



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds on
Tuesday, 20th June, 2017 at 5.00 pm

MEMBERSHIP

Councillor D Coupar (Chair)

Councillor J Bentley

Councillor B Anderson

Councillor A Gabriel

Councillor S Hamilton

Councillor K Ritchie

Tenant/ Leaseholder

Mick Dodds
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>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

3

LATE ITEMS

To identify any items which have been admitted to the agenda by the Chair for 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 - 2 MAY 2017

1 - 6

To approve as a correct record the minutes of the Housing Advisory Board held on 2 May 2017

7

MATTERS ARISING/OUTSTANDING ACTIONS

7 - 12

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

COUNCIL HOUSE GROWTH

13 - 26

Presentation on Council House Growth

DISREPAIR PROGRESS REPORT

To attached report of the Chief Officer, Property and Contracts provides the Board with the following:

- An update on progress made in preparing and implementing an Action Plan following the previous report to the Board in February 2017.
- A noted decrease in the open cases from 365 to 266 achieved since the start of the financial year.
- Progress made in drafting and implementing the action plan to enable focussed application of resources and training to address both the causes of claims and the case management process.
- The Board is asked to note the progress made in developing the Action Plan.

HOUSING LEEDS (HRA) REVENUE OUTTURN POSITION - 2016/17

The report of the Head of Finance, Resources and Housing informs the Board of the outturn position for the 2016/17 financial year in respect of the Council's Housing Revenue Account (HRA)

HRA CAPITAL FINANCIAL POSITION OUTTURN 2016/17

The report of the Head of Finance, Resources and Housing provides a financial position statement on the HRA Housing Leeds Capital programme outturn for the financial year 2016/17.

The report also includes details of Housing Leeds & BITMO refurbishment programme and the Housing Leeds Council House Growth Programme.

PROGRESS IN DELIVERING THE HOUSING STRATEGY 2016-2021

The report of the Chief Officer, Housing Management provides the Board with a progress report at the end of 2016/17 in relation to the delivery of the Housing Strategy themes, including 2016/17 performance against strategy targets.

The report also highlights the key priorities for 2017/18, including any changes to priorities or targets from the original strategy, and the reasons for these changes.

Also included within the report are some initial proposals to strengthen our arrangements with key partners to ensure collaborative ownership and leadership of the delivery of the housing strategy themes.

TENANT SCRUTINY INQUIRY OF ESTATE ENVIRONMENT - PROGRESS REPORT

The report of the Head of Housing Management updates the Board of the progress with addressing the recommendations of the Tenant Scrutiny Board inquiry into the Environment of Estates and the joint response from Housing Leeds, Waste, Cleaner Neighbourhoods and Parks & Countryside to the Tenant Scrutiny Board Inquiry.

PERFORMANCE REPORT

The report of the Director of Resources and Housing 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.

16

**HAB FORWARD PLAN UPDATED FOR JUNE
2017**

99 -
104

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

17

DATE AND TIME OF NEXT MEETING

Tuesday, 26 September at 5.00 p.m.

HOUSING ADVISORY BOARD

TUESDAY, 2ND MAY, 2017

PRESENT: Councillor D Coupar in the Chair

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

67 Declaration of Disclosable Pecuniary Interests

There were no declarations.

68 Apologies for Absence

Apologies for absence were made on behalf of Councillor A Gabriel.

69 Minutes - 28 February 2017

RESOLVED – That the minutes of the meeting held on Tuesday, 28 February 2017 be confirmed as a correct record.

70 Matters arising from the minutes

The Chair reported that Tracey McGarry had finished as runner up as Tenant of the Year in the Northern TPAS awards. Tracey was congratulated by the Board and received a round of applause.

71 STAR Survey - Headline Findings and Next Steps

The reports of the Chief Officer, Housing Management provided the Board with the following:

Headline Findings

A summary of responses to the survey and comparisons to a similar survey conducted in 2014.

Next Steps

An update on actions taken by Housing Leeds following the STAR Survey and in particular the following:

Draft minutes to be approved at the meeting
to be held on Date Not Specified

- The development of a STAR Action Plan, outlining how Housing Leeds intends to deliver service improvements in order to improve customer satisfaction.
- How Housing Leeds will monitor the delivery of service improvements through the STAR Action Plan.
- Plans to undertake ongoing surveys which will evidence whether service improvements are having the desired impact on customer satisfaction.
- Wider tenant engagement activity planned to increase communication opportunities with all tenants through increased digital engagement.

Frank Perrins, Research and Satisfaction Manager, gave the Board a presentation on the finding of the Star Survey. Mains issues highlighted included the following:

- Methodology – the same approach was used as with the previous survey taking a random representative sample from tenants across the city.
- Overall satisfaction remained constant however there was a noted drop within the east of the city.
- Most influential factors on satisfaction levels included the provision of effective services; being treated fairly; repairs and maintenance; overall quality of the home.
- Breakdown of data via demographic groups. Satisfaction levels were lower with younger tenants.
- Tenants priorities.
- Satisfaction levels in relation to repairs.
- Information relating to neighbourhoods where tenants had highlighted causes for concern.
- Rent and financial information.

In response to Members comments the following was discussed:

- Comparisons with other local authorities and housing associations – this has proved difficult in the past as other authorities had done things differently and it was not possible to compare on a like for like basis. It was hoped in future that comparisons could be drawn with other similar sized councils.
- Higher satisfaction levels from BITMO tenants – it was reported that higher satisfaction rates from younger tenants supported overall levels for BITMO tenants. Reference was made to tenant led services which had led to increased satisfaction particularly in relation to repairs and local access to services.
- Robustness of the survey samples – the samples were stratified before being sent out to take account of areas sent to, tenant ages and property types. Although this did not necessarily mean that the surveys returned would be entirely representative; the returns were weighted to take account of that.

- There was a continued approach to measure where successful improvements had been made following feedback on previous surveys.
- Concern that younger tenants were more likely to give online responses and that this could give an impression of reduced satisfaction.
- The possibility of only surveying those who had responded before to measure improvement.
- The use of other data sets to link in with responses from the survey – this had identified issues which would be followed up via the action plan.
- The survey was confidential and information could be used for other services where it would be beneficial.
- Home visits – there was some dissatisfaction expressed that home visits could be found intrusive and as to why they were necessary on an annual basis. It was reported that home visits could include an element of enforcement which would influence satisfaction levels. It was suggested that home visits could be structured differently for different tenants.

Mandy Sawyer, Head of Neighbourhood Services, updated the Board on the next steps following the survey and the development of the action plan. Issues highlighted included the following:

- Priorities to respond to feedback had been included in the draft action plan. These would also be considered at the next VITAL meeting.
- How the survey can help shape and inform the tenant engagement framework for staff, tenants and other partners and how to streamline communication methods.
- The Customer Care Training pilot which would be rolled out in 2017/18.
- How to improve the landlord reputation – the need to highlight positive outcomes and work of the service; refresher training on dealing with complaints and how complaints were responded to.
- Anti-social behaviour and noise nuisance – more detailed analysis was being carried out and there had been a review of procedures following tenant feedback.
- Estate environment – issues that could be tackled through the support of Housing Advisory Panels and use of Community Payback.
- Dissatisfaction with the moving home process – waiting times; perception of fairness; needs for adapted homes.
- Repairs and maintenance – how to improve order raising procedures and review call handling in relation to repairs.
- Quality of home – there had been increased satisfaction with heating and ventilation. There was a need to look at other data in order to identify other issues that could be addressed.
- Satisfaction of younger tenants – more analysis was needed to look at how this could be improved.
- Implementation of new IT system which would include a customer access portal.

- Monitoring of the action plan – this was a live document which would evolve and would be reported back to the Board and VITAL.
- The next Star Survey would be carried out in autumn 2018.

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

- Works to address problems with car parking and litter, rubbish and dog fouling - car parking was being considered under the asset management strategy and provision was being looked at; there was also an issue due to increased car ownership. With regard to issues relating to issue and dog fouling there was discussion with Environmental Action Teams as to where resources needed to be targeted. It was suggested that further detail on these issues included in the action plan.
- The use of GIS along with other data sets to identify hotspots in relation to environmental issues.
- The possibility of including learning from complaints to Ward Members as these were usually a result because systems/processes had failed elsewhere.
- Sharing information with the Leeds Anti-Social Behaviour Team and West Yorkshire Police.
- Importance of capturing satisfaction of tenants living in particular property types. High rise flats face particular issues and it would be useful to identify the issues separately. Suggested that analysis of high rise be added to the action plan.
- Concern that there was a higher level of repairs for new tenancies and whether repairs could be carried out before tenancies commenced. This was partly due to the need to turn around void properties more quickly.
- Analysis of results against other data sets, e.g. health, fuel poverty, to identify links.
- Need to use the outcomes to inform conversations with tenants to better understand the issues.

RESOLVED –

- (1) That the reports, presentation and discussion be noted.
- (2) That a further update be brought to the Board in autumn 2017.

72 Closing Remarks

The Chair announced that this would be the last Board meeting for Ted Wilson. On behalf of the Board she thanked Ted for his contribution to the Board and for all his work across other housing boards and panels in Leeds.

73 Date and Time of Next Meeting

Tuesday, 20 June 2017 at 5.00 p.m.

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Report of Service Manager Intelligence and Improvement

Report to Housing Advisory Board

Date: 20th June 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 documents¹

4. None used

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


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Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 20 th March 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		Scheduled for 26 th September 2017 Board	Open
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		Scheduled for 20 th June 2017 Board	Closed
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>	Mandy Sawyer	Planning colleagues	Scheduled for 20 th June 2017 Board	Closed

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		Scheduled for 26 th September 2017 Board	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"> Lettings Standards across all tenures (see 30) 	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)

28/02/17	60	<p><u>Housing Leeds (HRA) Revenue Financial Position Period 9 2016/17</u></p> <p>Reinstatement of rent free weeks to be explored and communication to tenants informing on what their rent money helps to provide.</p>	Richard Ellis	Jill Wildman	<p>Update to report</p> <p>Scheduled for 26th September 2017 Board</p>	Open
28/02/17	62	<p><u>Review of Support Models for Older Housing Leeds Tenants</u></p> <p>An update report to brought to Board in Autumn 2017</p>	Jill Wildman		<p>Update report to be brought in Autumn 2017</p> <p>Scheduled for 27th February 2018 Board</p>	Open
28/02/17	64	<p><u>Disrepair Case Analysis and Prevention Strategies</u></p> <p>The work undertaken by Housing Leeds in taking remedial action and addressing the root cause of Disrepair Claims be noted, and that an update be brought back to the Board following discussion between Simon Costigan and David Glew</p>	Simon Costigan		Scheduled for 20 th June 2017 Board	Closed

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**Housing Advisory
Board – 20 June 2017**
Council House Growth
Programme Update

Introduction

- ~ 1,000 new council homes
- 3 main strands to the council house growth programme:
 - § New build
 - § Long term empty homes
 - § Acquisitions
- Leeds Standard – spacious, energy efficient

Finances

- £108m funding available
- Funding streams include:
 - HRA
 - Homes and Communities Agency (HCA) and Department of Health (for extra care) funding
 - Right to Buy receipts
 - Commuted Sums

New council Housing – Delivery

Type	Units delivered
New Build inc PFI	522
Empties	98
TOTAL	620

On site / in design	Units
New Build	216
Empties	28
TOTAL	244

Priorities moving forward

- q Extra Care
- q Specialist Housing
- q General Needs Housing

New Build - Completed

- Railway Close
 - § 12 month inspections
 - § Positive feedback
- The Plantation
 - § 12 month inspections June
 - § Satisfaction Survey
- PFI
 - § Little London, Beeston Hill & Holbeck
 - § 388 units delivered



Railway Close, Richmond Hill



The Plantation, Swarcliffe

Wharfedale View – Completed

- Official opening - February 2017
- Local Employment
- Community activities
- All 10 Shared Ownership apartments sold
- 'Team of the Year' Award
- Shortlisted for Residential Scheme of the Year



Front Ariel View



Communal space

New Build – Kier on site

- Garnets (Beeston)
 - 25 houses
 - Complete early 2018
- Broadleas (Bramley)
 - 24 houses
 - Complete Autumn 2017
- Created 7 new employment opportunities across both schemes + 3 new apprentices
- Tenant Involvement - kitchen & bathrooms



Indicative visual - Garnet Site



Indicative visual – Broadleas site

New Build – Kier on site

- Whinmoor Pub Site
 - § 22 x 2 bed houses
 - § Planning Approval received March
 - § Contract awarded, site mobilising
 - § Street name – ‘Red Kite Row’
 - § To complete Summer 2018



Indicative street scene for Whinmoor



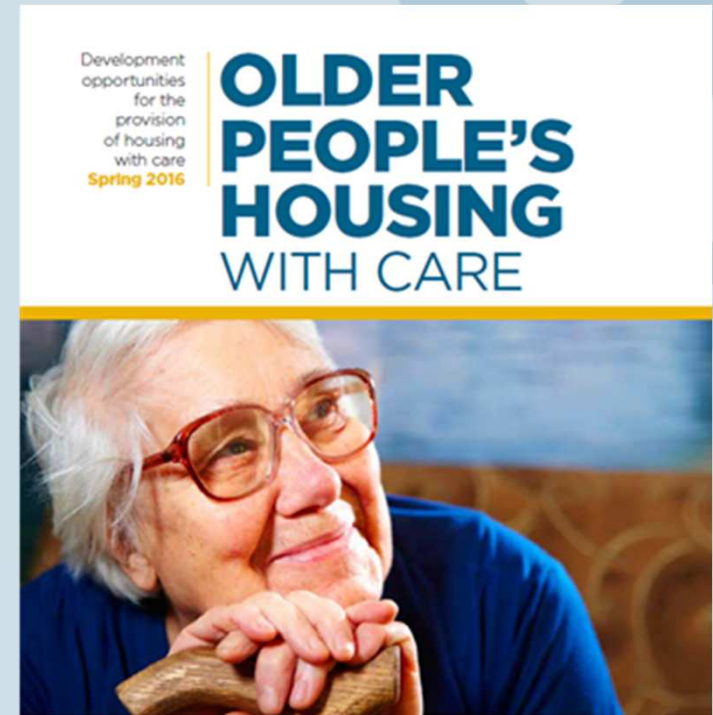
Former Whinmoor Pub

New Build – Forthcoming sites

- Beeches, Gipton & Nevilles, Osmondthorpe
 - § Beeches - 27 houses, including bungalows
 - § Nevilles - 30 units, including some bespoke
 - § To be procured together
 - § To go out to tender in the Summer
- Meynell Approach, Holbeck
 - § ~28 units
 - § Pilot scheme for Modern Methods of Construction
 - § Start on Site Spring 2018

Extra Care

- £30m for 150-200 units extra care units
- Catalyst to investment in extra care across the city
- Mixed tenure
- Executive Board report summer 2017



Acquisition – Lord Cardigan, Bramley

- Completed - December '16
- 8 x 2 bedroom houses
- All properties let



Houses at Cardigan Green, Bramley



Councillors and RDF meeting the new tenants in January

Long Term Empties

- 98 long empty properties acquired since 2014
- 28 to acquire this financial year
- All units refurbished; let as council housing
- Average spend per acquisition is £93K / unit

Any questions?



