



HOUSING ADVISORY BOARD

Meeting to be held in Civic Hall, Leeds on
Tuesday, 21st November, 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

Dennis Moody

Independent Representative

Timothy Woods

Matthew Walker

Andrew Feldhaus

Co-opted Member

David Glew

Chris Simpson

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

3

LATE ITEMS

To identify any items which have been admitted to the agenda by the Chair for consireation.

(The special circumstances shall be specified in the minutes)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

5

APOLOGIES FOR ABSENCE

To receive any apologies for absence

6

MINUTES - 3 OCTOBER 2017

1 - 6

To approve as a correct record the minutes of the Housing Advisory Board held on 3 October 2017

7

FUTURE GOVERNANCE ARRANGEMENTS FOR COUNCIL HOUSING

7 - 14

The report of the Chief Officer, Housing Management outlines proposals for the future governance of Council Housing services in Leeds

8

PROPOSALS TO ESTABLISH A STRATEGIC HOUSING PARTNERSHIP AND BOARD

15 - 24

The report of the Chief Officer, Housing Management shares proposals for the establishment of a Strategic Housing Partnership, led by a Strategic Housing Board, with responsibility for providing leadership to the Housing Strategy and providing greater accountability in delivering the strategy across the wider housing and related sectors.

9

**COUNCIL HOUSE GROWTH PROGRAMME -
DELIVERY OF EXTRA CARE HOUSING
PROJECT UPDATE**

25 -
38

The purpose of the report is to update the Housing Advisory Board on the progress of the Extra Care Project following approval of the Executive Board report in July 2017

10

**HOUSING LEEDS (HRA) REVENUE FINANCIAL
POSITION: PERIOD 6 2017/18**

39 -
42

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 September 2017 (Period 6)

11

HRA CAPITAL FINANCIAL POSITION PERIOD 6

43 -
48

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 6 2017/18. The report also includes details of Housing Leeds & BITMO refurbishment programme together with the Housing Leeds Council House Growth Programme.

PERFORMANCE REPORT

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.

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, 3RD OCTOBER, 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
Dennis Moody

Independent Representatives

Andrew Feldhaus

Co-opted Members

David Glew

16 Declaration of Disclosable Pecuniary Interests

There were no declarations.

17 Apologies for Absence

Apologies for absence were submitted on behalf of Timothy Woods, Matthew Walker and Chris Simpson

18 Minutes - 20 June 2017

RESOLVED – That the minutes of the meeting held on 20 June 2017 be confirmed as a correct record subject to the following amendment:

Minute No. 9 – Housing Leeds (HRA) Revenue Outturn Position – 2016/17

Amendment to second bullet point to read:

- Right to Buy – Total sales for the year had generated receipts of approximately £26.1 million of which £19.75 million could be retained by the Council

19 Update from the Tenants Representative

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

- VITAL had been briefed on proposals to review the Housing Advisory Board and were supportive of the move to a themed workshop approach.
- HAP review - there had been a workshop involving Communities Team and the Project Investment Team.
- VITAL involvement in the summer galas and estate days.
- A film had been produced summarising activities and projects funded by the Housing Advisory Panels. There was also an annual written report.
- Details of schemes funded by the HAPs including the Money Buddies scheme and parenting programme course.

The Chair thanked the Tenant's representatives for their input.

20 High Rise Strategy Implementation Update

The report of the Chief Officer, Housing Management provided an update on progress which had been made regarding the implementation of the High Rise Strategy, which included the delivery of a number of initiatives including the following:

- 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.

Jill Wildman, Chief Officer, Housing Management presented the report.

