership and greater levels of customer engagement.

The procurement timetable is summarised below:

Service	Mobilisation	Operational period start	Contract Period	Approx. Contract Value per annum
<b>Gas servicing and Repair:</b>				
East	Feb - Jun 2016	July 2016	4 years + extension of up to 4 years	£2m Service £2m Installs
West	Jan- Mar 2017	April 2017	4 years + extension of up to 4 years	£2.5m Service £2m Installs
South	Jan – Mar 2016	April 2016	4 years + extension of up to 4 years	£2m Service £2.7m Installs
<b>Capital and Planned works</b>				
City Wide	Oct 2017 – Mar 2018	April 2018	4 years + extension of up to 4 years	£65m
<b>Responsive repairs and voids</b>				
South	Jan - Mar 2019	April 2019	4 years + extension of up to 4 years	£10.5m
West	Jan - Mar 2020	April 2020	4 years + extension of up to 4 years	£15.7m
<b>Managed Stores and Internal Stores Provision:</b>				
East/City Wide	Jan – Mar 2019	April 2019	tbc	£7m

### Key Points:

- **Leeds Homes Refurbishment Standard to be reviewed and potential for differential standards explored;**
- **Environmental investment programme to be developed;**
- **Formation and size of Leeds Building Service, creating ISP/DLO of considerable size and expertise;**
- **More planned and batched works, linking 'planned' and 'responsive' workstreams more closely;**
- **CIH Working Together to Rethink Repairs project; and**
- **New procurement strategy.**

## Priority 2: Reducing Fuel Poverty, Cutting Carbon and Improving Health

The second key priority guiding investment activity concerns improving the thermal performance of the stock. This is closely related to the first priority of modern fit for purpose homes and communities and will involve putting long-term strategies and programmes in place to improve the energy efficiency of the housing stock. This will reduce fuel poverty, cut carbon and improve health outcomes as well as, in turn, improving educational attainment, increasing disposable income for the local economy and saving the NHS money. This priority directly contributes to the Best Council breakthrough project on 'Cutting carbon and improving air quality'.



Biomass energy centre, serving Clyde Court, Clyde Grange and Phil May Court flats.

## Delivering Warm, Energy Efficient Homes that are Affordable to Heat

Energy efficiency and affordable warmth are major factors in the programmes outlined in the 'Meeting the Investment Needs of Our Most Challenging Properties' section above. The low-SAP programme directly targets the worst performing properties in the housing stock according to their SAP ratings, installing basic energy efficiency measures including cavity wall and loft insulation.

The high-rise investment programme builds on consultant recommendations specifically drawn up to target energy efficiency and carbon. It commits significant resources to a variety of measures that will improve thermal performance and energy efficiency within the flats themselves and in the communal areas. The programme includes a combination of external cladding for the worst performing blocks, roof insulation, electric heating and hot water renewals with modern, efficient and controllable systems and six further discrete community heating clusters. On average, it is estimated that the programme will produce carbon savings per flat of 36% (nearly 1.5 tonnes per year) and a potential maximum 30-year carbon saving of around 175,000 tonnes. Regulated energy savings (essentially heating, hot water and lighting costs) could potentially average up to 28% per flat or £185 per year.<sup>39</sup>

<sup>39</sup> 'Energy Efficiency Study for High Rise Flats – Investment Strategy Report', p.3, ARUP, 2016.

A further £36m, including a £10m contribution from the HRA, is committed to creating an ambitious district heating network connecting the RERF to 30 high-rise blocks, and adjoining medium-rise blocks.<sup>40</sup> The scheme will provide heat at a cost 10% less than from a domestic gas boiler. It is estimated that this will save 6,000 tonnes of CO<sub>2</sub> emissions, representing an 88% reduction, resulting primarily from moving from electric heating to heat sourced from the RERF.<sup>41</sup>

Programmes will be developed for non-traditional and hard-to-treat properties, focussed on improving thermal efficiency (along with structural remedial works where required in the non-trad stock). These are likely to include a combination of external wall insulation, dry-lining and insulation of rooms-in-roofs, upgrading of heating systems where appropriate and potentially the installation of renewables, subject to further analysis.

In support of these planned works the council will also continue to explore additional and alternate forms of funding for energy efficiency and renewables, through grants and ECO, RHI and their successors, as well as private sector funding where appropriate and beneficial.

Additionally, advice and support is given to tenants to maximise incomes and reduce energy consumption and bills, including help with switching energy suppliers. The council has also established its own Energy Supply Company – White Rose Energy. This is a not-for-profit partnership with Robin Hood Energy that provides transparent tariffs and a fairer deal for lower users and pre-payment customers. Vacant council dwellings are switched to White Rose Energy while they are void, to benefit incoming tenants.

### **Investing in Works to Improve Health Outcomes**

As discussed earlier in this document we know that alongside the economic deprivation and inequalities in the city there are also significant health inequalities. We also know that improvements in housing conditions will have extensive positive 'knock-on' effects to health outcomes, mental wellbeing etc. Therefore, although this strand of the priority is closely related to the actions already identified in the '*Meeting the Investment Needs of Our Most Challenging Properties*' and '*Delivering Warm, Energy Efficient Homes that are Affordable to Heat*' sections above, this section also includes working more closely with health and social care colleagues on a number of factors to shape and direct council housing investment.

Firstly, we need to work more closely with our colleagues in public health to understand the geography and typology of health inequalities across the city i.e. which poor health outcomes are most prevalent in which areas? This data can then be used alongside stock condition information and the sustainability and NPV rankings discussed below in the '*Intelligence Led Portfolio Management*' section below to prioritise particular areas, blocks or property types for investment. It may even be possible to include health data in the sustainability model (see below).

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<sup>40</sup> Total estimated cost, including the creation of the spine network from the RERF to the affected blocks and installation of new wet heating systems within individual flats.

<sup>41</sup> 'Multi Storey District Heating and Energy Efficiency Study – Modelling Report', p5-7, ARUP, 2015.

Secondly, we need to determine what types of works would best be undertaken to improve different outcomes – e.g. are respiratory illnesses best combatted by improving the efficiency of heating systems and increasing insulation, is asthma also best tackled by that, as well as the eradication of damp/mould and increased ventilation etc. At the same time we need to establish what works are most cost effective. The 'best' solution may be the most expensive and therefore available to only a limited amount of properties, whereas a less costly solution may be only slightly less effective, meaning a much greater number of people/properties can benefit.

Finally, we will ensure an ongoing dialogue with health and social care colleagues to ensure that our existing investment plans in works that contribute to health outcomes, and any additional works arising from the research outlined above, are shared and aligned with our joint priorities.

**Key Points:**

- **Investment programmes in place for sheltered remodelling, low SAP properties and high-rise stock;**
- **Programmes to be developed for non-traditional and hard-to-treat stock; and**
- **Relationships to be built with health and social care colleagues to determine most cost effective ways of improving health outcomes.**

### Priority 3: Increasing Affordable Housing Supply

The third priority involves putting practical approaches in place for reshaping the housing stock and increasing the supply of affordable housing. It is closely inter-linked with Priority 4 '*Intelligence Led Portfolio Management*' and relies heavily on the use of option appraisals to guide decision making. It directly contributes to the Best Council breakthrough project of '*Housing growth and high standards in all sectors*'.



*Wharfedale View, Yeadon - extra care development replacing outdated sheltered stock.*

### Reshaping the Housing Stock

A structured and robust options appraisal process is used for assessing, shaping and informing decisions about the future suitability, viability and sustainability of properties, schemes and estates through approaches that are shaped and informed by up to date knowledge on the performance of the housing stock.

The options appraisal process is modelled on the council's business case development procedure. It begins with an assessment of the assets sustainability and Net Present Value (NPV) (as detailed in Priority 4 below) and a cost/benefit analysis of the different options, including the return on investment and NPV of each. Alongside these, a range of non-financial considerations, including the opinions of the local community and stakeholders (including tenants and members) are factored in, to ensure the best possible option is pursued, in consideration of the widest possible impacts, with decisions not just based on financial factors but also including the local operating context. For example, this might mean making a conscious decision to invest in a property that makes a net loss to the HRA due to the wider community benefits it brings.

The options assessed vary according to the property type and issues involved, but usually include investment to improve, demolition/disposal and use of site for new

build/housing growth. In each case a 'do minimum' or 'do nothing' option is also assessed.

Recommended options are then taken to SMT for approval and then through for a delegated decision by the Chief Officer or Director if required e.g. if clearance and disposal is proposed.

A forward programme of Options Appraisals will be developed by December 2016, focussing in on the poorest performing estates, neighbourhoods, blocks or property types (as defined from sustainability modelling, NPV analysis, health inequalities discussed elsewhere in this document). The programme will then be reviewed annually as these contributory data sets are updated.

Analysis will also be undertaken to determine the specific factors (that are within the control of our investment programmes) that make specific estates, blocks, schemes or property types high performing and attempt to replicate these factors in less well performing areas. These will in-turn, inform the development of estate/area improvement plans, in collaboration with colleagues from Housing Management, Community Safety, Regeneration and Housing Growth.

### **Increasing Affordable Housing Supply**

The council will ensure that the supply of affordable housing is increased by either directly building or acquiring new housing itself or by identifying and/or creating sites on which others can build new housing. A key asset management function is therefore to identify HRA land on which to build replacement or additional homes of the type and quality needed and in areas where people want to live. Also, to identify potential opportunities for increasing the housing stock by acquiring properties, particularly if property types and location match housing need and management arrangements.

In order to facilitate affordable housing growth we will utilise sustainability scores and the option appraisal and land management processes to identify unsustainable and unwanted land, as well as areas of housing and garage sites that might have potential for housing growth. We will then work closely with colleagues in Housing Growth to take these sites forward for new build, self-build, bespoke properties for households with disabled family members or disposal to Registered Providers and the third sector.

### **New Build/Housing Growth**

The Council Housing Growth Programme is funded through the HRA and supplemented with Right to Buy Receipts and grant funding from the Homes and Communities Agency and the Department of Health. The programme totals c£134m and will deliver c1,000 properties. Delivery is via a combination of new build contracts procured by the council, the acquisition of new properties from private sector developers and the purchase of long term empty homes. New properties will be built to the Leeds Standard.<sup>[1]</sup>

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<sup>[1]</sup> 'Quality Housing Growth and the Leeds Standard', Executive Board Report, LCC, 2014, available from <http://democracy.leeds.gov.uk/documents/s120944/Leeds%20Standard%20Cover%20Report%20050914.pdf>

The mix of property types on each site and across the programme as a whole is informed by demand information from the Leeds Homes Register. This is supplemented with sustainability scores for the areas and property types under consideration. There is an ongoing process of identifying sites to commit the remainder of the programme.

RTB receipts for replacement rented housing are being used to both support some sites within the new build programme and in the form of grants to Registered Providers (where the RP provides the required match funding of 70% as set out in CLG regulations). At May 2016, grant funding has been made available to RP's and currently four schemes have had funding allocations approved with two schemes in contract; the schemes which are approved will utilise c.£1.4m grant equating to £5.3m scheme costs and deliver 52 units. There are nine further schemes which could potentially use c.£5.7m grant, equating to c.£21.6mm scheme costs and could deliver a further 165 units.

Alongside this, a development programme to provide properties for households with a disabled family member has been developed with Adult Social Services and Children's Services. This will also be supported through funding from the Right to Buy replacement programme.

The council will continue to explore the potential for increasing the HRA borrowing cap to fund additional new build social housing schemes with sound business cases.

**Key Points:**

- **Options appraisals will be used to help determine the future of low-performing or unsustainable stock/areas;**
- **Forward programme of option appraisals to be developed;**
- **Sustainability, option appraisals and land management process will be used to identify potential sites for housing growth; and**
- **Ongoing housing growth programmes will be informed by demand and sustainability.**



## Priority 4: Intelligence Led Portfolio Management

It is crucial that high quality, relevant and up-to-date intelligence underpins all the council's housing asset management activity. A strong understanding of the housing stock; its condition and investment requirements, patterns of need/demand and the relative performance of different estates, blocks, schemes and property types is an imperative if we are to make informed decisions about future investment.

The intelligence used to inform asset management decisions can be broken down into three main categories, as set out below. The profiling and appraisal of the stock will be reviewed and updated regularly, using a combination of financial and non-financial techniques, so as to fully understand its changing and evolving relative performance and contribution to the HRA Business Plan.



Example analysis of high rise blocks financial performance and sustainability.

## Stock Condition Information

Housing Leeds holds detailed stock condition and related asset management information for c.90,000 assets, including dwellings, blocks, garages, shops etc. This includes information on the location, size, age and construction type of each asset, as well as details on specific components – when they were installed, the materials/components used and date for replacement etc. The data is collected from numerous sources including housing management systems (e.g. age, size, location), project management systems (e.g. completed works, service and inspection records), energy surveys (for EPC's) and stock condition surveys (e.g. estimated date for replacement of different components).

The integrity of the data held is of paramount importance. Investment decisions are made using this data, contract address lists are compiled from it and decency and SAP ratings are calculated from it. Therefore, stringent quality control procedures are in place to prevent erroneous or incorrect data being input. Completed works data is audited regularly to ensure it is correct and accurately reflects investment made. Surveys are subject to desktop validation prior to being uploaded, and physical quality control surveys are undertaken. Data quality is reviewed continually

and measures to improve quality and accuracy are recorded in the Data Quality Action Plan.

Information from disrepair cases is also used to supplement existing stock condition data and drive discrete programmes of work.

### **Sustainability Model**

The sustainability model produces a 'score' for each property, based on a number of non-financial indicators covering the last 5 years. These are designed to give a picture of its sustainability by taking account of property-specific technical factors alongside broader community/'neighbourhood' indicators, reflecting the thoughts and feelings of tenants and wider communities. The data included in the model are:

#### *Property specific factors:*

- SAP rating (reflecting energy efficiency and environmental impact);
- Construction type (defective, non-traditional or traditional);
- No. of days void; and
- Turnover (no. of times void).

#### *Community/neighbourhood factors:*

- Average tenancy duration (over last 10-years);
- Demand (total bids);
- Leeds Neighbourhood Index Score<sup>42</sup>/Indices of Multiple Deprivation; and
- STAR survey (satisfaction with Neighbourhood).

The scores for individual properties have been aggregated up to provide sustainability scores for different estates, high-rise blocks, sheltered housing schemes and property types. This allows the stock to be ranked and analysed in different ways to determine the relative performance – what are the best/worst performing areas, property types etc.

### **Net Present Values**

To support the sustainability model an NPV model has also been produced, to establish the relative financial performance of different properties. The NPV calculations take into account the likely future rental income (based on average void performance over the last 5 years), coupled with ongoing management, maintenance and investment costs.

As with the sustainability model, individual NPV's are aggregated up to give an NPV for different estates, blocks, schemes etc, again allowing them to be ranked against one another to determine which are performing better/worse.

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<sup>42</sup> No longer produced, replaced with IMD ranking from 2015/16 onwards.

## Findings

The findings from the sustainability model show that 100% of the stock is of average sustainability or better when assessed by letting area, construction type or sheltered scheme. When analysed by high-rise block, 97% are of average sustainability or better and 3% are below average. This is being addressed via the high-rise investment programme and changes to housing management.

With regard to the NPV scores - 96% of sheltered schemes; 91% of construction types; 88% of letting areas and 25% of multi storey blocks make a positive contribution to the HRA. This is reflective of the major investment planned to multi-story blocks over the next five years, which has resulted in negative NPV values for the majority of blocks. Likewise the remodelling work and other investment being carried out to some sheltered schemes has resulted in negative NPV values, as the significant investment costs will not be recouped within the five year life-span of the current model.

Those areas, blocks, schemes or property types that show sustainability issues or that make the least contribution to, or are a net drain on, the HRA will be subject to further investigation, through the option appraisal process, to determine the viability of further investment, in collaboration with colleagues from housing management, housing growth, regeneration etc.

Alongside this analysis, stock condition data is used to prioritise areas annually for standard 'decency' investment, such as kitchens, bathrooms, roofs, windows and doors -areas with the greatest proportion of work required being given highest priority. If any of the areas prioritised for these works, or those identified for other works (e.g. from the high rise, sheltered or non-trad programmes) then they will also be subject to an option appraisal to determine if the investment is wise.

The rankings will also be used to steer conversations with partners elsewhere in the council, public health and third sector about where resources should be targeted, areas starting to show signs of decline etc.

### Key Points:

- **Blocks, schemes, estates and property types ranked annually and changes monitored over time;**
- **This intelligence is used to direct and prioritise investment, alongside property specific stock condition information;**
- **Vast majority of stock performing well; and**
- **Rankings used to develop and prioritise conversations on regeneration and housing growth proposals.**

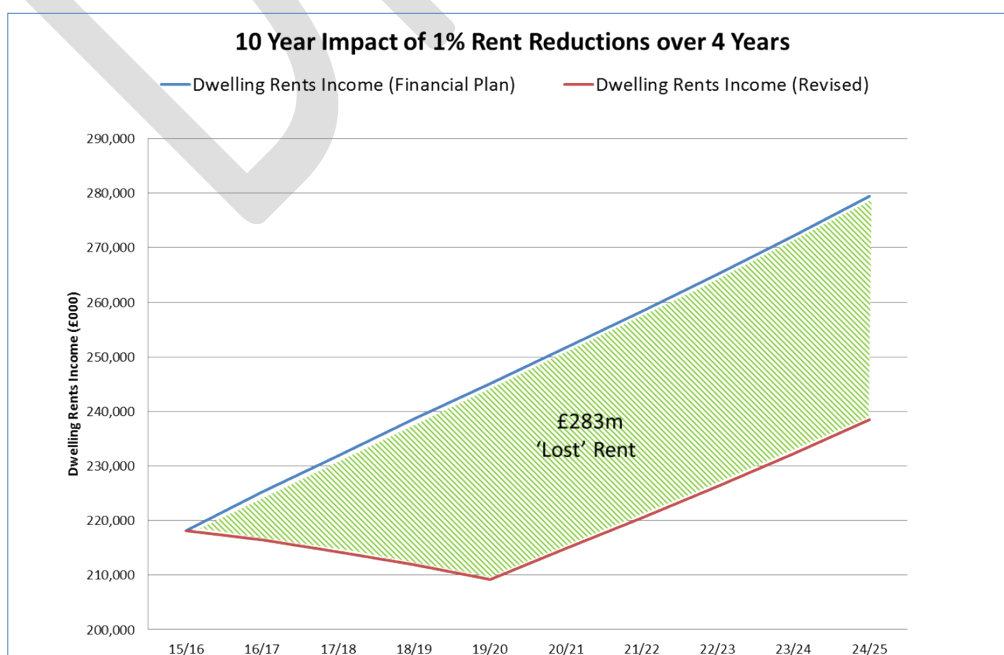
## Resources Available for Investment

### HRA Business Plan

The HRA Plan and the Housing Asset Management Strategy are inextricably linked and should each actively help shape and inform the other. Currently, the HRA receives over £250m p.a. in income overall. The majority of this is from rents and service charges related to council housing, garages etc (c£225m) and PFI grant (c£21m). The largest single annual area of expenditure is c£82m to finance the HRA capital programme. This money funds the Investment Strategy discussed below and includes major improvement works, decency type works, heating, energy efficiency, estate improvements etc. A further c£43m p.a. is spent on revenue repair and maintenance activity (responsive repairs, voids, adaptations, servicing and inspection, painting etc). These works are all outlined in the previous sections with further details provided in Appendices 4 and 5.

