



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds on
Tuesday, 3rd October, 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 consideration.

(The special circumstances shall be specified in the minutes)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct

5

APOLOGIES FOR ABSENCE

To receive any apologies for absence from the meeting.

6

MINUTES - 20 JUNE 2017

1 - 10

To approve as a correct record the minutes of the Housing Advisory Board meeting held on 20 June 2017.

7

MATTERS ARISING/OUTSTANDING ACTIONS

11 -
14

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

HIGH RISE STRATEGY IMPLEMENTATION UPDATE

15 -
32

The report of the Chief Officer, Housing Management provides an update on progress which has been made regarding the implementation of the High Rise Strategy, which includes the delivery of a number of initiatives, including:-

- The development and delivery of the standard housing management models;
- The development and delivery of the three enhanced management models;
- An update on communications and engagement with residents.

10

HOUSING LEEDS (HRA) REVENUE FINANCIAL POSITION: PERIOD 4 2017/18

33 -
36

The report of the Head of Finance, Resources and Housing provides an update regarding the revenue financial position for the Housing Leeds (HRA) service as at the end of July 2017 (Period 4).

11

HRA CAPITAL FINANCIAL POSITION PERIOD 4 2017/18

37 -
42

The report of the Head of Finance, Resources and Housing, provides a financial position statement on the HRA Housing Leeds Capital Programme outturn for period 4 2017/18. The report also includes details of Housing Leeds & BITMO refurbishment programme together with the Housing Leeds Council House Growth Programme.

12

PERFORMANCE REPORT

43 -
52

The report of the Director of Resources and Housing 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 this agenda.

HOUSING ADVISORY BOARD FORWARD PLAN

To note/amend the contents of the attached Housing Advisory Board Forward Plan for 2017/18

DATE AND TIME OF NEXT MEETING

Currently scheduled for: Tuesday, 28th November 2017.

Proposal to schedule to: Tuesday, 21st November 2017 at 5.00 p.m.

Following the meeting, Members of the Board are asked to take part in a workshop discussion regarding the following report:

REVIEW OF HOUSING ADVISORY BOARD

The report of the Chief Officer, Housing Management presents the Board with the following:

- Some proposals for the future role of Housing Advisory Board in providing leadership to the Housing Strategy and providing greater accountability in delivering the strategy across the wider housing and related sectors;
- The report also considers future options for the governance of Council Housing, to ensure compliance with the HCA Regulatory Framework, whilst also ensuring more effective connections into established LCC governance frameworks;
- The report is intended to facilitate a wider discussion at Housing Advisory Board of the proposals. The outcome of the discussions will then inform the next steps in developing the Board and associated engagement / collaboration.

Third Party Recording

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

Use of Recordings by Third Parties– code of practice

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

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HOUSING ADVISORY BOARD

TUESDAY, 20TH JUNE, 2017

PRESENT: Councillor D Coupar in the Chair

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

Tenant/Leaseholder

Mick Dodds
Tracey McGarry

Independent Representatives

Matthew Walker
Andrew Feldhaus

Co-opted Members

David Glew
Chris Simpson

1 Declaration of Disclosable Pecuniary Interests

There were no declarations.

2 Apologies for Absence

Apologies for absence were submitted on behalf of Timothy Woods.

3 Minutes - 2 May 2017

RESOLVED – That the minutes of the meeting held on 2 May 2017 be confirmed as a correct record.

4 Matters Arising/Outstanding Actions

In response to a question regarding the previous discussion in relation to rent free weeks and whether monthly payments could be made in line with changes to universal credits, it was reported that was an ongoing review and there would be a further update at the September Board meeting.

5 Update on High Rise Block Fire Safety

Draft minutes to be approved at the meeting
to be held on Tuesday, 26th September, 2017

Neil Evans, Director of Resources and Housing gave the Board an update following the recent fire at Grenfell Towers in London. There was an understandable concern from high rise residents and the Board was informed of actions and responses to reassure residents.

Of the 116 high rise blocks across the City, 23 have had cladding installed. None of these cladding systems were similar in style to that of Grenfell Towers and materials used were of higher specification and fire retardant. Samples would be taken from each block that had for cladding for further fire testing but there was no belief that any of the cladding systems used in Leeds were a fire hazard.

All tenants had been written to and informed of the situation and fire safety leaflets had also been sent. Fire procedures were explained and though there had been fires in high rise blocks in Leeds, these had not spread. Fire procedures involved getting the fire service to the source of the fire as quickly as possible and there would not be instruction for mass evacuation.

In relation to investment on fire safety, over £12 million had been spent over the past three years. This was mainly works with regard to improvements to ducting and insulation which supported compartmentation in case of fire. There had also been a program of retrospectively fitting sprinkler systems in sheltered blocks where residents were felt to be more vulnerable. There would be discussion at a national level as to whether sprinkler systems should be retrospectively fitted to all tower blocks.

It was further reported that daily checks were carried out by cleaners to ensure that there were no fire hazards or obstructions and that quarterly checks of fire doors and fire safety equipment were carried out by housing officers. Annual checks were carried out by qualified health and safety professionals and the fire service and these checks would inform any improvements that were required.

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

- Emergency Planning – it was felt that Leeds had the capacity to cope for a similar scale incident with contingency plans to set up respite centres in the event of an emergency.
- Concern regarding mobility scooters and electric wheelchairs being charged in communal areas which could cause an obstruction. Part of the daily inspections carried out by cleaners involved making sure passageways and corridors were clear.
- Smoke alarms – some concern that these should be hard-wired. It was reported that smoke alarms were checked on annual home visits and tenants were reminded to check batteries.
- Further discussion and meetings would be held with tenants and residents groups.

- Frequency of testing of fire equipment - dry riser systems are used in the tower blocks so there wasn't any equipment as such to test. Quarterly tests were felt adequate for this.
- Subject to approval, the Scrutiny Board (Environment, Housing and Communities) was going to carry out an inquiry of fire safety in high rise blocks.

On behalf of the Board, the Chair thanked all officers involved for their responses following the Grenfell Towers fire and asked that these thanks be cascaded to all staff.

6 Update from the Tenants Representative

The Chair invited Tenant's representatives to provide any updates of feedback on issues affecting Council House Tenants.

Mick Dodds and Tracey McGarry addressed the Board. Issues highlighted included the following:

- VITAL had been carrying out a review of the Star Survey Action Plan to measure areas of success and implementation of actions.
- Links had been created with the Disability Hub for issues relating to housing.
- At the last VOLT meeting, the Active Age Project was presented with Leeds Beckett University and Samsung. This would involve the issue of phones to 300 tenants for medical monitoring.
- Community payback scheme has been completed – there had been over 300 referrals and this had also provided a financial return.
- 30 tenants were due to attend the Chartered Institute of Housing conference.
- Social media training had been provided by Voluntary Action Leeds.
- Committee skills training had taken place to support tenants and those involved in community groups.
- There had been engagement at the Middleton Funding Fayre which had signposted access to funding and support.
- The repairs and investment group had been working with the Properties and Contracts team regarding procurement for kitchens and bathrooms.
- VITAL would be attending over 20 fetes and galas during the summer months to engage with residents.

The Chair thanked Mick and Tracey for their input.

7 Council House Growth

The Board received a presentation which gave an update on the Council House Growth Programme.

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

The following issues were highlighted:

- The programme would deliver 1,000 new homes via new builds, re-use of long term empty properties and acquisition of properties.
- All new builds would be carried out to meet requirements of the Leeds Standard.
- There was £108 million available for the programme.
- 620 units had been delivered to date which included 522 newly built units.
- An update on completed schemes at Railway Close and The Plantation. These had now had or had ongoing 12 month inspections which would identify any defects or necessary works before contracts were completed.
- Positive responses regarding the Wharfedale View extra care scheme including the provision of local employment opportunities; provision of community activities and nominations for various awards.
- Progress on other new build schemes at Garnets (Beeston Hill), Broadleas (Bramley) and the Whinmoor Pub Site.
- Forthcoming new build at the Beeches, Gipton & Nevilles, Osmondthorpe and Meynell Approach, Holbeck
- Extra Care - £30 million had been made available for provision and a report would go to Executive Board in July 2017.
- 100 long term empty properties had been acquired to be brought back into use. The average cost of this was £93k per unit.

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

- Proposals for a pilot using modern construction methods at Meynell Approach – it was reported that the methods to be used were still being considered but would provide a quicker and more cost effective delivery.
- Eligibility for right to buy – Tenants who were eligible could apply for right to buy on new build properties. There was however a cap for 15 years where the full cost of the building would have to be met. Further information was requested regarding right to buy on empty properties that had been acquired.

RESOLVED – That the presentation and discussion be noted.

8 Disrepair Progress Report

The report of the Chief Officer, Property and Contracts provided 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.

Simon Costigan, Chief Officer, Property and Contracts presented the report. Issues highlighted included the following:

- As of 19 June 2017 the number of open cases had been reduced to 217.
- Additional legal services had been resourced and surveying capacity increased.
- There was investment in preventative work.
- Ongoing work to educate tenants and inform of the causes which lead to disrepair claims.
- A number of cases were being refuted and would be challenged in court.

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

- Regarding refuted claims, Counsel had been engaged and external legal advice sought. It was felt that with these claims, the Council did have a good case and there was possibility of claims being withdrawn before reaching court.
- Thanks were expressed to David Glew for his advice on how to prevent disrepair claims.

RESOLVED – That the progress made by Housing Leeds in implementing the Action Plan and the reduction in open cases achieved be noted.

9 Housing Leeds (HRA) Revenue Outturn Position - 2016/17

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

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

The following issues were highlighted:

- There was a surplus of £3.61 million. This would be used for digitalising paper files (£0.26 million), Changing the Workplace costs (£0.35 million) and the balance of £3 million to the HRA Capital reserve to fund expenditure on multi-storey buildings.
- Right to Buy – Total sales for the year had generated receipts of approximately £21.6 million of which £19.75 million could be retained by the Council.
- There had been an improvement in rent collections and in the reduction of arrears.
- There had been a decrease in arrears due to under occupation.

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

- There had been a small rise in the number of tenants who used direct debits to pay rents. Tenants were encouraged to do this and there was a possibility of introducing mandatory direct debit payments for those on universal credits. There would be a further report to the Board in September regarding this.
- Analysis had been done to identify demographic trends in relation to those with arrears. There was no clear correlation but figures of arrears for younger tenants were slightly higher.

RESOLVED – That the report be noted.

10 HRA Capital Financial Position Outturn 2016/17

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

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

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

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

Issues highlighted from the report included the following:

- Actual spending at the end of the year was £74 million against a revised program of £77 million.
- Planned works spend totalled £54 million and this was detailed in an appendix to the report.
- Responsive works spend was £18.8 million.
- £1.1 million was spent on the Environmental Improvement programme which left a balance of £2.2 million to spend.

- BITMO capital spend was £2.6 million which equated to 96% of the budget.
- There had been £16 million spending on the Council House Growth Programme bringing the total spend to £31.9 million against available resources of £108.3 million.

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

- Remaining funds for the Environmental Improvement Programme had been allocated.
- Asbestos removal – this was responsive and removed where discovered during capital works.
- Annual servicing of boilers and was there a need to factor in additional costs in the new build programme where Mechanical Ventilation and Heat Recycling Systems were used.

RESOLVED –

- (1) That the Housing Leeds and BITMO refurbishment programmes position at outturn and detailed summary headings at Appendix A be noted.
- (2) That the Housing Leeds Council Growth Programme financial position at outturn, 2016/17 be noted.

11 Progress in Delivering the Housing Strategy 2016-2021

The report of the Chief Officer, Housing Management provided 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 highlighted 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 arrangements with key partners to ensure collaborative ownership and leadership of the delivery of the housing strategy themes.

Mandy Sawyer, Head of Neighbourhood Services presented the report.

Issues highlighted included the following:

- The governance structure that was developed to support the delivery of the previous Housing Strategy. It was not felt that this provided the collaborative leadership to take the strategy forward.
- The role of the Housing Advisory Board in providing leadership for the strategy.
- There would be a review of the governance structure for the strategy during the summer which would include strengthening the role of the

Housing Advisory Board, making use of the forums to ensure all partners are involved.

- It was proposed that a further report be brought to the September Board with some further proposals on the governance structure.

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

- That officers meet with Councillor Anderson in his role as Chair of the Scrutiny Board (Environment, Housing and Communities).
- The partnership approach was welcomed and the need to get housing associations on board.
- Improved health through housing and prevention of bed blocking – there were connections through Housing and Adult Social Care to do work around hospital discharges. There was also extra care housing which was supported by social and health services.
- Work with homeless people was welcomed. It was reported that time people spent in emergency accommodation was limited to as short as possible and each individual case was carefully monitored.