The following issues were highlighted:

- The High Rise Strategy was approved by Executive Board a year ago and an implementation plan had been put in place.
- Progress on the standard High Rise Management Model – introduction of inspections, staff training and action plans for each block.
- Lettings policy – this was due for consideration at October Executive Board.
- Community Safety/Anti-Social Behaviour – investment for CCTV.
- Cleaning – following Grenfell, ongoing block audits, work on standards and how to publicise these. Work with Civic Enterprise and Waste particularly where there are problems with waste and the introduction of extra checks.
- Investment strategy – Good progress was being made in delivery of the programme and the investment strategy was outlined in the report.

- Recycling and Energy Recovery Facility – projects were under way for the provision of heating and hot water to flats.
- Provision of free wi-fi.
- Enhanced management models had now been rolled out to 15 other blocks across the city following the successful pilot at Clydes and Wortley blocks.
- Retirement living model – a pilot of 3 blocks in East Leeds was being considered.
- Family friendly model and options for improvements.
- Fire safety – work continued with central government following Grenfell, and with other services who could contribute to fire safety.
- Resident engagement and communications.
- Establishment of the High Rise Strategy Board.

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

- There was normally a one off charge for the removal of bulky waste. It was acknowledged that there was a need to develop a way of removal of bulky waste in high rise blocks so it was not left blocking stairways or corridors or becoming a fire hazard.
- Housing worked closely with Waste Management where there were problems in blocks with build-up of waste. Additional collections were carried out where necessary.
- Communication with tenants and having knowledge of who is living in the blocks.
- Measures to prevent anti-social behaviour and enhance security – as well as CCTV, housing officers received training, there had also been work with the Anti-social behaviour team. Problem areas had been targeted for intensive management.
- Parking – work was going on with parking services across all high rise blocks for resident parking and enforcement.
- Fire safety update – all blocks with cladding had passed safety tests. There was additional investment and the sprinkler programme would be rolled out.

RESOLVED – That the progress to date in delivering the High Rise Strategy be noted.

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

The report of the Head of Finance, Environments and Housing informed the Housing Advisory Board of the outturn position for period 4 2017/18 in respect of the Council's Housing Revenue Account.

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

The following issues were highlighted:

Draft minutes to be approved at the meeting
to be held on Tuesday, 21st November, 2017

- Income was projected to be £113k lower than budget.
- Higher levels of right to buy had resulted in lower levels of rent income.
- There had been an underspend of £355k on vacant posts.
- Additional spend of fire safety and community safety.
- There had been 184 units old under right to buy. This would generate receipts of £27.7 million.
- Rent arrears and collections have improved.

RESOLVED – That the report be noted.

22 HRA Capital Financial Position Period 4 2017/18

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

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

Issues highlighted from the report included the following:

- Spending to date was £22.4 million from a £65 million programme.
- There had been £0.9 million spend from the Environmental programme of £2.2 million.
- BITMO spending was currently at £0.4 million from an available £1.9 million.
- Council House Growth Programme - total spend was £3.0 million against an outturn projection of £27.9 million.

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

- A request to keep the Board apprised of the Hugh Rise Investment Strategy due to constant changes due issues such as the installation of sprinkler systems.
- Use of capital for resolving parking issues - reference was made to use of garage sites and other options.
- Extra care programme – a report had been to Executive Board which suggested six sites that could be made available for the private sector to bring proposals for extra care schemes. There was £30 million in the current programme. It was proposed to have a cross party working group to consider the Extra Care Programme.
- It was noted that there had been low spending on door and window replacements. It was reported that this had now escalated and spending will be back on track for the year.

RESOLVED – That the report be noted

23 Performance Report

The report of the Director of Resources provided a summary of latest available performance against measures relating to 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 Agenda.

Jill Wildman, Chief Officer, Housing Management and Simon Costigan, presented the report.

The following issues were highlighted:

- Environmental Improvements – 55 out of 83 schemes had now been completed and further detail was outlined in the report.
- Rent and Benefits – This had been covered in financial reports.
- Housing People – Homeless prevention work had been very effective with low numbers in temporary accommodation. Officers were thanked for the homeless prevention work and the low numbers in temporary accommodation compared to other cities. There had been some slippage in average re-let times due to a variety of reasons.
- Repairs – times for repairs remained above target and there had been improvement with overall satisfaction.
- Capital Programme – This had been covered in the financial reports.
- Knowing our tenants – 46% of annual home visits had been carried out. Use of IT solutions for more proactive work with tenants was highlighted.