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Report of Chief Officer, Property and Contracts

Report to Housing Advisory Board

Date: 20th June 2017

Subject: Disrepair Progress Report

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

1. Summary

- 1.1. The report provides an update to HAB on progress made in preparing and implementing an Action Plan following the previous report dated 28th February 2017.
- 1.2. The report notes a decrease in the open cases from 365 at the start of the year to 251 as of 6th June 2017.
- 1.3. The report identifies the progress made in drafting and implementing the action plan to enable focused application of resources and training to address both the causes of claims and the case management process
- 1.4. The report recommends that HAB note the progress made in developing the action plan.

2. Purpose of the Report

- 2.1. The report has been prepared to update HAB on actions following the Report on 28th February 2017.
- 2.2. The report identifies the current case load status, performance for the previous financial year, and defines objectives agreed within Housing Leeds, what actions are underway and progress to achieving the objectives.

3. Background Information

- 3.1. Housing Leeds reviewed its case management process in September 2016 and introduced the Fast Track process in November 2016. This process is designed to significantly reduce the time taken to process a case and thereby reduce cost, enhance the ability to either defend or reject cases and make Leeds a less attractive target for claims handlers.
- 3.2. The Council received 524 claims in the year 2016/17. The average cases received per month doubled in November 2016 from 31 cases per month to 62. It was not clear at this time whether the increase was in reaction to the new process or coincidental.
- 3.3. In February 2017 it became clear that this increase in case load was sustained. A report was issued to HAB for the February meeting and an Action Plan was prepared to address the increased volume. Progress against this action plan is detailed in section 5 below.
- 3.4. The Fast Track process has led to a 38% reduction in costs per case to the Council with significant reduction in both compensation payments and claimant's legal costs.

4. Current Case Status

- 4.1. The Current Status on 6th June 2017 is that the total number of open cases has reduced from 365 to 251 since the start of the year.
- 4.2. Table 4-01 below shows the total number of open cases at the end of each month from May 16 to 6th June 17.

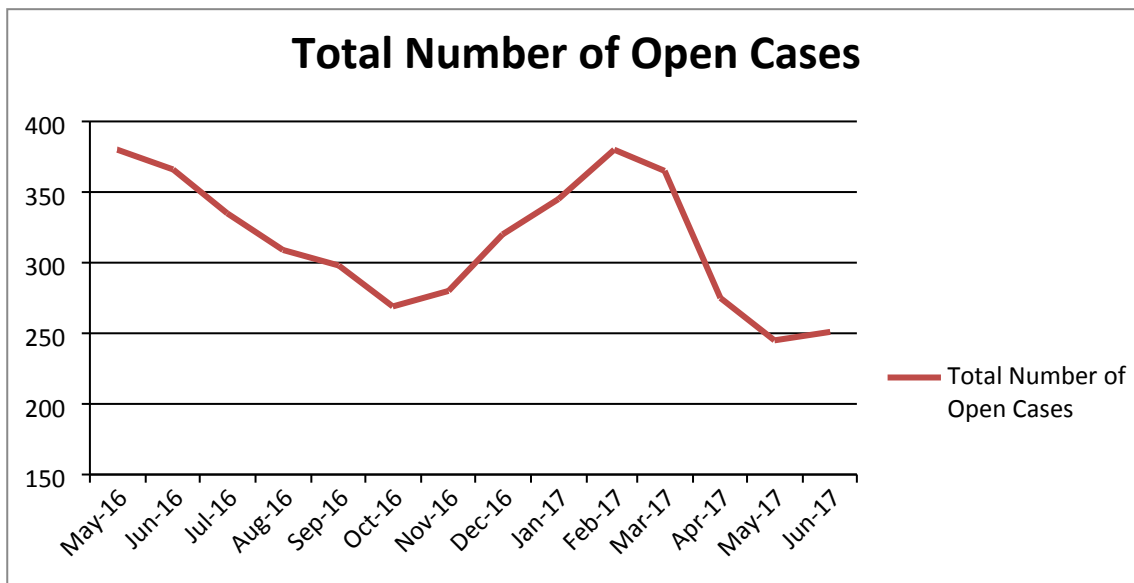


Table 4-01 Total Number of Open Cases May 16 – May 17

- 4.3. The Council has received 119 new cases in the period 1st April to 6th June

5. Main Issues

- 5.1. An action plan has been prepared to proactively address the current high level of cases. This plan engages all elements of Housing Leeds and those members of legal services engaged in defending cases on behalf of the Council. The Action Plan focuses on the following priorities
 - 5.1.1. Enhance Capacity - Resources

- Legal Services are recruiting additional resources in to the service to ensure that cases are dealt within the time frame defined in the fast track process
- Additional surveying capacity is being recruited to work within Property and Contracts to investigate repeat damp related repair requests
- Expert training scheduled in May and early June for all technical officers, housing management disrepair champions, surveyors and legal officers engaged in the case work

5.1.2. Responsive Repairs Process

- Analysis undertaken on repair records and surveys underway on those properties that have had multiple damp related repair requests
- Post inspection process focused on damp related repairs to ensure correct diagnosis and repair

5.1.3. Capital Investment

5.1.3.1. The capital investment programme has been reviewed and additional capital resources have been injected in to the programme to support the strategic approach. Using the intelligence gained from the repairs data ensures that resources are targeted at those properties with a high risk of damp due to either physical or occupational factors.

5.1.3.2. The following capital investment programmes are either underway or in detailed development

- Internal Insulation of Back to Back and solid wall properties
- Option Appraisal and investment to Wykebeck estate
- Target installation of mechanical ventilation to high risk properties

5.1.4. Proactive Housing Management

- The Housing Management team are closely engaged in the action plan process. Disrepair Champions have been identified in each office.
- Training of the Champions has taken place. Focused training for each Housing Office encompassing all staff is underway and will be completed by 10th August.
- The Annual Home Visit form has been updated to cover all repairs related matters. This is designed to limit liability to the date of the visit.
- Advice and support documentation is now included within all the welcome packs and pre tenancy training providing advice on managing condensation and damp within the property. This is discussed with all new tenants as they move into their home.

5.2. Engagement with Leeds Beckett University

5.2.1. A meeting was held with Dr David Glew and Fiona Fylan on 17th May. Leeds Beckett University (LBU) is engaged with the Capital Investment programme providing input and support to the design team.

5.2.2. Proposals are to be developed to identify how LBU can assist Housing Leeds in engaging with tenants to support tenants in dealing with some of the lifestyle issues that can lead to properties going in to disrepair.

5.3. Disrepair Case Management

5.3.1. The process for managing disrepair cases has been reviewed. This has led to the following amendments to the process

- Categorisation of cases has been simplified to enable a more efficient case closure process.
- Clear performance reporting framework in place directly related to the fast track process enabling management to track each element of the process and address any blockages that occur
- Additional technical resource recruited to support the post settlement build
- A key driver is the reduction in the level of expenditure incurred due to claimant's compensation and solicitor fees. As identified in 3.4, these costs have been reduced by 38%.

6. Conclusions

6.1. There has been a reduction in the number of open cases since the start of the financial year. However, the volume of new cases is continuing at the same level as the previous year.

6.2. Housing Leeds has prepared and implemented an Action Plan to develop the response to both the claims and the causal factors leading to the claims. The action plan addresses resources, the responsive repairs process, the capital investment programme, and the role of the Housing Management team in the management of property condition.

6.3. The Action Plan has identified clear outputs against each of the above elements and good progress has been made. Training is in place for staff, the inspection and review programme is in place, the capital programme has commenced and Housing Management has made the changes in their information and activities to better support tenants in managing their homes and enabling the Council to better defend and reject claims in cases where the Housing Leeds is not at fault.

7. Recommendations

7.1. That HAB note the progress made by Housing Leeds in implementing the Action Plan and the reduction in the total open cases achieved.

Report of Head of Finance, Resources and Housing

Report to Housing Advisory Board

Date: 20th June 2017

Subject: Housing Leeds (HRA) Revenue Outturn Position – 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 inform Housing Advisory Board of the outturn position for the 2016/17 financial year in respect of the Council's Housing Revenue Account (HRA).

Recommendations

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

Summary

- 1.1 Following finalisation of the HRA the outturn for the year is a surplus of £3.61m when compared against the 2016/17 budget.
- 1.2 Executive Board approval is being sought to utilise part of the above surplus to create earmarked reserves of;
- 1.3 a) £0.26m to fund costs of scanning Housing Management paper files within the 'E-file' project. This will facilitate the Housing Service exiting the current Housing offices in order to provide the service in Community Hubs. The hubs will provide accessible and integrated services, bringing together existing one-stop shops, libraries and housing offices thereby realising capital receipts in excess of £2m.
- 1.4 b) £0.35m to fund anticipated costs of 'Changing the Workplace'.
- 1.5 The balance of the in year surplus of £3m will be transferred to the HRA Capital Reserve to fund expenditure on multi-storey dwellings.

2. Key Variances to Budget - Income

- 2.1 Income is projected to be £1m higher than budget.
- 2.2 Rental income was £0.2m lower than budgeted due to lower stock numbers as a result of increased RTB sales.
- 2.3 Income other than rents was £1.2m higher than budgeted. Additional income of £0.6m was received through the 'Gainshare' arrangements with the Council's external maintenance contractors whereby the Council shares in the benefit of external contract costs being less than the initial target cost. An increase in Right To Buy (RTB) sales has generated additional fee income of £0.2m. External funding contributions for a number of initiatives such as Biomass, Solar Panel, Telecoms and secondments to external organisations have generated £0.3m more than budgeted. Income from miscellaneous streams such as insurance refunds, property income and charges for paralegal costs and additional leasehold income have generated £0.3m variation against budget. This additional income has offset reduced income on capitalised salaries due to vacant posts of £0.2m.

3. Key Variances to Budget - Expenditure

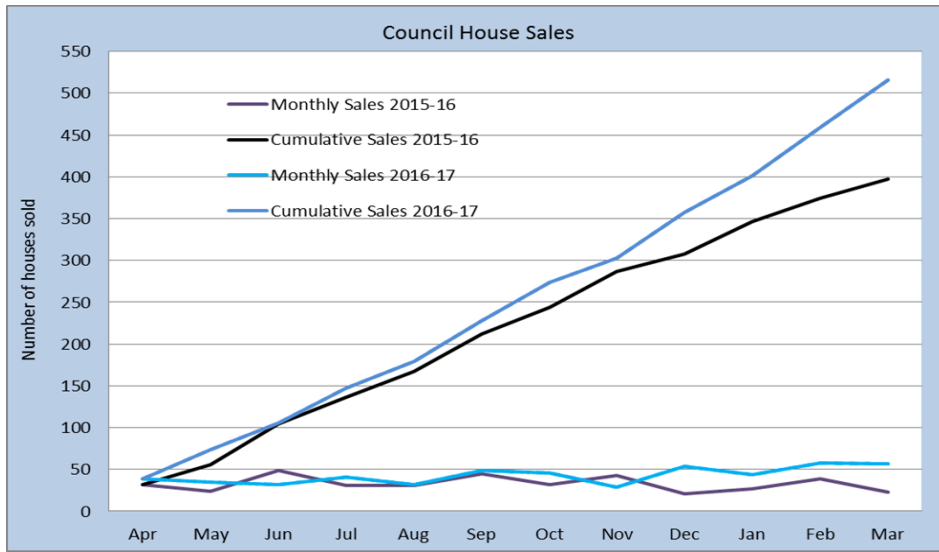
- 3.1 The budget for disrepair was overspent by £0.7m. This was largely as a result of a combination of resolving an increased number of disrepair cases and by taking a more pro-active approach to avoid expensive claims in the future.
- 3.2 Against a budget of £43.5m expenditure on maintaining and repairing the Council's housing stock was £0.4m underspent.
- 3.3 Savings of £0.70m on employees arose due to posts being held vacant awaiting the implementation of new structures.

- 3.4 Net savings of £0.8m have been realised in relation to Supplies and Services. These include ICT budgets (£0.2m), Office equipment (£0.1m), Tenant Mobility (£0.1m), Reduced transaction charges (£0.1m), Changing the Workplace (£0.1m) and a range of other minor variations totalling (0.2m).
- 3.5 A reduction in charges for services commissioned from Council services has resulted in a saving of £0.5m. These include legal services, internal audit, community safety and environmental services.
- 3.6 Other key savings include a reduction in the provision for doubtful debts £0.3m, payments to external organisations £0.1m, transport costs £0.1m along with minor variations on remaining budget headings totalling £0.4m.
- 3.7 An overspend against budget on the Capital Programme of £1.9m expenditure on the Environmental Improvement Programme and Sheltered Housing schemes has been funded through the use of earmarked reserves within the appropriation account.
- 3.8 The Capital charges overspend of £1.6m is largely due to a revision to the timetable for the capital contribution from the Council to the contractor delivering the PFI contracts in Little London, Beeston Hill and Holbeck. The £1.6m repayment of the PFI scheme is offset by adjustments within the PFI Unitary charge.

4. Right to Buy (RTB) Sales

- 4.1 To the end of March 2017 there were 516 completed sales. This is 119 more than during 2016/17. The total year sales have generated sales receipts of £26,062k. In accordance with the Government's formula, LCC can retain the sum of £19,750k.
- 4.2 Of this, £9,328k will be used to fund the provision of new social housing and can be spent either through passport to Registered Social Landlords (RSLs) as a grant or utilised by the Authority. This value is to fund 30% of the cost of building new housing stock, and must be match-funded by a 70% contribution from the RSL or Leeds City Council. A further £8,085k can be retained for 'allowable debt' which can be used either to repay debt or to fund other capital expenditure. The remaining sum of £2,337k will be retained corporately to fund the General Fund Capital Programme.

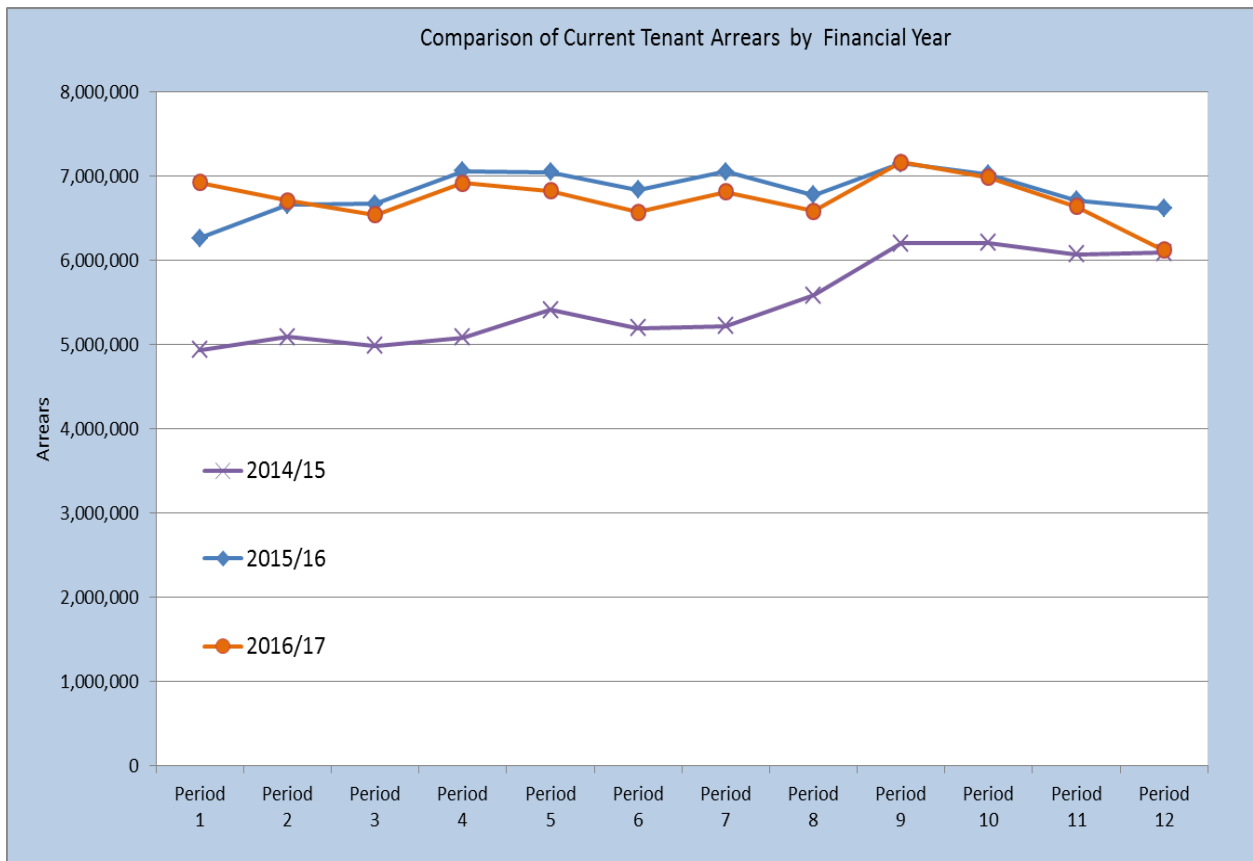
Council House Sales to end of March 2017



5. Arrears

5.1 Excluding technical arrears, arrears for current tenants are £6,123k at the end of 2016/17 compared to £6,613k at the end of 2015/16, a decrease of £490k.