Another c£43m is spent on capital charges (servicing debt and PFI unitary charges for capital works). A further c£28m is spent on employees (wages and on-costs). Revenue payments to the PFI contractors currently equate to another c£14m p.a. The remainder of expenditure from the HRA is made up of smaller amounts paid for premises, supplies and services, horticultural maintenance, community safety, support services and so on.

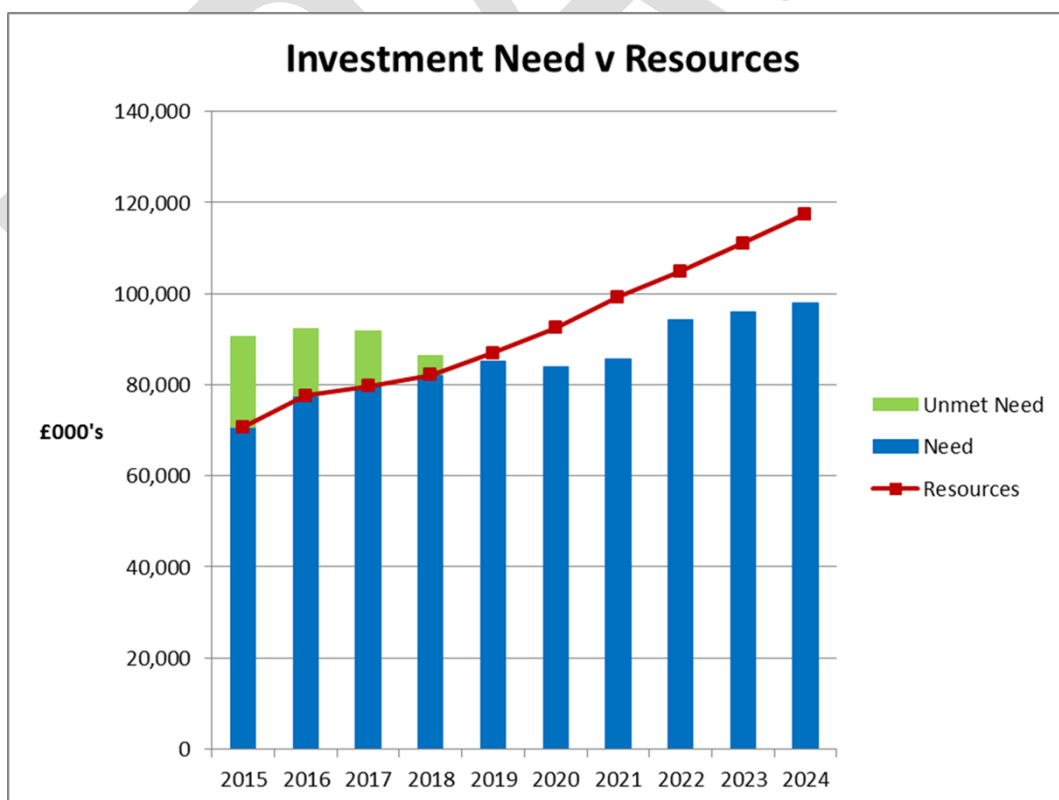
The HRA Business Plan (HRA BP) is currently under review as it was written in April 2015, and assumed rent increases of 3% p.a. (CPI+1%) in line with Government policy at the time. However, the June 2015 Budget introduced a required 1% p.a. reduction in social housing rents for four years. In cash term this is a reduction in income of c£21m to 2019/20 but, when the rent reductions are set against the previously assumed rent increases, there is an overall reduction in income of c£283m over the ten year period from 2015/16, represented by the green shaded area in the graph below.



To date, the HRA BP has protected the provision of capital resources allocated to the Investment Strategy. It is currently unclear if this can be continued, or at what level it could be continued, as HRA income comes under further pressures resulting from the Housing and Planning Act 2016. These include the forced sale of high value council homes and subsequent loss of income and the potential impact of having to fund any arrears arising from Pay to Stay. HRA income is also likely to be negatively impacted by the roll out of Universal Credit and potential increases in arrears arising from what was Housing Benefit, paid directly to the council, now being paid to tenants to then pay their rent with.

### Investment Strategy

Overall, the essential investment needs of the housing stock can be met. The current Investment Strategy was approved by Executive Board in February 2015, before the changes in rent policy outlined above.<sup>43</sup> At the time of writing it noted that there were shortfalls in available funding in the first four years (2015-2019), with investment need outstripping available resources, as illustrated below. Proposals to deal with this were agreed with the Housing Advisory Board in 2015, before the 2015 Summer Budget was announced. These include a slowing down of some decent homes investment and delaying further investment in environmental and renewable works until 2018/19. The unmet need shown below will be met over the 2019-2024 period.



<sup>43</sup> Improving the Council's Housing Stock – The Housing Revenue Account Investment Plan' Executive Board Report, Leeds City Council, March 2015.

The current detailed Investment Strategy, showing budget allocations to various areas of work, is shown at Appendix 1. This will be reviewed in 2017/18 to account for amendments made in the current review of the HRA BP and other investment requirements that have arisen since 2015.

**Key Points:**

- **Rent reductions lead to £283m less income than would otherwise have been received over next 10 years;**
- **There are other pressures on HRA income from impacts of the Housing and Planning Act and Universal Credit;**
- **The HRA Business Plan is currently being reviewed; and**
- **Investment Strategy to be reviewed in light of any changes to available funding arising from HRA Business Plan review.**

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## **Action Plan**

The Action Plan accompanying this strategy covers the period up to 2020.<sup>44</sup> It details the main pieces of work that need to be carried out to inform and implement the Asset Management Strategy and the detailed schemes of work arising from it.

Highlights include:

- Procurement of new contracts for planned and responsive works;
- Completion of a national Rethinking Repairs and Maintenance learning programme and implementation of new approaches resulting from this;
- Development of non-traditional and hard-to-treat investment programmes to supplement existing sheltered housing, high rise and low SAP programmes;
- Analysis of existing health inequalities to inform a new health outcomes based programme;
- Ongoing identification of HRA sites that offer potential for housing growth;
- Maintenance of models assessing financial and non-financial performance of the stock; and
- Pro-active programme of Option Appraisals and estate based regeneration plans, focussed on estates/areas/properties that are performing worse than others.

The Action Plan will be reviewed and updated annually.

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<sup>44</sup> See Appendix 5.

## **Performance Management and Measurement**

While this Asset Management Strategy is, by its very nature, a high-level, strategic document, there are a number of measures that will be used to determine that it is being implemented successfully. These will be collated from a combination of existing KPI's used to measure council and contractor performance across the responsive repairs service and capital programme, key customer satisfaction information taken from bi-annual Survey of Tenants and Residents ('STAR' survey) and the delivery of actions outlined in the Action Plan.

The measures that will be used include:

- Average SAP rating of the council housing stock;
- Percentage of properties meeting the Decent Homes Standard;
- Capital programme delivery against annual baseline;
- Annual changes in sustainability scores and NPV's for different estates, high-rise blocks, sheltered housing schemes and property types;
- Customer satisfaction with the repairs service;
- Customer satisfaction with the area in which they live; and
- Achievement of planned actions as per the Action Plan.



## Governance

Existing council governance arrangements and frameworks for financial management and policy development should be sufficient to oversee the actions and programmes of work arising from this strategy. No new arrangements are required.

The principles underpinning and informing the strategy have been consulted on and approved by members and tenants representatives. This document itself has been approved by Housing Advisory Board and Executive Board. Executive Board will also continue to approve budget allocations and capital programmes/works annually, with detailed Authority to Spend being granted by the Director of Environment and Housing under existing delegations and regular reports being provided to Housing Advisory Board.

Updates to related documents such as the Investment Strategy and HRA BP will also be consulted on with members and tenants representatives, and ultimately be approved by Housing Advisory Board and Executive Board, as per previous iterations.

Land or other asset disposals will follow current governance routes, with sign-off by the Director of Environments and Housing under existing delegations.

Day-to-day operational issues will be addressed by Property and Contracts Senior Management Team. Quarterly updates will also be provided to P&C SMT on the action plan, with issues escalated to the Director of Environments and Housing, E&H SLT, CLT, HAB and Executive members and/or Executive Board as appropriate.

## Conclusions

This Asset Management Strategy sets out how investment in council housing and neighbourhoods will be directed and prioritised over coming years, using the intelligence available to us and working with all relevant partners to address inequalities across the city and improve housing quality and health outcomes. Housing investment will be focussed on addressing the priorities of:

- ***Delivering modern, fit for purpose homes and neighbourhoods;***
- ***Reducing fuel poverty, cutting carbon and improving health;***
- ***Increasing affordable housing supply; and***
- ***Intelligence-led stock portfolio management.***

The links between poor quality housing and poor tenant satisfaction and engagement are self-evident. At best, tenant dissatisfaction can lead to increased apathy and complaints, negative publicity, a lack of engagement in the political process and a general dissatisfaction with the work of 'the council'. At worst it can lead to vandalism, crime and anti-social behaviour.

Thermally inefficient and poorly insulated homes increase carbon emissions and are more expensive to heat, presenting difficult choices for tenants between heating and eating. They reduce disposable household income and have a knock-on effect on cultural, educational and leisure activities, and spending in the local economy.

The links between housing, health and wellbeing are well established. Poor quality housing adversely affects the health and life chances of inhabitants, in terms of life affecting illnesses, premature deaths, educational attainment and the ability to find and maintain employment. It can contribute to stress, depression and substance abuse.

Poor quality housing results in increased costs across all sectors - for the NHS, support agencies, crime and disorder partnerships, children's services, education and other parts of the local authority. It reduces the amount of disposable income available to the local economy.

The significant amounts of investment made in repairing and improving council housing each year, improving conditions, reducing heating costs etc provide a significant opportunity to improve the satisfaction, financial situation, physical and mental health and wellbeing of council tenants and have a positive impact on the private and public places in which they live. This asset management strategy will ensure that this investment is targeted appropriately and spent wisely.

## Appendices

Appendix 1 – Current Investment Strategy

Appendix 2 – Standards to be Achieved

Appendix 3- Specific Property Type Issues

Appendix 4 – Other Workstreams & Expenditure

Appendix 5 – Asset Management Action Plan

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## Appendix 1 – Current Investment Strategy

ESSENTIAL INVESTMENT STANDARD:											
Statutory Standards	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Adaptations	3,948	3,732	3,517	3,308	3,100	3,213	3,280	3,347	3,416	3,485	34,346
Fire Safety	3,548	2,342	2,332	-	-	-	-	-	-	-	8,232
Accessibility	102	104	107	109	111	114	116	119	121	123	1,126
Voids	6,100	5,933	5,767	5,606	5,445	5,563	5,680	5,795	5,916	6,035	57,840
Asbestos Surveys	1,894	1,806	1,710	1,610	1,502	1,389	1,268	1,141	1,009	-	13,330
Capital Repairs	1,830	1,780	1,731	1,681	1,633	1,669	1,704	1,739	1,775	1,810	17,352
<b>Sub Total for Statutory Standards</b>	<b>17,422</b>	<b>15,697</b>	<b>15,164</b>	<b>12,314</b>	<b>11,793</b>	<b>11,947</b>	<b>12,048</b>	<b>12,140</b>	<b>12,237</b>	<b>11,453</b>	<b>132,215</b>
Target Standards	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Electrical Systems	1,314	1,348	1,383	1,418	1,452	1,487	1,521	1,555	1,591	1,626	14,696
Kitchen	7,145	9,164	10,922	12,456	13,775	15,256	15,549	16,967	18,492	13,816	133,541
Bathroom	1,533	1,966	2,344	2,673	2,956	3,273	3,336	3,641	3,968	2,964	28,654
Heating & Hot Water	7,885	8,091	8,295	8,505	8,714	8,922	9,128	9,332	9,546	9,758	88,176
Heating & Hot Water - Electricity	274	281	288	295	303	310	317	324	331	339	3,062
Doors	1,060	1,360	1,621	1,848	2,044	2,264	2,307	2,518	2,744	2,050	19,815
Windows	2,270	2,912	3,471	3,958	4,377	4,848	4,941	5,391	5,876	4,390	42,433
Roofs - dwellings	4,105	5,265	6,275	7,156	7,914	8,765	8,933	9,748	10,624	7,937	76,721
Roofs - MSFs	-	-	-	747	763	779	779	795	811	811	5,127
Walls	254	260	272	279	285	291	296	303	309	309	2,815
Misc Costs	618	753	806	890	982	1,063	1,082	1,159	1,242	1,015	9,609
<b>Sub Total for Target Standards</b>	<b>26,459</b>	<b>31,400</b>	<b>35,670</b>	<b>39,471</b>	<b>43,540</b>	<b>47,234</b>	<b>48,183</b>	<b>51,726</b>	<b>55,527</b>	<b>45,438</b>	<b>424,648</b>
Structural Works	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
High Rise Blocks	4,886	5,003	5,119	5,237	-	-	-	-	-	-	20,245
Non Trad Stock	-	-	-	-	2,785	2,846	2,906	2,965	3,026	3,087	17,615
Sheltered Remodelling	2,367	864	222	2,179	2,228	2,277	-	-	-	-	10,137
<b>Sub Total for Structural Works</b>	<b>7,253</b>	<b>5,867</b>	<b>5,341</b>	<b>7,417</b>	<b>5,014</b>	<b>5,123</b>	<b>2,906</b>	<b>2,965</b>	<b>3,026</b>	<b>3,087</b>	<b>47,998</b>
Communal & Estate Assets	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Communal Facilities & Equipment	6,751	6,912	7,072	7,236	9,973	10,189	10,403	10,614	10,834	3,185	83,169
Lifts - MSFs	1,525	1,561	1,598	1,635	1,671	1,708	1,743	1,779	1,816	1,852	16,888
Lifts - low/med rise	325	333	341	454	-	-	-	-	-	395	1,848
Environmental Improvements	-	-	2,130	2,452	2,785	3,131	3,487	4,151	4,842	2,470	25,447
Estate Garages	249	255	261	267	273	278	284	290	296	302	2,754
ALMO/BITMO Offices	51	52	53	54	56	57	58	59	61	62	563
Estate Shops + Linked Dwellings	234	239	245	251	256	262	267	273	278	284	2,589
<b>Sub Total for Communal + Estate Assets</b>	<b>9,134</b>	<b>9,353</b>	<b>11,699</b>	<b>12,348</b>	<b>15,014</b>	<b>15,624</b>	<b>16,243</b>	<b>17,166</b>	<b>18,127</b>	<b>8,550</b>	<b>133,259</b>
<b>Sub Total for Essential Investment Works</b>	<b>60,267</b>	<b>62,317</b>	<b>67,875</b>	<b>71,550</b>	<b>75,361</b>	<b>79,928</b>	<b>79,380</b>	<b>83,996</b>	<b>88,917</b>	<b>68,529</b>	<b>738,120</b>
Additional Costs	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Allowance for contract mgt. delivery fees	7,547	8,072	8,336	8,824	9,334	9,942	9,917	10,540	11,195	8,657	92,363
Heatlease termination fees	896	253	260	267	274	281	288	295	303	310	3,426
IT System Costs	52	53	55	56	58	59	61	62	64	65	583
<b>Total Essential Investment</b>	<b>68,762</b>	<b>70,694</b>	<b>76,525</b>	<b>80,698</b>	<b>85,026</b>	<b>90,210</b>	<b>89,645</b>	<b>94,893</b>	<b>100,478</b>	<b>77,561</b>	<b>834,492</b>
SUSTAINABILITY STANDARD:											
Sustainability Standards	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Conversions / Remodelling	-	-	-	-	1,118	1,143	1,168	1,192	1,217	1,242	7,080
Energy Efficiency Works to MSFs (EWI/Cladding)	1,212	1,241	1,271	1,301	-	-	-	-	-	907	5,931
Heating + Renewable Energy Measures	-	-	2,136	2,459	2,795	3,143	3,503	4,171	4,868	2,484	25,560
District Heating/Heat from Waste	5,091	5,216	-	-	-	-	-	-	-	-	10,307
Energy Efficiency Measures to Hard to Treat Properties	-	-	-	-	-	-	5,985	6,110	6,239	6,367	24,702
<b>Sub Total for Sustainability Investment Works</b>	<b>6,303</b>	<b>6,457</b>	<b>3,406</b>	<b>3,760</b>	<b>3,914</b>	<b>4,286</b>	<b>10,655</b>	<b>11,473</b>	<b>12,324</b>	<b>11,001</b>	<b>73,580</b>
Additional Costs	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Totals
Allowance for contract mgt. delivery fees	756	775	409	451	470	514	1,279	1,377	1,479	1,320	8,830
<b>Total Sustainability Investment</b>	<b>7,059</b>	<b>7,232</b>	<b>3,815</b>	<b>4,211</b>	<b>4,383</b>	<b>4,800</b>	<b>11,934</b>	<b>12,850</b>	<b>13,803</b>	<b>12,321</b>	<b>82,409</b>
<b>Overall Total (Housing Leeds only)</b>	<b>75,821</b>	<b>77,926</b>	<b>80,340</b>	<b>84,909</b>	<b>89,410</b>	<b>95,011</b>	<b>101,579</b>	<b>107,743</b>	<b>114,281</b>	<b>89,881</b>	<b>916,901</b>
<b>Overall Total (Housing Leeds + BITMO)</b>	<b>77,541</b>	<b>79,646</b>	<b>82,160</b>	<b>86,780</b>	<b>91,330</b>	<b>96,981</b>	<b>103,600</b>	<b>109,814</b>	<b>116,402</b>	<b>92,052</b>	<b>936,306</b>

## **Appendix 2 – Standards to be Achieved**

Further to the Leeds Homes Standard set out earlier, this section outlines the council's approach to other regulatory standards in more detail – explaining what the priorities for investment are, the budgets allocated to different standards and how detailed programmes of works are determined.

### **Decent Homes Standard**

In order to prioritise investment in other parts of the asset management strategy, the Decent Homes standard will be used to guide investment considerations rather than rigidly direct them. The component elements, and the lifecycle replacements that are at the core of Decency, still remain and act as a guide within our asset management systems that prioritise and direct survey activity and subsequent investment, however real challenge will be placed upon surveys to determine if the investment is necessary or the property element still has serviceable lifespan.

The components, lifecycles and definitions of poor condition used are taken directly from the Decent Homes guidance and are shown overleaf. The council utilises an area based approach to prioritising investment in decency works. Existing stock condition data for different components is assessed against these criteria to determine the proportion of properties within a Lettings Area (subdivisions of housing management patches that correlate to districts, estates, villages etc) requiring a component replacement within the next five years. This allows areas to be ranked in terms of their priority need for different works – kitchen and bathroom replacements, windows and doors or roofing for example. These areas are then surveyed in detail, with all properties without up-to-date stock condition data being surveyed. The results are then analysed and used to create detailed address lists of properties requiring works to be issued to contractors, typically those requiring replacement of that component either now or in the next few years.