With regard to disrepairs, it was reported that there was a slight increase in the number of live cases. There had been an increase in claims in September but the fast track process was working well. There was ongoing work in challenging cases. The Board was informed of the pro-active work which was being undertaken in order to prevent and reduce the number of claims.

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

24 Housing Advisory Board Forward Plan

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

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

25 Date and Time of Next Meeting

Thursday, 21 November 2017 at 5.00 p.m.



Report author: Mandy Sawyer
Tel: 276430

Report of Chief Officer Housing Management

Report to Housing Advisory Board

Date: 21 November 2017

Subject: Future Governance Arrangements for Council Housing

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. In October 2017, Housing Advisory Board supported proposals to change the focus of the Board to become a Strategic Housing Board which coordinates a collaborative approach to the delivery of the Leeds Housing Strategy. In order to allow the Housing Advisory Board to refocus on its role as a Strategic Housing Board it was agreed that responsibility for monitoring areas of Council Housing activity in Leeds would be assigned to existing areas within the Council's governance framework.

2. Leeds City Council has an established governance framework across the organisation which covers all areas of Council activity, including Council Housing. In addition to this Council Housing has additional governance arrangements in place in order to ensure compliance with the Homes and Communities Agency (HCA) 2015 Regulatory Framework, via Tenant Scrutiny Board and the Strategic Tenant Body - Voice of Involved Tenants At Leeds (VITAL). These bodies ensure a co-regulatory approach to Council Housing activity.

3. Proposals are outlined in this report in relation to the future role of Housing Related Scrutiny Board, Tenant Scrutiny Board and VITAL in ensuring effective Council Housing governance.

Recommendations

Housing Advisory Board is invited to comment on and agree:

- proposals for the future governance of Council Housing and other Housing activity
- arrangements to wind down Housing Advisory Board in its current format.

1 Purpose of the Report

1.1 To outline proposals for the future governance of Council Housing services in Leeds.

1.2 To outline arrangements to formally wind down Housing Advisory Board.

2 Background information

2.1 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.

2.2 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. It was agreed that progress in delivering the strategy would be reported to Housing Advisory Board every six months. However, while the strategy emphasises the importance of Leeds City Council working with its key partners to support the delivery of priorities and targets, the Board was not aligned as well as it could be to achieving a true partnership approach to owning and delivering the Housing Strategy.

2.3 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 and gaps 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.

2.4 A review was undertaken of the Housing Advisory Board during summer 2017. The review supported proposals to change the focus of the Board as follows:

- Develop the Board as a Strategic Housing Board to provide leadership to a collaborative approach in developing and delivering the Housing Strategy priorities.
- Assign responsibility for monitoring of Council Housing activity to existing bodies in the Council's governance framework.

2.5 This paper sets out proposals for the future monitoring of Council Housing activity. A separate paper on this agenda will consider proposals for the development of the Housing Advisory Board as a Strategic Housing Board.

3 Main issues

3.1 The Council has a robust governance framework in place to monitor and govern decisions about Council services. All Council related housing activity, including Council Housing but also private rented housing and housing options, is governed as part of this framework.

3.2 In addition to this Council Housing has additional governance arrangements in place in order to ensure compliance with the Homes and Communities Agency (HCA) 2015 Regulatory Framework, via Tenant Scrutiny Board and the Strategic Tenant Body - Voice of Involved Tenants At Leeds (VITAL). These bodies ensure a co-regulatory approach to Council Housing activity.