RESOLVED –

- (1) That the development of arrangements for the collaborative ownership and deliver of the Housing Strategy priorities be supported.
- (2) That a further report be brought to the September meeting of the Housing Advisory Board with further proposals for the governance structure for the Housing Strategy 2016-21.

12 Tenant Scrutiny Inquiry of Estate Environment - Progress Report

The report of the Chief Officer, Housing Management updated 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.

David Longthorpe, Head of Housing Management presented the report.

Issues Highlighted included the following:

- There was a common theme throughout the inquiry for the need for improved communications.
- Estate walkabouts – more information was requested when these were planned and more feedback to be provided to residents and Ward Members.
- There had been close work with Waste Management to improve services including landscaping and providing bespoke services where necessary.
- There was an ongoing review regarding garage provision and this would be reported back to the Tenant Scrutiny Board when completed.

- The recommendations of the inquiry were being address and here was continued work to bring environmental improvements.

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

- Tool banks – these had not been previously successful and a major factor was not being able to transport tools to people’s homes. A more ideal model may involve volunteers who actually carried out the work for more vulnerable or unable residents.
- The need for feedback from walkabouts to inform Ward Members and ensure tenants benefit.
- Housing staff worked closely with the Cleaner Neighbourhoods Team.
- How to ensure that the whole estate/environment was considered and to include owner occupiers as well as council tenants.

RESOLVED – That the actions taken by Housing, Waste, Cleaner Neighbourhoods and Parks & Countryside in response to recommendations received regarding the environment of the estates inquiry be noted.

13 **Performance Report**

The report of the Director of Resources and Housing provided a summary of the most recent performance data against the six Housing Leeds priorities. It provided performance data, supporting commentary and contextual information as well as signposting to relevant information contained in other reports on the HAB agenda.

Claire Keightley, Service Manager, Intelligence and Improvement presented the report.

The following issues were highlighted:

- Environmental Improvements – a summary of HAP funded schemes was detailed in the report. The Board was informed that funding provided through the HAPs for Community Payback was to be returned as Housing Services would be picking up the cost. An update was also given on the Environmental Improvement Programme.
- Rent and Benefits – This had been covered in the financial reports.
- Housing People – Numbers in temporary accommodation remained low and average re-let days for properties were at the lowest level for 5 years. There had also been improvement on the completion of adaptations within timescale.
- Repairs – There had been improvements in getting repairs right first time and within target. Overall satisfaction with repairs had also improved.
- Capital Programme – This had been covered in the financial reports.
- Knowing our Tenants – There had been a slight drop in the number of home visits but improved ways of collecting data from these visits was being implemented.

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

- Smart meters were fitted to void properties where possible. Ongoing discussions were being held with energy providers.
- There had been a slight increase in turning around voids for certain tenancies due to enhanced pre tenancy checks. This was aimed at getting the right tenants in and leading to more sustainable tenancies.
- Although there had been a rise in the numbers in temporary accommodation, numbers were remarkably low in comparison to similar sized cities.

RESOLVED – That the most recent performance information relating to the six Housing Leeds priorities be noted.

14 Housing Advisory Board - Forward Plan

The report of the Service Manager, Intelligence and Improvement presented the Board's Forward Plan.

Claire Keightley, Service Manager, Intelligence and Improvement presented the report.

Members' attention was brought to the updated forward plan which was appended to the report and it was reported that there was a visit to be arranged to Armley multi storey flats.

Further to previous discussion regarding the involvement of other housing related forums and partners, it was suggested that the membership of the Housing Advisory Board could be reviewed and whether a move towards themed discussions at meetings should be explored. It was suggested that further options could be discussed at the next meeting.

RESOLVED – That the content of the Forward Plan be noted and amended as appropriate.

15 Date and Time of Next Meeting

Monday, 26 September 2017 at 5.00 p.m.

Meeting Date	Minute ref no.	Action	Responsible for Output	Others involved	(last updated 2 nd August 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 3 rd October 2017 Board	Open
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 3 rd October 2017 Board	Open
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 3rd October 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		Scheduled for 27 th February 2018 Board	Open

20/6/17	11	<u>Progress in Delivering the Housing Strategy 2016-2021</u> Governance structure for Housing Strategy	Jill Wildman	Mandy Sawyer	Scheduled for 3 rd October 2017	Open
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Report author: Mandy Sawyer
Tel: 276430

Report of Chief Officer of Housing Management
Report to Housing Advisory Board
Date: 3 October 2017
Subject: High Rise Strategy Implementation Update

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

Summary of main issues

1. In October 2016, Executive Board agreed to implement a new High Rise Strategy for the city. The High Rise Strategy sets out Housing Leeds' plans to address a number of issues linked to High Rise Council homes, including investment need, energy efficiency, community safety, communal and grounds maintenance, under-occupation, day to day management issues and refuse and recycling.
2. A High Rise Implementation Plan has been in place since October 2016 which is being used to monitor the delivery of the High Rise Strategy. Progress has been made in delivering all key areas of the strategy, as outlined in this report, including the delivery of a standard housing management model and the development of enhanced management models for particular blocks.
3. Following the Grenfell Tower fire in London Housing Leeds has reviewed a number of procedures to ensure the effective management of high rise fire safety. Resident engagement sessions have highlighted that many residents are not aware of what we do to manage blocks and resident safety, and there some opportunities to improve our feedback to residents on issues relating to blocks.
4. The 2016 STAR Survey highlighted that there continues to be lower levels of resident satisfaction in high rise for some areas of service, in particular with heating and insulation in blocks, the neighbourhood and the efficiency and effectiveness of services.
5. A priority for the remainder of 2017/18 is to further develop our communications and engagement with residents to ensure that we provide regular feedback to

residents on what we are doing to manage blocks and respond to issues being raised, and to provide more opportunities for residents to communicate issues with the service.

6. Project governance has been reviewed and a High Rise Strategy Board will be established from October 2017 to provide leadership to the delivery of the strategy. Further updates will be provided to Housing Advisory Board, with the next update being provided in January 2018.

Recommendations

Housing Advisory Board is invited to note progress to date in delivering the High Rise Strategy.

1. Purpose of this report

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

- The development and delivery of the standard housing management models;
- The development and delivery of the three enhanced management models;
- An update on communications and engagement with residents.

2. Background

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

2.2 The High Rise Advisory Group was set up in 2014 as a group of tenants and residents living in high rise homes, to support Housing Leeds in developing proposals in response to these issues, as part of a High Rise Strategy. Prior to developing the strategy a survey of all high rise residents was undertaken to identify the main issues being faced by residents living in High Rise Council homes.

2.3 In October 2016, Executive Board approved a High Rise Strategy for the city. The strategy outlines how we intend to respond to issues which affect all high rise blocks, but also how we will deliver a more targeted approach to the management of some blocks in order to better meet the needs of residents in those blocks.

2.4 A High Rise Implementation Plan has been in place since October 2016 to monitor the delivery of the High Rise Strategy. The plan sets out a number of clear actions, timescales and lead officers responsible for delivering the aims set out in the high rise strategy.

3. Main Issues

3.1 An update on progress with delivering each of the High Rise Strategy actions is outlined within this section of the report. These are broken down between:

- Standard High Rise Management Model
- Standard Investment Strategy
- Enhanced Management Models:
 - Enhanced Support
 - Family friendly

- Retirement Living
- Communication and engagement

4. Standard High Rise Management Model

4.1 Housing Management

4.2 An important part of the High Rise Strategy is to provide enhanced housing management into all high rise blocks in order to ensure the early identification and resolution of management issues. In support of this the following actions have been introduced:

- Weekly block sweeps and more detailed monthly block inspections are now being undertaken by Housing Officers to check for issues within blocks, including outstanding maintenance, building management and health and safety issues.
- Refresher training will be provided to all Housing Officers managing high rise blocks on how to effectively manage communal areas through the block inspection process during autumn 2017.
- A Block Action Plan has been developed for all 116 high rise blocks outlining the main priorities for that block. These actions are being progressed by Housing Officers with partner services.

4.3 Effective lettings are critical in supporting the overall sustainability of high rise communities. The agreed change to the Lettings Policy to restrict lettings in high rise to 16 and 17 year olds will be implemented as part of wider changes to the Lettings policy being proposed to the Council's Executive Board in October 2017. Other proposed changes to the Lettings Policy will include strengthening Local Lettings Policies to some blocks to place a greater emphasis on applicants having a good tenancy record rather than preference being given simply on age. Subject to approval by Executive Board these Lettings Policy changes will be implemented in blocks in April 2018.

4.4 Community Safety / Anti-social Behaviour

4.5 A significant priority for tenants in the High Rise Strategy is to reduce anti-social behaviour and fear of crime in blocks. An investment programme is underway to roll out CCTV to the remaining high rise blocks in the west of the city; this is on target to complete by March 2018. At this point, all blocks in the south and west of the city will have CCTV which can be monitored via the city's Leeds Watch CCTV control room.

4.6 The East blocks continue to operate on a separate monitoring system, which feeds into Leeds Watch Control Room via an aging system called Dvtel. Investment is currently being planned to enable monitoring which fully integrates and is compatible with existing Leeds Watch CCTV monitoring services. The

solution for this integrated system has been designed and a programme is being developed to ensure this is fully in place by 2020 at the latest.

- 4.7 Leeds Watch have also consulted LCC Digital & Information Services for the procurement of a fibre network. Integrating the multi-storey housing CCTV network project with the Yorkshire & Humber Public Services Network (YHPSN) would provide a more strategic investment and promote additional initiatives such as improved connectivity to social housing. As the procurement of a replacement for the YHPSN is currently underway, the requirements of a CCTV network have now been included in the project scope with the aim of aligning the two systems and providing a joined-up approach on one single fibre network. This has been agreed corporately, and an award date is anticipated in early 2018.
- 4.8 This functionality will provide improved opportunities for proactive housing management and enforcement, as it will also allow us to offer an enhanced monitoring service in blocks where there are particular issues, linking more effectively with Leeds Anti-Social Behaviour Team (LASBT) and the Police.
- 4.9 Other actions have been taken across the wider housing service to strengthen our management of anti-social behaviour. Procedures have been reviewed and refresher training has been provided to all front line staff. Quality assurance will be strengthened over the next few months to ensure that we are more effectively managing anti-social behaviour cases.
- 4.10 Cleaning
- 4.11 Housing Leeds has been working very closely with Civic Enterprise Leeds (CEL) to ensure there is a constant and harmonised cleaning service and standards at all high rise block across the city. This has now been agreed and will be implemented at all High Rise blocks in the city during September.
- 4.12 Joint ongoing block audits will continue to ensure standards are being maintained and the cleaning standards and frequency will be advertised in all blocks so all residents are aware of the cleaning standards being delivered. The High Rise Strategy Group will be consulted and involved in the posters being developed and we want to encourage residents groups and block champions to be involved in joint monitoring of cleaning standards.
- 4.13 Waste management
- 4.14 Joint working with CEL and Waste Services is ongoing to improve the management of waste in High Rise Blocks. Additional afternoon checks have been introduced in the Enhanced Management blocks and other blocks where we experience problems with waste being left on landings and in foyers to move additional waste and bulky items which represent a fire risk.
- 4.15 High Rise residents have not previously been able to access the Bulky Waste Service available to residents in houses which has resulted in bulky items left in communal areas. In order to minimise this risk Housing Leeds and CEL are developing a free at the point of request service to collect and remove bulky items

directly from tenants flats funded from Service Charges. This service is planned to be introduced during October.