It is accepted that this approach means that in some instances works may be carried out in advance of a decent homes failure but this is consistent with the guidance for 'preventing homes falling into decency'.<sup>45</sup> It also represents a more efficient use of staff and contractor resources, concentrating investment activity in discrete areas at specific times, rather than 'pepper-potting' activity all over the city all of the time. This approach also means that advanced programmes of work, by area, can be drawn up and publicised to tenants, members, contractors and colleagues.

A proportion of investment resource is ring-fenced for the isolated failures that will inevitably occur outside of the area-based approach and that are referred for replacement via responsive repairs visits/surveys.

Due to health and safety implications and the technical knowledge required to properly assess them, heating and electrical replacements are directed by servicing and inspection information rather than the area based approach. For example,

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<sup>45</sup> 'A Decent Home: Definition and Guidance for Implementation – June 2006 Update', p. 22, ODPM, 2006

rather than working to an estimated lifecycle, each boilers' replacement date is pushed back by 12 months following each successful gas servicing inspection and they are replaced via the gas servicing contract when deemed beyond economical repair by the gas engineer.

Criteria Used in Assessing Decency<sup>46</sup>

<b>Table 1: Component lifetimes used in the disrepair criterion</b>			
<b>Building components (key components marked*)</b>	<b>Houses and bungalows</b>	<b>All flats in blocks of below 6 storeys</b>	<b>All flats in blocks of 6 or more storeys</b>
Wall structure*	80	80	80
Lintels*	60	60	60
Brickwork (spalling)*	30	30	30
Wall finish*	60	60	30
Roof structure*	50	30	30
Roof finish*	50	30	30
Chimney*	50	50	N/A
Windows*	40	30	30
External doors*	40	30	30
Kitchen <sup>19</sup>	30	30	30
Bathrooms	40	40	40
Heating central heating gas boiler*	15	15	15
Heating central heating distribution system	40	40	40
Heating other*	30	30	30
Electrical systems*	30	30	30

<b>Table 2: Definition of 'poor condition' used in disrepair criterion</b>	
<b>Definition of 'poor condition' used in EHCS</b>	
<b>Wall structure</b>	Replace 10% or more or repair 30% or more
<b>Wall finish</b>	Replace/repoint/renew 50% or more
<b>Chimneys</b>	1 chimney need partial rebuilding or more
<b>Roof structure</b>	Replace 10% or more or strengthen 30% or more
<b>Roof covering</b>	Replace or isolated repairs to 50% or more
<b>Windows</b>	Replace at least one window or repair/replace sash or member to least two (excluding easing sashes, reglazing painting)
<b>External doors</b>	Replace at least one
<b>Kitchen</b>	Major repair or replace 3 or more items out of the 6 (cold water drinking supply, hot water, sink, cooking provision, cupboards, worktop)
<b>Bathroom</b>	Major repairs or replace 2 or more items (bath, wash hand basin, WC)
<b>Electrical system</b>	Replace or major repair to system
<b>Central heating boiler</b>	Replace or major repair
<b>Central heating distribution</b>	Replace or major repair
<b>Storage heaters</b>	Replace or major repair

<sup>46</sup> Ibid, p. 33-34.

## Energy Efficiency/Carbon Reduction

Improving energy efficiency in its housing stock will enable the Council to provide warm, affordable and low carbon homes to its tenants. Solutions to improve energy efficiency vary according to the design, type and age of properties. Around 75% of the council stock has gas central heating and 3% are connected to gas fuelled district heating schemes. A further 16% have electric storage heaters or electric underfloor systems which are expensive to use, are inefficient and do not provide the same thermal comfort as other systems. The remainder of the stock has electric or gas warm air systems, air-source heat pumps or no central heating.

In 2013, 11.6% of households in Leeds were living in fuel poverty according to the Department of Energy and Climate Change. This is slightly higher than the English average of 10.4%. Fuel poverty can not only be tackled with improvements to properties or heating systems; effort can also be made to maximise the incomes of households, by providing energy advice, by encouraging tariff/energy provider switching and by targeting assistance to fuel poor households.

The current average SAP value for Leeds City Council's housing stock is 68. Council targets are to increase average SAP ratings across all housing sectors to SAP 70 by 2020 and to increase the SAP ratings of all dwellings to 65 or above by 2030. SAP ratings and intelligence from Energy Performance Certificates is being used to prioritise works to the least energy efficient properties within the portfolio first.

Current council funded schemes to improve energy efficiency include the extension of gas mains to off-gas households and replacing inefficient electric heating with modern gas systems. Older, inefficient gas boilers are being replaced with modern efficient models. The Clydes multi-storey blocks have had a biomass district heating scheme installed, which provides heating and hot water to two high rise blocks and a sheltered scheme in Armley. The new Recycling and Energy Recovery Facility will provide heat to a district heating network to c1,200 council flats. Solar PV panels have been installed on c1,000 council homes. Loft and cavity wall insulation programmes will continue in the remaining properties where this is possible. Double glazing will be installed in the remaining single glazed properties.

Ongoing changes and uncertainty regarding funding for energy efficiency improvements and renewable energy, such as the ending of the Green Deal and reductions in Feed in Tariffs for Solar PV, are creating a volatile market place and seriously restricting potential for future renewable schemes – especially those reliant on external funding and/or providing a return to external investors – unless directly funded by the Council. The Council will however continue to explore externally funded opportunities as and when they arise, whilst continuing direct council investment.

## Asbestos

Historically, only management surveys to particular rooms/areas scheduled for work were carried out. This left weaknesses in the level and quality of asbestos information held by the council. Recognising this, the council are now undertaking full refurbishment surveys on void properties, and on some planned works schemes, thereby building up a comprehensive asbestos register over time. It will take approximately 10 to 11 years to complete a city wide programme. In the 10<sup>th</sup> year some properties will not have become void so a mop up year will be required or the remaining tenanted properties will wait until they eventually do become void. The completion of this programme will mean the authority will only carry out a minimal amount of asbestos surveys afterwards.

## Fire Safety

In April 2014 the council and West Yorkshire Fire & Rescue Service (WYF&RS) signed a 'Fire Safety Concordat', agreeing to work together to make Leeds a safer place for people to live, work and visit. The agreement ensures that increased awareness of fire safety is provided across the council, which will help the authority to continually improve its fire safety arrangements, through a pragmatic and incremental approach in driving down fire risk.

Fire safety work is identified through risk assessments of individual buildings or building archetypes. Typically these identify works such as:

- Fire stopping – prevention of fire spread;
- Sprinkler installation to sheltered high rise accommodation;
- Fire alarm installations and upgrades;
- Emergency lighting installations and upgrades;
- Scooter parks;
- Compartmentation; and
- Bin stores and fire suppression.

Each year the fire safety work requirement reduces as work is undertaken and the risk and backlog of identified work diminishes. The investment requirements peak over 2016-2018. Funds are allocated in the current Investment Strategy over this period and then reduce to c£1m p.a. for the following eight years. Expenditure then reduces and becomes minimal other than maintenance, updates, change in regulation and improving stock above the agreed standards. Maintenance and testing costs are picked up through revenue repairs and servicing budgets.

## Gas Safety

Gas safety is one of the key drivers and priorities for the council's housing stock. On average around 47 fatalities and over 4,000 serious injuries occur nationally directly attributable to domestic gas; carbon monoxide and explosions being the main causes.

The council manages some 43,000 properties which contain a domestic gas supply. Access to properties in order to complete the annual gas service is a huge issue. The consequences of failure to fulfil these obligations are very real. Clearly there is



a significant safety risk to tenants if the service is not completed. In addition, landlords can face financial and custodial prosecutions if they cannot demonstrate they took all 'reasonable means' to gain access to a property.

The average '1<sup>st</sup> time access' for the purposes of gas servicing is cumulatively around 73%. This is largely consistent with national benchmarks. What this means is over 11,500 'wasted' visits are made by gas contractors annually. This number increases to almost 20,000 if we consider second, third and legal access attempts. That said, these visits ensure that 99.78% of the stock with a gas supply has a valid test certificate.

The council and its gas contracting partners try a number of initiatives to incentivise, promote and encourage access for gas services. If these fail then the council pursues legal routes in order to achieve access. This is generally now via Section 80 of the Environmental Protection act which, when granted by a Magistrate, allows named council representatives to forcibly access a property to make the gas supply safe and compliant.

The key drivers are to reduce fuel poverty, increase reliability and increase gas safety within the city. Vital to achieving these aims is improving the accuracy / quality of the data on the existing assets. This is being addressed to ensure asset data is accurate, up to date and maintained.

### **Legionella**

Control regimes include monthly temperature checks, quarterly water sample analysis and annual risk assessments. The future strategy for this workstream is to remove the risk wherever possible. This can only be achieved by removing the need for stored hot water by introducing 'on demand' type systems. This is not always feasible, so sealing hot water systems and ensuring recommendations are actioned remain the most efficient controls.

## **Appendix 3 - Specific Property Issues**

The following sections discuss the particular issues relating to specific property types or assets and other key areas of activity and investment in more detail. They explain the current situation and explain what will be done for each in the future, along with an indication of the funding allocated to this work in the current Investment Strategy.

### **Sheltered Housing**

There are almost 4,300 council-owned sheltered properties in the city. The majority are located in the Outer areas, with the largest concentrations in the Outer South, South East and South West areas. The majority of sheltered properties (58% or almost 2,500) are flats or maisonettes, primarily located in dedicated sheltered housing schemes with relatively extensive communal areas used for social activities. There are also two high rise blocks dedicated to sheltered housing.

Since the turn of the century investment has largely focussed on improvements within dwellings, to meet the Decent Homes standard, and there has not been significant investment in communal areas and facilities.

The flatted sheltered schemes are largely 1960's and 1970's built with dated designs, often unsuitable for modern customers. Whilst some have benefitted from investment others have received only specific elements of work over that time, with the as built floorplans, layout and services generally still remaining. These schemes present some particular investment challenges, including remodelling bedsits with shared bathing facilities, other unpopular bedsit accommodation and modernising communal areas and facilities. A programme of investment in bedsit schemes is underway.

The vast majority of the non-flatted sheltered accommodation is in dispersed bungalows. In some areas these dispersed bungalows benefit from access to some kind of community centre for communal activities. They present no particular investment challenges other than the ongoing maintenance and modernisation of key building components in the bungalows (in line with Decent Homes) and community centres.

There are also funds allocated to improve sheltered housing communal areas, in both flatted schemes and community centres.



*Typical 1970's sheltered housing complexes.*



*Sheltered bungalow schemes.*

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## High Rise Blocks

The council has 116 distinct, purpose-built high-rise blocks<sup>47</sup> under its' own management, containing over 7,000 flats. A further eight blocks are currently in PFI contracts. The blocks are made up of 12 different construction types and were built in the 1950's and 60's.

As with the sheltered stock, most investment over the last 15 years or so has been focussed on Decent Homes work and the interior of individual flats rather than communal areas and facilities, which do not contribute to the Decent Homes standard. The council managed blocks are now awaiting infrastructure improvements such as lifts and communal services over the next 10 years. Some require moderate surface structural repairs whilst 13 Reema construction blocks may require more extensive structural works. Discussions are ongoing with consultants regarding the extent of works required. A number of blocks also require concrete repairs to the façade, identified from steeple-jack surveys.

The energy efficiency of the blocks differs and whilst they don't conform to current building regulations perform adequately for the building type. Even so, significant investment is planned in these blocks. A 10-year strategy has been developed, maximising thermal efficiency, future proofing the blocks, increasing their kerb-appeal etc.

A project is also being developed to provide an innovative district heating network to c40 high-rise blocks, powered from a council-owned Recycling and Energy Recovery Facility. Funds are allocated for this scheme in the current Investment Strategy. Funding has been secured from the European Structural Investment Fund to support this investment.

There has also been significant investment in Fire Safety works to these blocks in recent years, including the installation of fire doors, sprinklers and fire compartmentation works. Improvements to individual dwelling will continue to be funded from Decent Homes budgets.

A lift improvement programme is in place.

## Associated Telecoms equipment

The council utilise high-rise block roof space for the provision of telecommunications equipment which, over, the last 20 years has provided valuable additional income for space which would have previously been commercially redundant.<sup>48</sup> Additional commercial space on the roofs is not currently required by tenants and in most cases the equipment size is reduced through technological improvements. The requirement for faster and better connected cities and people may mean more telecoms sites will be requested in future. This presents an opportunity to increase income, for reinvestment in the wider stock. There are also potential 'spin-off'

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<sup>47</sup> For these purposes defined as all blocks of 5-storeys and above, with the exception of the 5-storey sheltered block at Cross Hills Court.

<sup>48</sup> Currently c£640k p.a.

benefits for tenants, such as the free wi-fi being offered as part of the pilot scheme for super-connected cities.

There are no investment needs or plans associated with telecoms equipment.



*A selection of the high-rise construction types found in Leeds.*

## Medium and Low Rise Flats & Maisonettes

There are over 15,000 low and medium rise flats in the city, spread across 3,560 different blocks.<sup>49</sup> The majority are of traditional construction and, timber frame excepted, present few major issues. The primary concerns for these blocks relate to communal areas, including security and access to communal areas and the condition of communal flooring and decoration. All communal areas in the blocks will be surveyed over 2016/17 and a detailed investment programme developed from the findings.

Funds are allocated for communal area improvements. Improvements to individual dwellings will be funded from decent homes and statutory standards budgets.

Fire safety works are being rolled out across the low and medium rise stock in accordance with the Fire Concordat.

Almost 23% of the low and medium rise stock is of non-traditional construction – please see overleaf for further commentary on the specific issues with these.



*Traditional and non-traditional low-medium rise flats & maisonettes.*

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<sup>49</sup> In blocks up to 4-storeys high. Includes maisonettes.

## Non-Traditional Properties

A significant proportion of the overall stock is of 'non-traditional' construction (28% or c16,000 properties), predominantly built between 1918 – 1975 of precast and in-situ concrete panels systems and/or metal framed structures. Over 5,200 houses and bungalows (or 16% of the stock) fall into this category, as do almost 3,500 (or 23%) low and medium rise flats and maisonettes, as well as almost all of the high-rise flats.<sup>50</sup> There are over 40 different construction types included in this category, almost 2,800 of which are designated defective under the 1985 Housing Act.<sup>51</sup> They present significant investment and asset management issues regarding asbestos management, structural integrity and thermal performance.

A number of non-traditional property types have benefitted from external wall insulation in recent years, with schemes largely being driven by the availability of match funding via ECO and Green Deal pilots. Generally, the efficacy of the EWI is not known and, combined with the greatly reduced availability of funding, it is unlikely that large-scale programmes of EWI will be repeated until there is sufficient intelligence to direct investment where it will have greatest impact. To that end a prioritised list of construction types and works required to improve structural integrity and thermal performance has been developed to direct future investment. Properties are being prioritised according to SAP ratings and Energy Performance Certificate (EPC) information, alongside defective designations, thereby focussing on addressing those with the worst thermal performance and potential structural issues first. Work is ongoing to survey all the non-traditional stock, confirm the construction types and the improvements made to date. This information, along with sustainability modelling and NPVs, will inform the development of a detailed investment programme for the non-trad stock.

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<sup>50</sup> Saxton Gardens being the exception – traditional brick construction.

<sup>51</sup> Including Airey, Myton, Reema and Unity properties. The Aireys have already been rectified, although recent intelligence suggests there may be still be asbestos issues within the floor voids.



*Some non-traditional property types (improved Tarran bungalow, Lindsey Parkinson, 5M and Airey).*

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## Hard-to Treats - Back to Backs and Other Pre-1919 Stock

There are c1,600 back-to-back properties, a further c900 through-terraced properties and another 400 other pre-1919 properties (mostly flats in converted houses) in the council portfolio. They are predominantly brick built, although c7% are made of stone. They present their own particular challenges, primarily regarding fire safety and thermal efficiency. The attic spaces of many of these properties are occupied with 'rooms-in-roofs' and are not properly compartmentalised, allowing fire to spread between properties. Fire safety and compartmentation works are being carried out to these properties as and when they become vacant.

The 'rooms-in-roofs' are also poorly insulated and prevent traditional loft insulation being installed. Combined with the single-skin, solid brick walls, this means that many perform poorly in terms of thermal efficiency and can suffer from damp and mould. Planning issues relating to the preservation of the architectural merit of red-brick terraces and the fact that the vast majority of council-owned pre-1919 stock are miscellaneous properties, intermingled with privately let and owner-occupied stock, generally preclude external wall insulation being installed en-masse. Small room sizes, particularly in back-to-backs, and the level of disruption involved – often requiring the removal and reinstatement of kitchens and bathrooms – make the installation of dry-lining problematic too.

In certain instances, and subject to available funding, Group Repair schemes will be run, building on the success of the Cross Green scheme where privately owned and council-owned properties have all benefitted from the installation of external wall insulation.



*Typical pre-1919 stock.*



## Traditional, Brick Built, General Needs Housing

The remaining balance of the housing stock is made of traditional, brick built general needs housing. This is largely popular and presents little in the way of investment challenges, other than the expected lifecycle replacement of key building components. Key early failures, such as wall-ties, have already been identified and rectified under the ALMO Decent Homes programmes and before. Ongoing investment will continue to be programmed in, subject to the properties being in sustainable areas.

## Garages

There are c5,600 garages in the city, spread across over 400 sites. A large proportion (c36%) are void and currently generating no income for the council. Anecdotal evidence suggests that, due to their age, some garages are now simply too small to house larger modern cars. Many garages are let to non-council tenants and offer the opportunity for increased income from increased rents.

Approaches to investment have differed in the past with some ALMOs choosing to demolish unpopular garages and leave hard-standing parking spaces (which then no longer generate income) while others invested in refurbishing garages – replacing roofs and doors.

All garage sites have been assessed for viability and graded as Red, Amber or Green. Green sites are being actively promoted to maximise lettings. Red sites are being appraised individually for potential alternative future uses, primarily as housing growth sites (for council new build, affordable housing development by partners, self-build or bespoke properties). Where housing growth is feasible the sites will be cleared and handed over. Once this process is complete the Amber sites will similarly be reviewed.



*Typical garage sites – popular and low-demand.*

## Commercial and Leased Stock tbc MF

The commercial and leased stock consists of the following units.

Description	Number of Units	Annual Income
Shops, Industrial Units and Offices	323	£1,402,368
Residential	317	£57,426
Telecommunication Sites	68	£641,792
Community Facilities	66	-
Electrical Sub-Stations	65	£1,865
Miscellaneous Residential	20	£486
Pubs	19	£60,269
Clubs	15	£51,375
Car Parking and Garages	8	£1,118
Farms	5	£2,032
Former Hostels	4	-
Miscellaneous Retail	4	£6,051
Sport Use	4	£1,764
Miscellaneous Industrial	3	£400
<b>Total</b>	<b>921</b>	<b>£2,226,948</b>

The mix of premises varies in age from turn of the century through to pre-war and late 1970's design. The miscellaneous shops comprise end-of-terrace corner shops but in the main, the estates shops are situated in or around the edge of Council estates and are let directly to commercial tenants. The properties house a wide variety of tenants and provide a mix of amenities to our communities including office space for community groups and charities as well as newsagents and general stores, hot food takeaways, hairdressing salons etc. Many come with living accommodation above.