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



5.2 Dwelling rent collection rates for all tenants as at the end of March 2017 was 97.43% against a target of 98.06%. As can be seen in the table below this is higher than the previous 2 months and higher than the collection rate of 97.24% as at the end of March 2016.

Comparison of Collection rates Jan to March 2015/16 and 2016/17

	Jan	Feb	Mar
2015/16	97.00%	97.17%	97.24%
2016/17	96.98%	97.16%	97.43%

5.3 This improvement represents a positive outturn, particularly when taking into account;

- Increasing numbers of tenants moving onto Universal Credit – 981 tenants have claimed Universal Credit since February 2016
- The number of families affected by the Benefit Cap increased in January from 74 to 381
- The number of tenants claiming Housing Benefit has reduced meaning Housing Leeds had to collect an additional £2.8m in rent last year

5.4 The improvement in rent collection and reduction in arrears is due to a number of factors including;

- A successful year end arrears campaign including dedicated themed weeks of activities for staff to follow.

- Regular Arrears Challenge events taking place with the Chief Officer reviewing teams' performance and improvement plans.
- Housing office teams have implemented a robust performance management framework down to patch level, with recovery plans in place for any patches with lower levels of performance.
- Further promotion and publicising of Direct Debit to move more tenants onto the most convenient and cost effective payment method. The number of tenants paying by Direct Debit has increased over the year by 4%. 36.6% of tenants with a charge to pay now pay by Direct Debit.
- The Enhanced Income Service contacting and providing support to all tenants newly affected by Welfare Reform changes including contacting all families affected by the revised Benefit Cap.

5.5 Housing Leeds will continue to utilise the good practice used in 2016-17 to improve rent collection throughout 2017-18. The Chief Officer has held the first Arrears Challenge events in April 2017 and new challenging targets are being set for offices this year. The robust performance management frameworks used last year will continue throughout this year. The Income Service has produced a revised Service Improvement Plan for 2017-18 and key themed campaigns have been planned up until March 2018. This includes undertaking increased levels of financial inclusion work and activity against Loan Sharks.

6. Under Occupation

6.1 Arrears due to Under Occupation continue to decrease. The number of tenants affected by Under Occupation has been gradually reducing and over the last 12 months from 4974 in March 16 to 4655 in March 17.

**Comparison of number of tenants in under-occupation
Jan to March 2015/16 and 2016/17**

	Jan	Feb	Mar
2015/16	5129	5078	4974
2016/17	4717	4683	4655

6.2 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.

6.3 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.

7. Background Documents

7.1 None.

8. Recommendations

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

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Report of Head of Finance Environments and Housing

Report to Housing Advisory Board

Date: 20th June 2017

Subject: HRA Capital Financial Position Outturn 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 outturn 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)

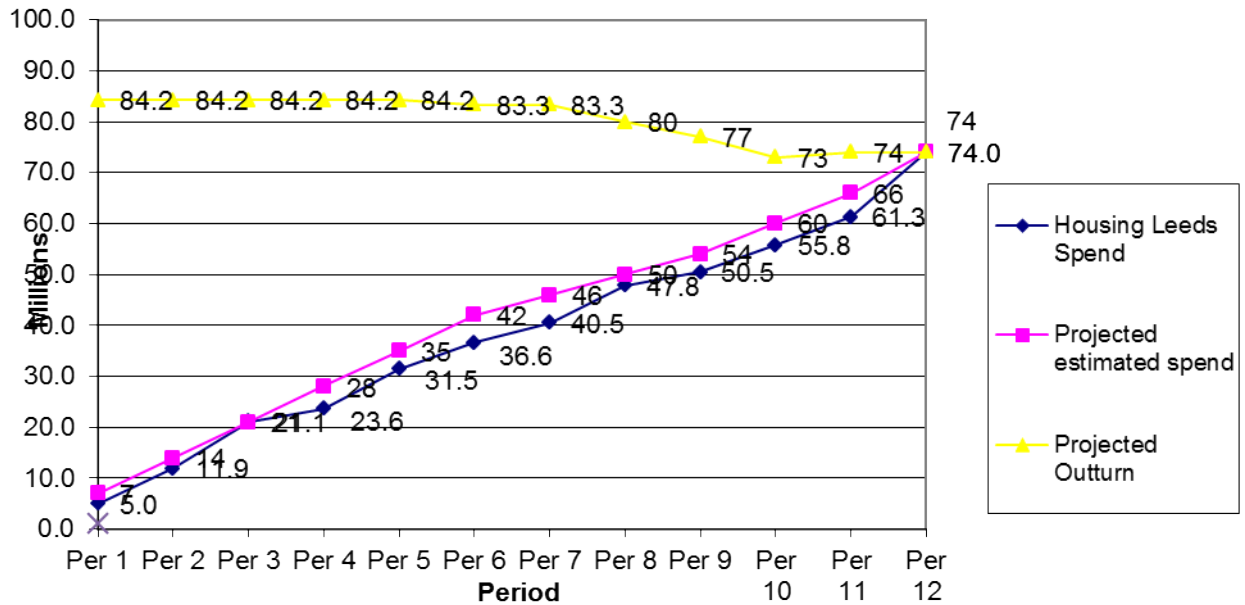
3.0 HRA CAPITAL PROGRAMME

3.1 Housing Leeds Services & BITMO

3.2 Housing Leeds actual spend at outturn is £74m equating to 96% of the projected outturn £77m at the setting of the capital programme in February 2017. This included an additional injection of £1.6m of RTB receipts which were utilised within the 2016/17 HL programme. The slippage within the 2016/17 programme to future years equated to £10m.

3.3 Housing Leeds actual 2016/17 and further two year estimated responsive and planned works programme at outturn is detailed in the **Appendix A** attached with a graphical representation of the actual spend at outturn compared to the in year projections for 2016/17 is set out below :-

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



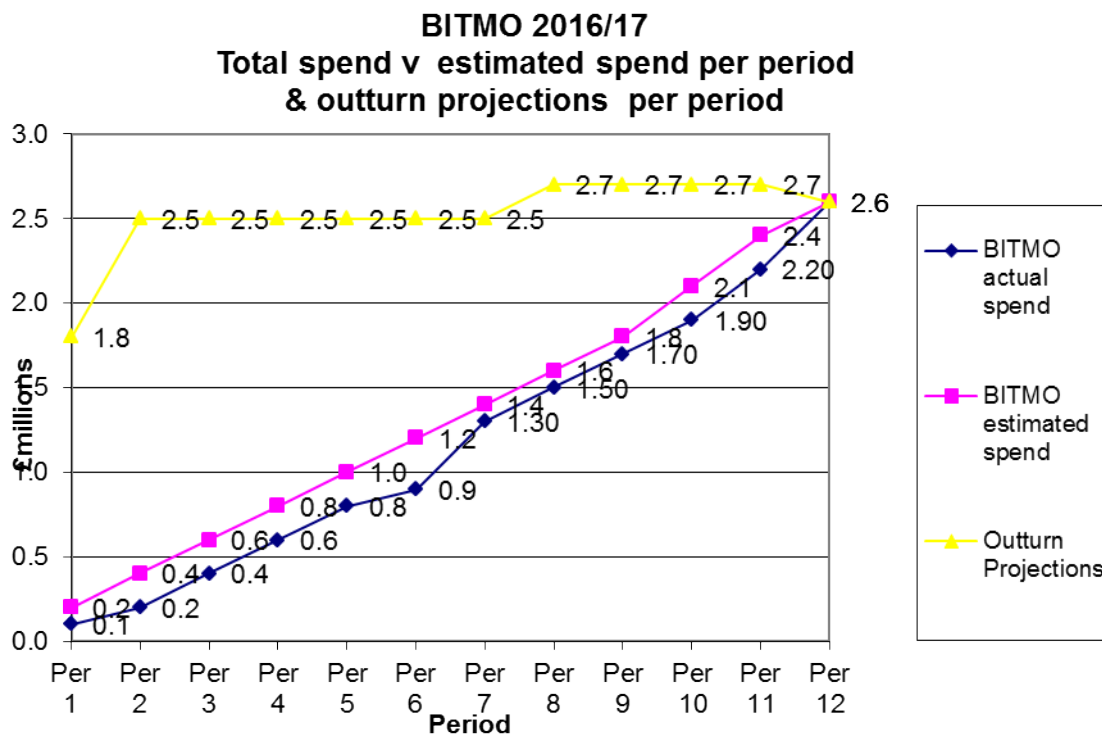
3.4 At outturn the planned works actual spend equated to £54.1m. Between capital programme setting in February 2016, planned works reduced by £15.6m from the approved £69.7m, which equates to a 21% reduction in the planned programme of works over the year.

3.5 A number of planned schemes have slipped throughout the year as set out below :-

Scheme	Slippage (£M)
MSF Heat & Hot Water	3.7
MSF Parapet & Wall repairs	2.0
MSF Highways	1.7
Housing IT	1.1
MSF Communal Electrical scheme	0.8
Sheltered – Halliday Court	0.6
CCTV	0.5
Total Slippage on 7 schemes	10.4

The Multi Storey Flat related schemes circa £8.2m account for the majority of slippage within the planned programme. This programme has impacted on projections throughout the year and a review is being undertaken to address the issues surrounding some of the more complex schemes. Our ability to deliver a realistic in year programme is dependant on providing realistic delivery timelines on these complex schemes .

- 3.6 At outturn the responsive works actual spend equated to £18.8m. Between capital programme setting in February 2016, responsive works increased by £5.9m from the approved £12.9m. Of this, £3.8m relates to adaptations which spent more than double its initial budget of £3.6m with a year-end spend of £7.4m. The adaptations budget for future years is being scrutinised in light of the demand pressures on this service.
- 3.7 At outturn the Environmental Improvement Programme achieved £1.1m of expenditure on a number of schemes across the city. A further £2.2m is available to spend in future years.
- 3.8 Despite a general reduction of 1%, the HRA capital council Housing Leeds refurbishment programme has been prioritised to deliver circa £82m over the coming 2 year period 2017-19, as set out in the HRA Financial Plan November 2016. This investment 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 at outturn is £2.6m equating to 96% of the projected outturn at the setting of the capital programme in February. Allocations of £1.72m are provided for in each of the next 3 years to 2019/20. The 2016/17 programme delivered 30 schemes across Belle Isle in 2016/17.



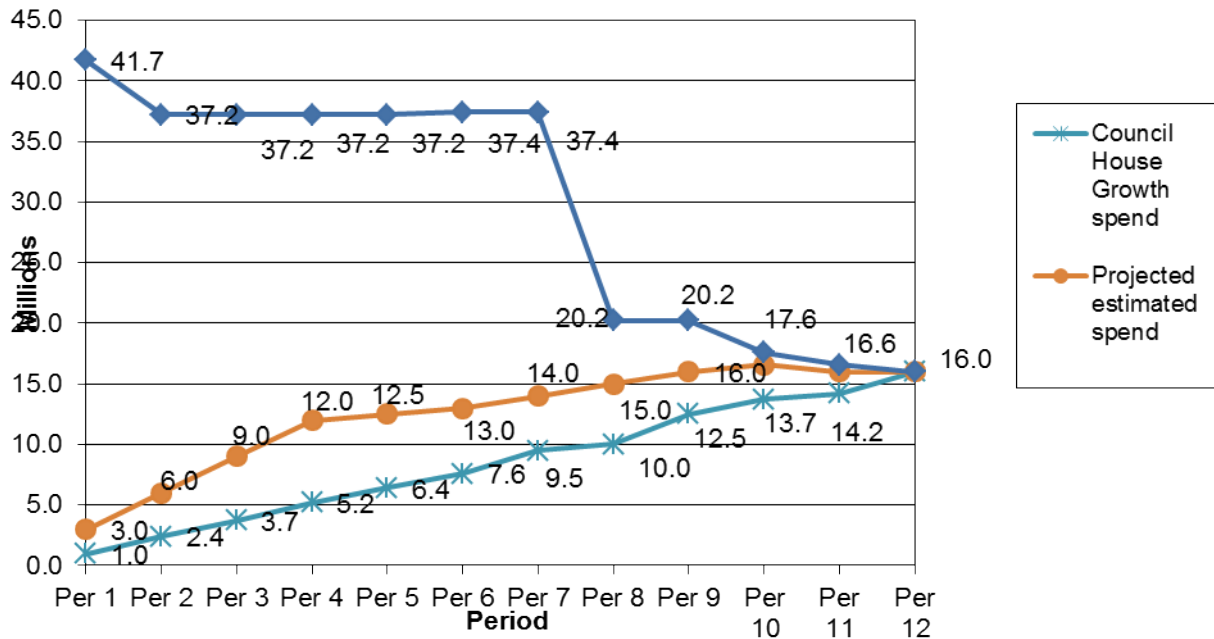
4.0 Council House Growth Programme

4.1 At outturn the spend on the Council Housing Growth and new build programme is £16m against a revised outturn projection at the setting of the programme in February of £17.6m. Total Spend on the whole programme including previous years is £31.9m against available resources of £108.3m.

4.2 The programme has £76m cashflowed over future 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 presentation on the progress of the individual schemes within the programme is provided for on the agenda of this Board meeting.

**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 outturn and detailed summary headings at Appendix A.

5.3 Note the Housing Leeds Council House Growth programme financial position at outturn, 2016/17 and that a more detailed Council House Growth update presentation on the progress of the individual schemes is included within this agenda pack.