3.3 In most cases reporting into Housing Advisory Board duplicated reporting into the above governance frameworks, and so additional governance is not required. However, this review has created an opportunity for us to consider whether improvements can be made to the way that Council Housing activity is reported within the existing governance structure, to maximise compliance with the HCA Regulatory Framework, formalise reporting arrangements and to strengthen links between the Council's formal governance arrangements and the tenant focused governance arrangements.

3.4 The HCA Regulatory Framework requires organisations to monitor their own performance, using a co-regulatory approach, in delivering the four Consumer Standards – Tenant and Involvement Standard, Home Standard, Tenancy Standard, Neighbourhood and Community Standard. Performance against these standards is then reported back to tenants via the Annual Tenants Report.

3.5 While the Council complies fully with the HCA Regulatory Framework, the current performance framework could be improved to more closely align it to the ongoing reporting of compliance against the Consumer Standards.

3.6 Proposals for the strengthening the governance of Council Housing activity within the current governance framework are outlined below. This includes proposals relating to the housing related Scrutiny Board, Tenant Scrutiny Board and VITAL.

Housing Related Scrutiny Board

3.7 Housing related activity is already reported into the housing related Scrutiny Board on a six monthly basis, usually in July and January each year. Under the revised framework, the frequency of reporting will remain as is, but it is proposed that there are some changes are made to the reporting framework, as follows:

- A general update is provided on the development of major policy and strategic developments relating to housing activity, in order for the Board to identify areas where they may wish to scrutinise further.

- An update on delivery of the HRA revenue and capital budget as part of the HRA Business Plan.
- A revised performance framework is developed which captures key performance indicators which measure compliance with the HCA Consumer Standards, key business plan indicators and customer satisfaction indicators.
- An update on work of and priorities being identified by the Tenant Scrutiny Board and VITAL.

3.8 These six monthly reports will help the Board to identify areas where it wishes to undertake additional scrutiny throughout the year.

3.9 In order to strengthen the tenant voice into the housing related Scrutiny Board, it has been proposed that the Chair of the Tenant Scrutiny Board attends Housing Related Scrutiny Board for housing related matters, to contribute towards scrutiny discussions and to ensure a collaborative approach to both Scrutiny Boards' work. The Housing Related Scrutiny Board may also invite the involvement of VITAL into particular scrutiny enquiries, as seen recently with the invitation of members of the High Rise Advisory Group into the recent Fire Safety in High Rise Scrutiny enquiry.

3.10 A revised reporting framework will be reported to the Environment, Housing and Communities Scrutiny Board in January 2018.

Tenant Scrutiny Board

3.11 The Tenant Scrutiny Board will continue to undertake its tenant scrutiny activity as it does now, undertaking enquiries of particular service areas where there are concerns highlighted by customer feedback or performance.

3.12 In order to strengthen the links with the Housing Related Scrutiny Board, the Housing Related Scrutiny Board will be invited to contribute towards each Tenant Scrutiny Board enquiry, usually via the Chair attending the Tenant Scrutiny Board. The Chair of the Tenant Scrutiny Board will also provide regular feedback to the Tenant Scrutiny Board on housing related items which are discussed at the Housing Related Scrutiny Board.

3.13 It is important that the Tenant Scrutiny Board remains independent of the wider tenant engagement framework in order to ensure its ability to scrutinise all areas of housing related activity, including potentially the tenant engagement framework. However, it is also important that there is a connection between Tenant Scrutiny Board and VITAL, to ensure there is mutual understanding of each other's work areas. In order to achieve this the following has been put in place:

- A regular update is provided into VITAL on Tenant Scrutiny Board and the Housing Related Scrutiny Board enquiries.
- VITAL is invited to put forward its proposals for future Tenant Scrutiny Board enquiries.

- Periodic attendance of the Chair of Tenant Scrutiny Board at VITAL in order for VITAL to share issues and priorities arising from strategic and policy development.

3.14 The terms of reference for the Tenant Scrutiny Board will be updated to reflect this strengthened relationship, and to include other changes around chair selection process, code of conduct and Board support.