The majority of the shops and industrial units are let on six-year leases. Due to an increasing number of start-up businesses occupying these premises, there has been an increase in the number of tenancies with a short notice period required from either party.

The residential miscellaneous portfolio consists of dwellings on long leasehold agreements to organisations such as Canopy (a community housing project) and

UNIPOL (providers of student housing and advice). It provides little income, but has increased the volume of affordable and student housing in the city and provides opportunities for charitable work and community development.

Currently, an investment plan is being developed for the commercial stock. The short term emphasis is on Health and Safety and improving 'kerb appeal' – it focuses on security to shop fronts and resurfacing front and rear access routes. Longer term strategies are based on current condition reports for the commercial stock and dilapidation reports for the leased out domestic stock.



*Typical commercial stock – parades and individual premises.*

## RTB's

The Right to Buy (RTB) was introduced as part of the 1980 Housing Act. Since then the council has sold over 31,000 properties under the RTB. Sales of Council properties peaked during the 1980's and early 2000's when sold property numbers each year exceeded 1,000 and were as high as 3,000 in 1989/90. In more recent years sale numbers have fallen. In 2015/16 the council sold almost 400 properties. The majority of properties sold are houses. The total number of flats sold (Leaseholds) to date is a relatively small (c1,960 properties, including those in PFI areas).

The properties sold are of varying construction types. In 1984 legislation identified a number of construction types as defective (Housing Defects Act 1984). This was because the properties were likely to need extensive repairs to ensure their structural integrity and extend their lifespan. Examples include Airey, Cornish, Wates construction types. Programmes of works have been undertaken in the intervening years to repair and improve a large number of these properties.

There were also a number of properties built of construction types which are deemed to be of a non-traditional method. That is these were not of brick and tile construction. These include Livett Cartwright and Caspon types. Again programmes of works have been undertaken in previous years to remedy the issues on many of these, but some unimproved properties remain. When a tenant applies to buy their home it is incumbent on the council to advise the owners if the property is of 'defective' or non-traditional construction. It also advises, where known, if a defective property has been repaired in the past.

When a property is sold it will be sold Freehold if it is a house and the new owners will be responsible for all aspects of the property – its' ongoing maintenance, repair and improvement. The council has no further responsibility for the property. Flats however, are sold leasehold and the council retains responsibility for the provision of some communal services and the maintenance, repair and improvements to the building structure and communal areas.

Tenants wishing to buy their home under the RTB have to provide the finance themselves. The Council does not provide mortgages. Tenants wishing to buy a defective or non-traditional property may encounter difficulties in securing a mortgage. Some lenders may provide a mortgage where the tenant can provide some evidence that the property has been repaired, for example Airey properties where the council has undertaken repair works. Requests for evidence of works carried out are usually made through Building Control initially. In some instances the tenants will be unable to proceed with their purchase due to the lack of lending available for these property types.

The council is currently embarking on a programme of both new build and acquisition of properties (see below for details). All the properties being built will be subject to the RTB. However, during the first 15 years from acquisition/build the discount to which a tenant may be entitled cannot reduce the sale price below the costs which the Council incurred.

Occasionally, when they are abandoned, former RTB properties can cause issues on our estates, blighting neighbouring properties. The Housing Growth Programme (see below) includes provision for buying back some abandoned, former RTB properties where they are causing issues.

### **Leaseholders**

The council housing stock contains c1,960 leasehold properties, all flats. These are usually leased for 125 years from the date of sale. As the council retains the freehold for these properties it has a statutory and contractual duty to maintain and repair the building structure and all shared areas, grounds and services. To receive these services leaseholders are obliged to contribute their share for the works and/or services, when the correct consultation process has been followed (Commonhold and Leasehold Reform Act 2002). The Service Charges (Consultation Requirements) (England) Regulations 2003 limit the amount that can be charged to a maximum of £10,000, over a period of 5 years if the cost of work undertaken is supported by external funding, such as decent homes or PPF. This is no longer generally relevant to works carried out by Housing Leeds as they are funded directly from the HRA. In absence of full consultation with leaseholders, charges are limited to a maximum of £100 for services or £250 for major repairs to the buildings. Consequently, ensuring that the consultation is carried out properly is vitally important to ensuring that costs are recovered to the HRA.

Other issues relating to the recovery of costs incurred on leasehold properties or that should be charged to leaseholders include:

- Leaseholders are not currently charged for grounds maintenance works;
- Repairs are not consistently raised accurately to enable recharges to leaseholders; and
- Future investment proposals are provided in pre-sale estimates to prospective first time RTB leasehold applicants. Failure to provide accurate information on investment works and values at the point of sale will result in the council not being able to recover (all or part) of the costs incurred.

The current Leasehold Team was established in June 2015 within Housing Leeds. In addition to issuing the formal legal notices for any proposed works or new contracts, it is also tasked to maximise the council's opportunities to recover its expenditure on leasehold properties.

### **Land**

There are c1,500ha of land held within the HRA in total. This includes c600ha not used for dwellings – some of which will be developable. Generally, when there is no operational use for the land and no planning constraints, requests from tenants or residents to purchase small areas of land for garden use, driveways etc are approved, as this reduces the operational cost to the council of maintaining the land. It also brings in a small level of capital receipt income into the council each year (in 2015/16 it was c£125k), although this is ring-fenced to the corporate capital programme and does not come back into the HRA.

Areas of vacant land (including redundant garage sites as discussed elsewhere) are assessed for their suitability for inclusion in the Housing Growth Programme, in order to increase the supply of affordable housing in the city wherever possible.

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## **Appendix 4 - Other Workstreams and Expenditure**

### **Voids**

Void management is the term used to define how Housing Leeds deals with a vacant property to ensure that rent loss is minimised and the most effective use is made of the housing stock in order to meet housing need. A 'void' is a property that does not have a current tenancy. The void period is the time measured in calendar days between the date of termination of the previous tenancy or repossession and the start date of the new tenancy. Housing Leeds has defined a condition standard to which a property will be brought up to before letting it to a new tenant, this is known as the Minimum Letting Standard. It is the standard which ensures a house is safe and secure for occupation. Before a property is re-let, all repairs which are considered essential to make the property habitable for health and safety and security will be carried out.

On average, there are between 4,500 and 5,000 void properties annually, with an associated expenditure of £15,576k across both capital and revenue budgets. The target completion date for bringing void properties up to the minimum lettable standard is currently 28 days. All major work that is required to be carried out prior to a tenant moving into a property is completed within the 28 day target period wherever possible. Major work can consist of a rewire, kitchen/bathroom replacement or full refurbishment survey for asbestos.

There are Key Performance Indicators in place to monitor the contractor's performance, including the quality of voids returned to the minimum lettable standard. Twenty percent of post and pre inspections are carried out by Housing Leeds after the contractors have handed the property back to ensure that the re-let standard has been met. Final fix ring backs are carried out 1 hour after the appointment to ensure that the appointment has gone ahead satisfactorily and the tenant is able to move in. A buddy system is also in operation whereby the Technical Officers name and contact number is given to the tenant at sign up, if there are any issues the tenant can ring the Technical Officer direct and these can also be dealt with at first point of contact. A telephone satisfaction survey is carried out by the Voids Team once the tenant moves in, this is recorded on a database. Results of the survey are used to continually improve the service. A new tenancy visit is also carried out by housing team in the first 28 days of the tenancy.

Quality checks are also carried out by Tenant Inspectors on a quarterly basis.

### **Heating & Hot Water**

In 2002 the council initiated a scheme known as Heatlease. This offered tenants the opportunity to upgrade their heating systems or introduce central heating where previously there was none. The new systems installed were gas fired, wet central heating systems powered by a high efficiency, combination boilers. In return an increase in the weekly rent was implemented for a period of 10 years. The value of the rent increase was dependent on the size of the property (and therefore the size of the heating system) and averaged c£3.30 per week across the programme.



The mechanism of increasing rents when installing *new* central heating continues to date. Replacement of an *existing* heating system does not result in an increase to rent. As such, rent increases arising from new central heating introductions are ever decreasing and the application of these charges is increasingly rare. The strategy around the continued application of rent increases is currently under review.

The council have negotiated a discounted deal to buy out the leases as they expire and keep the boilers, radiators and pipework, rather than returning them. Funds are allocated for this.

Funds are also allocated for gas central heating and hot water replacements, which are primarily dictated by service and inspection results, with failing boilers replaced on the advice of qualified engineers and for electrical heating renewals to low and medium rise properties.<sup>52</sup>

### Electrical Systems

The guidance on the timescales for initial electrical inspection of rented properties was reduced from ten to five years as an overarching recommendation. Over the next five years our intention is to periodically inspect all of our properties ensuring we have an Electrical Installation Condition Report (EICR) for each. As we maintain our assets through active repairs and maintenance we are looking to increase the timescales to between 7 and 10 years. During this initial testing process it is then our intention to cross reference any further EICRs with the previous documents to identify any deterioration or cause for concern. This information will then inform the timescale for the next inspection.

This process will ensure we are proactively addressing actual failing assets and that the frequency of inspection is then defined based on the installations usage and electrical soundness. It will also ensure accurate asset management data on electrical installations.

### Adaptations

Currently the council delivers around 2,300 public and private sector adaptations per year. This is a demand led service, with adaptations being installed following assessment and on the recommendations of an Occupational Therapist (OT) or specialist surveyor. Over the last 10 years the Council has adapted c12,000 properties. In 2015/16 the council spent around £12m on delivering major adaptations. The number of older people in Leeds is growing, and consequently demand for adaptations is increasing too.

If the current policy of demand led adaptations continues then there will come a point where most, or ultimately all, of the council properties that can physically be adapted will have had some form of adaptation. Due to the competing demands for HRA resources, the council is considering alternative ways of meeting a person's needs. It is proposed that rather than simply adapting a property following a recommendation made by an Occupational Therapist, consideration will be given to

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<sup>52</sup> Heating and hot water replacements for high-rise stock are dealt with separately, discussed elsewhere.

the tenant either staying put (and receiving adaptations) or making a planned move to a more suitable property.

Closer working relationships are being developed with the OT and lettings teams to ensure that when considering suitability for a property, OT's assess the full potential of the property to be adapted. Advice is then offered as to whether or not the adaptations will meet the customer's needs or whether it is over adapted. This will avoid re-housing into properties where they will not make use of the adaptations in place.

The council are also recycling adaptation equipment wherever possible to reduce costs.

### **CCTV**

The CCTV infrastructure in different parts of the city varies significantly. The current strategy is to connect all independent CCTV systems to the council's own LeedsWatch system, which is responsible for the entire city's CCTV monitoring and recording (not just housing CCTV). This project is underway with works scheduled to be completed in 2017/18. Once completed there is no further funding allocated for this kind of work.

### **Community Regeneration**

Investment in community regeneration projects is currently led by the Housing Advisory Panels. There are 11 panels across the city with a mix of members and residents on each. Community proposals are received and vetted by each panel before works progress. The types of works funded include fencing, paving and tarmacking, planting, alley gating and lighting. Budgets are provided directly from the HRA, rather than through the capital programme and associated Investment Strategy, and are under pressure due to the impacts of the rent reductions implemented in the 2015 Budget and other government policies affecting HRA income.

There is also an Environmental Improvement Programme underway, funded from HRA reserves and supported by the capital programme. The schemes on the programme were proposed by ward members and are delivering a mix of play, community safety, parking, landscaping, waste management and community safety improvements across the city. These will complete in summer 2017/18.

Due to their community-led nature, many of these schemes leverage in additional funding (both internal and external), which adds value, delivers more and increases 'ownership' of the completed works. They are predominantly delivered by internal service providers.

## Appendix 5 – Asset Management Action Plan

Asset Management Action Plan 2016/17 - 2018/19																							
ID	Task Mode	Task Name	Duration	Start	Finish	Timeline																	
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
1		1. Delivering Modern, Fit for Purpose Homes and Neighbourhoods																					
2		Participation in CIH Working Together to Rething Repairs project	325 days	Mon 04/04/16	Fri 30/06/17	RG																	
3		Review Leeds Homes Refurbishment Standard and potential for differential standards	195 days	Mon 03/04/17	Fri 29/12/17	PC																	
4		Procurement 2018 - Planned Works	520 days	Mon 04/04/16	Fri 30/03/18	HJ																	
5		Procurement 2018 - Responsive & Voids	260 days	Mon 02/04/18	Fri 29/03/19	SM, to 2020																	
6		2. Reducing Fuel Poverty, Cutting Carbon and improving Health																					
7		Implement Low SAP Programme	260 days	Mon 04/04/16	Fri 31/03/17	PC																	
8		Implement High Rise Investment Programme	780 days	Mon 04/04/16	Fri 29/03/19	JA, ongoing																	
9		Develop Non-Trad Investment Programme	260 days	Mon 04/04/16	Fri 31/03/17	RM, ongoing																	
10		Implement Non-Trad Investment Programme	520 days	Mon 03/04/17	Fri 29/03/19	RM, ongoing																	
11		Develop Hard-to Treat Investment Programme	260 days	Mon 03/04/17	Fri 30/03/18	RM, ongoing																	
12		Implement Hard-to Treat Investment Programme	260 days	Mon 02/04/18	Fri 29/03/19	RM, ongoing																	
13		Facilitate RERF scheme - connections/installations to individual flats	520 days	Mon 03/04/17	Fri 29/03/19	MF																	
14		Explore alternative/additional funding opportunities	780 days	Mon 04/04/16	Fri 29/03/19	PC, ongoing																	
15		Determine health inequalities geography and typology	130 days	Mon 04/04/16	Fri 30/09/16	JF																	
16		Develop programmes of works to improve health outcomes	130 days	Mon 03/10/16	Fri 31/03/17	JF																	
17		Implement programme of works to improve health outcomes	520 days	Mon 03/04/17	Fri 29/03/19	RM, ongoing																	
18		3. Increasing Affordable Housing Supply																					
19		Develop first programme of pro-active Option Appraisals	195 days	Mon 04/04/16	Fri 30/12/16	JF																	
20		Implement pro-active programme of Option Appraisals	585 days	Mon 02/01/17	Fri 29/03/19	JF, ongoing																	
21		Develop Garage Strategy	260 days	Mon 04/04/16	Fri 31/03/17	JF																	
22		Determine what makes an area high performing and what can be replicated where	260 days	Mon 04/04/16	Fri 31/03/17	JF																	
23		Develop estate/area regeneration plans in collaboration with colleagues	260 days	Mon 03/04/17	Fri 30/03/18	JF																	
24		Identify potential housing growth sites via land management process, OAs etc	780 days	Mon 04/04/16	Fri 29/03/19	JF, ongoing																	
25		4. Intelligence Led Portfolio Management																					
26		Collect stock condition information	780 days	Mon 04/04/16	Fri 29/03/19	AL, ongoing																	

Project: 2016/0708 AsMa Action P Date: Wed 13/07/16	Task	Summary	External Milestone	Inactive Summary	Manual Summary Rollup	Finish-only
	Split	Project Summary	Inactive Task	Manual Task	Manual Summary	Deadline
	Milestone	External Tasks	Inactive Milestone	Duration-only	Start-only	Progress

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Asset Management Action Plan 2016/17 - 2018/19																								
ID	Task Mode	Task Name	Duration	Start	Finish	2016				2017				2018										
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
27		Update sustainability and NPV models	780 days	Mon 04/04/16	Fri 29/03/19	[Yellow bar spanning from Mar 2016 to Feb 2018]																		RM, annually
28		Rank areas, blocks schemes etc	780 days	Mon 04/04/16	Fri 29/03/19	[Yellow bar spanning from Mar 2016 to Feb 2018]																		RM, annually
29		Review changes in rankings, direction of travel etc	780 days	Mon 04/04/16	Fri 29/03/19	[Yellow bar spanning from Mar 2016 to Feb 2018]																		RM, annually
30		Review decency area proposals against rankings	780 days	Mon 04/04/16	Fri 29/03/19	[Yellow bar spanning from Mar 2016 to Feb 2018]																		RM, annually
31		Update Option Appraisal forward programme based on rankings	780 days	Mon 04/04/16	Fri 29/03/19	[Yellow bar spanning from Mar 2016 to Feb 2018]																		JF, annually
32		Other Actions Required:																						
33		Review Investment Strategy in light of 2016 HRA BP review	130 days	Mon 02/01/17	Fri 30/06/17	[Green bar from Jan 2017 to Jun 2017]																		PC
34		Revise 5-Year Capital Programme in light of revised Investment Strategy	130 days	Mon 03/07/17	Fri 29/12/17	[Yellow bar from Jul 2017 to Dec 2017]																		RM

Project: 20160708 AsMa Action P	Task	[Blue bar]	Summary	[Black arrow]	External Milestone	[Grey diamond]	Inactive Summary	[White bar]	Manual Summary Rollup	[Blue bar]	Finish-only	[White bar]
Date: Wed 13/07/16	Split	[Dotted bar]	Project Summary	[Grey arrow]	Inactive Task	[White bar]	Manual Task	[Green bar]	Manual Summary	[Black arrow]	Deadline	[Down arrow]
	Milestone	[Black diamond]	External Tasks	[Grey bar]	Inactive Milestone	[White diamond]	Duration-only	[Light blue bar]	Start-only	[Black bar]	Progress	[Grey bar]

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Report author: Stephen J Boyle  
Tel: 07983 387769

**Report of Head of Finance Environments and Housing**

**Report to Housing Advisory Board**

**Date: 28th February 2017**

**Subject: HRA Capital Financial Position Period 9 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 9 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)

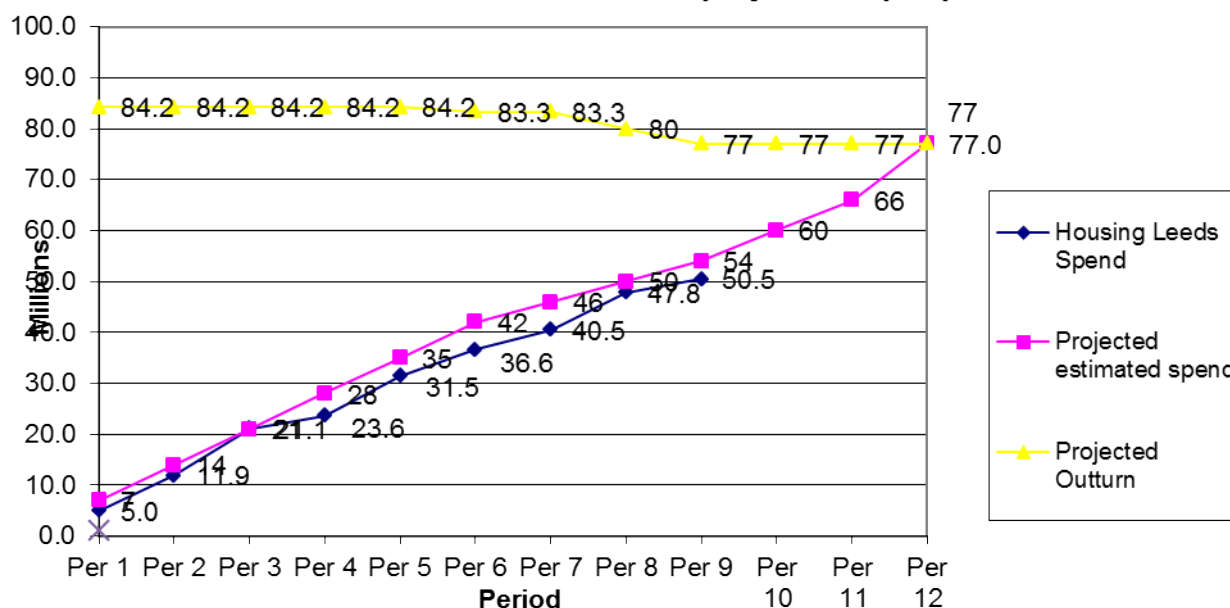
**3.0 HRA CAPITAL PROGRAMME**

**3.1 Housing Leeds Services & BITMO**

3.2 Housing Leeds actual spend and commitments at period 9 is £50.5m equating to 66% of the revised available resources at period 9. The 2016/17 Housing Leeds programme is currently projecting a revised £77.0m and this will be monitored throughout the coming months and revised to reflect the programme which Housing Leeds expect to deliver.