- 4.16 Blocked rubbish chutes remain an ongoing problem in a number of block and an additional Chutes Clearance team have been established which means chutes can be unblocked over the weekend period. Access to flats where the chutes are on tenants own balconies remains a problem and we are looking at ways to improve access and improve advice to residents on the use of chutes to reduce blockages.
- 4.17 Blocks where Waste Services have a particular problem with access due to vehicles parking in the keep clear areas in front of bin room doors is being addressed by amending existing Traffic Regulation Orders on car parks of high rise blocks to enforce the keep clear areas for Waste Services and Emergency vehicles. We are also looking to introduce new Traffic Regulation Orders at other blocks where there is a particular parking problem and introduce restricted parking on the entrance roads to High Rise blocks.
- 4.18 Communal repairs
- 4.19 As part of the High Rise Strategy Housing Leeds has implemented a proactive repairs service to communal areas. Since October 2015 a multi skilled operative has been visiting each block on a scheduled basis, assessing the block and aiming to complete all outstanding repairs to communal areas during the visit where possible, and arranging follow up repairs where needed.
- 4.20 When evaluated in 2016 the service was identified as offering good value for money, as it addressed a number of repairs that may not be reported through usual procedures. The service was also supported by residents. A further review will take place in autumn 2017 which will consider whether the service is adequately targeting the enhanced blocks and to ensure that the service is co-ordinated with fire risk assessment procedures. It will also evaluate feedback from residents.
- 4.21 Investment Strategy
- 4.22 As part of the High Rise Strategy, Housing Leeds allocated £134m to deliver its investment strategy in High Rise over the next 10 years, focusing on improvements to heating systems, lifts, externals and communal areas. A summary of the 10 year investment programme was included in the Executive Board report in October 2016.
- 4.23 Housing Leeds is making good progress in developing and delivering this investment programme. The current investment programme for high rise over the next 5 years is outlined in Appendix One. It should however be noted that this is constantly under review due to changes in funding (e.g. a £280m reduction in the HRA capital programme over a 10 year period due to rent reductions), newly arising investment requirements (e.g. new fire safety requirements following Grenfell Towers) etc. A revised investment strategy for the entire housing stock is due to be presented to Executive Board in November 2017.

- 4.24 Despite being on track for delivery within the agreed timescales, there are some risks identified that may impact on progress, particularly around the delivery of complex investments such as District Heating Clusters / MSF Electrical Mains Strengthening / MSF Structural and Concrete repairs. These are being addressed through commencing procurements for specialist consultants to ensure a clear scope and programme are in place and are being monitored regularly.
- 4.25 In relation to the Recycling and Energy Recovery Facility (RERF) district heating (DH) project, the Council has recently awarded 2 conditional contracts to Vital Energi for two distinct elements.

- The first is for the construction of a spine DH network to convert steam from the Recycling and Energy Recovery Facility (RERF) to low temperature hot water, and supply this via 4.5km of super insulated underground pipes to the city centre.
- The second is for the construction of a housing DH network that will construct c4km of super insulated underground pipework to connect the spine to clusters of multi-storey flats in Lincoln Green, Ebor Gardens, Saxton Gardens and Stoney Rock. This work will provide affordable, low carbon heating and hot water to tenants in 1,983 flats.
- Both projects are making good progress. The Housing DH project has already started preliminary work, and is due to spend c£1.74m by end of October 2017, when work is also due to commence on the Spine DH project. An outline timetable is provided below:

Project Milestone	Date
Investment Committee approval	September 2017
Combined Authority approval	October 2017
Mobilisation commences	October 2017
Planning granted	November 2017
Construction Commences	November 2017
Spine Commissioning	March 2019
Spine Completion	April 2019
Saxton Gardens and Stoney Rock spine connection	May 2019
Lincoln Green complete	October 2019
Ebor Gardens complete	February 2020

- 4.26 In total, the two projects are worth c£39m, funded through £17.276m of prudential borrowing, £4m of grant from WYCA, £11.3 of HRA capital and £5.774 of European Regional Development Fund (ERDF).
- 4.27 Progress is also being made regarding providing free Wi-Fi in a number of selected tower blocks as follows:

Clyde Court	Installation is fully complete. Currently negotiating an activation date to allow sufficient time for tenant
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	communications to be designed and delivered. Aim to go live October / November 2017 – currently working with Telcom to develop appropriate marketing materials and to ensure support arrangements are in place to be able to respond to any resident queries
Lovell towers	park Installation almost complete - cabled to all floors and the roof works completed. Aim to go live October / November 2017, potentially same date as Clyde Court, currently working with Telcom to finalise tenant communications and support arrangements.
Marlborough towers	Awaiting activation
Naseby grange	Awaiting activation
Holborn towers	Awaiting activation

4.28 Communications and contractual negotiations are also on-going with 6G to develop a programme for the remaining 14 blocks, taking into account the structure, future investment works programme and lease arrangements. The Service looks forward to offering this service to residents as a way to engage more dynamically, particularly providing new opportunities to further improve communications, for example through the creation of localised and unique landing pages with useful communication links and key messages for residents.

5. Enhanced Management Models

5.1 Enhanced Support Model

5.2 As part of the High Rise Strategy it is recognised that there are concentrated issues and low levels of resident satisfaction in a small number of high rise blocks which require more intensive support. Executive Board therefore agreed for us rolling out an enhanced level of management to 19 blocks across the city. Key elements of the Enhanced Support Model are increased security within blocks, a more intensive housing management approach and additional support to tenants, in order to increase community safety and encourage early intervention on issues.

5.3 The Enhanced Support Model was piloted in the four Clydes and Wortleys blocks during 2016, and was rolled out to the remaining 15 blocks during early 2017. Key principles of the enhanced model are as follows:

- Smaller Housing Officer patch sizes to allow a more intensive approach;
- Daily 'sweeps' of the block to identify any issues within the block which require an urgent response, and more detailed monthly walkabouts to address routine issues;

- Weekly surgeries at blocks with communal rooms
- Additional contact is made with tenants in order to offer a wraparound service. Frequency of tenant contact is determined by the support needs identified at the Annual Home Visit;
- Additional support in maximising income and in response to Welfare Reform;
- Additional checks are in place to ensure effective lettings of flats;
- Where a tenant needs additional support, the Housing Officer will support them with accessing support, either from the Housing Officer (Support) or from a specialist support provider;
- The Housing Officer developing effective relationships with residents, key local partners and community groups to ensure a collaborative approach to the management of blocks.

5.4 Housing Officers undertook a robust training programme to enable them to carry out this more intensive role, including training on common repairs issues in high rise, tenancy support and enhanced income management. A Team Leader is in place to matrix manage the Housing Officers, ensuring a consistent approach across the city. A performance management framework is in place to monitor the key outcomes of the project.

5.5 The project has had a significant impact on tenancy sustainment in the Clydes and Wortleys blocks. The number of evictions, closure orders and warrants has plummeted since the project has been in operation, and the number of tenancy terminations has reduced by over 40% since the start of the project. Outcomes of the enhanced support model are being monitored at all blocks although it is too early to measure the impacts of the model.

5.6 The enhanced blocks are also receiving additional investment – enhanced CCTV which provides cameras on each floor and enhanced controlled entry. Of the 18 blocks due to receive improved Controlled Entry (KMS) systems, 9 are on track to be completed this financial year, with a further 7 blocks programmed for next year, and the remaining 2 during 2019/20. These figures exclude the four family friendly blocks that need to be programmed in once the timescales and final scope of works has been formally agreed.

5.7 The works to the blocks have been programmed to take into consideration other works such as the RERF, communal electrical upgrades and emergency lighting

5.8 Enhanced security monitoring is in place at the Clydes and Wortleys blocks. A pilot to trial additional security monitoring (for example a ‘virtual concierge’ provided by Leeds Watch and lift access fobs) is currently in place which will be monitored to help decide on the final scope of works to be rolled out to the other enhanced support blocks during October 2017 (once recruitment for additional monitoring / security resource is complete). This enhanced security monitoring will involve proactive patrols visiting enhanced blocks out of working hours to identify and respond to community safety issues. A detailed specification for this service is currently being developed. Once enhanced CCTV is installed in blocks

the nature of the service will change to a CCTV monitoring service, with Leeds Watch officers responding to any community safety issues that arise.

5.9 A pilot was introduced in November 2016 to carry out enhancements to the lettable standard in some difficult to let property types, including the enhanced management blocks. The enhancement included the decoration of the kitchen, bathroom and one other room before letting. The impact of the project on lettings outcomes will be evaluated in autumn 2017.

5.10 **Retirement Living model**

5.11 The High Rise Strategy outlined a new approach to older tenants in high rise stock, through the development of the Retirement Living model, which is being piloted at three blocks in East Leeds. This retains an age related focus, primarily aimed at the 55 plus age group, and maximises choice to enable older tenants to live independently for as long as possible in their home and avoid the need for them to move.

5.12 In particular, this model offers:

- the opportunity to live in an environment with people of a similar age;
- Enhanced security (door entry systems and CCTV) to provide increased safety and peace of mind;
- Enhanced Annual Home Visit to identify additional support needs and referrals made to appropriate services;
- Enhanced programme of wellbeing activities and support for tenant groups to encourage an active community;

5.13 Agreement has now been given to re brand this approach as '*High Life*' – *Active retirement "Living In a Friendly Environment"* and is to be piloted at tenants who want to live in communities with people of a similar age.

5.14 Profiles of the blocks have now been developed along with information advising tenants on our service offer and these will be advertised locally within the foyers. A housing Manager has been identified to lead on this pilot and our intention will be to market any further vacant flats within this pilot from September 2017.

5.15 **Family Friendly model**

5.16 A number of areas in Leeds have insufficient supply of family housing to meet demand, and in these areas many families live in high rise homes. In recognition of this the High Rise Strategy outlines how we intend to make high rise living as child friendly as possible through the delivery of a pilot to develop four family friendly blocks in the Burmantofts area. The Executive Board report outlined that the model will include:

- Intensive housing management approach, working closely with the Children and Families department and other agencies to provide additional support;
- Enhanced security measures – including controlled access and CCTV;

- Enclosure options for the rear private balconies to make them safer;
- Enhanced communal play facilities;
- Affordable heating (via the District Heating Scheme);
- Looking at how individual void properties might be improved to make homes more suitable for family living, considering options such as opening up the kitchen and living room and providing enhanced storage.

5.17 Work to date has focussed on the options, design, costs and feasibility of the physical improvements specific to the four blocks and their location. This has involved working with a wide range of partners including design services, district heating colleagues, and Parks & Countryside, as well as progressing with the city wide programmes e.g. for CCTV and security, to accelerate work related to these blocks. The project team is currently engaging with key stakeholders to refine the scope of works and designs for subsequent local consultation.

6. Fire Safety in High Rise

6.1 Following the tragic fire at Grenfell Tower in London, Housing Leeds has undertaken a number of actions to assure itself and residents that fire safety is being effectively managed in Leeds' high rise Council homes.

6.2 We immediately identified that no Council high rise blocks had the Aluminium Composite Material cladding which was present on Grenfell Tower. We will undertake extra tests of our 23 blocks which have cladding or rendered insulation; however, there is limited capacity in the testing industry at present as blocks with cladding similar to Grenfell are being prioritised.

6.3 We have been working with Central Government to help identify a national picture of the issues relating to fire safety in high rise, and to support a national response to these issues. We are not looking to make major policy decisions linked to high rise, including the installation of sprinklers, until further government guidance is made available.

6.4 We have sent three letters to tenants living in all high rise blocks (and a fourth letter to blocks with cladding) to keep them informed of what we have done in response to the fire at Grenfell. We have also held resident engagement sessions across all blocks, with senior officers and technical support available to respond to any concerns and to provide reassurance to residents. An email address and contact telephone number has been provided to residents who wish to make contact on particular issues.

6.5 We are using the feedback from residents to review and strengthen our procedures as follows:

- Fire Safety Checks - we have made some immediate changes to fire safety checks and are currently reviewing our more detailed procedures to ensure that they are as robust as possible. Included within the review is refresher training and guidance for staff, and improved communications to residents on the outcome of checks;

- Waste management – targeted communication to residents in blocks where there are issues with waste being left in communal areas, creating fire risks., about reviewing our waste management procedures as outlined earlier in this report;
- Parking enforcement in spaces reserved for emergency vehicles – we are working with Parking Services Team to consider how parking enforcement can be improved around blocks.

6.6 Housing Leeds has been investing in fire safety measures in its high rise blocks for several years now, spending in excess of £10m in the last three years to upgrade fire doors, deliver compartmentation, emergency signage and lighting. A programme is currently underway to fit sprinklers to 8 sheltered blocks – 6 blocks have now been completed, with the remaining two PFI blocks due for completion during 2018/19. Further plans are being developed to identify the next 8 priority blocks to receive additional fire safety measures, based on block height, single staircases and frequency of fires.

6.7 A Fire Safety Action Plan has been developed to co-ordinate all actions being taken by Housing Leeds following the Grenfell Tower. The delivery of this action plan is being co-ordinated by the Fire Safety Team in Housing Leeds. However, there are a number of actions which cross over with the overall High Rise Strategy Action Plan.

6.8 One of the main issues arising from the resident engagement sessions is resident awareness of fire safety procedures already in place and our feedback on issues identified and actions being undertaken. We will work with the High Rise Strategy Group (the tenant group supporting the delivery of the High Rise Strategy) over the next couple of months to improve our communications to residents, making more effective use of noticeboards in communal areas.