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

Housing Leeds Capital Programme	2016/17 Adjusted Budget	Revised Budget at Per 12	Total Actual Spend at 2016/17 Outturn	% spent to revised budget	Estimated 17/18 Budget	Estimated 18/19 Budget
Responsive Programme						
Voids	5,490.0	6,507.5	5,943.0	91.3%	5,933.0	0.0
Capital Repairs & Maintenance	1,901.0	1,973.5	1,642.8	83.2%	2,960.0	1,731.0
Disrepair	500.0	1,000.0	1,000.1	100.0%	0.0	0.0
Asbestos Responsive	1,432.8	1,432.8	1,926.1	134.4%	1,120.0	0.0
Equipments & Modifications for Disabled	3,553.2	7,454.2	7,390.7	99.1%	5,000.0	0.0
LBS Additional Charges - Responsive	0.0	0.0	844.3	0.0%	0.0	0.0
Total Responsive	12,877.0	18,368.0	18,747.0	102.1%	15,013.0	1,731.0
Planned						
Window & Door Replacement	3,033.3	2,519.8	2,972.2	118.0%	1,800.0	244.5
Heating & Energy Efficiency	8,264.0	7,894.5	7,588.1	96.1%	13,644.5	4,960.4
Community Safety	0.0	12.0	0.0	0.0%	0.0	0.0
Electrical	3,911.0	1,798.6	2,139.0	118.9%	2,377.7	0.0
Re-Roofing	2,378.0	2,520.1	2,584.4	102.6%	2,097.2	0.0
Kitchens & Bathrooms	9,528.7	9,491.2	8,418.4	88.7%	9,202.0	3,526.0
Environmentals	249.0	198.9	274.8	138.1%	1,356.9	0.0
Miscellaneous	50.0	50.0	69.0	138.0%	50.0	0.0
Structural Remedials & Insulation	8,685.9	1,818.0	1,827.0	100.5%	7,708.6	6,439.1
Communal Replacements	7,829.0	6,183.9	6,773.5	109.5%	4,321.8	0.0
Conversion/Regeneration Works	4,246.0	3,679.5	3,581.7	97.3%	4,899.6	0.0
Planned Capital Repairs	100.0	200.0	200.4	100.2%	0.0	0.0
Asbestos Planned	4,863.9	2,049.3	1,993.4	97.3%	0.0	0.0
Fire Safety Works	3,631.5	3,141.0	2,823.2	89.9%	2,466.0	21.3
Estate Shops & Leased Residential Prop	154.0	0.0	22.9	0.0%	257.1	0.0
Service Delivery Associated Costs	12,727.7	12,650.7	12,088.6	95.6%	14,706.3	64,584.0
LBS Additional Charges - Planned	0.0	0.0	755.7	0.0%	0.0	0.0
Total Planned	69,652.0	54,207.5	54,112.3	99.8%	64,887.7	79,775.3
Environmental Improvement Programme						
EIP - Parent Pot	2,200.0	0.0	0.0	0.0%	200	0
EIP - Salaries	0.0	152.3	156.7	102.9%	51.3	0
EIP - Parking	0.0	370.6	150.6	40.6%	677.6	0
EIP - Play	0.0	56.0	16.0	28.6%	50	0
EIP - Landscaping	0.0	282.2	260.8	92.4%	193.9	0
EIP - Community Safety	321.0	400.1	407.0	101.7%	671	0
EIP - Waste	0.0	195.4	132.0	67.5%	392.8	0
Environmental Improvement Programme	2,521.0	1,456.6	1,123.0	77.1%	2,236.6	0.0
Total Housing Leeds 2016/17 Programme	85,050.0	74,032.1	73,982.3	99.9%	82,137.3	81,506.3
Total Belle Isle TMO programme	2,157.9	2,607.0	2,570.1	98.6%	1,871.8	1,720.0

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Report author: Mandy Sawyer
Tel: 276430

Report of Chief Officer Housing Management

Report to Housing Advisory Board

Date: 20 June 2017

Subject: Progress in Delivering the Housing Strategy 2016-2021

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

Summary of main issues

A refresh was undertaken of the Housing Strategy during 2016, to incorporate updates on priorities, to reflect changes in Government Policy and to include more recent examples of how we are supporting the delivery of priorities. It is a 5 year strategy which will run up to 2021.

The strategy includes 6 themes:

- Affordable housing growth
- Improving housing quality
- Promoting independent living
- Creating sustainable communities
- Improving health through housing
- Meeting the needs of older residents

Targets to measure success in the delivery of the key strategy themes are identified within the strategy. It was agreed that progress in delivering the strategy targets will be reported to Housing Advisory Board on a six monthly basis.

Significant progress has been made in delivering the Housing Strategy priorities during 2016/17 which is highlighted in this report. As we move into the second year of the Housing Strategy a greater focus will be placed on strengthening the collaborative leadership of the Housing Strategy through strategic partners, in order to embed the Housing Strategy priorities across all partners.

Recommendations

Housing Advisory Board is invited to:

- comment on progress in delivering the six themes of the Housing Strategy;
- support the development of arrangements for the collaborative ownership and delivery of the Housing Strategy priorities.

1 Purpose of the Report

- 1.1 The report provides Housing Advisory Board with a progress report at the end of 2016/17 in relation to the delivery of the Housing Strategy themes, including 2016/17 performance against strategy targets.
- 1.2 The report also highlights the key priorities for 2017/18, including any changes to priorities or targets from the original strategy, and the reasons for these changes.
- 1.3 Also included within the report are some initial proposals to strengthen our arrangements with key partners to ensure collaborative ownership and leadership of the delivery of the housing strategy themes.


2 Background information

- 2.1 The Housing Strategy is one of Leeds' key strategic plans, enabling the Council and its partners to form a clear understanding of the city's housing challenges and identify innovative solutions to meet the needs and aspirations of communities.
- 2.2 The current Housing Strategy was published on the Council's website and shared with key partners in autumn 2016. It is a five year strategy for the period 2017-21. The strategy includes six key themes of affordable housing growth, improving housing quality, promoting independent living, creating sustainable communities, improving health through housing and meeting the needs of older residents. A copy of the strategy is included in Appendix 1.
- 2.3 The strategy emphasises the importance of Leeds City Council working with its key partners to support the delivery of priorities and targets, outlining how a number of forums will be used to provide leadership to and co-ordinate the delivery of the themes. It was also agreed that progress will be reported to Housing Advisory Board every 6 months, in June and February of each year.

3 Main issues


- 3.1 A summary of progress for each of the six themes is identified below:
- 3.2 1 – Affordable Housing Growth

Targets	Actual
1,158 affordable homes p.a. over the next 5 years	930 (TBC)
640 new affordable homes for rent through HCA Programme by 2021	458 (15/16 + 16/17)
1,000 new Council Homes by 2020 of which 100 empty homes acquired and let as Council Housing by 2018	612 (98 empty acquisitions)
New mixed tenure affordable homes delivered through Section 106 agreements	101
3,200 empty properties returned back into occupation each year	2400
Net reduction of 400 empty properties per annum up to 2017	437



- 3.2.1 The Council continues to work proactively with developers and housing associations in order to facilitate affordable home ownership. However, we are still awaiting details of how Starter Homes, through the Housing and Planning Act, will support an increase in affordable home ownership.
- 3.2.2 The delivery estimate for the number of affordable homes for rent during 2016/17 is currently 930 units. This is below the target of 1,158 identified in the Core Strategy. 458 affordable homes have been delivered during 2015/16 and 2016/17 using HCA grant funding and a further 679 affordable homes will be delivered via the HCA Shared Ownership and Affordable Housing Programme up to 2021. In addition to this, 101 affordable homes were delivered via section 106 arrangements during 2016/17.
- 3.2.3 Developments continue to be delivered collaboratively with partner housing associations, e.g. redevelopment of a former Council owned sheltered housing scheme in Hunslet by Unity Housing Association to provide 17 units of affordable housing for rent, including a mixture of general needs homes and adapted bungalows.
- 3.2.4 The Council has continued to deliver its Council Housing Growth programme, with delivery to date of 612 units, including buying back 98 long term empty property acquisitions. Cardigan Green in Bramley was developed during 2016/17 to provide 8 affordable homes for rent on a former derelict site with a history of anti-social behaviour.
- 3.2.5 The Council has now delivered on its Core Strategy commitment to bring 2,000 empty homes back into use by the end of 2016/17, in support of need for 70,000 new homes in the city by 2028 identified in the Core Strategy. During 2016/17, the overall number of empty homes reduced to 3340, a reduction of 12% from the previous year. This included the return of 80 complex long term empty properties via the Empty Homes Doctor service, a social enterprise business working closely with Leeds City Council.
- 3.2.6 While further reductions in empty homes can be achieved, a net reduction of 400 per year becomes more difficult due to the overall reduction in the number of long term empty properties. It is therefore proposed that the target is removed for 2017/18, with a greater focus on improving the quality of private rented housing.
- 3.3 2 – Improving Housing Quality


Targets	Actual
£80m investment programme p.a. in Council Housing to 2024	£74m
Deliver Phase 1 of District Heating Framework in accordance with business case	Underway
Deliver Leeds Neighbourhood Approach in Holbeck up to 2019	Underway
Deliver Leeds Rental Standard by 2017	Complete



- 3.3.1 The Council delivered £74m in capital investment to its Council Housing stock during 2016/17, which while slightly below target was due to longer lead in times with some more complex schemes. The projected annual investment programme up to 2024 remains at around £80m and an investment programme of £81m for 2017/18 was approved by the Council's Executive Board in February 2017. The Council's Asset Management Strategy was endorsed by Housing Advisory Board in February 2017 and will be presented to Executive Board in November 2017 as part of the Housing Revenue Account Business Plan.
- 3.3.2 The procurement of the housing District Heating Network (covering properties in Lincoln Green, Ebor Gardens and Saxton Gardens) is complete and once fully contracted work is expected to start on site in October 2017. Work to replace heating systems in homes will begin from mid 2018, and all works are expected to be completed by the end of 2019.
- 3.3.3 Private rented sector regulation has continued to deliver improvements in housing quality during 2016/17, with 1241 properties inspected and 2011 hazards identified. 5647 people benefited from intervention through private sector regulation.
- 3.3.4 The Leeds Neighbourhood Approach in Holbeck continues to deliver positive outcomes, with 291 out of 404 properties inspected and 515 hazards identified and being addressed, 315 referrals made for additional support and 63 properties brought back into use. £1.2m has been made available to continue inspection work in Holbeck for the next three years, and £4.5m has been identified to deliver group repair work in the area.
- 3.3.5 The Leeds Rental Standard was launched with key private rented partners in May 2017. This is a new accreditation scheme which sets a minimum standard for private rented housing in Leeds, and landlords who are accredited receive a number of benefits, including discounted HMO licensing fee. Unipol accredited landlords have been passported to the scheme and the scheme will be actively marketed across the private rented market during 2017/18 to maximise membership and promote awareness to private rented tenants.
- 3.3.6 This greater focus on co-regulation will enable Leeds City Council to focus its involvement in the worst landlords in the city. The Rogue Landlord Unit was established in 2016, which has served 31 Improvement Notices, 14 Prohibition Orders and initiated three landlord prosecutions. Ambitious targets have been set for 2017/18, to increase the number of property inspections from 1961 in 2016/17 to 2500 in 2017/18 and the number of people benefitting from inspection activity from 5647 to 7000 people.

3.4 3 – Promoting Independent Living

Targets	Actual
Reduce numbers living in emergency temporary accommodation to 50 by 2018	59
No families in bed and breakfast	0
4,000 homeless preventions each year	5,982
90% of major adaptations completed in target timescales	97%
100% of 16 and 17 year olds and care leavers under 21 living in Council Housing have a support plan in place	Reporting in progress
People who are in need of support are assisted to maintain, achieve and progress towards independent living	7,751



- 3.4.1 Leeds has continued to make significant progress in the management of homelessness in the city. The numbers living in emergency temporary accommodation has reduced to 59 and we are on target to reduce this to 50 by 2018. No homeless families were placed in bed and breakfast during 2016/17. This is a much more positive position than other similar cities (Birmingham has 1392 and Manchester 1092 living in emergency temporary accommodation).
- 3.4.2 The number of rough sleepers remains low at an average of 13 (from street sweeps between January and April 2017), but it is a priority for Leeds to reduce this further during 2017/18, to 5 by March 2018. A focus will be placed on bringing entrenched rough sleepers off the streets through the careful allocation of properties, furniture provision and intensive support.
- 3.4.3 For a number of years, Leeds has placed a greater emphasis on maximising homeless preventions, by helping people to remain in their existing home, or to make a planned move into suitable housing. 5982 homeless preventions were achieved during 2016/17, exceeding the annual target of 4000. The government introduced a new grant allocation formula for the Flexible Homelessness Support Grant in 2017/18 which has increased the level of resources available to Leeds to support its homeless prevention work over the coming year.
- 3.4.4 Leeds City Council and partners have been working over the last few years to strengthen support provided to younger people in their tenancies. Through the Young Persons Move On Group a number of key agencies meet to review cases and agree collaborative and proactive support to younger people. Housing Leeds is also developing its support offer to younger tenants, to ensure that all tenants under 18 have a support plan in place. This will become embedded during 2017/18.
- 3.4.5 Housing related support remains a priority for Leeds, to support independence through a visiting support service and supported accommodation service. 7,751 people and families were supported through the programme during 2016/17. Following a review of the Housing Related Support Service the procurement of major new services is complete. These include:

Engage Leeds – the new visiting support service providing a flexible and responsive citywide service to 1500 individuals and families, working together to prevent homelessness, sustain tenancies and integrate into communities. The

Engage Leeds partnership is made up of four organisations – Gipsil, Barca-Leeds, Connect Housing and Riverside Care and Support and became operational on 1 April 2017.

Beacon – the new temporary supported accommodation service, delivering person centred accommodation for individuals and families. The Beacon partnership is made up of Leeds Housing Concern, Foundation and Touchstone and will become operational on 1 July 2017.

Leeds Housing Related Support Gateway – streamlined pathway into Housing Related Support services, and facilitated information sharing between partners.

The main priority for the coming year is to embed the new framework with partners. An updated performance framework is in place with a main focus on monitoring prevention, sustainment and community integration.

Housing Leeds has reviewed the management of major adaptations to public and private sector homes, and brought together teams to ensure a more co-ordinated approach to the management of adaptations. This has resulted in an increase in adaptations performance, with 97% of major adaptations being completed within target timescales. It is a priority for 2017/18 to review policies and procedures linked to the management of adaptations to maximise efficiency and streamline processes as much as possible.

3.5 4 – Creating Sustainable Communities

Targets	Actual
Satisfaction with the Leeds Anti-Social Behaviour Team is 90%	91.6%
Tenant Satisfaction with the neighbourhood as a place to live is 78% by 2021	72%
Finalise Site Allocation Plan for Gypsy and Travellers	Due 2017
Deliver 8 units of Gypsy and Travellers accommodation on Kidacre Street by September 2017	Due late 2017
Reduced number of domestic violence and abuse incidents and repeat victims	



3.5.1 The number of new Anti-Social Behaviour enquiries increased slightly during 2016/17, with 56% of enquiries relating to noise nuisance. We continue to secure positive outcomes through the use of powers within the Anti-Social Behaviour Crime and Policing Act 2014 and Environmental Protection Act, including the use of ASB Injunctions, Closure Orders and Section 80 Noise Abatement Notices. We are also considering how the use of Public Space Protection Orders can be extended. Satisfaction with services provided on ASB cases increased slightly during 2016/17 to 91.6%. Leeds Anti-Social Behaviour Team has a dedicated Housing Team which is able to provide more intensive work in areas of Council Housing.