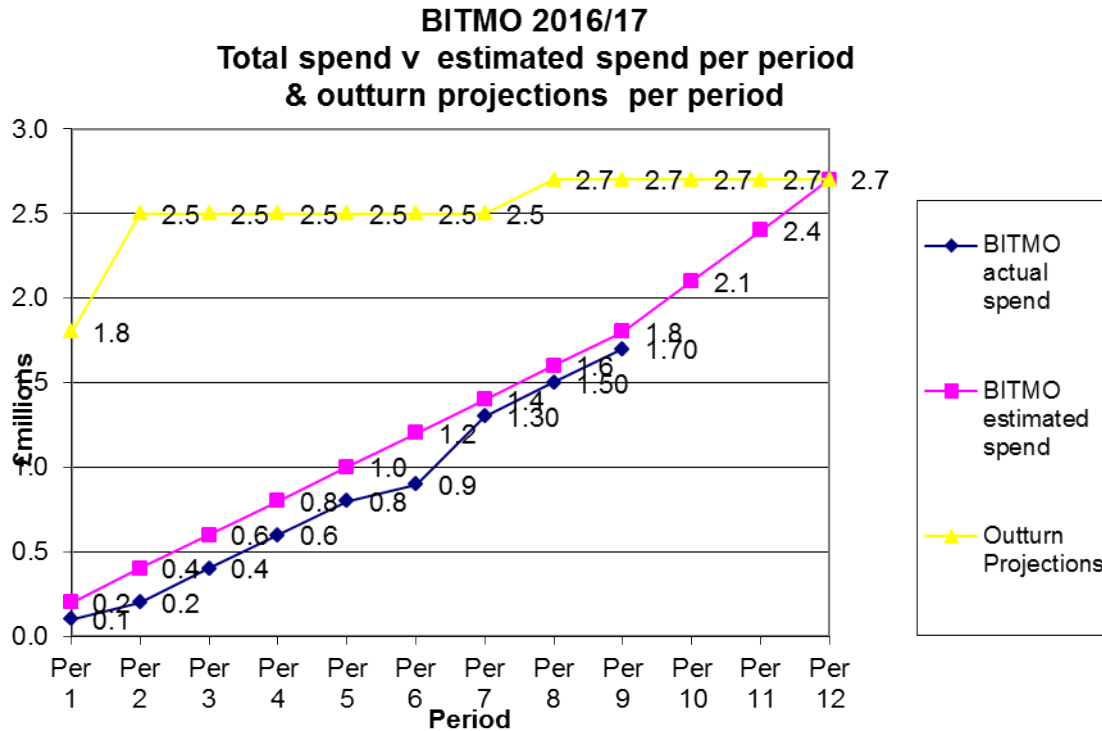
3.3 Housing Leeds 3 year latest estimated responsive and planned works programme at period 9 is detailed in the **Appendix A** attached with a graphical representation of the actual spend at period 9 and estimated outturn position for 2016/17 below :-

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



- 3.4 The planned works are estimated at £57.4m with spend and commitments to period 9 of £35.9m representing 62% of the revised available resources. The HL planned programme is reporting delivery of the revised programme within the available resources in 2016/17. From the setting of the capital programme in February 2016 to period 9 slippage of £7.2m has been actioned into future years.
- 3.5 The responsive works are estimated at £17.5m with spend and commitments to date of £13.5m representing 77% of revised resources at period 9. Spend is well ahead of projections at period 9.
- 3.6 The Environmental programme being delivered by HL, actual spend and commitments at period 9 is £1.0m against an outturn projection of £2.1m representing 49%. HL are on course to deliver this programme which involves delivering improvements in community safety, parking, play areas, landscaping works and Waste.
- 3.7 The overall spend and commitments of £50.5m are slightly below the projected spend position at this stage however HL are expecting to deliver the projection at period 9 of £77m at outturn. HL will adjust and review the outturn position to reflect any material issues in the last quarter.
- 3.8 Despite a general reduction of 1%, the HRA capital council housing refurbishment programme has been prioritised to deliver £246.6m over the coming 3 year period 2017-20, as set out in the HRA Financial Plan November 2016. This investment will allow an average of £82+m in each of the next 3 years which will fulfil a number of LCCs key priorities; improving housing conditions and energy efficiency, improvements to the environment through reduced carbon emissions and supporting more people to live safely in their own homes.

3.14 **BITMOs** actual spend and commitments at period 9 are £1.7m representing 63% of revised available resources of £2.7m. The 2016/17 programme will deliver 25+ schemes across Belle Isle in 2016/17. Allocations of £1.72m are provided for in each of the next 3 years to 2019/20.



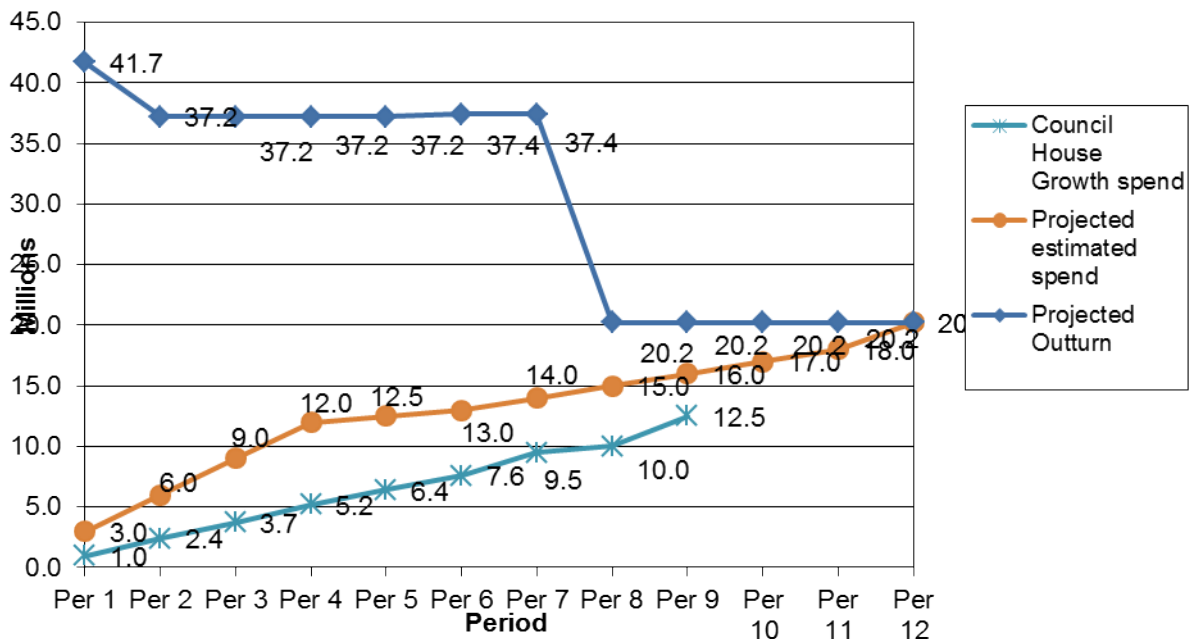
#### 4.0 Council House Growth Programme

4.1 At period 9 2016/17 the spend on the Council Housing Growth and new build programme is £12.5m against a revised outturn projection of £20.2m in 2016/17. Total Spend on the whole programme including previous years is £28.7m against a revised current budget of £108.3m. The £4m headroom borrowing which was approved by government in 2015/16 and has a spend criteria deadline of March 2017 has been removed from the programme as the schemes identified are no longer viable.

4.2 Committed spend on schemes within the programme is now £67.7m leaving £40.6m unallocated. The programme has £37m cashflowed for each of the next two years and delivery of this will be dependant on when the programme detail for additional Extra Care provision is identified, funding of £30m is now included within the programme for additional Extra Care provision.

4.3 A more detailed Council House Growth update on the progress of the individual schemes will be provided on the agenda at the next Board meeting. The board is also asked to note that an Executive Board report to 8<sup>th</sup> February 2017 provided an update on the overall Housing Growth programme including the Council Housing programme.

**Council House Growth Programme 2016/17  
Total spend v Estimated spend per period  
& outturn projections per period**



**5.0 Recommendation**

**5.1** Housing Advisory Board are requested to :-

**5.2** Note the Housing Leeds and BITMO refurbishment programmes position at period 9 and detailed summary headings at Appendix A.

**5.3** Note the Housing Leeds Council House Growth programme financial position at period 9, 2016/17 and that a more detailed Council House Growth update on the progress of the individual schemes will be provided at the next meeting.

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



APPENDIX A

Housing Leeds Capital Programme	Original 2016/17 Budget	Revised Budget at Per 9	Total Actual and Committed 2016/17 Per 9	% spent to revised budget	Estimated 17/18 Budget	Estimated 18/19 Budget
<b>Responsive Programme</b>						
Voids	5,490.0	6,190.0	4,804.3	77.6%	5,900.0	0.0
Capital Repairs & Maintenance	1,901.0	1,901.0	1,603.9	84.4%	2,240.0	1,731.0
Disrepair	500.0	1,000.0	757.4	75.7%	0.0	0.0
Asbestos Responsive	1,432.8	1,432.8	1,513.5	105.6%	0.0	0.0
Equipments & Modifications for Disabled	3,553.2	7,000.0	4,838.3	69.1%	3,700.0	0.0
<b>Total Responsive</b>	<b>12,877.0</b>	<b>17,523.8</b>	<b>13,517.5</b>	<b>77.1%</b>	<b>11,840.0</b>	<b>1,731.0</b>
<b>Planned</b>						
Window & Door Replacement	3,033.3	2551.0	1,033.6	40.5%	4,339.1	244.5
Heating & Energy Efficiency	8,264.0	7832.8	4,688.2	59.9%	11,113.1	12,084.0
Community Safety	0.0	12.0	0.0	0.0%	0.0	0.0
Electrical	3,911.0	2183.4	1,289.7	59.1%	2,301.3	206.7
Re-Roofing	2,378.0	2494.7	1,635.9	65.6%	2,370.0	0.0
Kitchens & Bathrooms	9,528.7	9542.1	5,762.5	60.4%	11,100.0	0.0
Environmentals	249.0	161.6	145.0	89.7%	416.3	0.0
Miscellaneous	50.0	50.0	149.2	298.4%	50.0	0.0
Structural Remedials & Insulation	8,685.9	2631.9	1,071.2	40.7%	8,930.4	5,794.3
Communal Replacements	7,829.0	7205.1	4,100.9	56.9%	10,922.9	3,647.5
Conversion/Regeneration Works	4,246.0	3654.8	2,341.5	64.1%	2,695.0	375.0
Planned Capital Repairs	100.0	150.0	0.0	0.0%	0.0	0.0
Asbestos Planned	4,863.9	1765.3	1,496.3	84.8%	1,762.1	0.0
Fire Safety Works	3,631.5	3440.5	2,183.5	63.5%	551.0	222.1
Estate Shops & Leased Residential Prop	154.0	65.0	0.0	0.0%	339.9	0.0
Service Delivery Associated Costs	12,727.7	13678.6	10,002.3	73.1%	13,912.8	55,694.9
<b>Total Planned</b>	<b>69,652.0</b>	<b>57,418.8</b>	<b>35,899.5</b>	<b>62.5%</b>	<b>70,803.9</b>	<b>78,269.0</b>
<b>Environmental Improvement Programme</b>						
EIP - Parent Pot	2,200.0	60.4	0.0	0.0%	279.9	0
EIP - Salaries	0.0	162.3	48.3	29.8%	41.3	0
EIP - Parking	0.0	711.0	197.8	27.8%	119.5	0
EIP - Play	0.0	66.0	16.0	24.2%	0	0
EIP - Landscaping	0.0	334.2	255.1	76.3%	0	0
EIP - Community Safety	321.0	435.1	292.1	67.1%	571.3	0
EIP - Waste	0.0	288.4	224.2	77.7%	344.1	0
<b>Environmental Improvement Programme</b>	<b>2,521.0</b>	<b>2,057.4</b>	<b>1,033.5</b>	<b>50.2%</b>	<b>1,356.1</b>	<b>0.0</b>
<b>Total Housing Leeds 2016/17 Programme</b>	<b>85,050.0</b>	<b>77,000.0</b>	<b>50,450.4</b>	<b>65.5%</b>	<b>84,000.0</b>	<b>80,000.0</b>
<b>Total Belle Isle TMO programme</b>	<b>2,157.9</b>	<b>2,706.3</b>	<b>1,665.6</b>	<b>61.5%</b>	<b>1,720.0</b>	<b>1,720.0</b>

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

**Report to Housing Advisory Board**

**Date: 28<sup>h</sup> February 2017**

**Subject: Housing Leeds (HRA) Revenue Financial Position Period 9 - 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 December 2016 (Period 9).

**Recommendations**

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

**1. Summary Position**

1.1 At the end of Period 9 the HRA is projecting a surplus of £405 k against the 2016/17 Budget.

**2. Key Variances – Income**

2.1 Income is projected to be £384k higher than budget. The main areas of projected variation are; additional income of £125k from PFI pass through costs (costs which are not part of the PFI contract), £91k additional fee income as a result of higher than budgeted Right to Buy (RTB), £50k from a capital contribution to the Biomass project and £490k 'gainshare' ('gainshare' is a result of pro-active management of external contracts which has resulted in a saving on the anticipated contract price) and £13k additional income from other sources. These increases in income partially offset; a projected reduction in rental income of £89k which has arisen primarily as a result of lower stock numbers due to higher RTB sales, a £34k reduction in service charge income from Sheltered Accommodation, a £50k reduction in tenant

insurance income and a £212k reduction in capitalised salaries due to vacant posts.

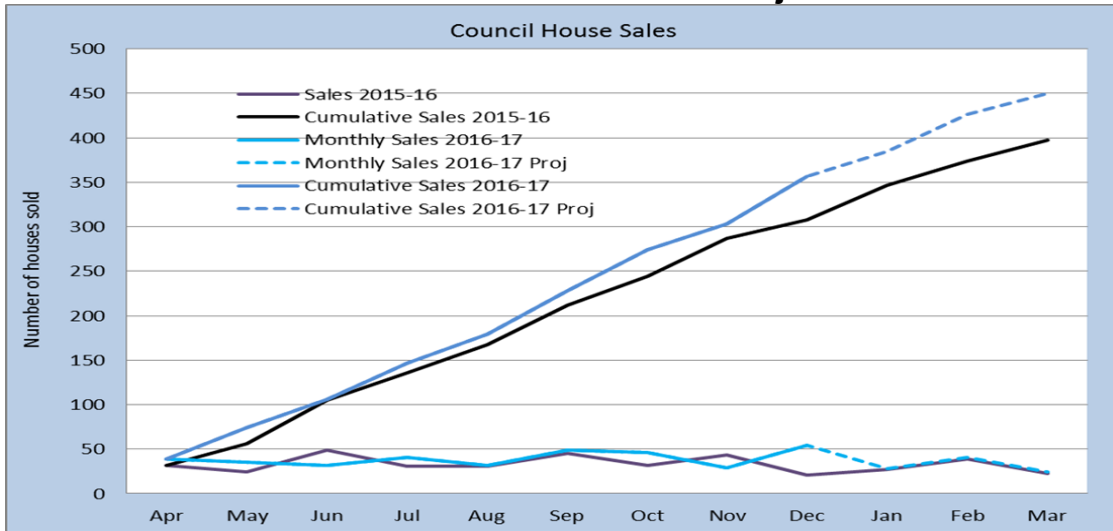
### **3. Key Variances – Expenditure**

- 3.1 Expenditure is projected to be £21k under budget. Based on current activity levels the charge to the disrepair provision is projected to be £620k above budget. Whilst the number of cases which are being closed is consistent with budgeted assumptions the number of new claims is higher than anticipated. More details are contained within the Performance report on this agenda.
- 3.2 Council tax payable on void properties is projected to be £62k over budget.
- 3.3 As a result of savings on vacant posts a saving of £972k is projected in relation to employee and training costs.
- 3.4 Premises are projected to overspend by £12k as a result of an unbudgeted increase in charges for the removal and disposal of bulky items offset by savings on NNDR £15k and utilities £81k.
- 3.5 Supplies and Services are projected to overspend by £117k. This is largely due to large insurance claims of £249k being partially offset by Tenant Mobility savings of £75k and reduced transaction charges of £51k.
- 3.6 There is a projected net underspend of £36k in relation to charges for internal services.
- 3.7 Other expenditure variations total an overspend of £176k. This is largely net movements through the appropriation account for; use of 'gainshare' referred to in para.2.1, large insurance claims and PFI adjustments.

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

- 4.1 To the end of September 2016 there were 357 completed sales. It is anticipated that total year sales of 450 units will generate sales receipts of £23.07m. The Government formula in respect of 2016/17 indicates that the Council would be able to retain total receipts of £16.2m. Of this £7.1m 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 £6.7m could be used to repay debt with £2.3m being used to fund other capital expenditure.