7. Resident Engagement and Communication

7.1 While there has been progress in all areas of the High Rise Strategy, there has been limited overall communication with high rise residents on the strategy, as there are a number of elements to the strategy and each are progressing at a different rate, making co-ordinated communications with residents difficult to achieve. There has however been some communication with residents on particular areas of the strategy implementation, e.g. on the enhanced support model to residents in the affected blocks.

7.2 It was evident from the recent resident engagement sessions on fire safety that many residents are not aware of arrangements that we have in place for managing high rise homes and for ensuring resident safety. There is a huge opportunity for us to provide more ongoing information to residents about what we are already doing within blocks, in order to provide the greater reassurance and feedback on issues raised.

7.3 There are a number of communication opportunities which are being planned, as follows:

- Website development to include a general page on high rise, which provides regular updates on the high rise strategy and more information on what is planned at a block by block level – will be developed in early 2018;
- Pilot interactive online forums / E-Surveys, linked to the website to provide opportunities for ongoing feedback on issues – will be developed during mid 2018;
- Pilot greater use of targeted emails / texts to communicate with residents of individual blocks on issues relating to the block – from autumn 2017;
- Consideration is being given to producing a one off High Rise Newsletter in autumn 2017 which provides information on the High Rise Strategy and progress made, but also more local information about what is happening in blocks;
- Communal Noticeboards – develop a consistent approach to recording block specific information and feedback – implemented during autumn 2017;
- Review of housing surgeries during autumn 2017 to ensure that we offer tenants a convenient way to access services, prioritised at blocks where there are management issues or low levels of satisfaction;

7.4 The High Rise Strategy Group has an important role in supporting us to develop some areas of the High Rise Strategy, in particular our communication and engagement plan to high rise residents. The group will also have an important role in monitoring the delivery of the strategy, acting both as critical friend and reviewing quality assurance.

7.5 There are also lessons that we can learn from the recent resident engagement sessions on fire safety. These were very well received by residents, who appreciated our efforts to reassure residents and seek out local issues. It is proposed that more local resident engagement is undertaken in relation to the issues at a block by block level, making use of communal rooms or the HUGO bus to deliver ongoing engagement sessions.

7.6 A follow up for the 2014 High Rise Survey will be undertaken during 2018, to identify how the Housing Strategy actions have impacted on resident satisfaction.

8. Project Governance

8.1 For the last 18 months leadership to the development and delivery of the High Rise Strategy has been the responsibility of the Joint Housing Management and Property and Contracts Senior Management Team. However, in recognition that responsibility for the delivery of the strategy lies with a number of services, including Waste Services, Environmental Services and Civic Enterprise Leeds it is proposed that a High Rise Strategy Board is established to provide more cross cutting leadership to the strategy. This will be represented at a Chief Officer level across key service areas. The first meeting will take place in October 2017.

8.2 The Board will be responsible for monitoring the delivery of the High Rise Strategy Action Plan, and for reporting progress to Housing Advisory Board on a six-weekly basis initially.

9. Corporate Considerations

9.1 Consultation and Engagement

- 9.1.1 The High Rise Strategy Group, the citywide tenants group representing the views of high rise tenants, was actively involved in the development of the High Rise Strategy. They will continue to be involved in the delivery of the strategy, taking a critical friend role, and supporting quality assurance.
- 9.1.2 Wider resident engagement and communication has become a higher priority which will be delivered during the remainder of 2017/18. The High Rise Strategy Group will be fully involved during the implementation of the project as well as exploring opportunities for wider tenant engagement.

9.2 Equality and Diversity / Cohesion and Integration

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

9.3 Council policies and City Priorities

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

9.4 Resources and value for money

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

9.5 Legal Implications, Access to Information and Call In

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

9.6 Risk Management

- 9.6.1 A Risk Register will be reviewed by the High Rise Strategy Board at each meeting, and major project risks will be notified to the Housing Advisory Board.
- 9.6.2 There are a number of risks linked to the delivery of the strategy. These include the availability of resources and capacity to deliver property investment in high rise blocks, impacts of the Housing and Planning Act on both the availability of resources and tenure, and Welfare Reform changes. The impacts will be reviewed when guidance and regulations have been made available by DCLG.

9.7 Conclusions

- 9.7.1 Good progress is being made in implementing the proposals outlined in the High Rise Strategy. The Standard Management Model is now in place across all blocks, and progress has been made to development and deliver the enhanced models. Investment linked to the standard and enhanced models is also being progressed. Detailed block profiles are now available for each block which highlight the main priorities for the management and investment in that block. These are being used to inform our overall management and investment approach.
- 9.7.2 A big priority for the remainder of 2017/18 is to strengthen our resident engagement and communication plan, to ensure that residents are kept informed of and are involved in plans for their block.
- 9.7.3 Leadership to the delivery of the High Rise Strategy will be provided by the High Rise Strategy Board which will be in place from October 2017. Further updates on progress will be presented to Housing Advisory Board on a regular basis, with the next update in January 2018.

10. Recommendations

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

Background documents¹

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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APPENDIX ONE – 5 YEAR INVESTEMENT PROGRAMME IN HIGH RISE

October 2016 Exec Board Intervention Title	Capital Scheme	Info	2017/18	2018/19	2019/20	2020/21	2021/22
Safety and Security Works	CCTV 15/16	A project to install / upgrade cctv in a number of priority MSF's	1,255.8	0.0	0.0	0.0	0.0
	Family Friendly & Enhanced Security Blocks	Work to enclose balconies on family friendly blocks & increase security measures in priority blocks across the city	1,500.0	3,500.0	0.0	0.0	0.0
	Fire Safety	Various measures including, sprinkler systems in sheltered msf blocks, fire doors, meter cupboard doors, hopper replacement and compartmentation	1,094.5	532.3	240.8	240.8	240.8
Lift Replacements	MSF Lift Replacements		210.0	1,681.0	1,308.0	1,337.0	1,366.0
Communal Areas	MSF Communal Electricity Package	A project to upgrade the communal wiring, install emergency LED lighting and video handset controlled entry systems in Multi-storey blocks	1,216.0	1,245.7	1,386.0	1,206.0	1,269.0
Structural and Concrete Repairs	MSF Highways Blocks 1 & 2	Works to repair concrete façade, some structural remedial works and External Wall Insulation	3,766.4	3,750.0	0.0	0.0	0.0
	MSF Parapet & Wall Repairs Phase 2	Remedial works to concrete facades and parapets.	2,283.8	590.0	0.0	0.0	0.0
	MSF Structural & Concrete Repairs Phase 3	Remedial works to concrete facades and parapets.	0.0	0.0	2,500.0	700.0	0.0
	MSF Reemas	Works to repair concrete façade, some structural remedial works and External Wall Insulation	0.0	0.0	5,000.0	5,000.0	5,000.0
	MSF Townson Cladding 9 blocks	Works to repair concrete façade, some structural remedial works and External Wall Insulation	0.0	0.0	1,375.0	1,375.0	1,375.0

October 2016 Exec Board Intervention Title	Capital Scheme	Info	2017/18	2018/19	2019/20	2020/21	2021/22
	Shakespeare Court & Grange Concrete Repairs & EWI	Works to repair spalling concrete façade and install External Wall Insulation	100.0	2,320.4	0.0	0.0	0.0
RERF District Heating	District Heating - RERF Scheme	Project to install and upgrade the district heating system to flats in Saxton Gardens, Ebor Gardens, Stoney Rock and Lincoln Green by using energy / hot water from the RERF in Cross Green	331.6	7,842.0	3,177.0	0.0	0.0
Roof Insulation (and replacement)	Roof - MSF's	Replacement roofing & insulation to priority blocks	50.0	1,000.0	1,000.0	1,000.0	0.0
Electric Heating Renewals / Hot Water Cylinder Renewals	Electric Heating & Hot Water - MSF	Project to upgrade storage heating and hot water cylinders to 40 priority blocks	0.0	0.0	1,947.0	2,386.0	3,305.0
	MSF Electrical Mains Strengthening	Work in conjunction with utility companies to upgrade electrical mains	0.0	0.0	3,000.0	2,870.4	2,011.4
Community Heating Clusters	MSF District Heating Clusters	District Heating in 6 clusters (of 2 to 3 blocks) across the city	0.0	0.0	4,657.0	5,408.0	5,638.0

Report of Head of Finance, Resources and Housing.

Report to Housing Advisory Board

Date: 3 October 2017

Subject: Housing Leeds (HRA) Revenue Financial Position Period 4 - 2017/18

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

Summary of main issues

The purpose of this report is to update Housing Advisory Board on the revenue financial position for the Housing Leeds (HRA) service as at the end of July 2017 (Period 4).

Recommendations

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

1. Summary Position

1.1. At the end of Period4 the HRA is projecting a balanced position against the 2017/18 Budget.

2. Key Variances – Income

2.1. Income is projected to be £113k lower than budget. The main areas of projected variation are; a projected reduction in rental income of £336k which has arisen primarily as a result of lower stock numbers due to higher Right to Buy (RtB) sales, a £233k increase in fee income from increased RtB sales, increased catering income of £36k at the new Whafedale View extra care facility, £195k underachievement on capitalised salaries due to staff vacancies, £88k additional KPI income and £61k additional income from a range of other sources such as charges for the use of Housing Leeds property for polling station use.

3. Key Variances – Expenditure

- 3.1. Expenditure is projected to be £113k under budget.
- 3.2. As a result of savings on vacant posts, a saving of £355k is projected in relation to employee and training costs.
- 3.3. Premises are projected to underspend by £5k.
- 3.4. Supplies and Services are projected to underspend by £65k, primarily due to Community Links furniture expenditure being less than budgeted for.
- 3.5. There is a projected net overspend of £267k in relation to charges for internal services. This is primarily due to planned Additional Fire Safety work of £321k and £65k investment in Community Safety to provide additional support outside of normal working hours. This is offset by net savings of £119k across other internal charges.
- 3.6. Other expenditure minor variations total a £45k overspend.

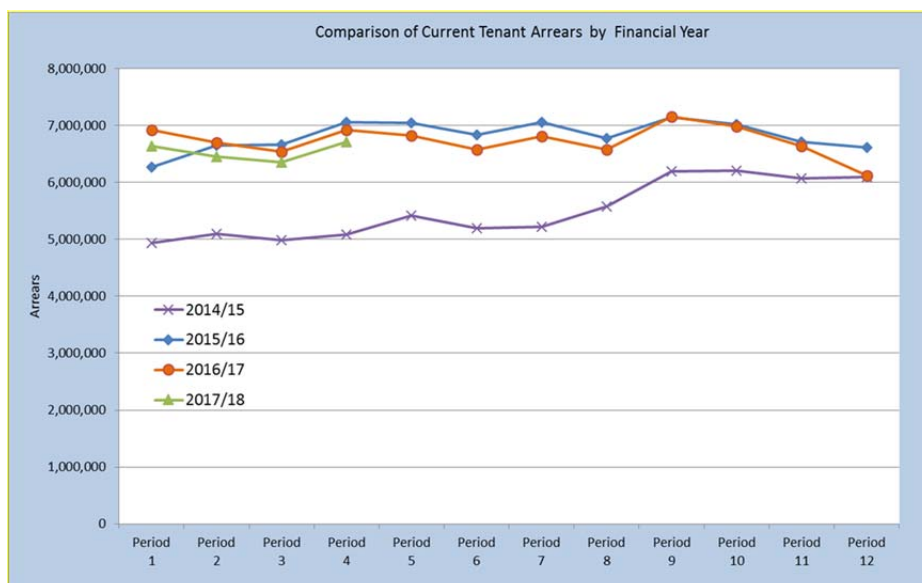
4. Right to Buy (RTB) Sales

- 4.1. To the end of July 2017 there were 184 completed sales. It is anticipated that total year sales of 530 units will generate sales receipts of £27.7m. The Government formula in respect of 2017/18 indicates that the Council would be able to retain total receipts of £21m. Of this £11.1m could be used by the Council for acquisition/build of properties representing 30% of the costs, or to passport to Registered Social Landlords (RSLs) as a grant to fund 30% of the cost of building new housing stock. Of the balance £7.4m could be used to repay debt with £2.4m being used to fund other capital expenditure.

5. Arrears and Collection Rates

- 5.1. As shown below arrears for current tenants as at the end of July 2017 (£6,710k) is lower than the level of arrears 12 months ago in July 2016 (£6,917k).