3.5.2 As part of a Housing Leeds Survey of Council Housing Tenants and Residents in late 2016, satisfaction declined with the neighbourhood as a place to live, by 4%, to 72%. Particular issues were identified with the management of anti-social

behaviour and noise nuisance. In response to this, Housing Leeds is working closely with Leeds Community Safety and the Police to improve training and procedures linked to anti-social behaviour, and to strengthen partnership working in the management of cases. Progress will be closely monitored during 2017.

- 3.5.3 Leeds City Council has recently reviewed its arrangements for the management of services to neighbourhoods, in order to identify saving opportunities through reducing costs of management and co-ordination, and to improve outcomes for the most deprived and challenging neighbourhoods. This new approach will see the Council targeting resources in areas with the greatest poverty, through a Priority Neighbourhood Approach. Six priority neighbourhoods have been identified and it is a priority for 2017/18 for key services and partners to work together to develop and deliver on commitments to local residents.
- 3.5.4 In a time of reducing public sector resources it becomes more important than ever to achieve value for money through our engagement with communities. A key priority for Leeds and its partners over the coming year is to develop its community engagement activity with a greater focus on Asset Based Community Development (ABCD) principles of building on a community's assets, putting residents at the centre of engagement.
- 3.5.5 The Site Allocation Plan for Gypsies and Travellers is currently being developed and will be finalised in late summer 2017. Also the development of 8 units at Kidacre Street is scheduled and will be completed later in 2017.
- 3.5.6 The Daily Domestic Violence meetings as part of the Front Door Safeguarding Hub have been in place since April 2015. To date there have been 472 meetings and 5131 cases discussed. Other key Breakthrough initiatives include rolling out the Leeds Domestic Violence Quality Mark (a quality assurance framework to promote minimum standards to new partners including the private sector). Between April 2016 and March 2017, 16 organisations attained the quality mark and 5 were reviewed. Many of these partners were new to domestic violence work and include Mears and Keepmoat.
- 3.5.7 Exciting work with the Housing sector has been established with all LCC commissioned housing support services having attained the DV Quality Mark or working towards it. This involves working with housing partners to integrate domestic violence work at every level within the service to ensure policies, practice and workforce development appropriately reflect domestic violence.
- 3.5.8 A successful White Ribbon Campaign was delivered in November 2016. This campaign focuses on encouraging men's involvement in tackling domestic violence. A range of public awareness initiatives were delivered to support the White Ribbon Campaign which fed into the Leeds 16 Days of Action.

3.6 5 – Improving Health Through Housing


Targets	Actual
Increase the number of people accessing prevention, early intervention, harm reduction, treatment and recover support.	Under review
Identify key housing issues which are a barrier to successful treatment and recovery.	Under review
Ensure appropriate housing for people released from prison and leaving residential rehabilitation to support recovery.	Under review
Contribute to the Yorkshire and Humber target of signing up 20,000 customers to White Rose Energy by 2018.	4,000



- 3.6.1 The Affordable Warmth Strategy was adopted in 2016, which developed a three pronged approach to heating and energy efficiency improvements encompassing citywide projects aimed at improving the whole housing stock, targeted initiatives in areas of low income, hard to treat housing and crisis intervention to identify and assist the most vulnerable residents.
- 3.6.2 The Warmth for Wellbeing Service is delivered by Groundwork Leeds in partnership with Care and Repair, to provide utility advice, small smaller energy efficiency works and a crisis fund for emergency repairs. The service has achieved 1865 visits and approximately 3,500 individuals have benefited from improvements.
- 3.6.3 White Rose Energy was established in 2016 as a not for profit energy supplier, working in partnership with Leeds City Council. 4,000 customers have signed up with White Rose Energy, and it is a priority for 2017/18 to increase the number of new customers benefiting from cheaper energy prices.
- 3.6.4 The Rise High Project has now been in place for a number of months, and tenants at four high rise blocks in the Armley area are benefiting from additional support with managing their tenancy, finances and health and wellbeing. There have also been enhanced security measures put in place, including CCTV and monitoring service, and additional property investment is being undertaken. The project is already starting to deliver positive outcomes – arrears have reduced by over 1% and tenancy sustainment has increased.
- 3.6.5 The Council's Executive Board approved for the enhanced management model of the Rise High Project to be rolled out to 19 blocks across the city in February 2017. These blocks will benefit from enhanced security, more intensive tenancy management and additional support. The approach has now been rolled out across the 19 blocks, and it is a priority for 2017/18 to embed the new service offer and evaluate outcomes.
- 3.6.6 Forward Leeds continues to support the Drug and Alcohol Strategy and Action Plan (2016-2018). Forward Leeds works in a coordinated and multiagency manner with Leeds Housing Options and commissioned housing related support providers. Support planning and information sharing will be improved through the newly developed Leeds Housing Related Support Gateway that has been operational from April 2017. The Gateway will facilitate information sharing and streamlined pathways into and through services for service users, including those with drug and alcohol problems and offenders. The Drug and Alcohol Strategy targets are currently under review and so outcomes have not been reported against the targets in the Housing Strategy.

3.7 6 – Meeting the Needs of Older Residents

Targets	Actual
Deliver 2 Council owned extra care schemes by 2019	1 by 2017
Increase the supply of a diverse range of specialist housing options for older people	Under review
Reduce social isolation faced by older residents	Under review
Reduce the number of people who hospital discharge is delayed due to housing	Under review



- 3.7.1 The Council continues to work with a number of agencies to support independence of older Leeds residents and promote social inclusion. A review is currently underway of the Home Independence Service, which provides minor adaptations, home repairs, hospital discharge service and falls prevention service for older and disabled residents. This will help to streamline contract management, performance management and better align services to ensure continuous improvement and remove duplication.
- 3.7.2 A review was also been undertaken of locality based community health development services during 2016/17. In February 2017 the 'Better Together' service was launched which will improve links between local partners to improve health and reduce health inequality by targeting support on communities living in the bottom ten per cent most deprived areas of the city.
- 3.7.3 The first Council owned Extra Care scheme opened in Yeadon in December 2016. The 45 bed scheme is made up of a mixture of affordable homes for rent and shared ownership units, where care and support is available on site 24 hours a day. The scheme is a flagship scheme that was nominated for the Royal Institute of Chartered Surveyors Residential Development of the Year for the Yorkshire and Humber region.
- 3.7.4 The Council is currently developing proposals for the next phase of the Extra Care Programme, which is to deliver a further 200 extra care units by 2020 using Housing Revenue Account resources to attract wider investment in a number of tenure options. These proposals will be considered by Executive Board in July 2017.
- 3.8 Delivering the Housing Strategy
- 3.8.5 It is identified in the Housing Strategy that the strategy priorities and themes cannot be delivered by the Council alone, and emphasised the importance of working with key strategic partners to ensure collaborative ownership of the strategy and its delivery.
- 3.9 For a number of strategy themes, this report evidences that significant progress has been made in developing collaborative leadership to some priority themes, such as the development of co-regulation in the private rented sector through the Leeds Rental Standard. However there are opportunities to strengthen collaborative leadership with key partners and ensuring that their contribution is acknowledged in Housing Strategy updates.
- 3.10 A governance structure was developed some years ago to support the delivery of the previous Housing Strategy via a number of forums:
- Housing Forum – leading activity to deliver an increase in affordable housing;
 - Private Rented Sector Forum – leading activity with private sector landlords to improve the quality of the private rented sector;
 - Leeds Homelessness Forum – leading activity with statutory and third sector organisations to promote independence;

- Leeds Housing Management Forum – leading activity with Registered Providers to deliver the key themes of the strategy.

- 3.11 In addition to the above, there was consultation with involved Council tenants during the Housing Strategy’s development, via VITAL. In developing the updated Tenant Engagement Framework, the Housing Strategy was influenced the priorities for strategic tenant involvement activity.
- 3.12 In reality, the groups are not formally providing collaborative leadership to the delivery of the Housing Strategy, and the groups have had mixed successes in facilitating a collaborative approach with partners. The Leeds Housing Management Forum only met a couple of times, with limited strategic engagement from Registered Providers.
- 3.13 Progress in the delivery of the Housing Strategy is reported to Housing Advisory Board on a bi-annual basis. Housing Advisory Board has a critical role in providing overall leadership to the Housing Strategy delivery, and members of the Board have an important part to play in maximising the opportunity for coloration through strategic partnerships. The views of members of Housing Advisory Board on how this could be achieved are being sought.
- 3.14 It is proposed that the governance arrangements for the Housing Strategy are reviewed during summer 2017, to include a review of the Housing Advisory Board and strategy related forums, to seek opportunities to enhance the collaborative ownership of the strategy priorities. The outcome of the review will be reported back to Housing Advisory Board in September 2017.

4 Corporate considerations

4.1 Consultation and engagement

- 4.2 The Housing Strategy has been developed collaboratively with involvement from key internal partners, including City Development, Community Safety and Public Health. The strategy supports other key Council Strategies including the Core Strategy, Health and Wellbeing Strategy, and action plans linked to the delivery of the Council’s Breakthrough Projects.
- 4.3 Consultation on the Housing Strategy took place between August and October 2016. All key partners were consulted alongside tenants and residents of Leeds. Feedback was used to update the final version of the strategy.
- 4.4 It is important that there is greater engagement with key partners in order to ensure collaborative leadership of the Housing Strategy and the delivery of the strategy priorities. Proposals will be developed during 2017/18 to facilitate this collaboration.

5 Equality and Diversity / Cohesion and Integration

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

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

5.2 An Equality Impact Assessment of the draft Housing Strategy was undertaken during September 2016 and outcomes were used to inform the final strategy.

6 Council Policies and Best Council Plan

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

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

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

7 Resources and value for money

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

7.2 However, there are a number of risks to resources available, which will impact on our ability to deliver fully on some of the priorities and targets included in the Housing Strategy up to 2021. These are outlined in Section 9 of this report.

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

8 Legal Implications, access to information and call In

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

9 Risk management

9.2 There are a number of risks which may impact on our ability to deliver fully on some of the priorities and targets included in the Housing Strategy up to 2021. These changes includes the following:

- The 2016 Welfare Reform and Work Act introduced the requirement for all registered providers to reduce social housing rents by 1% for the next 4 years from 2016/17.
- The 2016 Housing and Planning Act introduced a number of risks, including the introduction of fixed term tenancies and the sale of higher value homes.

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

9.4 Progress in delivering the strategy priority and targets will be reported to Housing Advisory Board every six months.

10 Conclusions

10.1 The Housing Strategy was refreshed during 2016 to incorporate updates on priorities, to reflect changes in government policy and to include more recent examples of how we are supporting the delivery of priorities. A sixth priority was also added to the plan – meeting the needs of older residents.

10.2 Significant progress has been made in delivering the Housing Strategy priorities during 2016/17 which is highlighted in this report. As we move into the second year of the Housing Strategy a greater focus will be placed on strengthening the collaborative leadership of the Housing Strategy through strategic partners, in order to embed the Housing Strategy priorities across all partners.

10.3 Progress with the delivery of the Housing Strategy will continue to be reported to Housing Advisory Board every six months.

11 Recommendations

11.1 Housing Advisory Board is invited to:

- comment on progress in delivering the six themes of the Housing Strategy;
- support the development of arrangements for the collaborative ownership and delivery of the Housing Strategy priorities.

12 Background documents¹

12.1 None

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

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HOUSING STRATEGY 2016 – 2021

Effectively meeting affordable and social housing need, promoting independence and creating sustainable communities to make Leeds the best place to live



Introduction

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 inequality.

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

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

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

Effectively meeting affordable and social housing need, promoting independence and creating sustainable communities to make Leeds the best place to live

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

These achievements put us in a strong position as we launch our 2016-2021 Housing Strategy.

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

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

Focus on Prevention – ensuring that suitable levels of support are available from an early

stage to enable residents to live confidently and independently in their home;

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

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

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



Councillor Coupar
Executive Member for
Communities

Best Council Plan 2015-20 Ambitions:

Leeds to have a Strong Economy and a Compassionate City

Leeds City Council to be an Efficient and Enterprising Organisation

Outcomes

We want everyone in Leeds to ...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes within clean and well cared for places
- Move around a well-planned city easily
- Enjoy greater access to green spaces, leisure and arts
- Earn enough to support themselves and their families
- Do well at all levels of learning and have the skills they need for life
- Live in dignity and stay independent for as long as possible

BREAKTHROUGH PROJECTS



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



COUNCIL VALUES



Underpinning what we do and how we work

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



The Leeds Population

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

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

A third of all households in Leeds are one person households, and almost half of one person households are age 65 and over.

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Reflecting national trends, Leeds has an ageing population – over the next 20 years the number of residents aged 65-85 is projected to increase by a third and the number of residents aged over 85 is projected to double.

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

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. Meeting the needs of disabled people is a significant priority in this strategy.

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

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

The Leeds Housing Market

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

Home Ownership

By far the largest housing sector in Leeds is the owner occupier sector which makes up 58% of households, although this has reduced since

2001 and is lower than the UK average of 64.3%. Affordability continues to be an issue for many households. The average house price was £175,680 in 2015, 7 times higher than the average single income in Leeds.

Social and Affordable Rented

22% of households live in the social and affordable rented sector, which is typical of the UK average. There has been a long term decline in the number of households renting from the local authority, reducing from 21% in 2001 to 17% in 2011 largely as a result of Right to Buy. However, the size of the Housing Associations sector has grown slowly over the last 10 years. As demand for social housing remains high with almost 24,000 applicants on the Leeds Homes Register in 2016, Housing Associations have an important role in supporting the Council to deliver all of the priorities outlined in this Housing Strategy.



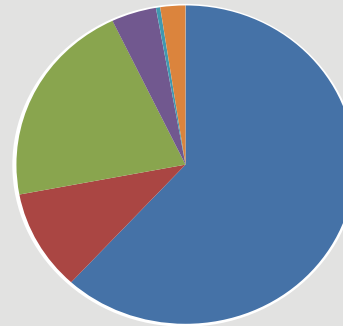
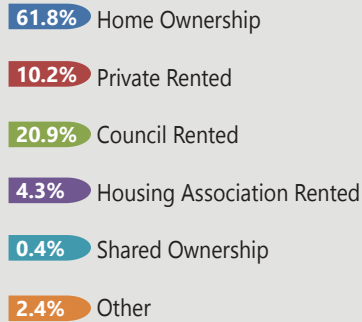
Private Rented

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

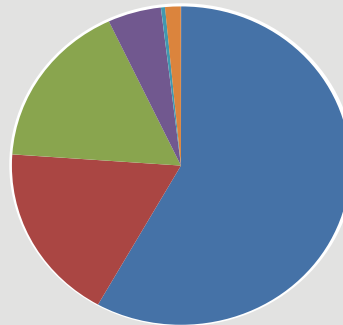
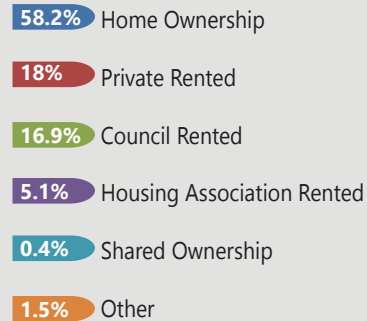
There are a number of different private rented markets in Leeds – 50% of the private rented market is student housing, which over the last 10 years has seen an increase in purpose built housing on the fringe of the city centre. Other increases have been seen in the city centre professional market and family housing in outer areas. The low rental market has continued to increase due to increased house prices, lower wages, borrowing restrictions and increase in migration – this market makes up around 20% of the private rented sector. There are significant issues with housing quality in the low rental market.