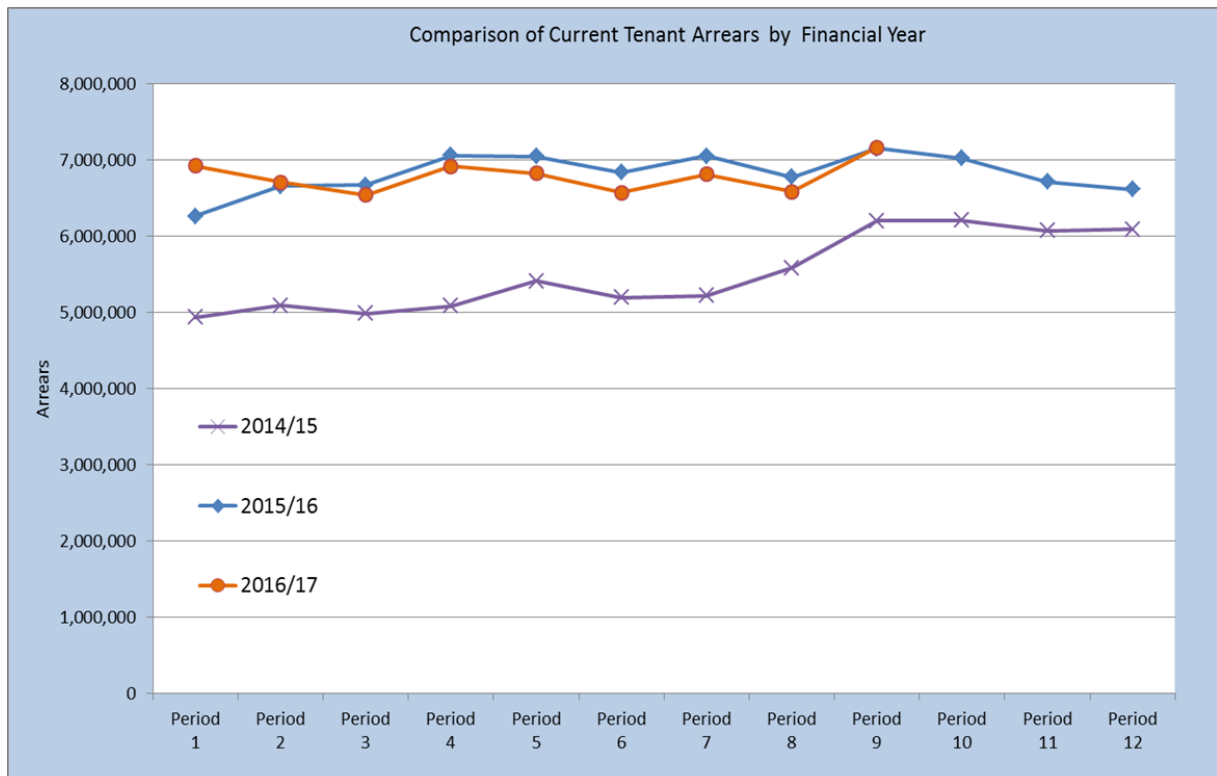
## Council House Sales to end of December 2016 & Projected Sales to Year End



### 5. Arrears and Collection Rates

5.1 As shown below arrears for current tenants as at the end of December 2016 (£7,164k) is consistent with the level of arrears 12 months ago in December 2015 (7,148k).

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



## 5.2 Collection Rates

### Comparison of Collection Rates May to September 2015/16 to 2016/17

	Jul	Aug	Sep	Dec
2015/16	96.19%	96.36%	96.70%	97.24%
2016/17	97.73%	96.87%	96.73%	97.16%

Maximising rent collection continues to be one of the main priorities for Housing Leeds. Compared to December 2015/16 performance is slightly reduced this year and has decreased from 97.24% to 97.16%, a decrease of 0.08%.

In comparing performance between financial years consideration needs to be given to the fact that increasing numbers of tenants are moving into work resulting in less Housing Benefit being paid direct onto rent accounts. Between November and December 2016 the reduction in Housing Benefit amounted to £64K per week being paid direct onto rent accounts. This means that Housing Leeds have to collect the rent from the tenant directly, this is resulting in an increase in arrears as tenants are adjusting to managing their rent payments themselves. In addition, more tenants now pay their rent by Direct Debit. There has been an increase in returned Direct Debits during December 2016 when compared to 2015/16.

A number of key activities and campaigns are in place to further increase rent collection during Quarter 4. These include the following:

- A specific year end campaign strategy has been developed identifying weekly key tasks for office teams to focus on up to the end of March 2017. This includes an increased use of “rent first” messages being communicated to tenants via text and social media.
- A further Arrears Challenge event was held on 13th January 2017 with the Chief Officer to review teams performance and their individual recovery plans.
- All tenants affected by the revised Benefit Cap are being contacted and offered an interview to review their circumstances, check for any potential exemptions and offer support as required.
- Robust performance monitoring every month with Area teams and individual officers.

## 5.3 Under occupation

### Number of tenants in under-occupation:

	Jul	Aug	Sep	Dec
2015/16	5115	5068	5047	5078
2016/17	4835	4860	4855	4609

Arrears due to Under Occupation continue to decrease. The number of tenants affected by Under Occupation has been gradually reducing and there continues to be approx. 300 tenants per month who are newly affected by Under Occupation as household compositions change. Housing Leeds are contacting those tenants and arranging a home visit if required and a range of support measures are offered including;

- 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
- Housing Leeds are continuing to provide 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.

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Report author: Rob McCartney  
Tel: 2243480

**Report of Head of Housing Support**

**Report to Housing Advisory Board**

**Date: 28 February 2017**

**Subject: Housing Adaptations**

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

**1.0 Summary of main issues**

- 1.1 Housing adaptations enable disabled people to continue to live independently in their own homes and therefore make a significant contribution to improving disabled people's health and well-being. Disabled people can apply for a Disabled Facilities Grant (DFG) to cover the cost of housing adaptations. The Council receives a government allocation, supplemented by other council resources and personal contributions, to cover the cost of adaptations in the private sector and Housing Revenue Account resources are used to cover the cost of adaptations in council housing.
- 1.2 The delivery of the Adaptations Service previously was undertaken between Property and Contracts and Health and Housing service areas. Further to a review in September 2016 it was agreed to temporarily merge the two service areas and for the Adaptation Service to be managed by Health and Housing taking responsibility for service delivery. The purpose of this change was to generate significant improvements in performance on processing schemes within target timescales and budget management for council housing adaptations. The report will set out the improvements that have been made to date and proposed future actions.

**2.0 Recommendations**

- 2.1 The Housing Advisory Board is to comment of the improvements made to date and the proposed further actions.

## **1.0 Purpose of the Report**

- 1.1 To set out the steps that have taken by the Health and Housing Service to improve performance on the delivery of housing adaptation schemes within target timescales and to improve budget management relating to council housing adaptations. The report will also set out proposals to further improve service performance and budget management.
- 1.2 The Housing Advisory Board is asked to comment on the improvements made to date and the proposed further actions including the appropriateness of the current performance management framework.

## **2.0 Background Information**

2.1 Housing adaptations enable disabled people to continue to live independently in their own homes and therefore make an important contribution to promoting the health and wellbeing of disabled people. Disabled people can apply for a Disabled Facilities Grant (DFG) to cover the cost of housing adaptations and the legal framework relating to DFGs is set out in the 1996 Housing Constructions Grants and Regeneration Act. The legal framework covers housing adaptations across all tenures. The following bullet points cover the main elements of the DFG framework and also significant differences between council housing adaptations and adaptations in other tenures:

- A DFG covers the cost of 'major' housing adaptations costing more than £1,000.
- The mandatory ceiling on the cost of a DFG is £30,000; although the Council can use its discretion to cover cost above this value.
- A means-test is applied on non-council housing adaptations (except schemes for children), based upon an applicant's income and savings, whilst no means-test is applied to council housing.
- The Council receives an annual government allocation (£5,631,000 in 2016/17) to cover the cost of non-council housing adaptations and supplemented this allocation with a further £1,069,000 from other council capital resources.
- The grant allocation is intended to part cover the cost of adaptations within housing association stock although the government recommends that authorities reach agreement(s) with local housing associations to part cover the cost of adaptations in housing association managed properties. The average agreement in Leeds is 21% of total cost.
- The non-council housing adaptation budget is augmented by contributions made by applicants who are subject to the financial means-test (potential financial contribution) and/or have schemes costing more than £30,000.
- It is forecast that £300,000 in customer/housing association contributions will be secured in 2016/17 giving a total private sector budget of £7m.
- The cost of council housing adaptations is covered by HRA capital resources with the 2016/17 budget now set at £7m.
- Housing adaptations are categorised as urgent and non-urgent cases by social care (following an OT assessment – see paragraph 2.2) with a Housing Leeds target to complete urgent cases within 70 calendar days of

receipt from social care and non-urgent cases within 182 calendar days of receipt. The targets are set out in government endorsed best practice guidance on housing adaptations. The guidance also recommends that authorities aim to complete 95% of schemes within the target timescales.

- The two social care directorates have targets (56 calendar days for adults and 70 calendar days for children) to carry out their assessment prior to passing onto Housing Leeds.
- Non-standard adaptation cases, such as property extensions and other major property reconfigurations, are not included within the Housing Leeds performance targets of 70 or 182 calendar days. It would not be feasible to design an extension, secure (if required) planning permission and build the extension within 70 calendar days.

2.2 The two key legal tests relating to DFG are that housing adaptations are assessed to be 'necessary and appropriate' to meet an applicant's accessibility need and that it is assessed that it is 'reasonable and practicable' to adapt the applicant's home. The 'necessary and appropriate' assessment is carried out by an Occupational Therapist with Adult Social Care/Children's Services and the 'reasonable and practicable' assessment is carried out by a surveyor from the Health and Housing service in Housing Management.

2.3 Historically, the 'reasonable and practicable' assessment was carried out by Health and Housing for non-council housing and by the ALMOs/Property and Contracts for council housing. In 2015 it was decided to get the Health and Housing service to do cross-tenure scheme design work and Property and Contracts to lead on procuring external contractors to carry out the work and Leeds Building Services carrying out a proportion of council housing adaptation work.

2.4 The 2015 functional split did not prove to be successful, resulting in a dislocation in the processing of cases across the two services and ultimately in poor performance against the processing of schemes against the two target timescales of 70 calendar days for urgent cases and 182 calendar days for non-urgent cases. In June 2016, 34% of council housing adaptations and 67% of non-council housing adaptations were completed within the target timescales.

2.5 In September 2016, following a review it was decided to temporarily combine the two service areas responsible for delivering the adaptation service within Property and Contracts and within Health and Housing into one service area within the Health and Housing service. This would enable one Housing Leeds service to be responsible for processing cross-tenure adaptations including the scheme design and procurement of contractors. Property and Contracts are now focusing, through Leeds Building Services, on delivering council housing adaptation schemes.

### 3.0 Main Issues

3.1 **Performance:** There has been a significant improvement in service performance in processing adaptation schemes within target timescales (70 or 182 calendar days) since the merged adaptation service was established. Performance by month is as follows:

% of housing adaptations completed within target timescale by month		
	Private	Public
December 16	92%	92%
November 16	97%	90%
October 16	94%	92%
September 16	88%	64%

3.2 Performance in quarter 4 2016 for private adaptations was 94.33% and 91.33% for council housing. The service is therefore within reach, and standard tolerances, of the 95% performance target.

3.3 Since September by combining the two service areas, this has had a positive impact on scheme turnaround with the removal of the need to transfer cases from Health and Housing to Property and Contracts part way through case processing. The Health and Housing service has adopted a more systematic approach to service delivery with the introduction of specific performance targets against the different stages of the adaptations process:

- Registration including establishing legal interest in property for private schemes (Health and Housing)
- Means-test of resources for private schemes (Health and Housing)
- Scheme design and, where applicable, securing planning permission (Health and Housing)
- Procurement, if applicable, of external contractors (Health and Housing)
- Contractor/LBS scheme delivery.

3.4 Health and Housing now has up to 25 calendar days to carry out the registration/means-test/design/procurement work and the contractor/LBS has up to 45 days to deliver the scheme – up to 70 days in total. Likewise, for non-urgent cases, Health and Housing has 119 calendar days to carry out its work and the contractor/LBS has 63 days to deliver the works – up to 182 days in total.

	Urgent	Non-Urgent
Health and Housing	25 calendar days	119 calendar days
LBS/External Contractor	45 calendar days	63 calendar days
Total	70 calendar days	182 calendar days

The targets, based upon an urgent and non-urgent assessment of need, are based upon guidance (rather than being a statutory requirement) and therefore an opportunity exists to decide whether the urgent/non-urgent assessment and the current targets represent the right approach to ensure we are best meeting customer need. This will be considered and proposals put forward to a future HAB.

3.5 **Finance:** the private sector adaptations budget has on a long-standing basis been managed by the Health and Housing service and is in a relatively healthy position. The gross budget for 2016/17 of £7m (£5,631,000 government grant/£1,069,000

council contribution/£300,000 customer/HA contribution) is currently forecast to have an under-spend/brought in on line and is also being used to fund (in line with the Housing Assistance Regulatory Reform Order<sup>1</sup>) wider capitalised private sector housing improvements such as the Sanctuary scheme and empty homes activity.

- 3.6 The position relating to the council housing adaptation budget is more challenging. Spend in 2015/16 was £5.2m and higher spend in 2016/17 meant that the budget was revised up from £3.55m to £7m. The year-end forecast on 5 September 2016 (date of service temporary merger) was estimated to be £7.93m and, whilst this has now been reduced to £7.13m, it is still significantly above the revised budget position. Therefore joint work continues with colleagues within Leeds Building Services. A greater challenge will be presented in 2017/18 when the council housing budget will be reduced to £5m – the private sector budget will remain at £7m (assuming government grant and council supplement of £6.7m and £300,000 customer/housing association contributions) and cannot be used for council housing.
- 3.7 It will be difficult to reduce council housing spend by £2m through reducing charges made by LBS. The focus will therefore be on promoting more re-housing outcomes to already adapted council housing rather than adapting people's current homes. This is not a position that is being taken lightly and fully recognises the emotional attachment that many people will have to their existing homes. The Health and Housing service, as part of a wider Housing Management service, need to engage with tenants to identify whether they would consider a move and how best this could be facilitated through assistance with removal/decoration/fixtures and fittings (will invariably be a fraction of the cost of adaptation) and a pro-active approach to re-housing. It will never be acceptable to leave a person without adaptations in their current home because they do not want to move or to leave a person without adaptations for a long period of time because re-housing cannot be achieved in a timely way. The Health and Housing service, as part of the wider Housing Management service, will be fully accountable for all proposals/decision making relating to the promotion of the re-housing option.

## **4.0 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 No specific consultation has been carried out as part of the development of this report.

### **5.2 Equality Diversity Cohesion and Integration**

- 5.2.1 The delivery of adaptation services makes an important contribution to enabling disabled people to continue to live independently and promoting health and well-being.

### **5.3 Council Policies and City Priorities**

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<sup>1</sup> <http://www.legislation.gov.uk/ukxi/2002/1860/contents/made>

5.3.1 The delivery of adaptation services makes an important contribution to promoting the health and wellbeing of disabled people.

## **5.4 Resources and Value for Money**

5.4.1 The report sets out how Housing Leeds is striving to improve service delivery on housing adaptations and make better use of available resources.

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

5.5.1 The Council delivers adaptation services in accordance with the legal framework set out in the 1996 Housing Construction Grants and Regeneration Act.

5.5.2 The report does not contain any exempt information.

## **5.6 Risk Management**

5.6.1 Spend on council housing adaptations is the significant risk highlighted in the report.

## **6.0 Conclusion**

6.1 Significant progress has been made in relation to performance against the processing of adaptation schemes within target schemes. Thought will be given to the appropriateness of the current performance management framework. Spend on council housing adaptation, whilst moving in the right direction, remains a significant challenge – not least to meet the budget cap for 2017/18. A greater focus on facilitating re-housing to existing adapted housing is being promoted but this will be done in a customer focused context: there will be no compulsion to move and Housing Leeds will be fully accountable for decision making in this work area.

## **7.0 Recommendations**

7.1 Housing Advisory Board is asked to comment on the improvements made to date and proposed further actions including the appropriateness of the current performance management framework.

## **8.0 Background**

8.1 None

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: Sue Donaldson  
Tel: 3783696

## Report of Director of Environment and Housing

### Report to Housing Advisory Board

**Date: 28 February 2017**

### **Subject: Review of Support Models for Older Housing Leeds Tenants**

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

1. Leeds City Council manages approximately 4000 Category 2 Sheltered Housing properties which are purpose built homes for older people with additional support provided by a Sheltered Support Officer. There are also a further 235 Category 1 sheltered properties and 9883 people over 65 years of age living within general need properties, with 4,700 being over the age of 75.
2. There is clear evidence of an ageing population both citywide and nationally. It is projected that the number of Leeds residents age 75 and over will increase by 57% between 2011 and 2031.
3. The current Housing Leeds sheltered support model is a standard model across all 4,000 sheltered properties with no flexibility to support older tenants in the wider community outside of sheltered housing schemes. There is a need for Housing Leeds to develop a longer term strategy that ensures best use of existing housing stock to meet the needs of older people.
4. This report outlines Housing Leeds plans to develop its strategic approach for supporting its older residents to maintain independence and to ensure best use of housing stock. This includes proposals to implement three varied support models that offer older people living within Housing Leeds homes greater choice and flexibility.
5. The marketing of these support models is crucial to changing perceptions and attitudes towards sheltered housing. In implementing the new support models we will strengthen the marketing of different retirement living options and promote these as a more attractive housing option to older general needs tenants.

## Recommendations

It is recommended that the Housing Advisory Board supports:

- The development of the three support models and proposals to roll out pilots.
- The rebranding of 'Sheltered Housing' as 'Retirement Living' and proposed marketing campaign linked to older persons housing.
- A further update to HAB on progress in autumn 2017.

### 1 Purpose of this report

- 1.1 To outline how Housing Leeds plans to enhance the way that it supports its older residents to remain independent, in support of the "Councils Breakthrough Project" - To Make Leeds the Best City to Grow Old In.
- 1.2 To outline proposals of three support models that offer older tenants living in Housing Leeds properties greater choice and flexibility, to ensure that we meet the changing needs of an ageing population and ensure the best use of housing stock.
- 1.3 To outline plans to modernise the marketing of housing options of older people by promoting a "Retirement Living" concept and changing perceptions and attitudes of retirement living of older people, families, carers and professionals.

### 2 Background information

- 2.1 Housing Leeds manages 4,000 Category 2 Sheltered Housing properties which are purpose built homes for older people with support provided by a Sheltered Support Officer.
- 2.2 Housing Leeds has a further 235 properties that are defined as Category 1 Sheltered Housing, where support can be available via the Telecare Service. Category 1 and 2 sheltered homes are let to people aged 60 and over, or younger people where they have a medically assessed need.
- 2.3 In addition there are a further 9,900 tenants over the age of 65 living across general needs housing, with 4,700 of these being over the age of 75 years. The existing Sheltered Housing Support Service does not currently have flexibility or resources to extend support outside of the Sheltered Housing schemes.
- 2.4 There is clear evidence of an ageing population, both citywide and nationally. It is projected that the number of Leeds residents age 75 and over will increase by 57% between 2011 and 2031. Also, the percentage of Council tenants aged 55 and over is projected to increase from 39% to 68% (and tenants aged 85 and over will increase from 4% to 18%) over the next 15 to 20 years (Renew Research, 2014). Leeds City Council has recognised that this demographic shift will require a change in how services for older people are delivered. As older people aspire to be independent for longer there is an emphasis on choice and control and services that are more responsive to individual need.
- 2.5 Research shows that older people wish to remain in their own homes for as long as possible, with flexible support and care provided to facilitate this. People who live in homes and environments that do not suit their needs can find it harder to get out and about so are more likely to risk physical inactivity, isolation and depression. (The 2015 Government Office report – Future of ageing adapting homes and neighbourhoods.)