Comparison of Current Tenant Arrears 2014/15- 2017/18



5.2. Collection Rates

Rent & Arrears Collection Rate (%):

	May	Jun	Jul
2016/17	96.77	97.15	96.73
2017/18	96.32	96.00	96.48

- 5.3. Rent collection performance for July 2017 stood at 96.48% which is 0.25% lower than the July 2016 figure of 96.48%. However performance has improved over the last 3 months increasing from 96.32% in May to 96.48% in July. The trend between May and July is in a much stronger position this year, if the current trend continues, rent collection will be in a better position at year end.
- 5.4. Rent arrears have reduced by £250,000 over the last 12 months from £6.36m in July 2016 to £6.11m in July 2017.
- 5.5. Rent Collection is a key priority for Housing Leeds and staff resources are focused on rent collection each week. Robust performance management is taking place with local managers monitoring individual housing officer performance and activities on a weekly basis. A number of offices are currently receiving support from the Income Service to analyse their performance and provide further guidance on improvement processes to follow.
- 5.6. Cases sent for possession have been reviewed and teams will ensure that arrears cases, where tenants are not making payments or engaging with the officer, will be processed in a timely manner.
- 5.7. The Chief Officer is monitoring performance on a weekly basis and held further arrears challenge meetings with managers in July 2017. These are being particularly useful with performance being scrutinised down to team and officer level with recovery plans being both formulated and reviewed as necessary.
- 5.8. Housing Leeds has worked with the Illegal Money Lending team who have provided up to date training for staff regarding Loan Sharks. Campaigns and action days have been undertaken in a number of areas to highlight this issue with residents. The campaign encourages tenants to report suspicious activity and to use ethical lending organisations such as the Leeds Credit Union.
- 5.9. Over recent months we have been talking to a number of other landlords to seek out and share good practice in rent collection and some of this is being incorporated into our procedures, communications and campaigns over the forthcoming months. This work will ensure Housing Leeds has a fit for purpose rent collection service to meet future challenges including the roll out of Universal Credit Full Service in June 2018.
- 5.10. Housing continue to embed a "Rent First" culture within the service. Through the planned review of the tenancy agreement we are planning to strengthen our requirement for tenants to pay rent in advance and by direct debit. We are also reviewing our arrears communications to residents using behaviour science, to increase the impact of these communications.

5.11. At the request of the Board we have also reviewed whether we should consider the introduction of rent free weeks and monthly tenancies. Having liaised with other local authorities we are proposing to not pursue either option at this stage. Tenants on most payment methods would not benefit from rent free weeks as their rental charge is paid in equal amounts over the year and those on Universal Credit would see additional arrears accrue over the year which wouldn't clear until the year end. Instead we will consider the outcome of "Supported Rent Flexibility" which is being trialled by the Centre for Responsible Credit which provides a more personalised rent payment plan which is linked to payment method and personal circumstances.

5.12. If we were to set up monthly tenancies this would present some issues for the service and tenants, as it would mean that tenancies could only be terminated at one point in each monthly period, e.g. if the tenancy started on the first of the month it could only be terminated on the first of the month, rather than weekly as at present. We therefore proposed to retain weekly tenancies, which still allow payment to be made on a monthly basis.

5.13. Under occupation

Number of tenants in under-occupation:

	May	Jun	Jul
2016/17	4986	4861	4835
2017/18	4515	4421	N/A

5.14. Arrears due to Under Occupation continue to decrease. The number of tenants affected by Under Occupation has been gradually reducing over recent months from 5054 in August 2016 to 4421 in June 2017. 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. Recommendations

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



Report author: Stephen J Boyle
Tel: 07983 387769

Report of Head of Finance Resources and Housing

Report to Housing Advisory Board

Date: 3rd October 2017

Subject: HRA Capital Financial Position Period 4 2017/18

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

Summary of main issues

1. At the request of Housing Advisory Board, the purpose of this report is to provide a financial position statement on the HRA Housing Leeds Capital programme at period 4 for the financial year 2017/18.
2. The attached information has been provided for the Board's consideration in relation to:-
 - Housing Leeds & BITMO refurbishment programme (section 3) and Appendix A.
 - Housing Leeds Council House Growth programme (section 4)

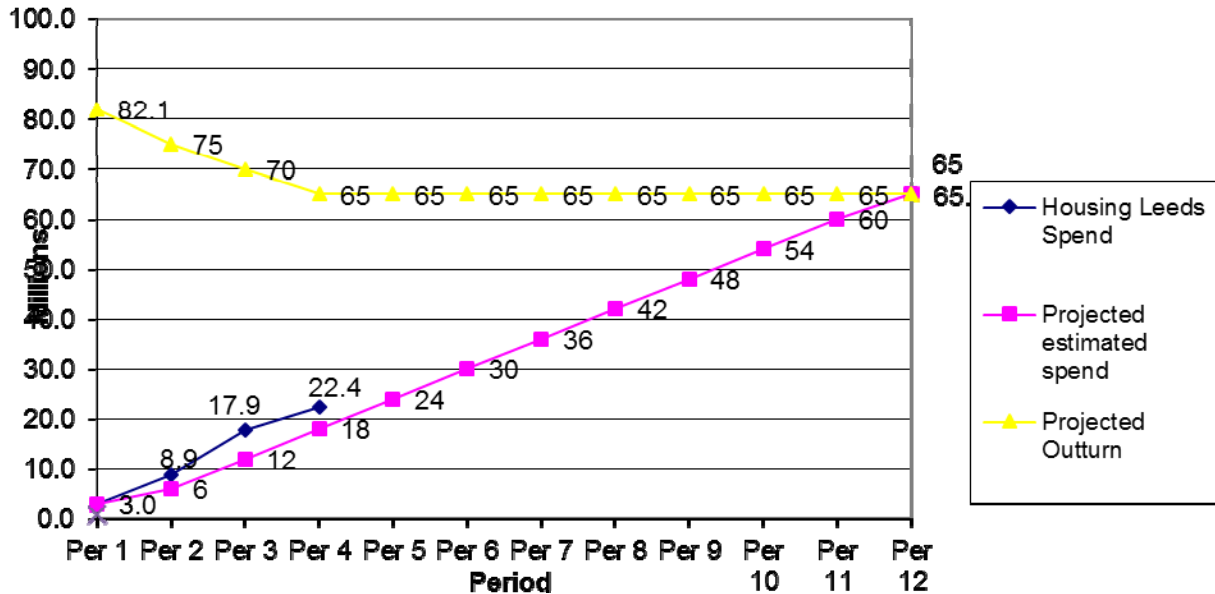
3.0 HRA CAPITAL PROGRAMME

3.1 Housing Leeds Services & BITMO

3.2 Housing Leeds actual spend and commitments at period 4 is £22.4m equating to 34% of the revised available resources at period 4. The 2016/17 Housing Leeds programme is currently £65.0m. The in year projection has been revised downward from the original capital programme £85.0m set in February 2017 to reflect the programme which Housing Leeds are expected to deliver in 2017/18 with the slippage explained at para. 3.8.

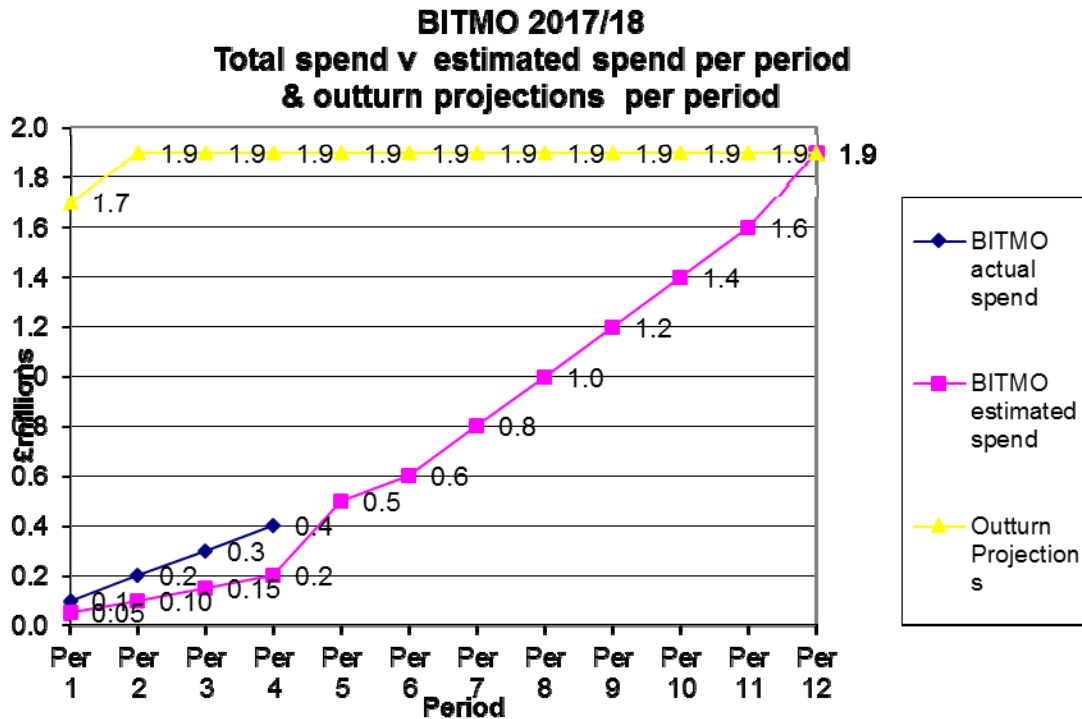
3.3 Housing Leeds & BITMO, 3 year latest estimated responsive, planned works and Environmental Improvement programme at period 4 is detailed in **Appendix A** attached with a graphical representation of the actual spend at period 4 and estimated outturn position for 2016/17 below:-

Housing Leeds 2017/18
Total Spend v Estimated spend per period
& Outturn projections per period



- 3.4 The planned works are now estimated at £47.3m with spend and commitments to period 4 of £13.8m representing 29% of the revised available resources. As at period 4 the HL planned programme is reporting delivery within these resources in 2017/18.
- 3.5 The responsive works are now estimated at £15.5m with spend and commitments to date of £7.7m representing 50% of revised resources at period 4. Spend is well ahead of projections at period 4.
- 3.6 The Environmental programme is now estimated at £2.2m with spend and commitments to date of £0.9m representing 43%. HL are on course to deliver this programme which involves delivering improvements in community safety, parking, play areas, landscaping works and Waste.
- 3.7 The overall spend and commitments to date of £22.4m are in line with the projected spend position expected by HL at period 4, HL will adjust and review the outturn position to reflect any material issues in the coming months..
- 3.8 Since the capital programme was set in February 2017 slippage of £20m has been actioned to period 4. The main reasons for this are the highly complex multi storey refurbishment schemes and District Heating Network scheme, the difficulty being in designing and delivering these and in places contractor capacity.
- 3.9 The resources available for future years HRA capital were included within the HRA business plan update presented to March 2017 Executive Board and any revision to these will be included in the overall Quarter 2 capital programme update to Executive Board in November 2017.

3.10 **BITMOs** actual spend and commitments at period 4 are £0.4m representing 21% of available resources of £1.9m. The BITMO capital programme will deliver 20+ schemes across Belle Isle in 2017/18. Allocations of £1.72m are provided for in both 2018/19 and 2019/20.



4.0 Council House Growth Programme

4.1 At period 4 the spend on the Council Housing Growth and new build programme is £3.0m against an outturn projection of £27.9m in 2017/18. Total spend on the whole programme including previous years is £35.1m against a total current budget of £108.3m.