Only 12% of private rented properties have rents that are within Local Housing Allowance levels, and so much of the Private Rented Sector is unaffordable to many low income households.

2001



2011



Welfare Reforms

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

2016 Housing and Planning Act

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

A reduction in local authority funding

A reduction in local authority funding has made it more challenging for the Council to provide key services to Leeds residents.

Grant funding

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

Demographic changes

A projected increase in older residents will have a significant pressure on resources available to meet housing need and promote independence.

Future Impacts

There are a number of challenges facing Leeds City Council and its partners which will impact on the delivery of priorities in this Housing Strategy. These include:



Key Achievements - the last 5 years

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

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

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

Delivery of **£63m** in adaptations across all housing sectors to support independent living since April 2011

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

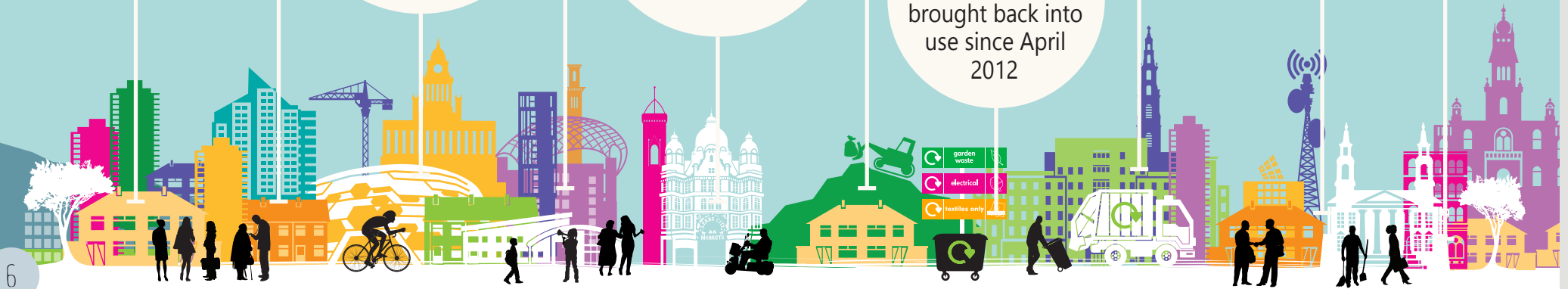
1,999 empty homes have been brought back into use since April 2012

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

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

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

Delivered **£0.5bn** in investment in Council homes since 2011



Our Housing Vision

Effectively meeting affordable and social housing need, promoting independence and creating sustainable communities to make Leeds the best place to live

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All Leeds residents will be living in:

- good quality affordable homes
- homes with appropriate levels of support
- safe and harmonious communities

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



01

Affordable Housing Growth

Maximising the amount of affordable homes available to rent and buy

02

Improving Housing Quality

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

03

Promoting Independent Living

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

04

Creating Sustainable Communities

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

05

Improving Health through Housing

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

06

Meeting the needs of older residents

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

Affordable Housing Growth



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

How will we achieve this?

Affordable Home Ownership

The Council is working proactively with developers and housing associations via strategic land sales, advice and enabling to maximise affordable housing growth across Leeds, including affordable housing through market led housing development via Section 106 agreements.

Affordable home ownership is a priority for the Government and most national policy developments, including the 2016 Housing

and Planning Act, have focused on maximising home ownership, and in particular encouraging first time buyers into home ownership.

The Government's Help to Buy Scheme, which offers an equity loan of up to 20%, mainly to first time buyers, has proven a popular route into affordable home ownership. Leeds has had the second highest take up nationally, and this has provided assistance to over 1,200 households since 2013

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

Through the review of Housing Standards Leeds has an aspiration to increase the quality of all new housing developments, in terms of minimum space standards and accessibility. However this will be subject to the local plan process.

Affordable Housing for Rent

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

- The Homes and Communities Agency Affordable Housing programme 2015-21 of £81m to deliver over 640 new homes for rent. Following the 2016 Housing and Planning Act, the Affordable Housing

Programme will focus on developing more shared ownership homes in Leeds.

- The Council's Right to Buy Replacement Programme will potentially support the delivery of 400 new homes with £14.7m investment.
- Bespoke housing programme to develop accessible homes tailored to meet the needs of particular families

The Council's Tenancy Strategy also has an important role in ensuring that affordable housing is available to those who need it most. The Council works closely with its Housing Associations to ensure that housing need is met and tenancy fraud minimised via the Tenancy Strategy.



New Council Housing

The Council has embarked on its largest programme of council housing development for several decades. This programme is made up of a number of different development types including mixed tenure and extra care, and will deliver 1000 new homes, using Homes and Communities Agency and Department of Health funding alongside Housing Revenue Account funding. The 2015/18 programme of £125m will deliver 1,000 new Council Homes through a number of means:

Little London and Beeston Hill Regeneration Scheme PFI (Private Finance Initiative) - to deliver 388 new Council Homes.



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

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

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

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Self / Community Led Build

A register for potential self-builders has been established and the Council continues to develop its approach to support people build their own homes. The Council is in the process of preparing a number of plots to sell on the open market specifically for self-build. Leeds West Indian Charitable Trust have been commissioned to further capacity build the sector through a variety of training and information sessions. Leeds welcomes innovation and supports community led organisations to develop affordable and environmentally sustainable housing which meet the needs of particular communities, e.g. co-housing, community led housing schemes.

Empty Private Homes

Minimising the number of empty homes is key to ensuring the availability of affordable housing. In March 2016 there were 3800 empty homes in Leeds and most of these were in the private sector. Tackling empty homes in the private rented sector is a priority and the Council has set a target to reduce the number of empty properties by 400 a year up to 2017 through use of a number of initiatives.

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

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

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

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

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

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

The Leeds Standard

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

It includes 3 main strands:

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

01 EXAMPLES

Affordable Housing Growth

Empty Homes Programme

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

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

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

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

Cardigan Green



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

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

The Council identified an opportunity to buy properties from a developer to let as Council Housing in a location which would meet housing need.

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

TARGETS

1,000 new Council Homes by 2020 of which **100** empty homes acquired and let as Council Housing by 2018

1,158 affordable homes p.a. over the next 5 years

640 new affordable homes for rent through HCA Programme by 2021

New mixed tenure affordable homes delivered through Section 106 agreements

3,200 empty properties returned back into occupation each year

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



Improving Housing Quality



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

Social Housing

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

Through intelligence led asset management, the Council will use its understanding of housing stock performance to deliver investment where it is needed most. Key priorities for investment are as follows:

- Delivering modern, fit for purpose homes and neighbourhoods by bringing properties up to the Leeds Homes Standard, meeting investment needs of the most challenging housing stock and modernising the repairs and maintenance service;



- Reducing fuel poverty, cutting carbon and improving health outcomes by delivering energy efficient homes which are affordable to heat and investing in works that have the biggest positive impact on health outcomes;
- Increasing affordable housing supply by reshaping existing housing stock to make more sustainable.

The Council is seeking to tailor investment in homes to ensure that they meet the needs of residents. Approval was recently gained to adapt the investment standard for some multi storey flats to better meet the needs of residents, e.g. additional safety and security measures and communal play facilities being carried out to make some blocks family friendly.

Private Rented Sector

Poor housing conditions continue to be an issue within the private rented sector and so improving the quality of the private rented sector remains a priority for the Council. A

twin approach is being adopted to achieve this - through promotion of greater self regulation in the sector, to enable resources to be targeted at the worst performing landlords and poorest quality housing. This is being delivered through a number of initiatives:

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

Leeds Rental Standard – the Council is currently working with key partners to develop an enhanced minimum standard of housing which is a self-regulating accreditation scheme to drive improvements in quality across the sector.

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

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

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

02 EXAMPLES

Improving Housing Quality

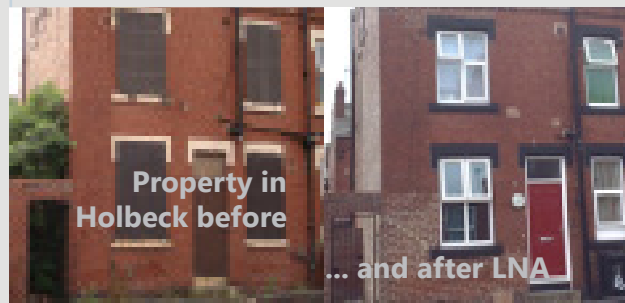
District Heating Framework Linked to Recycling and Energy Recovery Facility (RERF)

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

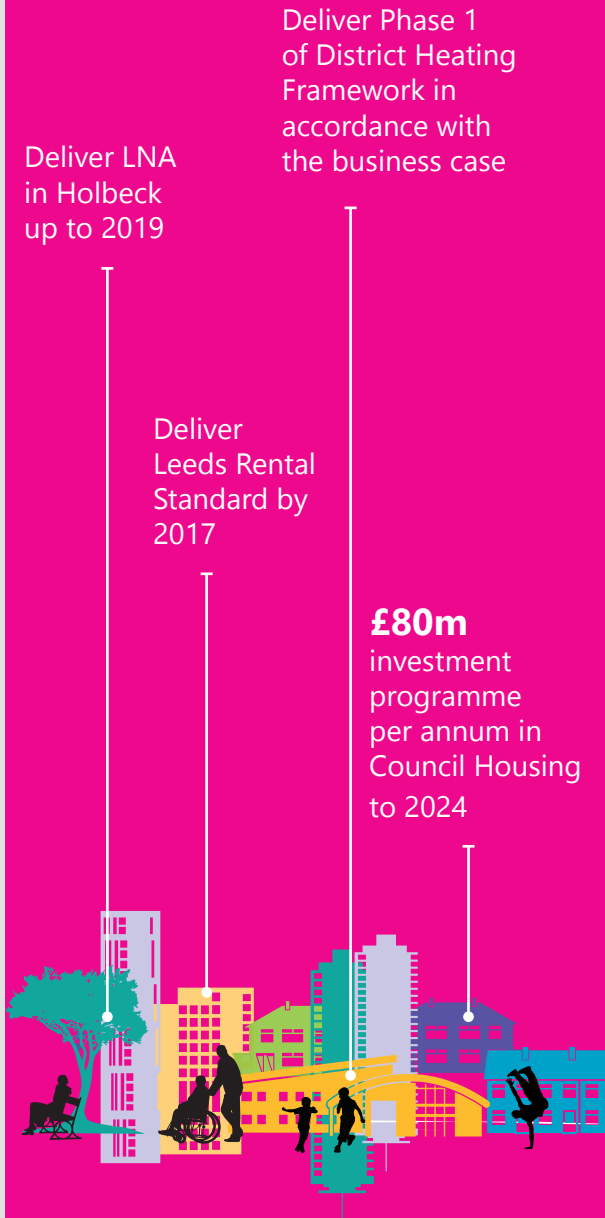


Leeds Neighbourhood Approach (LNA)

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



TARGETS



Promoting Independent Living



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

Homelessness

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



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

Maximising Homeless Prevention – homeless prevention is about helping people to stay in their existing homes or make planned moves to alternative accommodation.

The Council has a number of prevention initiatives including paying bonds to access private rented housing or helping young people reconcile with parents through mediation. The Council prevents homelessness in 80% of cases. The prevention service identifies that some residents are more likely to be homeless, e.g. young people and Lesbian, Gay, Bi-sexual and Transgender people, and tailors services to meet their needs.

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

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

Housing Related Support

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

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

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

Leeds has adopted a multi-agency case management approach in the way that support is provided to vulnerable residents, e.g. supporting care leavers to move into independent living.

Adaptations

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

03 EXAMPLES

Promoting Independent Living

Flagship

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

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

Accessible Housing Register

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

TARGETS

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

90% of major adaptations completed in target timescales

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

No families in bed and breakfast

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

4,000 homeless preventions per year



Creating Sustainable Communities



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

Anti-social Behaviour

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

Community Cohesion

15

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

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

Developing integrated bottom up approach to responding to local issues;

Build community capacity and stimulate innovation;

Promote community ownership of solutions to community issues.

Council Housing

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

Gypsies and Travellers

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

Allocations Plan is currently being developed to identify suitable sites.



Domestic Violence and Abuse

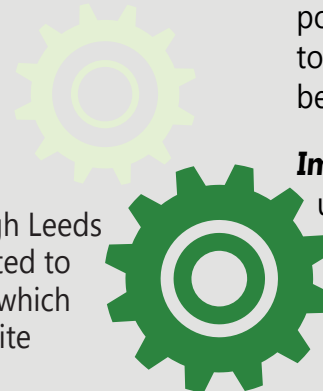
Tackling domestic violence and abuse is a priority for the council. We are looking at new ways to reduce domestic violence and abuse and its effects on families in Leeds. There are four key themes to this approach:

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

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

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

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



04 EXAMPLES

Creating Sustainable Communities

Change to Front Door Safeguarding Hub (FDSH)

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

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



Leeds Parenting Programme

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

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



TARGETS

Finalise Site Allocation Plan for Gypsy and Travellers

Reduced number of domestic violence and abuse incidents and repeat victims

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

Satisfaction with the Leeds Anti -Social Behaviour Team is **90%**

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



Improving Health through Housing



How and where we live has a significant effect on our health. People living in deprived neighbourhoods are most likely to have more years of ill health and die earlier. Through the Leeds Health and Wellbeing Strategy 2016-21, Leeds has a vision to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

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Health Inequalities



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

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

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

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

Reducing household fuel bills through supporting residents to seek cheaper energy tariffs, installation of solar panels to 1,000 Council homes and establishing the Leeds Domestic Energy Services Company (LESCo).

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

Mental Health

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

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

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

Drugs and Alcohol

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

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



05 EXAMPLES

Improving Health through Housing

Green Doctor

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

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



Rise High Project

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

TARGETS

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

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

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

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

Contribute to the Yorkshire and Humber target of signing up 20,000 customers to White Rose Energy by 2018.



06 Meeting Housing Needs of Older Residents



Leeds has an ageing population; by 2021 the population aged 50 and over will increase to over 250,000. We therefore need to ensure that we have a strategy in place to offer older people the help, support and housing options they need to live independently in their place of choice. Leeds has an ambition to be: 'The Best City in the UK to Grow Old in.' This ambition is being delivered through one of the council's eight breakthrough projects. Within this an Older People's Housing Strategy, Me and My Home is being developed. There are 4 main priorities for meeting the housing needs of older people.

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Supporting Independence and promoting social inclusion

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



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

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

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

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

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

Information and Advice

Older people need accurate and up to date information about what services and options are available to them in order for them to make informed decisions about how they manage their independence and make plans for the future. Neighbourhood Networks have an important role in supporting the availability of information and advice within communities.

Specialist Housing with Support

It is estimated that the most significant population increase over the next 10 years will be

of very old residents who need care and support, therefore there will be an increase in demand for specialist housing options, especially extra care housing. Leeds has produced an Older People's Housing Prospectus which is intended to stimulate growth and promote collaborative working with a wide range of partners to deliver new specialist housing options for older people across all housing sectors. There are currently barriers to the development of extra care which are restricting development – the introduction of Local Housing Allowance and restrictions in development finance. There are currently 682 units of extra care housing in Leeds and an estimated shortfall of 600 units. Whilst most of these homes will be delivered in the private sector, the Council is currently developing two extra care schemes in Leeds which will offer a mixture of units for affordable rent and shared ownership, with care staff available on site at all times.