- 2.6 A Strategic Option Appraisal was carried out in 2013 to consider the sustainability of current Housing Leeds Sheltered Housing schemes in providing modern accessible housing to meet future need. This highlighted that whilst most schemes were highly sustainable, that there are a number of issues impacting on the sustainability of some sheltered housing schemes, including bedsit accommodation, shared bathing and upper floors without lift access. The outcome of the Option Appraisal has informed an investment programme for improving and remodelling sheltered housing schemes and properties.
- 2.7 Following the harmonisation of the Sheltered Service under Housing Leeds in October 2013 a big focus has been on harmonising working practices across different areas of the city, strengthening management arrangements and supporting the refurbishment of the worst quality sheltered housing schemes in the city. There has also been an increase in activities arranged at schemes to promote the social benefits of living within a retirement community, and these have proven successful in reducing social isolation and promoting health and wellbeing.
- 2.8 There has been one standard Housing Leeds Sheltered Housing support model since the harmonisation as a citywide service in 2014. Tenants who live in sheltered housing tenancies are supported through a dedicated sheltered housing support team, with regular visits or contact to maintain independence. It is important that if Housing Leeds are to meet the support needs of an aging population, that more flexible support options are available, to ensure that older tenants are able to live independently for longer, but also to ensure best use of housing stock.
- 2.9 During 2016 Housing Leeds undertook a review of its support models available to older tenants. The review has involved extensive research of good practice in both the private and social sectors, consultation with Adult Social Care and Public Health, and customer engagement.

### **3 Main issues**

- 3.1 Following the Support Model Review Housing Leeds has identified three Support Model Options that offer greater flexibility and choice to older tenants. The three models aim to enhance the current sheltered support service as well as looking to offer intensive housing management support to older people living in general need properties across Leeds City Council tenancies.
- 3.2 The three support models are outlined below. As part of all support models Telecare services are available to provide emergency support when needed.

#### **Support Model 1 – Extra Care Housing**

- 3.3 Extra Care housing schemes are purpose built schemes made up of self-contained accommodation, but with the availability of high levels of accessibility and assisted living technology, and communal facilities which provide tenants the opportunity to socialise and access services all under one roof.

Care and support is tailored to each individual, with the peace of mind that emergency on-site support is available 24 hours a day. The support and care is offered as an alternative option to people having to move into residential care.

- 3.4 **Support Model 2 – Retirement Living With Support (currently known as Sheltered Housing Category 2)**

It is proposed that current sheltered housing schemes are rebranded as 'Retirement Living with Support' to focus on the positive aspects of living within a retirement living environment. Support will continue to be made available via a Sheltered Support Officer, with support provided up to 5 days per week, via contact or visits to monitor health and wellbeing and access additional services where needed. Support will be flexibly provided in accordance with a person centred support plan, which is reviewed regularly to meet any changing needs of tenants.

It is proposed that there will be two different types of 'Retirement Living Schemes with Support':

### **3.5** Retirement Living With Support In a Complex

**Property Type:** Current sheltered housing schemes which have internal communal corridors and communal facilities such as lounge, kitchen and laundry within the main building complex.

**Support Offer:** In addition to the support provided via regular contact or visits by a Sheltered Support Officer as outlined above, staff will be available at the scheme for a set number of hours per day Monday to Friday, to offer additional advice and support, respond to issues and to facilitate social activities to help dispel loneliness and isolation. Sheltered complex schemes have a higher proportion of older tenants with greater support needs and this enhanced support offer will help to provide greater support and reassurance to these residents.

**Resourcing the Support Model** – the enhanced support to complexes will be provided within existing staffing resources.

### **3.6** Retirement Living With Support In a Dispersed Setting

**Property Type:** Current sheltered housing schemes which are made up of dispersed properties, often situated in clusters, without communal corridors. Some dispersed schemes include communal facilities such as a lounge, kitchen or laundry adjoining the scheme.

**Support Offer:** As with the Retirement Living in a Complex all tenants will be supported via regular contact and visits by a Sheltered Support Officer. Where there are communal facilities, staff will support communal activities on the scheme. Where there are no communal facilities the focus will instead be on supporting tenants to access nearby social activities, agencies and networks. There will not be the same level of regular staff presence on dispersed schemes during the working day other than to undertake visits and co-ordinate the provision of activities where there are communal facilities.

**Resourcing the Support Model** – there are no enhancements to this support model.

**Eligibility criteria:** - It is proposed that the eligibility criteria for the Retirement Living with Support Model remains largely in accordance with the current Lettings Policy, that is a minimum age of 60 years or under 60 with a medical housing recommendation. However, it is proposed that the policy is made clearer to specify that Retirement Complexes will not normally be considered suitable for applicants under the age of 60 years, due to complexes having a greater focus on supporting older tenants with higher levels of need linked to age related frailty.

### **3.7 Support Model 3 – In Your Own Home – Overview of the model**

The key aim of the introduction of Support Model 3 is to ensure that tenants living in Housing Leeds general needs properties are supported to live independently in their own home and that tenants are informed of other housing choices available to them to support positive planned moves into more suitable housing where appropriate. No elements of Support Model 3 are currently in place. There are three main elements proposed to this support model:

#### **3.8 Annual Home and Health Check (for over 75s)**

Property Type: - All tenants living in general needs properties (including Retirement Living Without Support outlined later in this report) who are over the age of 75.

Eligibility Criteria:- All tenants over 75 years of age and living in general needs tenancies (4,700 current tenants), and under 75s where the Housing Officer identifies there may be a support need.

Support Offer: As part of the Annual Home Visit, five additional questions will be asked of tenants over 75 to identify issues with social isolation / support, household tasks, personal care and access to services. Where a tenant needs additional support, then referrals will be made as appropriate for additional support. Such support may include adaptations, rehousing advice and support, support to access local services and community activities or making arrangements for more regular support or care in the home.

By identifying support needs at an early opportunity and making referrals this can assist individuals in accessing support and services and minimising emergency intervention. Most people aged 75 years or older have 1 or more health conditions; however 50% of them do not consider themselves to have life limiting conditions. 1 in 10 people over 65 years of age are frail rising to 1 in 4 for those aged 85+. (Age UK report).

Resourcing the Support Model: The Annual Home and Health Check will be undertaken as part of the AHV by the Housing Officer. No additional staffing resources are required to implement this model, as it formalises best practice already in place by some Housing Officers.

#### **3.9 Flexible At Home Support Service**

Property Type: General needs properties, including Retirement Living Without Support (outlined later in this report).

Eligibility: Tenants aged 60 years and over or under 60 with a medical recommendation who have been identified through the Annual Home Visit or other tenancy contact as needing the additional support of a Sheltered Support Officer.

Support Offer: Intensive housing management support would be made available via a Sheltered Support Officer via contact or visits to monitor health and wellbeing and access additional services where needed. Support would be flexibly provided in accordance with a person centred support plan, which is reviewed regularly to meet any changing needs of tenants.

Resourcing the Support Model: Proposals are currently being developed for this model which will consider how the scheme will be resourced.

### **3.9** Retirement Living Without Support.

Property Type: There are two main property types which are suitable for this model:

- Multi Storey Flats which are identified through the High Rise Strategy as suitable for use as retirement communities (currently have an over 55s local lettings policy);
- Flats adjoining sheltered housing schemes which have a lower level of accessibility and so are not suitable for use as sheltered housing, e.g. first floor flats without lift access and currently have an over 55s local lettings policy.

Eligibility criteria: Preference will be given to applicants aged 55 and over, in accordance with current age local lettings policies for such properties.

Support Offer: This scheme type will provide general needs housing within a retirement community (either a Multi Storey Flat or Sheltered Housing Scheme), where tenants will benefit from living with people of a similar age with the availability of social activities which help to dispel loneliness and isolation in retirement years. Support will not be offered as part of the core service, but can be made available through the 'Flexible at Home Support Service'. Additional enhancements to security have been agreed to MSFs as part of this model, through the High Rise Strategy.

Resourcing the Support Model: This support model will be delivered using existing resources. The enhanced security to MSFs will be funded as part of the High Rise Strategy.

### **3.8** **Implementation Plan for the three support models**

Proposals for the implementation of the three support models are outlined below.

#### Support Model 1 - Extra Care

Housing Leeds opened its first 45 bed extra care scheme at Wharfedale View, Yeadon in December 2016 which provides a mixture of units for affordable rent and shared ownership.

The Council remains committed to supporting the delivery of additional extra care homes across the city and proposals are being developed to use Housing Revenue Account resources from the Council Housing Growth Programme to fund the development of approximately 200 extra care units in mixed tenure developments.

#### Support Model 2 - Retirement Living With Support

Analysis has already been undertaken of all current Category 2 sheltered schemes to determine which schemes are suitable for use as complexes or dispersed schemes. 36 schemes have been identified as appropriate for use as a complex scheme and the remaining 89 schemes will be classified as dispersed schemes.

Sheltered schemes are currently managed by Sheltered Support Officers working in a cluster arrangement – where a small team of officers work as a team to support a cluster or more than one sheltered scheme. This management model was implemented citywide in 2014 and has been effective in ensuring consistent levels of service. Each cluster arrangement will be reviewed to facilitate a formalised on site presence on complex schemes under the revised models.

It is proposed that a pilot is implemented from April 2017 to deliver revised support models to three sheltered team clusters, to assess the benefits and impacts, before

rolling out the proposed model to the rest of the city during late 2017/18. The three proposed trial Retirement Living with support teams are:-

- 1) **Bramley Team** – All Retirement Living schemes are within a 1 mile radius of Ashlea Court which has an onsite area team office base. Bramley team has a total of 131 sheltered property units - the team will be staffed with 3 FTE staff to trial the model.
- 2) **Kirkstall Team**- All Retirement living Schemes are within a 1.1 mile radius of St Matthias Court which has an onsite area team office base. Kirkstall team has a total of 119 sheltered property units - the team will be staffed with 3 FTE staff to trial the model.
- 3) **Queensview – Seacroft Team** – Queensview is a main office HUB for 2 area teams Whinmoor and Seacroft. The trial will only look to incorporate Queensview and Thorner in the first interim trial. Queensview and Thorner has 143 units in total - the team will be staffed by 3 FTE staff.

Housing Leeds also manages a number of Category 1 sheltered housing properties where support can be available via the Telecare service. A separate review of these properties is underway to consider the long term future of these properties under the new Retirement Living support models.

### 3.9 Support Model 3 :- In Your Own Home

#### **Annual Home and Health Check – for over 75's**

The Annual Home and Health check for over 75s will be rolled out for all AHVs for general needs tenants undertaken from April 2017. Additional questions have been produced and added to the new form with guidance and a toolkit to support staff in identifying support needs and appropriate routes for accessing support. Training and information will be rolled out to officers alongside the implementation of the changes to the AHV form.

We will monitor outcomes of the visits during 2017/18 to evaluate impacts – monitoring levels of need, resourcing impacts of undertaking follow up actions and meeting support needs identified against the value for money benefits of identifying support needs at an early stage. This evaluation will be used to inform any further changes to the support model.

#### **Retirement Living Without Support**

This support model will be piloted from April 2017 at three blocks of Multi Storey Flats identified as suitable for Retirement Living Without Support, in accordance with the High Rise Strategy – Brecon Court and Brecon Rise, Gipton and Barncroft Towers, Seacroft. The Plans are currently being developed and implemented to support the delivery of the retirement model in these blocks.

Based on the outcome of the pilot, further properties which currently have an over 55s local lettings policy will be considered for their suitability for this management model.

#### **Flexible at Home Support**

Proposals are currently being developed for the 'Flexible at Home Support' model, including how the scheme will be resourced. It is proposed that the service would be

chargeable to tenants; a charge that would be housing benefit eligible. These proposals will be consulted on separately at a later date.

It is proposed that once the support offer is developed, the model would be piloted for 6 months and evaluated before any decision is made to roll out more widely across the service. Consideration is being given to piloting the support at the three MSFs which are to be piloted for the Retirement Living Without Support model. While most tenants living in these blocks are independent and active and do not need additional support, there are a number of older residents currently living within these blocks that would benefit from a wraparound intensive housing management service to support them to remain independent within a retirement living environment.

### **3.10 Communication and Marketing**

A marketing plan has been produced through joint work with Leeds Communication and Marketing team. The key focus of this plan is around changing the perceptions of housing and support options available for older residents.

The Housing Leeds webpages and other marketing material will be developed during 2017 to promote the retirement living brand, modernise marketing material and improve the quality of information available on line in order to help older people, their families, carers and other professional partners make informed, planned and positive choices about services to support independence.

Key messages will focus on how the support models enable tenants to live at home longer, reducing early admissions into nursing and residential care, along with supporting tenants to access social activities to promote community integration and reduce social isolation.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

In reviewing the support models, extensive consultation has taken place with tenants, staff, partners and stakeholders such as:

- Sheltered tenants and representatives of older people in Leeds have provided input into the models via VOLT (Voice of Older Leeds Tenants) and 6 citywide forums held in April 2016.
- The support model review was presented to VITAL in July 2016 and followed up with a smaller focus group to allow in depth involvement and consultation. The group's involvement and feedback has been incorporated into the final model proposals.
- Partnership working with Health and Housing Occupational Therapists, in particular to support the development of the toolkit for the Annual Home and Health Checks for over 75s.
- Partnership working with Adult Social Care who fully support the development of the models in supporting the corporate breakthrough project of making Leeds the Best City To Grow Old In.

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

4.2.1 It is identified that there is an ageing population both nationally and in Leeds. The three proposed support models aim to offer flexibility and choice to people who wish to remain in their own homes with support for as long as possible.

- 4.2.2 It is also reported that reducing social isolation for older people can have a positive impact on their physical and mental well-being. A key focus of the support model is to broaden networks with other key agencies and to link older people into social groups and activities in the wider community.
- 4.2.3 Nationally older people have identified tackling loneliness and social isolation as a priority. This supports a key priority for Housing Leeds in which we are committed to working with our most vulnerable tenants and statutory and community partners to build cohesive communities and improve social inclusion.

### 4.3 Council policies and City Priorities

- 4.3.1 The details in the support model review will contribute to the following “Leeds Best City outcomes”.
- Be Safe and feel safe
  - Enjoy happy, healthy and active lives
  - Live with dignity and stay independent for as long as possible
  - Live in decent, affordable homes within clean and cared for places
- 4.3.2 Modernising the service will help to deliver the Best Council objective ‘Delivery of Better Lives Programme – helping local people with care and support needs to enjoy better lives.’
- 4.3.3 This also links with “Leeds Best Council Plan 2015-2020” and Making Leeds the Best City to Grow Old In – “7” on the seven “Breakthrough project”.
- Better lives through housing care and support
  - 15% of older people can be described as lonely or isolated
  - By 2021 it is estimated the number of people in Leeds aged 50 or over will increase by 25,000 to 257,000.

### 4.4 Resources and value for money

- 4.4.1 The value for money of early intervention is well documented. In 2012 an Older People’s Preventative Needs Assessment Review was carried out as a joint strategic approach by Bolton NHS and Bolton Council within their future planning for older people and they have projected that preventative support can have significant savings as set out in the table below.

Prevention service	Average Saving
Postponing entry to residential care	£28,080 per person per year
Hospital discharge services (speed up patient release)	At least £120 a day
Housing adaptations	£1,200 - £29,000 a year (reduced cost of homecare)
Falls prevention (avoiding hip fracture)	£28,665

- 4.4.1 As the largest landlord in the city, Housing Leeds has an important role in supporting the identification and delivery of early preventative support to older residents in order to minimise the high costs of urgent, reactive social and health care.
- 4.4.2 Whilst the delivery of extra care housing will require significant resources, most other changes planned through the Support Model Review can be delivered using existing resources and by changing the way that we work.

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

4.5.1 There are no legal implications and the report is not eligible for Call In.

## **4.6 Risk Management**

4.6.1 There are a number of identified risks linked to the delivery of the revised support models. Firstly, there is a risk that the models fail to maximise the opportunity to support older Housing Leeds tenants to maintain independence. Secondly, there is a risk that the need for additional support will be greater than current availability of services. Both of these risks will be managed by closely monitoring the outcomes of pilots, and using these outcomes to identify service improvements. This ongoing evaluation will be undertaken working closely with Adult Social Care.

4.6.2 There are a number of risks linked to the delivery of more extra care housing in Leeds, particularly linked to the availability of suitable sites, high development costs and proposed changes to the local housing allowance for supported housing. These risks are being actively managed via the Council Housing Growth Programme.

## **5 Conclusions**

5.1 The aim of the three proposed support models is that Housing Leeds will offer older people living within its properties better choice and flexibility in how they access support and information to maintain their independence.

5.2 This report outlines how Housing Leeds plans to enhance the way that it supports its older residents to remain independent in support of the “Councils Breakthrough project” to make the Leeds the best city to grow old in, along with meeting the future changing needs of an ageing population.

5.3 Marketing is critical to the success of the new support models. Plans are being developed to modernise marketing material and promote a “Retirement Living” concept which aims to change perceptions and attitudes of retirement living options available to older people, families, carers and professionals.

## **6 Recommendations**

6.1 It is recommended that the Housing Advisory Board supports

- The development of the three support models and proposals to roll out pilots.
- The rebranding of ‘Sheltered Housing’ as ‘Retirement Living’ and proposed marketing campaign linked to older persons housing.
- A further update to HAB on progress in Autumn 2017.

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

7.1 None.

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



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

**Report to Housing Advisory Board**

**Date: 28 February 2017**

**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 (December 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 Housing Advisory Panel investment in local communities has continued throughout the year, recent panel decisions include:
- Outer North West HAP funding of £7,788 to install 24 new door canopies in Larkfield Mount, improving the appearance of a row of bungalows and giving elderly residents a more sheltered entranceway.
  - Outer North East HAP funding of £5,251 for new enclosures for recycling and waste bins sufficient for the number of residents, helping keep the area clean and tidy and to discourage fly-tipping.
  - Inner West HAP funding of £2,000 for some bollards in Wyther Park Mount, to stop the road being used as a cut through to improve resident safety and a community notice board at the entrance to Wyther Park Road to help make residents aware about what's going on locally.
  - Inner South HAP funding of £5,900 for 'Love Your Garden' - a partnership with Health for All to support tenants in the Middleton Park Ward who are unable to manage their large gardens.