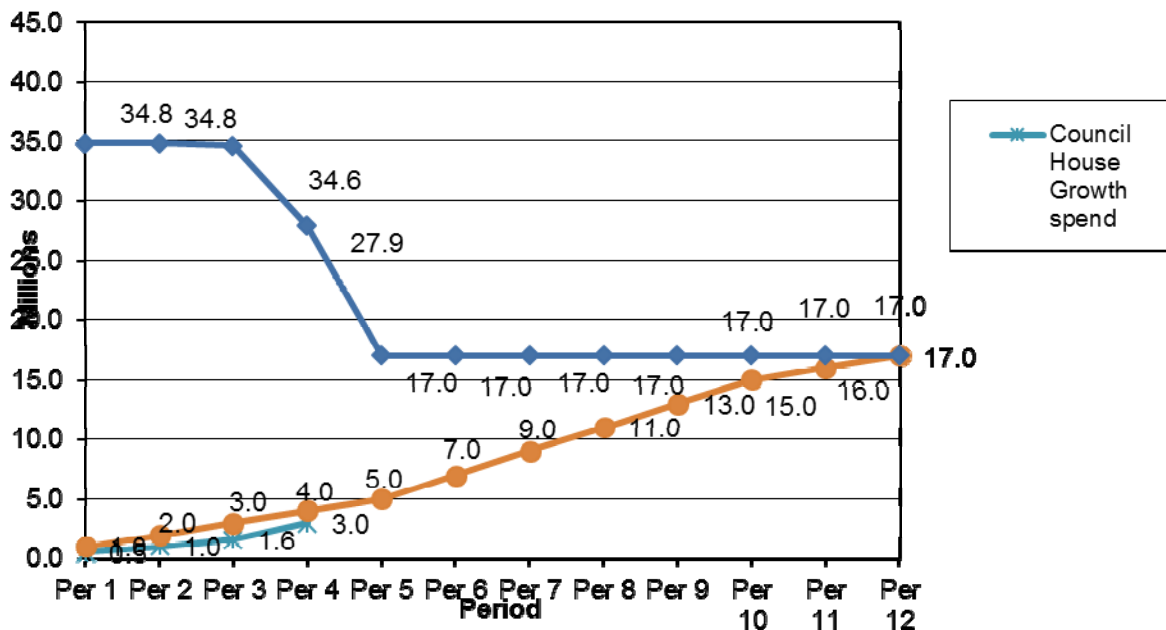
4.2 Progress to period 4 2017/18 on the Newbuild workstream is that 5 schemes are now complete at a cost of £17.9m. 3 schemes are on site with a combined construction value of £11m, Broadlee Street, Garnet Grove and the former Whinmoor Public House. 3 schemes are in procurement/feasibility at the Beeches, Nevilles and Meynall Approach.

4.3 110 long term empty homes have been acquired since 2014. This includes the conversion and / or repair of some community centres and former caretaker properties. The average cost per unit is £90K. Currently 16 properties are in the conveyancing process and the scheme is on track to complete, within budget, in this financial year.

4.3 An extra care programme of £30m is now included within the current programme. An outline programme has been developed, to be finalised once agreement has been made on first sites to be delivered and timescales for site investigations have been established.

- 4.4 In order to maximise our funding mix within the overall programme we are currently in discussion with DCLG asking for a relaxation of the borrowing cap and on the restrictions on blending the funding streams (RTB receipts with HCA grant) in order to be able to maximise utilisation of these resources.
- 4.5 A more detailed Council House Growth update on the progress of the individual schemes will be provided in a separate report to the HAB meeting of 28th November.

**Council House Growth Programme 2017/18
Total spend v Estimated spend per period
& outturn projections per period**



5.0 Recommendation

5.1 Housing Advisory Board is requested to:

5.2 note the Housing Leeds and BITMO refurbishment programmes position at period 4 2017/18 as set out in the narrative at 3 - 3.14 and set out in App A.

5.3 Note the Council House Growth programme financial position at period 4, 2017/18 and that a more detailed Council House Growth update on the progress of the individual schemes will be provided in a separate report to the HAB meeting 28th November.

6.0 Background documents¹ No documents referred to.

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.

APPENDIX A

Housing Leeds Capital Programme	Original 2017/18 Budget	Revised Budget at Per 4	Total Actual and Committed 2017/18 Per 4	% spent to revised budget	Estimated 18/19 Budget	Estimated 19/20 Budget
Responsive Works Programme						
Voids	5,933.0	5,933.0	3,229.7	54.4%	0.0	0.0
Capital Repairs & Maintenance	1,910.0	1,910.0	920.4	48.2%	1,731.0	0.0
Disrepair	1,000.0	1,000.0	623.3	62.3%	0.0	0.0
Asbestos Responsive	1,120.0	1,620.0	922.4	56.9%	0.0	0.0
Equipments & Modifications for Disabled	5,000.0	5,000.0	2,009.3	40.2%	4,500.0	0.0
Total Responsive Works Programme	14,963.0	15,463.0	7,705.1	49.8%	6,231.0	0.0
Planned Works						
Window & Door Replacement	2,157.0	2,038.8	87.2	4.3%	0.0	0.0
Heating & Energy Efficiency	12,914.5	8,348.6	2,363.3	28.3%	8,462.9	8,462.9
Electrical	2,122.0	1,820.9	103.9	5.7%	432.9	0.0
Re-Roofing	1,975.0	1,500.0	18.9	1.3%	475.0	0.0
Kitchens & Bathrooms	6,000.0	5,999.2	1,418.9	23.7%	7,001.0	0.0
Environmentals	421.3	366.9	173.8	47.4%	0.0	0.0
Miscellaneous	50.0	80.0	15.0	18.7%	0.0	0.0
Structural Remedials & Insulation	8,625.0	4,937.3	1,567.2	31.7%	9,350.0	0.0
Communal Replacements	5,596.7	728.7	337.3	46.3%	3,904.1	0.0
Conversion/Regeneration Works	4,821.1	3,586.6	943.8	26.3%	1,171.1	0.0
Planned Capital Repairs	50.0	50.0	0.0	0.0%	0.0	0.0
Asbestos Planned	2,368.0	2,368.0	177.6	7.5%	0.0	0.0
Fire Safety Works	1,515.0	2,205.4	394.2	17.9%	297.5	0.0
Estate Shops & Leased Residential Prop	350.0	342.1	0.0	0.0%	0.0	0.0
Service Delivery Associated Costs	16,193.8	12,927.9	6,195.8	47.9%	50,285.8	81,046.0
Total Planned Works Programme	65,159.4	47,300.4	13,796.8	29.2%	81,380.3	89,508.9
Environmental Improvement Programme						
EIP - Parent Pot	279.9	177.6	0.0	0.0%	0	0
EIP - Salaries	41.3	46.9	0.0	0.0%	0	0
EIP - Parking	119.5	677.6	299.3	44.2%	0	0
EIP - Play	0.0	50.0	10.0	20.0%	0	0
EIP - Landscaping	0.0	220.7	47.9	21.7%	0	0
EIP - Community Safety	571.3	787.8	323.0	41.0%	0	0
EIP - Waste	344.1	276.0	179.2	64.9%	0	0
Environmental Improvement Programme	1,356.1	2,236.6	859.3	38.4%	0.0	0.0
Total Housing Leeds Programme	81,478.5	65,000.0	22,361.2	34.4%	87,611.3	89,508.9
Total Belle Isle TMO programme	1,720.0	1,871.7	441.9	23.6%	1,720.0	1,720.0

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Report of the Director of Environment and Housing

Report to Housing Advisory Board

Date: 03 October 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 October.
- 2.3 The most recent data available (July 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 by HAPs and funding amounts so far for 2017/18:

Type of Scheme	Number of approved schemes	Amount agreed by HAP
Environmental – Landscaping, Fencing & Communal Improvements	15	£22,482.47
Environmental – Parking and Access	6	£11,343.96
Environmental – Play	5	£5,910.00
Environmental – Recycling / Waste	3	£13,584.97
Environmental – Safety & Security	2	£3,990.00
Grand Total	31	£57,311.40

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

- Outer South HAP funding of £3,095 to extend and improve the bin and recycling storage area of The Grove Sheltered Housing Scheme in Gildersome. Helping residents dispose of their waste and recycle more easily and improving the appearance of the area.
- Inner East HAP funding of £625 to support a gardening scheme ran by Burmantofts Elderly Action. Providing a trusted and affordable garden maintenance service, helping reduce some of the anxiety and stress of elderly residents who are unable to maintain their own gardens.
- Inner North West HAP funding of £470 to install a lockable metal gate to a short access ginnel at the rear of Vesper Road. Enabling resident only access to a dead end walkway that attracted considerable anti-social behaviour.

3.1.2 The total number of schemes complete within the EIP (Environmental Improvement Programme) is 55 (out of 83 in the whole programme); please see breakdown below:

Type of Project	No.	Cost
Waste	11	£271,755
Parking	9	£377,416
Landscaping	10	£276,406
Play	4	£164,000
Community Safety	21*	£763,456
Total	55	£1,853,033

* CCTV and security door schemes not previously included in figures and Hemingway Garth CCTV added in. This figure reflects actual spend (previously it was the budget estimate that was used).

Schemes completed between 1st April and 31st July 2017:

- The Crescent Tingley.
- St James's Horsforth – relaying of footpaths (separate project yet to complete for new handrails).
- Jarvis Square – off street parking for sheltered bungalows.
- Tong Way – creation of layby parking.
- Kippax wheeled sports facility – practical completion – awaiting final check of works before official opening of the facility.

Schemes currently on site:

- Beckhills Estate – Works to first phase of the footpaths, steps and handrails nearing completion of 20 week programme and allocated budget now fully spent. Possibility of carrying out further works if overall EIP contingency allows.
- Keswick Lane – car parking – layby provision.
- Fairfield Estate – fencing started on site August.

Schemes expected to start in next quarter with expected completion prior to Xmas:

- Glen Road North – parking.
- Woodbridge Place – waste and parking scheme.
- Woodbridge Gardens – parking.
- Silk Mill Avenue – parking.
- Queensway ph1 parking.

- Fernbanks – parking.
- Wells Court – handrails and stairs.
- St James’s – handrails.
- Tynwald Drive – parking.
- Millshaws – landscaping.
- Mistress Lane – landscaping and garage improvements.
- Rutland Court – waste scheme.
- Leasowe and Telfords – waste and footpath improvements.

Funding for a dedicated staffing resource to support the EIP ends on 31st August 2017 as the secondments cannot run beyond two years. This means that the remaining EIP schemes will have to be supported by Project Staff within the Investment Projects Team and managed alongside other priority projects such as HAP environmental scheme delivery and the garage site review. Every effort is being made to ensure that early completion of EIP schemes is achieved wherever possible by the Internal Service Providers (Parks and Countryside and Highways) taking into account their operational resource issues and seasonal peaks in workload.

Regular progress updates are provided on the EIP schemes to the Chair of the EIP 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 Financial Position – Period 4 2017/18’ which appears elsewhere on the agenda.

3.3 Priority 3 – Housing People

3.3.1 Homeless Preventions:

	May	Jun	Jul
Prevented	571	818	909
Not Prevented	140	216	205
Total Cases Closed	711	1034	1114
Prevention Rate	80%	79%	82%

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. Preventions have risen as we started including private sector preventions from June. We expect to achieve around 9,000 preventions in 17/18.

3.3.2 Temporary Accommodation:

	No. of TA Placements		
	May	Jun	Jul
Total	60	33	36
(of which duty owed)	41	21	29

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. The number of emergency accommodation units available has been reduced as part of the introduction of the Beacon Service. Nevertheless, the effectiveness of the homeless prevention approach has meant that we have continued to reduce the placement numbers.

3.3.3 Gross average re-let days:

	May	Jun	Jul
2016/17	28.63	28.31	28.07
2017/18	36.81	36.48	36.33

At the end of July, performance stood at 36.33 days. The latest available performance in relation to re let times is currently outside our 30 day target at 37.19 days (week 23), this equates to an average of 22.09 days with Contractors and 15.10 days within Lettings. Teams in both Housing Management and Property & Contracts are working together to improve this and have agreed a number of actions over the coming months. Recruitment has recently taken place with Housing Management and Property and Contracts which will further assist in reducing void re-let times. Unfortunately as we continue to prioritise the allocation of long term voids this will have an adverse impact in terms of the average days taken to re-let voids given gross average re-let days only takes in account allocated property. A number of difficult to let voids (bed sits) have also been recently allocated and whilst this is a positive result it shows adversely in terms of average days to re let or stock. Leeds Building Services are currently working through a restructure and the implementation of a new ICT system, it is envisaged that performance improvements will be seen at the beginning of November following these improvements.

3.3.4 Number of void lettable properties:

	May	Jun	Jul
2016/17	371 + 89 PFI / New Build	346 + 64 PFI / New Build	355 + 42 PFI / New Build
2017/18	438 + 41 PFI / New Build	393 + 41 PFI / New Build	390 + 62 PFI / New Build

Void numbers continue to remain low in Leeds and below 1% of our total stock.

3.3.5 Adaptations:

% of Housing Adaptations completed within target timescales:

	May	Jun	Jul
Private Sector	93%	90%	95%
Council Housing	93%	94%	92%

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	May	Jun	Jul
City-Wide (including BITMO)	90.50%	93.83%	94.90%	94.90%
LBS (Formerly Construction Services)	90.50%	98.60%	99.23%	99.02%
Mears South and West	90.50%	91.67%	93.05%	93.21%
Mears BITMO	90.50%	98.21%	97.69%	98.34%

At the end of July 2017, city-wide repairs completed right first time is reported at 94.90% against a target of 90.50%. Both Mears and LBS are exceeding the target for this indicator in July; LBS – 99.02% and Mears South and West – 93.21%.