New Housing Developments

It is a priority for older people that there is a mixture of housing options available to them. It is also important that housing is designed flexibly to meet the changing needs of older people – that homes are accessible and adaptable.



06 EXAMPLES

Meeting Housing Needs of Older Residents

Garforth Neighbourhood Elders Team (NET)



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

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Wharfedale View

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

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

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

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



TARGETS

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

Increase the supply of a diverse range of specialist housing options for older people

Reduce social isolation faced by older residents

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



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

Working with Partners

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

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

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

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

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

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

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

Social Housing Maintenance Contractors – to increase housing quality in the social rented sector.

Housing Strategy Action Plan

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

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

Housing Forum

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

Private Rented Sector Forum –

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

Leeds Homelessness Forum –

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

Leeds Housing Advisory Board –

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

Providing feedback

A copy of the Housing Strategy and regular updates to the Housing Strategy Action Plan will be available on the Council's website. An annual update on the Housing Strategy will be completed each year.



Sources

Please find more information on each of the priorities by following the below links to reference documents:

General

Leeds Best Council Plan 2015-2020 – Update for 2016/17 <http://www.leeds.gov.uk/docs/Best%20Council%20Plan%20Update%202016-17.pdf>

Housing Market Needs Assessment 2011 http://www.leeds.gov.uk/docs/FPI_SHMA_001%20SHMA%202010%20Final%20Report.pdf

Affordable Housing Growth

Leeds Core Strategy <http://www.leeds.gov.uk/SiteAllocationMaps/Core%20Strategy/Adopted%20Core%20Strategy%20Nov%202014%20Final.pdf>

Executive Board Report - Private Sector Acquisitions – July 2015 <http://democracy.leeds.gov.uk/documents/s134329/Council%20Housing%20Cover%20Report%20030715.pdf>

Executive Board Report – White Paper Motion – Locally Set Building Standards for new housing – April 2016 - <http://democracy.leeds.gov.uk/documents/s144162/Locally%20Set%20Building%20Standards%20Cover%20Report%20Appendices%2012%20V2%20110416.pdf>

Executive Board Report – Creation of Affordable Accommodation to Buy and Rent in Leeds – April 2016 <http://democracy.leeds.gov.uk/documents/s144164/Affordable%20Housing%20Cover%20Report%20110416.pdf>

Executive Board Report - Empty Homes Strategy – July 2016 <http://democracy.leeds.gov.uk/documents/s148311/Empty%20Homes%20Strategy%20Cover%20Report%20180716.pdf>

Executive Board Report – Investment of Affordable Housing Planning Obligation Funding – Sep 2016 <http://democracy.leeds.gov.uk/documents/s150124/Affordable%20Housing%20Cover%20Report%20120916.pdf>

Improving Housing Quality

Executive Board Report – Development of District Heating Framework – Feb 2016 <http://democracy.leeds.gov.uk/documents/s141764/District%20Heating%20Cover%20Report%20010216.pdf>

Executive Board Report – Establishing a Council Lettings Agency and the Future Direction for the Regulation of the Private Rented Sector – March 2016 <http://democracy.leeds.gov.uk/documents/s142783/Council%20Lettings%20Agency%20COVER%20REPORT%20290216.pdf>

Executive Board Report – Leeds District Heating Network Local Development Order – March 2016 <http://democracy.leeds.gov.uk/documents/s142660/District%20Heating%20cover%20report%20and%20appendices%20250216.pdf>

Executive Board Report – High Rise Strategy – Oct 2016 <http://democracy.leeds.gov.uk/documents/s150934/High%20Rise%20Cover%20Report%20101016.pdf>

Promoting Independent Living

Executive Board Report – Commissioning a New Model for the Delivery of Supporting People Services – Oct 2015 <http://democracy.leeds.gov.uk/documents/s137710/Supporting%20People%20Services%20Cover%20Report%20V2%20091015.pdf>

Leeds Homelessness Strategy 2016-2019 <http://www.leeds.gov.uk/docs/Homelessness%20Strategy%202016-19.pdf>



Sources

Sustainable Communities

Executive Board Report – Strong and Resilient Communities – Sep 2016 <http://democracy.leeds.gov.uk/documents/s150112/Strong%20Resilient%20Communities%20Report%20010916.pdf>

Executive Board Report – Domestic Violence and Abuse Breakthrough Project – Sep 2016 <http://democracy.leeds.gov.uk/documents/s150109/Domestic%20Violence%20Cover%20Report%20120916.pdf>

Page 81
Leeds Domestic Violence Policy, Procedure and Guidance – May 2015 <http://www.leeds.gov.uk/c/Release%20Documents/LCC%20Domestic%20Violence%20and%20Abuse%20Policy.pdf>

Leeds Domestic Violence Website <http://www.leeds.gov.uk/c/Pages/domesticviolence/default.aspx>

Improving Health Through Housing

Executive Board Report – Project to Establish a Leeds Domestic Energy Services Company – Sep 2015 <http://democracy.leeds.gov.uk/documents/s136971/LESCo%20Cover%20Report%20140915.pdf>

White Rose Energy Website <https://www.whiteroseenergy.co.uk/>

Executive Board Report – Long Term Strategic Partnership with Leeds City Credit Union – Oct 2015 <http://democracy.leeds.gov.uk/documents/s137704/Credit%20Union%20Cover%20Report%20EIA%20Appendix%20081015.pdf>

Executive Board Report – Out of the Shadows Project: Time to Shine – Dec 2015 <http://democracy.leeds.gov.uk/documents/s139818/Time%20to%20Shine%20Cover%20Report%20and%20Appendix%20A%20041215.pdf>

Executive Board Report - Leeds Health and Wellbeing Strategy 2016-21 – Feb 2016 <http://democracy.leeds.gov.uk/documents/s141740/Health%20and%20Wellbeing%20Strategy%20Cover%20Report%20210116.pdf>

Executive Board Report – LCC Health Breakthrough Project “Early Intervention to Reduce Health Inequalities” – March 2016 <http://democracy.leeds.gov.uk/documents/s142673/Health%20Breakthrough%20Project%20250216.pdf>

Leeds Health and Wellbeing Strategy 2016-2021 <http://www.leeds.gov.uk/docs/Health%20and%20Wellbeing%202016-2021.pdf>

Older Persons Housing

Executive Board Report - Developing a Range of Choices in the Older People’s Market – Older People’s Housing Prospectus – Nov 2015 <http://democracy.leeds.gov.uk/documents/s138869/OPHP%20Cover%20Report%20061115.pdf>

Executive Board Report - Sheltered Housing Investment Strategy – Nov 2015 <http://democracy.leeds.gov.uk/documents/s138921/Sheltered%20Housing%20Cover%20Report%20V3%20091115.pdf>

Leeds Neighbourhood Network Contact Details <http://www.leeds.gov.uk/docs/Neighbourhood%20Network%20Schemes.pdf>



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Report author:
David Longthorpe

Report of **David Longthorpe – Head of Housing Management**

Report to **Housing Advisory Board**

Date: **20th June 2017**

Subject: **Tenant Scrutiny Enquiry of Estate Environment – Progress Report**

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

Summary of main issues

- 1 The purpose of this report is to update Housing Advisory Board of the progress with addressing the recommendations of the tenant Scrutiny Board enquiry into the Environment of Estates and the joint response from Housing Leeds, Waste, Cleaner Neighbourhoods and Parks and Countryside to Tenant Scrutiny Board, following its inquiry.
- 2 Tenant Scrutiny Board chose this topic as there was a strong belief that good housing and the welfare of tenants was not just about decent buildings but the ‘whole environment’ in which tenants live. They also felt this was an area where improvements could be made and help address issues from the 2014 Star Survey.
- 3 At The Tenant Scrutiny Board on the 30th November 2016 it was accepted that the majority of the recommendations had been achieved.

Recommendation

Housing Advisory Board are asked to note the actions taken by Housing, Waste, Cleaner Neighbourhoods and Parks and Countryside in response to recommendations received regarding the environment of estates inquiry.

1.0 Purpose of this report

- 1.1 The purpose of the report is update Housing Advisory Board of the progress with addressing the recommendations of the tenant Scrutiny Board enquiry into the Environment of Estates and the joint response from Housing Leeds, Waste, Cleaner Neighbourhoods and Parks & Countryside to the Tenant Scrutiny Board Inquiry.

2.0 Background information

- 2.1 Housing Advisory Board received a report in June 2016 outlining the investigation undertaken by the Tenant Scrutiny Board into the Environment of Estates. The Tenant Scrutiny Board chose this topic as there was a strong belief that good housing and the welfare of tenants was not just about decent buildings but the 'whole environment' in which tenants live.

- 2.2 All recommendations were accepted and the various teams that contribute to the condition of estates have been working closely together to bring about improvements to deliver these recommendation's. Appendix 1 Tenant Scrutiny Board Recommendation Tracking Document Provides full details of actions undertaken by the various services in response to the recommendations.

A summary of the recommendations are outlined below.

- 2.3 **Recommendation 1** - That the Tenant Scrutiny Board review in September 2016 progress made towards service harmonisation and the implementation of the 'one council approach'

Actions - Procedure Harmonisation completed and implemented and training delivered to all teams. Team Leaders in Housing , Cleaner Neighbourhoods , Parks & Countryside and Civic Enterprise Leeds are in regular communication including some co-location and working on Joint Local Action Plans on tackling Estate Management Issues. Housing Officers represent other services during Walkabouts and act as a conduit for contact with other services.

- 2.4 **Recommendation 2** -That various procedure improvements be considered as part of the current harmonisation project and that the results of the harmonisation project be reported back to Tenant Scrutiny Board.

Actions – Harmonised procedures and documents incorporating Tenant Scrutiny Board suggestions. Improved communication and promotion of the estate walkabout with greater lead in time, improve tenant participation, improved communication and feedback to ward members and those attending walkabouts

- 2.5 **Recommendation 3** - That the Council introduces the best waste collection solution for individual estates, even if that results in variations across the city.

Actions – Alternative waste collection arrangements have been introduced at Beckhill estate Meanwood and Cottingley estate in South Leeds. Housing, Waste and Cleaner Neighbourhoods working together to try to resolve waste collection issues in a number of other areas including Bawn Estate and Burmantofts.

- 2.6 **Recommendation 4** - That the Council Provides - more bins on estates, Ensures the timely removal of full glass banks , Introduces more clean up days and undertakes an education campaign to raise variations across the city.

Actions – Additional waste bins provided in a number of locations in consultation with Cleaner Neighbourhoods Team. Waste Services working with Recycling contractor to review collection frequencies for popular recycling sites. Numerous Clean up days delivered on various estates around Leeds with further days planned for the current year. All departments working on various education / information campaigns.

- 2.7 **Recommendation 5** - That appropriate enforcement action is taken to ensure tenants fulfil their tenancy agreement with regards to the upkeep of gardens.

Actions - The Messy Garden procedure which includes clear enforcement process has been harmonised and rolled out to all teams.

- 2.8 **Recommendation 6** - That the responsibilities of tenants with regards their gardens are clearly communicated, particularly during pre-tenancy training

Actions - Tenant responsibilities for gardens are outlined during accompanied viewings, signing of the Tenancy Agreement, New Tenant Visits, Annual Home Visits and specific contact and communication with tenants when the standard of their gardens fall below acceptable levels. Pilot Pre Tenancy Training undertaken as part of Clydes and Wortley Project and is currently being evaluated.

- 2.9 **Recommendation 7** - That Housing Leeds encourages and facilitates the start-up of tool bank schemes.

Actions - Historically Tool Banks have not been sustainable therefore consideration given to Love Your Garden Project in Middleton with Health for All as a model for other areas.

- 2.10 **Recommendation 8** - That greater publicity be given to the constraints faced by the Council in terms of grounds maintenance.

Actions - A leaflet has been produced by Parks and Countryside setting out what grounds maintenance works are undertaken and the constraints on these. Leaflet placed on Website and distributed to Housing Teams. FAQ document produced by Forestry on Tree Management, Housing now receives a monthly report on tree work progress and a weekly report from Parks and Countryside regarding grassed areas not cut and reasons.

- 2.11 **Recommendation 9** - That Parks and Countryside in liaison with Housing Leeds pro-actively identify those areas 'not on the map' and action accordingly.

Actions - Unmaintained land frequently identified during Walkabouts, Estate Inspections and during routine visits to estates. While the land is question is often mapped and included in the Grounds Maintenance contact to be maintained the

problem may often be that grass cannot be cut for other reasons such as fly tipping that has not been removed access issues or blockages such as vehicles blocking access.

- 2.12 **Recommendation 10** - That Housing Leeds reports back to Tenant Scrutiny Board back on any recommendations and or proposed policy changes following its review of garages.

Actions - All garage sites have been inspected and rated regarding their condition and sustainability. Empty garages on sustainable garage sites are being advertised for reletting in a variety of ways. Option Appraisals being undertaken on other sites for possible investment and improvement , demolition or possible redevelopment opportunities.

3.0 Main issues

- 3.1 The Head of Housing Management attended Tenant Scrutiny Board on the 30th November 2016 to provide an update on progress made by the different services in meeting the recommendations. The Head of Housing Management was questioned by the Tenant Scrutiny Board on the actions taken and associated issues.

- 3.2 The Tenant Scrutiny Board voted unanimously to agree that following the update and additional clarification provided by the Head of Housing Management, that all the recommendations had been achieved other than

- Recommendation 3 in relation to Waste Management and
- Recommendation 10 which was not fully accepted due to the ongoing Garage Review. Tenant Scrutiny Board awarded “Not fully implemented (Progress made acceptable, continue monitoring) status” by the Tenant Scrutiny Board.

- 3.3 Recommendation 3 was not accepted by Tenant Scrutiny Board as being achieved although examples had been provided where Waste Services and Housing Leeds had worked closely together to improve waste management including bespoke solutions Including

- The Beckhill Estate in Meanwood,
- The Cottingley Estate
- Infrastructure improvements funded from the Environmental Improvement Programme to facilitate provision of wheelie bins and Alternate Week Collection service in various locations.
- The “opt in” recycling solution had also been introduced in Headingley and Harehills where green recycling bins are removed where residents did not opt in to recycle waste.

However Tenant Scrutiny Board members had seen a particular waste issue around high rise flats in Armley where there was an accumulation of waste outside the blocks. The two blocks concerned are currently having major repair work undertaken to the concrete exterior which has meant Waste Services have not had access to the bin chute chambers. A temporary external waste collection point has been provided for the use of residents. The normal internal rubbish chute provision will be reinstated as and when access to bin rooms can be reinstated. The concrete repairs on these two blocks are due to be completed by January 2018.

- 3.4 Recommendation 10 - The Garage review is ongoing but with a number of elements already implemented including harmonised procedures rolled out to staff including allocation, tenancy management, termination of garage tenancies and dealing with vehicles or items left in garages. The waiting list has also been reviewed in quarter 3 last year with all applicants for garages written to confirm their request for a garage which has significantly reduced the waiting list. Garages have been marketed with revised posters, use of the council website, on the Leeds Homes Website and using social media pages. All Garage sites have been colour rated (RAG) according to their sustainability in relation to demand, condition and investment need. A number of sites have been assessed as unsustainable with a red rating with a number of sites demolished that have been assessed as being in worst condition. Of these red sites 30 were initially identified for possible re-development for housing or self build opportunities with 7 of these taken forward for further consideration. Amber and Green sites are being revisited for additional investment needs with this work expected to be completed by the end of September. Temporary garage sites and former garage sites previously demolished are also being inspected and assessed.
- 3.5 The current years diary of Walkabouts have been agreed with resident groups and local champions with local ward members advised. Local publicity is produced and information on the council's website under local Housing area pages in order to encourage additional interested residents to get involved.
- 3.6 There have been a few issues in relation to Estate Walkabouts with inconsistency in some wards with follow up communication to ward members and resident groups in terms of giving feedback on issues identified on the walkabout and actions taken. This has been addressed with reminder to all teams to ensure the follow up feedback is provided in every case and has now been included in the Performance Management Framework for Housing Managers and Team leaders.