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

Type of Scheme	Number of approved schemes	Amount agreed by HAP
Community - Play	41	£78,940
Community - Safe and Secure	37	£110,298
Community - Grant	76	£143,873
Environmental - Clean and Tidy	24	£88,920
Environmental - Landscaping and Gardens	45	£81,064
Environmental - Parking and Access	8	£32,955
<b>Grand Total</b>	<b>231</b>	<b>£536,050</b>

3.1.2 The total number of schemes complete within the EIP (Environmental Improvement Programme) is 41 (out of 83 in the whole programme); please see breakdown below:

Type of Project	No.	Cost
Waste	9	£205,283
Parking	7	£302,689
Landscaping	7	£164,154
Play	3	£150,000
Community Safety	15	£302,297
<b>Total</b>	<b>41</b>	<b>£1,124,423</b>

Schemes completed in December:

- South Gipton Environmental works (landscaping).
- Hillside block garden improvements (landscaping).
- Iveson Drive bin stores (waste).
- Meadowhurst Gardens car parking (parking).

Schemes currently on site:

- Tong Way bin stores (waste).
- Harrops and Askeys Fencing (community safety).
- Leopold environmental improvements (landscaping).

One parking scheme is due to commence (Jarvis Square) as soon as some utilities can be moved. There have been issues on this scheme with Planning but they are now resolved and liaison has taken place with residents about dropped kerb applications in this area as some residents will benefit from having their own drive.

Tong Drive bin stores will commence after Tong Way at the end of January 2017.

Two schemes have been added to the EIP from the last Board Meeting:

- Headley Chase – traveller encroachment prevention (landscaping).
- Mistress Lane Garages (landscaping).

The remaining schemes have now been moved to the new financial year.

### 3.2 Priority 2 – Rent and Benefits

3.2.1 Information on rent collection and arrears performance is provided within the report entitled 'Housing Leeds (HRA) Revenue Financial Position Period 9 – 2016/17' which appears elsewhere on the agenda.

### 3.3 Priority 3 – Housing People

#### 3.3.1 Homeless Preventions:

	Oct	Nov	Dec
Prevented	382	461	469
Not Prevented	88	88	67
Total Cases Closed	470	549	536
Prevention %	81	84	88

536 cases were closed at Leeds Housing Options in December with 469 of these defined as being homeless preventions: households helped to remain in their existing homes or to make a planned move to alternative accommodation. The prevention rate was 88%. There have been a total of 6,134 preventions in 2016 and the average prevention rate for the year was 82%.

An authority must offer a housing advice service to any person who requests it, irrespective of a person's circumstances and any temporary accommodation duty that might be owed. People who are not owed a temporary accommodation duty are offered the general housing advice duty and are recorded as a homeless relief if a positive outcome is achieved after they become homeless. For example, they are helped to secure a private rented tenancy.

Households who are found to be intentionally homeless (for example, eviction from a council house because of rent arrears) and with a priority need (for example, because they have dependent children) are owed a short term temporary accommodation duty until alternative housing, in the private rented sector, can be secured.

#### 3.3.2 Temporary Accommodation:

	No. of TA Placements		
	Oct	Nov	Dec
2016/17	79	84	82

There were 82 households in emergency accommodation on 30 December, of which 59 were owed a temporary accommodation duty by the Council. This is exceptional performance when compared to other large authorities.

#### 3.3.3 Gross average re-let days:

	Oct	Nov	Dec
2015/16	30.83	30.76	30.47
2016/17	27.29	27.17	27.28

As of week 39 (up to the end of December 2016), Citywide re-let days stand at 27.28 compared to the 2015/16 year-end figure of 30.52 days (March 2016). This is better than the current target of 30 days. The monthly average re-let figures for a void still remains within target. Overall the void numbers, time in works, ready to let to tenancy commencement time and overall re-let time continues to remain within the target set.

### 3.3.4 Number of void lettable properties:

	Oct	Nov	Dec
2015/16	495	444	470
2016/17	337 + 120 PFI / New Build	299 + 114 PFI / New Build	376 + 94 PFI / New Build

Overall the number of lettable voids and the number of voids in works as at week 39 (end of December 2016) continue to remain low at 376 voids. In addition to this there are 94 new build, buy backs and major refurbishments which have not been included in the overall figure. Voids excluding new build, buy backs and major refurbishments are 0.67% of the total LCC stock and the percentage rent loss from voids is 0.60%.

Performance with regards to the re-let time remains within target and the percentage of empty properties remains low. We are continuously looking at how we can further improve performance through improved processes and place a greater emphasis on quality and customer care, whilst ensuring that budgets are managed effectively.

### 3.3.5 Adaptations:

Performance and information relating to the adaptations service is covered within a separate report on the agenda.

## 3.4 Priority 4 – Repairs

### 3.4.1 Repairs Right First Time:

Contractor	Target	Oct	Nov	Dec
City-Wide (including BITMO)	90.50%	90.70%	94.42%	93.96%
LBS (Formerly Construction Services)	90.50%	97.28%	98.16%	97.52%
Mears South and West	90.50%	92.16%	92.88%	92.25%
Mears BITMO	90.50%	96.70%	95.10%	99.11%

At the end of December 2016, city-wide repairs completed right first time is reported at 93.96% against a target of 90.50%. Both Mears and LBS are exceeding the target for this indicator. LBS – 97.52% and Mears – 92.25%.

### 3.4.2 Repairs Within Target

Contractor	Target	Oct	Nov	Dec
City-Wide (including BITMO)	99.00%	94.99%	95.88%	95.96%
LBS (Formerly Construction Services)	99.00%	98.49%*	99.00%*	92.25%
Mears South and West	99.00%	99.18%	98.97%	98.74%
Mears BITMO	99.00%	99.61%	99.79%	100.00%

\*These figures relate to the former Construction Services only.

Citywide performance for repairs completed within target stands at 95.96% for December 2016 which is below the 99% target for this indicator. Mears end December performance is just below target at 98.74%. The table above shows LBS performance as: October - 98.49%, November - 99% and December - 92.25%. Please note the drop in performance in the month of December is due to a change in calculation rather than service delivery. Up until December the figure reported to HAB included only the former Construction Services (CS) result as this is what was historically reported prior to the realignment of CS and Property Maintenance (PM) forming LBS. The December result now includes the former PM to give the overall LBS result. The former CS side of LBS has benefitted from service improvement work which led to results of 98.49% October, 99% November and 98.52% in December. Lessons learned from this work are now being introduced to the former PM side of the business so that further improvements are made.

### 3.4.3 Overall Satisfaction with Repairs

Area	Target	Oct	Nov	Dec
CITY (excluding BITMO*)	90.00%	89.27%	89.89%	89.81%
LBS (Formerly Construction Services)	90.00%	85.77%	86.46%	88.64%
Mears South	90.00%	95.15%	88.55%	91.06%
Mears West	90.00%	90.56%	93.84%	90.37%

\* We are unable to report BITMO satisfaction rates because the survey is managed by Housing Leeds and does not include BITMO properties.

Overall citywide (excluding BITMO) satisfaction with repairs stands at 89.81% – just under the 90% target. Positive and negative responses from the customer satisfaction process continue to be fed back to contractors to allow them to identify service improvements.

## 3.5 Priority 5 – Capital Programme Effectiveness

### 3.5.1 Information relating to this priority is given within the report entitled 'HRA Capital Financial Position Period 9' which appears elsewhere on the agenda.

### 3.6 Priority 6 – Knowing Our Tenants

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

	Oct	Nov	Dec
2015/16	71.34%	80.48%	85.88%
2016/17	78.29%	85.43%	89.92%
16/17 Target	78%	88%	90%

By the end of December almost 90% of Annual Home Visits have been completed for 2016/17, which is a significant improvement on performance last year. The remaining 10% is to be focused on during quarter 4. Based on the visits completed so far this year, some of the key outcomes are as follows:

- 9% of tenants don't have a bank account that allows direct debits (a reduction of 2% on last year due to work to support tenants access affordable banking via Leeds City Credit Union). Details of these tenants are forwarded on to LCCU so that they can make contact about affordable banking options.
- 33% of tenants don't have access to the internet at home (a reduction of 5% on last year). For further information, please refer to the separate report on Digital Inclusion to be discussed at this meeting.
- 33% of tenants are not confident that they could manage a benefit claim on-line (a reduction of 5% on last year due to work to support tenants affected by Welfare Reform). This information is being used to prioritise support for tenants should they become affected by welfare reforms.
- We have discussed waste and recycling with 25,267 tenants during the AHV.
- 6% of tenants identified outstanding repairs during the AHV. These repairs are picked up by housing staff to ensure that repairs are completed. These "outstanding repairs" will include repairs which have yet to be completed but are not actually outstanding in terms of agreed timescales.
- 99% of properties are identified as being in fair or good internal condition.
- We made 2096 referrals to West Yorkshire Fire Service for smoke detection equipment to be installed.
- We made 71 referrals for suspected tenancy fraud.
- We made 694 referrals for additional support for tenants.

The Annual Home Visit content and process is currently being reviewed for 2017/18, to ensure ongoing improvements in the content of the visit and process.

#### 3.6.2 Disrepair

A detailed report on disrepair is provided elsewhere on the agenda.

### 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.



**Report of Chief Officer, Property and Contracts**

**Report to Housing Advisory Board**

**Date: 28<sup>th</sup> February 2017**

**Subject: Disrepair Case Analysis and Prevention Strategies**

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

**1. Summary**

- 1.1. The report has been prepared in response to a request from HAB for an update on the work that Housing Leeds has done in establishing causality for disrepair claims.
- 1.2. The report outlines the analysis that has been undertaken by location, property type and commonalities and the themes that have been identified. Analysis has also been undertaken on the pattern of repairs requests for damp related matters and this informs how the repairs service responds.
- 1.3. The report concludes that the analysis has identified causal links and that Housing Leeds has programmes and procedures either in detailed planning or being implemented to address the matters raised, and that this work is ongoing.
- 1.4. The report recommends HAB to note the contents of the report and to provide feedback.

**2. Purpose of the Report**

- 2.1. The report is presented to HAB to provide the following information
  - Progress made in reducing the disrepair caseload and the significant reduction achieved in costs following the change to processes implemented from November 16.

- The analysis work undertaken by Housing Leeds in establishing the causes of Disrepair and their location and property archetype.
- The link between ongoing repair requests and disrepair cases, mainly in relation to damp
- The actions Housing Leeds has in place to both effectively target its response to damp and to focus investment on difficult to treat properties.

### **3. Background Information**

- 3.1. Housing Leeds has received 1,636 claims for Disrepair under section 11 of the Housing Act since 1<sup>st</sup> April 2013.
- 3.2. Of these claims, 1,031 have led to a settlement. Over this period, the average cost of compensation payment was £2,567 in 2013/14, £1,897 in 2014/15, £1,600 in 2015/16 and £1,483 in 2016/17.
- 3.3. The total number of open claims has reduced from 762 in June 2015 to 336 in January 2017.
- 3.4. The average cost of claimant's solicitor's fees over this period has been between £3, 181 in 13/14 to £2,800 in 15/16. The average cost for the first 7 months of 16/17 was in this range.
- 3.5. In November 2017 a revised methodology was implemented which significantly reducing the time period taken to process claims. Housing Leeds has reached settlement on 18 claims since this process was implemented, with the average compensation cost falling to £1336 and the average cost to the Council of solicitors' fees reducing to £639.
- 3.6. Housing Leeds has introduced a mediation process that offers tenants the opportunity to raise damp issues with the Council under the terms of the Disrepair legislation without the need to engage with external lawyers.
- 3.7. Housing Leeds has undertaken analysis of the claims received since April 2013 to identify trends and to inform the repairs strategy and investment decisions.

### **4. Main Issues**

#### **4.1. Causality**

- 4.1.1. In excess of 90% of claims quote damp as the primary cause of Disrepair.
- 4.1.2. Housing Leeds has undertaken detailed analysis of the caseload and locations where cases arise.

#### **4.2. Commonalities and Themes**

- 4.2.1. Housing Leeds attends all reports of damp, mould and condensation. The repair work ordered has not always proven successful in remedying the defect. Housing Leeds has reviewed the data on all properties that have received one or more damp-

related repair requests and this has informed the Repairs Strategy as identified in 4.3 below.

- 4.2.2. Taking into consideration the evidence which we have of the causes of disrepair, the locations where it is most prevalent and the property type where disrepair has most frequently arisen enables us to identify a profile of the properties which are at the greatest risk and the locations where those properties are concentrated.
- 4.2.3. The analysis has identified two high priority property types; back to back terraces and purpose built flats.
- 4.2.4. The assessment has focused on those property types where the Council has received a high proportion of claims, either in relation to the total received, archetype or concentration of cases in geographic area.
- 4.2.5. Pre-war back to back properties are particularly at risk of disrepair claims. Back to back properties have generated claims in 15-22% of that property type. The vulnerability of this stock is reflected by the disrepair survey findings which regularly report failure to roofs (especially dormers) pointing and brickwork issues and DPC failure/absence.
- 4.2.6. This is consistent with the high numbers of claims recorded in the Armley area where this property type is prevalent. It also correlates to the disrepair causation information for Armley where structural damp is a common cause.
- 4.2.7. Purpose built flats account for the greatest proportion of total claims made at 31%. Further analysis indicates that claims are concentrated in certain areas and types of flat with just two areas; Halton Moor and Osmondthorpe (mostly low rise) and Burmantofts areas accounting for 30% of claims for this archetype.
- 4.2.8. Thus a high proportion of ground floor flats have generated claims. This is reflected in the total number of claims for Halton Moor and Osmondthorpe which is affected by the claims emanating from the Wykebeck estate.

#### 4.3. Actions Arising

##### 4.3.1. Repairs Strategy

- 4.3.1.1. Housing Leeds has undertaken analysis of the volume and type of repairs recorded within Orchard to identify patterns and relationships with Disrepair claims for the period 2013 to 2015.
- 4.3.1.2. Housing Leeds uses the Annual Home Visit process to check if repairs are outstanding
- 4.3.1.3. Housing Leeds uses the data it collects to identify properties where there are repeating instances of damp and targets those cases to rectify problems.

##### 4.3.2. Investment Strategy

- 4.3.2.1. The Housing Leeds Capital Programme is focusing investment on property types with difficult to treat issues.
- 4.3.2.2. A programme is underway in Armley to survey and implement remedial works on all Council owned back to back and Victorian Terrace properties in the area.

4.3.2.3. The first fifty properties have been surveyed and works will commence in this financial year.

4.3.2.4. Housing Leeds are undertaking a full options appraisal of the properties on the Wykebeck Estate in Osmondthorpe to establish the sustainability of the construction type and identify the most cost effective solution to prevent further claims. The options appraisal and associated works have been included within the capital programme for 2017/18 and 2018/19.

4.3.2.5. Housing Leeds has identified funds within the investment programme for the next three years and will continue to analyse and direct the funds to those areas that reflect the greatest need.

#### 4.3.3. Empty Properties

4.3.3.1. All properties are checked for damp and condensation during the void period. Where high moisture readings are found then remedial works are undertaken.

### **5. Conclusions**

5.1. Housing Leeds has undertaken a significant level of causal analysis of disrepair claims. The analysis has identified the following

- Localities where claims originate
- Property Types susceptible to damp
- Properties where one or more reports of damp have been received

5.2. Housing Leeds has used this data to both introduce proactive measures within the Repairs Team and to inform the investment programme. The measures target the direct cause of over 90% of claims and are intended to reduce the susceptibility of the estate to legal action.

### **6. Recommendations**

6.1. That HAB note the work undertaken by Housing Leeds in taking remedial action and addressing the root cause of Disrepair Claims.

6.2. That HAB provide comments on the content of the report.



Report author: Debra Scott

Tel: 3786943

## Report of Head of Resources and Strategy

### Report to Housing Advisory Board

**Date: 28<sup>th</sup> February 2017**

**Subject: Housing Advisory Board - Forward Plan**

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. The Board's Forward Plan is attached as an appendix to this report.
2. This will be subject to change throughout the municipal year.

### Recommendation

3. Members are asked to consider the document and agree to receive reports at future Board meetings as scheduled on the Forward Plan, or to make amendments to the schedule, as appropriate.

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

4. None used

<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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**Housing Advisory Board**  
**Forward Plan**  
**Tuesday 28<sup>th</sup> February 2017**



Tuesday 28 <sup>th</sup> February 2017			
<b>Deadline for first drafts</b>	<b>Deadline for final drafts after Chair's brief</b>	<b>Item</b>	<b>CO/Author</b>
Monday 6 <sup>th</sup> February 12 noon  <b>Chairs Brief</b> Tuesday 14 <sup>th</sup> February 2017 4pm	Friday 17 <sup>th</sup> February 12 noon	<ul style="list-style-type: none"> <li>• to arrange a HAB visit to Wharfedale View to coincide with February meeting</li> <li>• Action Plan/Outstanding Actions</li> <li>• Update from Tenants Representatives</li> <li>• HRA Capital Financial Position Period 9 2016/17</li> <li>• Housing Leeds (HRA) Revenue Financial Position Period 9 - 2016/17</li> <li>• Performance Update</li> <li>• The Housing Leeds Asset Management Strategy</li> <li>• Review of Support Models for Older Housing Leeds Tenants</li> <li>• High Rise Strategy Update</li> <li>• Housing Adaptations</li> <li>• Tenant Engagement Framework</li> <li>• Disrepair report</li> </ul>	Chief Officer coordinated by Debra Scott John Gittos Stephen Boyle Patrick McGuckin  Debra Scott Phil Charlton/Mark Grandfield  Sue Donaldson  Martyn Long Rob McCartney/Colin Moss Ian Montgomery Simon Costigan

<p><b>Future Dates</b></p> <p>Meeting in May TBA</p> <p>Tuesday 6 June 2017</p> <p>Tuesday 26 September 2017</p> <p>Tuesday 28 November 2017</p> <p>Tuesday 27 February 2017</p>		<ul style="list-style-type: none"> <li>• Visit to multi storey flats in Armley</li> <li>• Action Plan/Outstanding Actions (standard item)</li> <li>• Update from Tenants Representatives (standard item)</li> <li>• HRA Capital Financial Position 2016/17 (standard item)</li> <li>• Housing Leeds (HRA) Revenue Financial Position - 2016/17 (standard item)</li> <li>• Performance Update (standard item)</li> <li>• Housing Strategy Updates (6 monthly update)</li> <li>• Council House Growth Programme (to include an evaluation of any new build schemes as appropriate) (standard item every other meeting)</li> <li>• HRA Business Plan report - (a high level report which identifies pressures and savings options asking HAB members for their views)</li> <li>• Mandatory Direct Debits (September 2017)</li> <li>• Lettings Standard (all tenures)</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> <li>• STAR survey 2016 results – to form part of a themed meeting in May</li> </ul>	<p>Jill Wildman</p> <p>Chief Officer coordinated by Debra Scott</p> <p>John Gittos</p> <p>Stephen Boyle</p> <p>Patrick McGuckin</p> <p>Debra Scott</p> <p>Mandy Sawyer</p> <p>Lorraine Wright</p> <p>Richard Ellis /Mandy Sawyer/Jill Wildman/Simon Costigan</p> <p>Jill Wildman</p> <p>Simon Costigan/Mark Ireland</p> <p>Dave Longthorpe</p> <p>Frank Perrins</p>
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