3.4.2 Repairs Within Target:

Contractor	Target	May	Jun	Jul
City-Wide (including BITMO)	99.00%	95.47%	94.91%	-
LBS (Formerly Construction Services)	99.00%	90.39%	88.56%	-
Mears South and West	99.00%	99.16%	99.17%	96.75%
Mears BITMO	99.00%	100.00%	99.56%	100.00%

Mears South and West end July performance has fallen below the 99% target in July at 96.75% but has been above target the 2 months prior; 99.16% in May and 99.17% in June. LBS went live with a new IT system, Total Mobile, on the 10th of July. The bedding in period has affected performance results and a July figure is not currently available; the processing of completed repairs has been delayed, technical issues have been identified (and have been / are being resolved) and office-based and operational staff are getting used to the new system.

3.4.3 Overall Satisfaction with Repairs:

Area	Target	May	Jun	Jul
CITY (excluding BITMO*)	90.00%	93.61%	86.69%	90.21%
LBS (Formerly Construction Services)	90.00%	91.84%	77.16%	87.85%
Mears South	90.00%	94.55%	91.13%	93.59%
Mears West	90.00%	94.42%	93.68%	89.69%

* 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 90.21% – 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 4 2017/18’ which appears elsewhere on the agenda.

3.6 Priority 6 – Knowing Our Tenants

3.6.1 % of Annual Home Visits completed:

	May	Jun	Jul
2016/17	24.93%	36.90%	50.12%
2017/18	20.67%	32.73%	45.96%

The Annual Home Visit form was reviewed and updated for 2017/18. A number of questions were removed and improvements made 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.

By end of July 2017, almost 46% of Council tenants have received an Annual Home Visit. We continue to use the information that we collect to tailor services and ongoing support to tenants, and to monitor trends. 98% of properties are identified as being in a fair or good condition. Where a property is found to be in poor condition, the Housing Officer takes appropriate follow up action to ensure that the tenant takes action to improve the condition of the property.

There has been an increase in the number of tenants advising of outstanding repairs at this year’s Annual Home Visit – an increase from 6% to 11% of visits. Where outstanding repairs are identified these are being followed up by the Housing Officer with Repairs Teams. We are currently undertaking analysis to understand the reasons for the increase in the number of outstanding repairs identified at Annual Home Visits and any trends which can be used to inform service improvements. Over recent months there has been lots of work done with housing teams to raise the profile of disrepair and it is positive that outstanding repairs cases are being picked up proactively through the visits.

We continue to see an increase in tenants having access to the internet, although 29% of tenants who have had an AHV this year don’t have access to the internet. We have seen an increase in residents who are not confident that they could manage a benefit claim on-line this year, from 32% last year to 37% this year. Analysis is underway to understand the reasons for this increase.

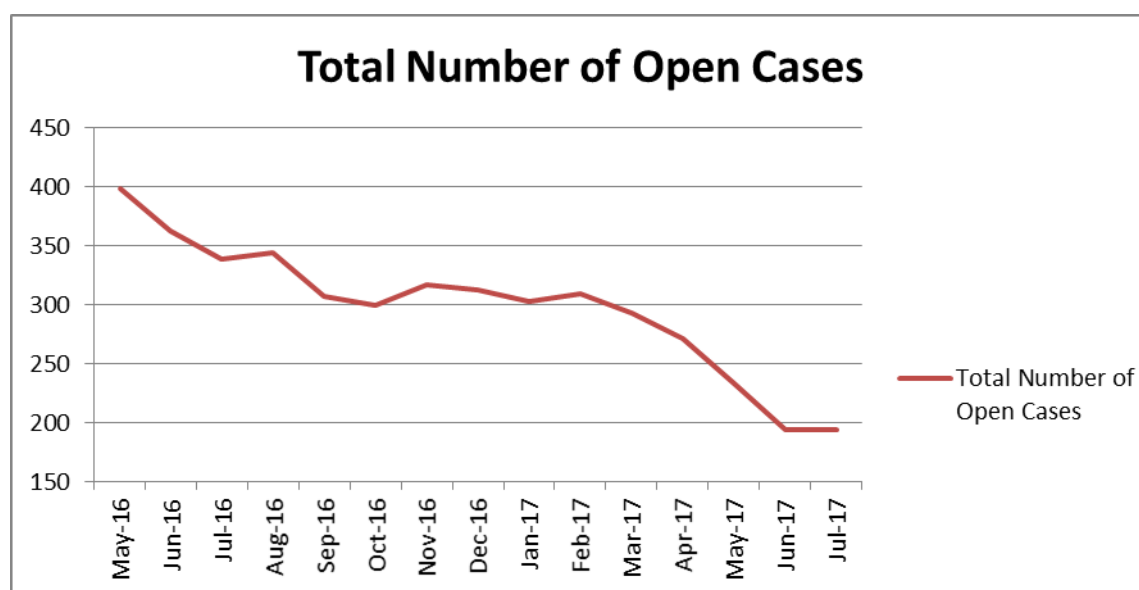
3.6.2 Disrepair:

The 2017/18 financial year target remains at 150 open live claims from a starting point of 291 open live claims at 1st April 2017. As of 31st July, 194 open cases are reported. Housing Leeds are averaging 51 new claims per month against an estimated 21 but are closing on average 75 claims against a target of 41. See table 1.1 below:

Figure 1.1 – Cases Opened and Closed per Month:

Month	All Cases		
	Cases at month end	Cases Opened	Cases Closed
2017-03	291		
2017-04	270	61	82
2017-05	231	46	85
2017-06	192	34	73
2017-07	194	64	62
Total In Year	196	205	302

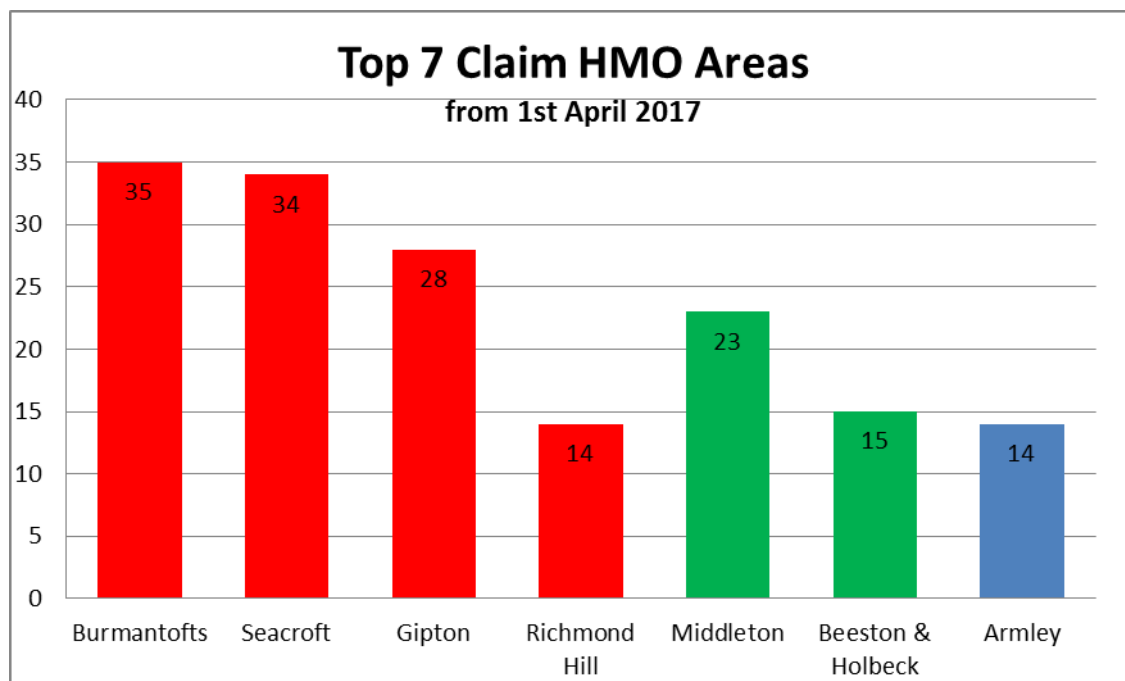
Figure 1.2 Total Number of Open Cases:



Since 1st April 2017 there have been 205 claims open and 234 claims closed in the fast track process. The average damages settlement is £1,184 and the average costs settlement is £1,779.

The Council currently has 140 cost claims awaiting agreement. Negotiations with Solicitor practices are ongoing and the Council has taken specialist legal advice to ensure that an acceptable outcome is achieved. Allowance has been made within the provision for these costs.

Figure 1.3 – Top Claim Areas:



The largest number of claims is focussed in the East Leeds area and we are aware that Burmantofts is currently being “letter dropped” by a claims firm.

Housing Leeds is working to reduce both the number of claims and average cost by implementing the following:

- Mediation Service – The team have engaged with Yorkshire Mediation Services (YMS) to provide an alternative dispute resolution process. This programme commenced August 2017.
- Training delivered by Mike Parrett, leading industry expert in disrepair, to 50 members of staff within P&C who deal with disrepair or causes of disrepair through repairs, voids etc.
- Capital programme to identify schemes that would reduce the potential for claims.
- RERF installation of heating to high rise properties in East Leeds.

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: 3rd October 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 3rd October 2017



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Tuesday 3 rd October 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 • Outcome of Tenant Scrutiny Board Enquiry of Repairs • Rent First Culture Progress Report • Housing Strategy Monitoring – Review of HAB 	Chief Officer coordinated by Claire Keightley John Gittos Stephen Boyle Patrick McGuckin Claire Keightley Mandy Sawyer Mandy Sawyer/Lee Ward Simon Swift Mandy Sawyer
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 • Tenant Engagement Update • Tenancy Strategy • Adaptations Update • HRA Business Plan + Investment Plan • Council Housing Growth Programme - Extra Care Update 	Chief Officer coordinated by Claire Keightley John Gittos Stephen Boyle Patrick McGuckin Claire Keightley Mandy Sawyer/Frank Perrins Lorraine Wright

Tuesday 27 th February 2018	Deadline to submit reports		
Deadline for items Monday 5 th February 2018 4pm Chairs Brief Tuesday 13th 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

Report of Chief Officer Housing Management

Report to Housing Advisory Board

Date: 3 October 2017

Subject: Review of Housing Advisory Board

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

Summary of main issues

1. The Housing Advisory Board was established in January 2014 following the transfer of housing management responsibilities back to the Council. The Board sought to replicate the involvement of tenants and independents in the oversight of housing management which was provided through the ALMO Boards. In doing so, the Board has enabled a smooth transition to the direct Council management of its own stock.
2. More than three years on, however, it is appropriate to review the role of the Board, taking into account the roles of other boards and committees. There is considerable duplication at present, with the same management information sent to a number of bodies. Equally, there are gaps in the development and oversight of housing strategy in the city which need to be addressed. This report seeks to set out clear roles for different bodies within an overall governance structure.
3. It is important that robust performance management and governance arrangements are in place for the management of Council Housing, in order to ensure compliance with the Homes and Communities Agency (HCA) Regulatory Framework. Leeds City Council has an established governance framework across the organisation, delivered through the Scrutiny Committees. In addition, the Tenant Scrutiny Board provides tenant insight. It is proposed that the oversight of performance is assigned to these two bodies. The link between the two can be reinforced by co-opting the Chair of the Tenant Scrutiny Board on to the Environment, Housing and Communities Scrutiny Board.

4. In 2015, an updated Housing Strategy was developed which was supported by Housing Advisory Board. In September 2016 the Housing Strategy was refreshed, and progress in delivering the Housing Strategy priorities is regularly reported to Housing Advisory Board. However, it has become evident over the last year that the current governance arrangements are not aligned as well as they could be to achieving a true partnership approach to owning and delivering the Housing Strategy.
5. It is proposed that the Housing Advisory Board is re-focused as a new Strategic Housing Partnership which co-ordinates a collaborative approach to the delivery of the five themes of the Housing Strategy. A small Board should provide leadership to the Partnership Board, with attendance of a broader group of key stakeholders determined by the theme under discussion.
6. An engagement plan will be developed for each theme of the Housing Strategy, which is tailored to the particular priorities of that theme of the strategy. This will place a focus on broadening collaboration with key partners and strengthening ongoing customer engagement in the delivery of the strategy.

Recommendations

Housing Advisory Board is invited to contribute towards proposals for the future role of Housing Advisory Board and wider governance proposals for monitoring the delivery of the Housing Strategy and Council Housing services.