4.0 Consultation and Engagement

- 4.1 The Tenant Scrutiny Board is made up of tenants only. They have led on and directed the purpose of this inquiry; from deciding what the inquiry should be about, who to speak with and what information to request and review. As part of the inquiry there was wider consultation with tenants through a survey.

5.0 Equality and Diversity / Cohesion and Integration

5.1 The nature of a Tenant Scrutiny Board inquiry is for tenants themselves to identify how services can be improved by taking time to investigate a particular service area and then make recommendations for improvement.

5.2 An Equality Impact Assessment of the estate inspection process has been undertaken in conjunction with tenants.

6.0 Council Policies and City Priorities

6.1 Improving environmental standards supports the Best Council objective to 'ensure high quality public services, improving quality, efficiency and involving people in shaping their city.'

7.0 Resources and Value for Money

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

8.0 Legal Implications, Access to Information and Call In

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

9.0 Risk Management

9.1 By delivering a coordinated approach in the management of environmental standards this will create neighbourhoods where tenants want to live and improve tenant satisfaction. In addition, it will address tenant feedback from the 2017 STAR survey.

9.2 Additionally, it enables Housing Leeds and other departments to manage risks associated with potential compensation claims arising from slips, trips and falls. The revised estate inspection process includes an annual inspection of footpaths, ginnels, walkways and paved areas.

10.0 Conclusions

10.1 Significant progress has been made with improving working relationship at a local level between the various services that contribute to maintaining a high standard of Estate Management and resolving issues locally.

10.2 Estate Walkabouts have been arranged around the city for the year ahead in consultation with resident groups or interested individual residents with the Housing Officer taking a lead role in their promotion and encouraging engagement by local residents and in particular promoting clean up days where local residents are interested in participating. The Housing Officer continues to be the one point of contact and link to other services to maintain standards and identify improvement Schemes for additional funding via Housing Advisory Panels

11.0 Recommendation

- 11.1 Housing Advisory Board are asked to note the actions taken by Housing, Waste, Cleaner Neighbourhoods and Parks & Countryside in response to recommendations received regarding the environment of estates inquiry.

Background documents¹

Appendix 1: Tenant Scrutiny Board recommendation Tracking Document.

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

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Report of the Director of Environment and Housing

Report to Housing Advisory Board

Date: 20 June 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 20th May 2015. They cover a number of key performance areas and, when viewed together, they provide a broad view of the performance of the service. 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 It has been agreed that the six priorities will be reviewed for 2017/18 with the aim of more closely aligning these to the Housing Strategy and HRA Business Plan. Priorities will also be incorporated from the STAR survey. A review will be presented to HAB in September.
- 2.3 The most recent data available (March 2017 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 Please see below table for details of approved schemes and funding amounts during 2016/17:

Type of Scheme	Number of approved schemes	Amount agreed by HAP
Community - Play	54	£113,925.10
Community - Safe and Secure	47	£141,450.91
Community - Grant	117	£236,899.59
Environmental - Clean and Tidy	44	£153,086.86
Environmental - Landscaping and Gardens	59	£134,890.81
Environmental - Parking and Access	14	£49,671.53
Grand Total	335	£829,924.80

Housing Advisory Panel investment in local communities continues during 2017/18, panel decisions include:

- Inner North West HAP funding of £1,945 to install handrails for elderly residents at Queenswood Rise and Queenswood Court, Kirkstall.
- Outer West HAP funding of £5,185 at Clifton Court, Pudsey to upgrade the communal bin store, helping stop the overflow of rubbish gathering around the communal entrance door.
- An Inner North East HAP contribution of £500 to support a Great Get Together event in Chapeltown at The Reginald Centre, using the indoor and outdoor space to engage the community in this national event.

The 'Community Payback' partnership has now completed over 300 local environmental cleaning, cutting back and tidying up jobs to a value well exceeding the annual partnership cost. The service has been working increasingly closely with the Cleaner Neighbourhoods Teams to ensure the smooth local delivery of activity and to maximise the benefit to residents, responding to local environmental issues. A decision has now been taken to fund Community Payback outside of HAPs.

3.1.2 The total number of schemes complete within the EIP (Environmental Improvement Programme) is 51 (out of 83 in the whole programme); please see breakdown below:

Type of Project	No.	Cost
Waste	11	£227,659
Parking	7	£319,176
Landscaping	9	£249,563
Play	3	£150,000
Community Safety	21	£838,345
Total	51	£1,784,743

Schemes completed between 1st January and 31st March 2017:

- Tong Way Bin Store – waste scheme
- Tong Drive Bin Store – waste scheme
- Hemingway Garth CCTV – community safety
- Harrops and Askeys Fencing – community safety scheme replacing boundary fencing between properties
- Leopold Grove environmental improvements – landscaping
- South Gipton Environmental Improvements – landscaping
- Hillside garden improvements – landscaping

Schemes currently on site:

- The Crescent, Tingley – parking provision
- St James's footpaths – relaying footpaths to improve access
- Jarvis Square – parking scheme to create new off street parking to sheltered bungalows - driveways have been installed only the fencing element is left to complete which will be completed by mid-May.
- Beckhills Estate – phase 1 of the footpaths, steps and handrails commenced in the last week of March with the site compound being set up. Works progressing well.

The EIP scheme was due to complete by the end of June 2017. However following a reappraisal of the 32 schemes left to complete and the issues that have been encountered and reported previously in terms of design, consultation and contractor capacity the

programme will now run until the end of the financial year. This has been reported and agreed by the Environmental Improvement Programme Board.

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 Outturn Position – 2016/17' which appears elsewhere on the agenda.

3.3 Priority 3 – Housing People

3.3.1 Homeless Preventions:

	Jan	Feb	Mar
Prevented	416	430	473
Not Prevented	67	81	60
Total Cases Closed	483	511	533
Prevention Rate	86%	84%	89%

A homeless prevention is an outcome where the Council has intervened to enable a person threatened with homelessness to either stay in their existing home or to make a planned move to alternative long-term accommodation. The Council is very successful at preventing homelessness with 5,982 homeless preventions in 2016/17.

3.3.2 Temporary Accommodation:

	No. of TA Placements		
	Jan	Feb	Mar
2016/17	76	83	83

The effectiveness of homelessness prevention activity means that the Council is able to maintain a low level of temporary accommodation placements – especially in comparison to other similar local authorities.

3.3.3 Gross average re-let days:

	Jan	Feb	Mar
2015/16	30.69	30.70	30.52
2016/17	27.90	28.02	28.11

Performance with regards to the re-let time remains within target and the percentage of empty properties remains low. The service is continuously looking at how to further improve performance through improved processes and place a greater emphasis on quality and customer care, whilst ensuring that budgets are managed effectively.

3.3.4 Number of void lettable properties:

	Jan	Feb	Mar
2015/16	414	450	514
2016/17	347 + 58 PFI/New Build	363 +61 PFI/New Build	399 + 0 PFI/New Build

Overall the number of lettable voids and the number of voids in works as at week 52 (end of March 2017) continue to remain low, currently this is 399 voids. For the month of March there are no new build, buy backs and major refurbishments to report on. Voids excluding new build, buy backs and major refurbishments are 0.71% of the total LCC stock and the percentage rent loss from voids is 0.63%.

3.3.5 Adaptations:

% of Housing Adaptations completed within target timescales:

	Jan	Feb	Mar	Apr
Private Sector	97%	95%	96%	97%
Council Housing	91%	84%	87%	97%

The performance targets are a maximum of 70 days for urgent adaptation cases and 182 days for non-urgent cases. The measure is from date of case receipt from social care to date of practical completion with sub-targets set for Health and Housing to design the scheme and LBS / external contractors to deliver the work. Performance has significantly improved since September 2016 when the assessment / design service became fully integrated within the one team in Health and Housing. The performance measure covers standard works and the intention is to set individualised targets for non-standard schemes (such as extensions) and to report on performance against specific types of work (such as wet floor showers/stair lifts/ramps) that might be more meaningful than a more arbitrary priority and non-priority case definition.

3.4 Priority 4 – Repairs

3.4.1 Repairs Right First Time:

Contractor	Target	Jan	Feb	Mar
City-Wide (including BITMO)	90.50%	91.88%	93.53%	93.65%
LBS (Formerly Construction Services)	90.50%	90.68%	97.53%	98.04%
Mears South and West	90.50%	92.54%	91.66%	91.62%
Mears BITMO	90.50%	99.08%	98.77%	98.49%

At the end of March 2017, city-wide repairs completed right first time is reported at 93.65% against a target of 90.50%. Both Mears and LBS are exceeding the target for this indicator. LBS – 98.04% and Mears South and West – 91.62%.

3.4.2 Repairs Within Target:

Contractor	Target	Jan	Feb	Mar
City-Wide (including BITMO)	99.00%	95.18%	95.86%	96.41%
LBS (Formerly Construction Services)	99.00%	90.68%	91.21%	92.87%
Mears South and West	99.00%	98.70%	99.44%	99.11%
Mears BITMO	99.00%	100.00%	99.80%	100.00%

Citywide performance for repairs completed within target stands at 96.41% for March 2017 which is below the 99% target for this indicator. Mears South and West end March performance is above target at 99.11% and LBS below target at 92.87%. LBS is implementing a performance improvement programme focused on meeting the Repairs within Target indicator as a key element of the realignment project.

3.4.3 Overall Satisfaction with Repairs:

Area	Target	Jan	Feb	Mar
CITY (excluding BITMO*)	90.00%	91.02%	92.59%	94.75%
LBS (Formerly Construction Services)	90.00%	88.39%	88.68%	92.45%
Mears South	90.00%	92.44%	97.17%	96.77%
Mears West	90.00%	92.62%	93.57%	95.48%

* 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 94.75% – over 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 12' which appears elsewhere on the agenda.

3.6 Priority 6 – Knowing Our Tenants

3.6.1 % of Annual Home Visits completed:

	Jan	Feb	Mar
2015/16	91.05%	95.26%	97.84%
2016/17	92.95%	94.60%	95.92%
16/17 Target	100%	100%	100%

During 2016/17, almost 96% of Council tenants received an Annual Home Visit. Based on the visits completed, 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). We are using this information to undertake some more analysis, to understand the reasons for this and help us to do some focused work with tenants to understand the reasons for this and how we can promote
- 33% of tenants don't have access to the internet at home (a reduction of 5% on last year).
- 32% of tenants are not confident that they could manage a benefit claim on-line (a reduction of 6% on last year).
- 1558 tenants identified that they needed help with budgeting. For these tenants we make a referral to Leeds City Credit Union for additional budgeting support.
- We have discussed waste and recycling with 28,568 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.
- Over 99% of properties are identified as being in fair or good internal condition.
- We made 2,441 referrals to West Yorkshire Fire Service for smoke detection equipment to be installed.
- We made 76 referrals for suspected tenancy fraud.
- We made 556 referrals for additional support for tenants.

As part of the 2016 STAR Survey, 69% of tenants reported that they found the Annual Home Visit useful. We have now reviewed the Annual Home Visit content and process for 2017/18 and made some improvements to the form, including the introduction of some additional questions for general needs tenants over 75 to identify issues with social isolation and support needs around managing household tasks, personal care and access to services. Staff have received further training, focusing on improving the quality of conversations held with tenants. We will continue to evaluate AHV outcomes during 2017/18

3.6.2 Disrepair:

A disrepair progress report 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 author: Claire Keightley
Tel: 3786944

Report of Service Manager Intelligence and Improvement

Report to Housing Advisory Board

Date: 20th June 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 documents¹

4. None used

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

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Housing Advisory Board

Forward Plan

Tuesday 20th June 2017



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Tuesday 20 th June 2017	Deadline to submit reports		
Deadline for items Tuesday Thursday 18 th May 2017 12 noon Chairs Brief Wednesday 24 th May 2017 1pm 2017	Friday 9 th June 2017 12 noon	<ul style="list-style-type: none"> • Action Plan/Outstanding Actions • Update from Tenants Representatives • HRA Capital Financial Position • Housing Leeds (HRA) Revenue Financial Position • Performance Update • Housing Strategy Update • Tenant Scrutiny Enquiry of Estate Environment – Progress Report • Disrepair progress report • Council Housing Growth Programme update 	Chief Officer coordinated by Claire Keightley John Gittos Stephen Boyle Patrick McGuckin Claire Keightley Mandy Sawyer Dave Longthorpe Simon Costigan Lorraine Wright
Tuesday 26 th September 2017	Deadline to submit reports		
Deadline for items Monday 4 th September 2017 4pm Chairs Brief Tuesday 12 th September 2017 2.00 pm	Friday 15 th September 2017 12 noon	<ul style="list-style-type: none"> • Action Plan/Outstanding Actions • Update from Tenants Representatives • HRA Capital Financial Position • Housing Leeds (HRA) Revenue Financial Position • Performance Update • High Rise Strategy Update • Tenant Engagement Update • Outcome of Tenant Scrutiny Board Enquiry of Repairs • Rent First Culture Progress Report • Council Housing Growth Programme - Extra Care Update 	Chief Officer coordinated by Claire Keightley John Gittos Stephen Boyle Patrick McGuckin Claire Keightley Lorraine Wright

Tuesday 28 th November 2017	Deadline to submit reports		
Deadline for items Monday 6 th November 2017 4pm Chairs Brief Tuesday 14 th November 2017 1.00 pm	Friday 17 th November 2017 12 noon	<ul style="list-style-type: none"> • Action Plan/Outstanding Actions • Update from Tenants Representatives • HRA Capital Financial Position Period 9 2016/17 • Housing Leeds (HRA) Revenue Financial Position Period 9 - 2016/17 • Performance Update • update on the STAR action plan • Lettings Policy Update • Tenancy Strategy • Adaptations Update • HRA Business Plan + Investment Plan 	Chief Officer coordinated by Claire Keightley John Gittos Stephen Boyle Patrick McGuckin Claire Keightley Mandy Sawyer/Frank Perrins
Tuesday 27 th February 2018	Deadline to submit reports		
Deadline for items Monday 5 th February 2018 4pm Chairs Brief Tuesday 13 th February 2018 2.00 pm	Friday 16 th February 2018 12 noon	<ul style="list-style-type: none"> • Action Plan/Outstanding Actions • Update from Tenants Representatives • HRA Capital Financial Position Period 9 2016/17 • Housing Leeds (HRA) Revenue Financial Position Period 9 - 2016/17 • Performance Update • Older Persons Housing Update • Lettings Standard • Council House Growth Update 	Chief Officer coordinated by Claire Keightley John Gittos Stephen Boyle Patrick McGuckin Claire Keightley Lorraine Wright

Future items to be scheduled		<ul style="list-style-type: none">• Visit to multi storey flats in Armley	Jill Wildman
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