VITAL

3.15 VITAL will continue to act as the consultative body for Housing Leeds - providing a tenant perspective into the monitoring of Council Housing activity and strategic and policy development. However, some changes are proposed in order to formalise and strengthen VITAL's role as follows:

- Reporting performance against key performance indicators which measure compliance with the HCA Consumer Standards and customer satisfaction indicators.
- Sharing wider customer insight e.g. learning from complaints, customer surveys, service outcomes in order to enable VITAL to influence strategic and policy development based on evidence from a wider tenant base.
- Receiving strategic and policy development proposals at an earlier stage in order to enable tenants to genuinely influence policy development.
- Ensuring that a wider range of senior officers are in attendance at VITAL meetings in order to respond to issues raised by tenants.
- Reviewing membership to ensure that membership reflects the make up of the wider tenant population and represents the views of hard to reach groups.
- Developing a workshop approach to meetings which is tenant focused and where there is greater opportunity for discussion.

3.16 In order to ensure that VITAL retains the opportunity to influence policy development and strategic decision making at the highest level it is proposed that either the Chief Officer of Housing Management or the Chief Officer of Property and Contracts is in attendance at VITAL meetings, and that the Director of Resources and Housing or Executive Member attend two meetings each year.

3.17 A training and development plan will be agreed with VITAL which will support members to undertake this strengthened role in Council Housing governance.

Winding Up of Housing Advisory Board

3.18 It was agreed at the October Housing Advisory Board meeting that the November Board meeting would focus on finishing off the current work programme and developing proposals for both the future governance of Council Housing and the development of the Strategic Housing Board. It was also agreed that November would be the last formal Housing Advisory Board meeting.

- 3.19 The Housing Advisory Board is currently a formal committee sitting within the Council's Constitution. A revised schedule of committees will not be reconsidered by Council at the Annual Council Meeting until the start of the new Municipal year in 2018. It is proposed that Housing Advisory Board is removed from the schedule of committees from 2018. Until then the Board will continue to exist, but no further meetings will be arranged.

4 Corporate considerations

4.1 Consultation and engagement

- 4.2 Following October Housing Advisory Board initial engagement has taken place with the Chair of the Environment, Housing and Communities Scrutiny Board, the Chair of the Tenant Scrutiny Board and VITAL in developing the proposals of the future governance of Council Housing activity.
- 4.3 Further engagement will continue to take place with the three bodies to develop the detailed arrangements.

5 Equality and Diversity / Cohesion and Integration

- 5.1 Consideration is given to equality and diversity / cohesion and integration as part of all areas of policy development and Council governance, via Equality Impact Assessments. When reporting Council Housing activity into the Tenant Scrutiny Board and VITAL equality and diversity impacts will be discussed and considered on a case by case basis.
- 5.2 The Tenant Engagement Framework seeks to engage with all tenants, including tenants who are difficult to reach. The membership of VITAL is currently being reviewed in order to increase representation from some tenant groups, e.g. young tenants, BAME tenants, LGBT tenants. Stronger connections are also being made into the citywide Equality Hubs to ensure that tenants are connected into wider equality issues, and to ensure a link back into housing policy development.

6 Council Policies and Best Council Plan

- 6.1 The effective management of Council Housing contributes towards a number of Best Council Plan priorities – Building resilient communities, supporting health and wellbeing and better lives.
- 6.2 The proposal also supports the Council's ambition to be an efficient and enterprising organisation by eliminating duplication of Council Housing governance which is currently in place via the HAB.

7 Resources and value for money

- 7.1 The proposal helps to eliminate duplication within the current governance framework, and so helps to achieve better use of resources and better value for money.

8 Legal Implications, access to information and call In

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

9 Risk management

9.1 There are robust arrangements already in place to ensure that Council Housing risks are managed robustly, via the Council's corporate risk management framework. Any significant organisational risks are included within the Council's risk register.