1 Purpose of the Report

- 1.1 To provide Housing Advisory Board with some proposals for the future role of Housing Advisory Board in providing leadership to the Housing Strategy and providing greater accountability in delivering the strategy across the wider housing and related sectors.
- 1.2 The report also seeks to set out clear responsibilities of the different bodies within the governance structure in monitoring Council Housing activity to ensure compliance with the HCA Regulatory Framework.
- 1.3 The report is intended to facilitate a wider discussion at Housing Advisory Board of the proposals. The outcome of the discussions will then inform the next steps in developing the Board and associated engagement / collaboration.

2 Background information

- 2.4 When the Council Housing management service returned to the Council from the former ALMOs, the Housing Advisory Board was established in January 2014. The Board sought to replicate the involvement of tenants and independents in the oversight of Council housing management which had been provided through the ALMO Boards. In doing so the Board has enabled a smooth transition to the direct Council management of its own stock. The Board was not set up to cover other areas of housing including private sector housing or other the wider social housing sector.

- 2.5 All local authorities are required to periodically review housing needs within their area and publish a housing strategy which sets out their plans to meet housing need, demand and investment in housing and related services. A Housing Strategy was developed during early 2015, which was supported by Housing Advisory Board in May 2015, with a refreshed Housing Strategy supported in September 2016. The strategy includes 6 themes - affordable housing growth, improving housing quality, promoting independent living, creating sustainable communities, improving health through housing and meeting the needs of older residents.
- 2.6 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.
- 2.6.1 While there have been a number of forums in place to support the delivery of the Housing Strategy themes, e.g. the Housing Forum, the Private Rented Sector Forum and Homelessness Forum, their impact at a strategic level has been limited. Where forums are held on a regular frequency there is an increased risk of them losing their focus and most have become ways of sharing information rather than collaborative working.
- 2.7 It has become evident over the last year that the governance arrangements of the current Housing Advisory Board and associated forums are not aligned as well as they could be to achieving a true partnership approach to owning and delivering the Housing Strategy.
- 2.8 The Environment and Housing Scrutiny Board undertook an enquiry of the Housing Leeds Tenant Involvement Framework during summer 2017. A key outcome of the enquiry was to highlight overlaps within the framework and for the need to develop stronger engagement between the Council's established governance framework – housing related scrutiny board, community committees - and housing specific governance arrangements - Housing Advisory Board, Tenant Scrutiny Board and VITAL.
- 2.9 More than three years on since the establishment of Housing Advisory Board it is now appropriate to review the role of the Board, taking into account the roles of other boards and committees, in order to reduce duplication within the current governance framework and address gaps in the development and oversight of the Housing Strategy.

3 Main issues

- 3.1 Some initial proposals have been developed, which are for initial consideration and discussion at October's Housing Advisory Board. The proposals include proposals for the governance of the delivery of both the Housing Strategy and Council Housing.
- 3.2 Leeds Strategic Housing Partnership

- 3.2.2 A number of other local authorities have established partnerships which facilitate collaboration in the delivery of the Housing Strategy. This includes Nottingham's Strategic Housing Network, Manchester Strategic Housing Partnership and North Yorkshire Strategic Housing Network. A key principle of the approach is on collaborative ownership and delivery of the Housing Strategy priorities.
- 3.2.3 It is proposed that a Strategic Housing Partnership is established which coordinates the collaborative approach to the delivery of the Leeds Housing Strategy. All organisations which have a role in supporting the delivery of the Housing Strategy, including tenant groups will be invited to be part of the partnership. The partnership will be a virtual network of organisations and customers which have an interest in the delivery of the Housing Strategy.
- 3.2.4 While it is recognised that housing organisations are competitors within the housing sector, all major housing organisations in the city have a strategic responsibility to ensure that housing need is effectively met through the Housing Strategy.
- 3.2.5 It is proposed that the Housing Advisory Board is refocused as a Strategic Housing Partnership Board, which provides leadership to the Leeds Strategic Housing Partnership. Its role would be to agree Housing Strategy priorities and the collaborative approach, and where appropriate agree a citywide response to emerging housing issues and Central Government policy, encouraging greater joint approaches and shared innovation.
- 3.2.6 Board membership would include senior representation from major housing organisations in the city which have a role in delivering the Housing Strategy, elected members and tenant representation. Suggested membership could include the Local Authority, Registered Providers with largest stock numbers in Leeds, private sector landlords with largest stock numbers in the city, the main third sector providers which provide innovation and support tenancy sustainment and tenants.
- 3.2.7 It is proposed that the Board meetings are held quarterly and are made up of the following:
- A short public meeting which monitors progress in delivering each of the Housing Strategy priorities;
 - A themed non-public workshop based on each of the themes on the Housing Strategy – to discuss strategy priorities, opportunities for collaboration and innovation. Additional attendees including resident representatives would be invited to contribute towards the workshop theme.
 - Meetings would become less formal with less emphasis on formal reports and a greater emphasis on presentations and discussion.
 - The first of each themed meeting would aim to identify the main priorities for the city in relation to that theme – identifying cross cutting issues where there are opportunities for greater collaborative consideration, be it research, commissioning, projects or innovation. It would also seek to review the main

targets relating to the theme and ownership of those targets across the sectors.

3.2.8 The Board's leadership role would very much be influenced by the wider Strategic Housing Network, via a wider engagement framework linked to each of the Housing Strategy themes.

3.2.9 Instead of establishing a governance structure of sub-groups holding regular meetings reporting to the Board, it is proposed that a specific engagement plan is developed for each theme of the Housing Strategy which focuses on the specific engagement priorities for that theme. This may include a number of different collaboration and engagement types including:

- Formal sub-groups where needed;
- Greater focus on engaging through one off workshops or task and finish groups;
- Digital engagement and information sharing on each strategy theme via internet and social media – digital surveys, online forums.

3.2.10 Customers have a critical role in influencing the priorities of the Housing Strategy and their delivery. In developing each theme specific engagement programme, consideration will be given as to how customers will be able to give their views on the priorities and issues, and influence what is done. Restorative practice, Outcome Based Accountability and Asset Based Community Development principles will be adopted as part of the engagement to ensure that we are working 'with' customers, are outcome focused and consider how we can make best use of community assets to make a difference.

3.3 Council and Housing Association Partnerships

3.3.1 The Council recognises the need for a stronger working relationship with housing associations which manage homes in Leeds, in order to support the delivery of the Housing Strategy. As partner social housing providers it is important that we work together in a number of areas – meeting affordable housing need, housing homeless people and preventing homelessness, allocation of homes, management of neighbourhoods, regeneration of areas and responding to welfare reforms.

3.3.2 A Key Account Management arrangement has recently been introduced so that each local housing association has a lead contact who will work with them to support affordable housing development. We propose to discuss further with housing associations about how we can further develop working relationships to maximise collaboration on wider strategic and cross cutting issues and ensure that high quality housing is provided across the city and sector.

3.4 Council Housing Governance

3.4.3 The Homes and Communities Agency (HCA) 2015 Regulatory Framework supports a co-regulatory approach, which means that organisations are responsible for setting up their own governance arrangements to ensure that they are meeting the regulatory standards, with an important role for tenants in shaping and scrutinising service delivery. This includes ensuring that the four Consumer

Standards – Tenant and Involvement Standard, Home Standard, Tenancy Standard, Neighbourhood and Community Standard - are being met.

- 3.4.4 When the Housing Advisory Board was established in 2014 its primary role was to monitor performance of the Council Housing service and to receive key strategies and policy proposals prior to consideration by Executive Board. Since being established, financial performance and performance against key performance indicators have been reported to the Board, along with proposed policy decisions and strategic priorities prior to being considered for approval by Executive Board.
- 3.4.5 There is considerable duplication at present, with the same management information being provided to a number of bodies. Citywide Council Housing performance is reported into Housing Advisory Board, Environment, Housing and Communities Scrutiny Board, Tenant Scrutiny Board and VITAL. Key policy proposals are also reported to a number of existing forums – Housing Advisory Board, the Environment, Housing and Communities Scrutiny Board, VITAL and Executive Board.
- 3.4.6 The recent Environment and Housing Scrutiny Board enquiry of the Tenant Engagement Framework highlighted that there were overlaps between groups and opportunities to strengthen the links between existing LCC governance frameworks and housing specific governance frameworks.
- 3.4.7 From researching governance arrangements in other local authorities, there was no evidence of other local authorities holding additional Boards to oversee Council Housing activity.
- 3.4.8 In order to allow the Housing Advisory Board to refocus on its role as a Strategic Housing Board it is proposed that responsibility for the monitoring of some areas of Council Housing activity is assigned to other areas of the governance framework. It is also proposed that we strengthen some areas of Council Housing governance through this review. Proposals for this are outlined below.
- Monitoring of performance by Environment, Housing and Communities Scrutiny Board, Tenant Scrutiny Board and VITAL.
 - Strengthening performance reporting against the four HCA Consumer Standards to the Scrutiny Boards and VITAL;
 - Monitoring of financial performance by Executive Board and Strategy and Resources Scrutiny Board;
 - Strengthening the links between the Environment, Housing and Communities Scrutiny Board and Tenant Scrutiny Board and VITAL by co-opting the Chair of the Tenant Scrutiny Board onto the Environment, Housing and Communities Scrutiny Board when Council Housing related matters are being considered;
 - Strengthening the role of VITAL as a consultative group on key strategic policy changes relating to Council Housing.

- 3.4.9 Housing Leeds recognises that the Housing Advisory Board has an important role in offering tenants the opportunity to influence policy development of Council Housing at a strategic level and so it is critical that through this option we create more opportunities for Council tenants to continue to influence at this level. We will work with VITAL to review the forward plan and officer attendance at meetings to ensure that key policy changes are being discussed at VITAL and that there is appropriate senior representation at meetings.

4 Corporate considerations

4.1 Consultation and engagement

- 4.2 The Housing Strategy was developed collaboratively with involvement from key internal partners. Consultation on the Strategy then took place during autumn 2016 with key external partners consulted alongside tenants and residents of Leeds. Feedback was used to update the final version of the strategy.
- 4.3 In undertaking a review of the Housing Advisory Board and developing proposals for the future leadership of the Housing Strategy an Independent and Elected Member of the Board have contributed towards the proposals. There has also been engagement with VITAL who are supportive of the proposals to develop a Strategic Housing Partnership.
- 4.4 Following consideration of the proposals at the October Housing Advisory Board wider engagement will take place with other key organisations and tenant groups on proposals, to ensure that wider input into the development of the proposed arrangements.

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.
- 5.3 In finalising membership of the governance structure, consideration will be given to ensuring that membership is representative of the wider Leeds population, and that the views of minority groups and communities are identified and given appropriate consideration.

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. The strategy also supports the delivery of the Council's eight Breakthrough projects and associated action plans.

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, it is recognised that Leeds City Council cannot deliver the Housing Strategy priorities alone and that through a Strategic Housing Partnership this would support the use of wider resources across the city to achieve the identified priorities.
- 7.3 There are also opportunities through greater collaboration to achieve greater value for money by key partners working more closely together to share innovation and good practice which will be encouraged through the Strategic Housing Partnership.

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 The management of risks associated with the Housing Strategy will be monitored and managed by the Strategic Housing Partnership Board, and actions to manage risks considered as part of each strategy theme. This will ensure that there is a more collaborative approach across key partners in the city to the management of strategy risks.
- 9.3 There are robust arrangements already in place to ensure that Council Housing risks are managed robustly, via the Council's corporate risk management arrangements. Any significant organisational risks are included within the Council's risk register.

10 Conclusions

- 10.1 It is important that Leeds City Council maximises the opportunity to deliver on Housing Strategy priorities by taking full advantage of key partnerships in the city.

While there are a number of forums already in place, these are not as effective as they could be in providing leadership to the Housing Strategy.

- 10.2 In refocusing the Housing Advisory Board as a Strategic Housing Partnership Board which is responsible for providing leadership to the Housing Strategy, and a clear engagement framework linked to each theme it is intended that this will provide greater ownership and clearer accountability of partner organisations in supporting the delivery of the Housing Strategy.
- 10.3 There is currently considerable duplication between different groups in the governance framework with the same management information being provided to a number of bodies. Leeds City Council has an established governance framework across the organisation delivered through Scrutiny Committees. It is therefore proposed that the oversight of performance is assigned to the Environment, Housing and Communities Scrutiny Board and Tenant Scrutiny Board, to allow the Housing Advisory Board to focus on more strategic work.
- 10.4 Following consideration by Housing Advisory Board, consultation and engagement will take place with key organisations about the proposed governance arrangements, with a view to implementation from the beginning of 2018.

11 Recommendations

- 11.1 Housing Advisory Board is invited to comment on proposals for the future role of Housing Advisory Board and wider governance proposals for monitoring the delivery of the Housing Strategy and Council Housing services.

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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