10 Conclusions

10.1 The Council already has an established governance framework in place to ensure the effective management of Council Housing and other housing activity, and in most cases Housing Advisory Board duplicated these reporting arrangements. Proposals outlined in this paper will help to eliminate duplication and ensure closer working between different bodies within the governance framework.

10.2 It is proposed that the last meeting of the Housing Advisory Board takes place on 21 November and that no further meetings are held for the remainder of the 2017/18 Municipal year.

11 Recommendations

11.1 Housing Advisory Board is invited to comment on and agree:

- proposals for the future governance of Council Housing and other Housing activity
- arrangements to wind down Housing Advisory Board in its current format.

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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Report author: Mandy Sawyer
Tel: 276430

Report of Chief Officer Housing Management

Report to Housing Advisory Board

Date: 21 November 2017

Subject: Proposals to Establish a Strategic Housing Partnership and 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. In October 2017, Housing Advisory Board supported proposals to change the focus of the Board to become a Strategic Housing Board which co-ordinates a collaborative approach to the delivery of the Leeds Housing Strategy.
2. 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 has been regularly reported to Housing Advisory Board.
3. It is proposed that a Strategic Housing Partnership is established, with representation from organisations and individuals, to co-ordinate a more collaborative approach to the delivery of the six themes of the Housing Strategy. A small Board would be established to provide leadership to the Partnership.
4. 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.
5. Proposals will continue to be developed with the wider housing sector with a view to establishing the Strategic Housing Partnership and Board during early 2018.

Recommendations

Housing Advisory Board is invited to comment on proposals to develop a Strategic Housing Partnership, led by a Strategic Housing Board.

3 Purpose of the Report

- 3.1 To share proposals with Housing Advisory Board for the establishment of a Strategic Housing Partnership, led by a Strategic Housing Board, with responsibility for providing leadership to the Housing Strategy and providing greater accountability in delivering the strategy across the wider housing and related sectors.

4 Background information

- 4.1 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.
- 4.2 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 would be reported to Housing Advisory Board every six months, in June and February of each year.
- 4.3 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.
- 4.4 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.
- 4.5 A review was undertaken of the Housing Advisory Board during summer 2017. The review supported proposals to change the focus of the Board as follows:
- Develop the Board as a Strategic Housing Board to provide leadership to a collaborative approach in developing and delivering the Housing Strategy priorities.

- Assign responsibility for monitoring of Council Housing activity to existing bodies in the Council's governance framework.

4.6 This paper sets out proposals for the development of a Strategic Housing Partnership, led by a Strategic Housing Board. A separate paper on this agenda will consider proposals for the governance of Council Housing and other housing activity.

5 Main issues

5.1 As outlined in the Housing Strategy, Council Housing now only represents 17% of housing in Leeds. In order to successfully deliver Housing Strategy priorities the Council must develop its strategic housing role, developing strong partnerships with other housing and related sectors to work collaboratively to further develop and deliver the Housing Strategy priorities.

5.2 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.

5.3 Proposals have been developed for providing leadership to the Leeds Housing Strategy, taking into account good practice from other local authorities, as outlined below.

Strategic Housing Partnership

5.4 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 housing associations, private landlords, voluntary agencies and tenant groups will be invited to be part of the partnership and contribute towards the delivery of relevant priorities within the strategy.

Strategic Housing Board

5.5 It is proposed that a Strategic Housing Board is established to provide leadership to the Strategic Housing Partnership. The Board's role would be to finalise the Housing Strategy priorities and collaborative approach, and where appropriate agree a citywide response to emerging housing issues and Central Government policy, encouraging greater joint approaches and shared innovation. In undertaking this leadership role, the Board will encourage and consider feedback from the wider Partnership.

5.6 The Strategic Housing Partnership will be made up of fully independent organisations which have their own organisational priorities and commitments. It is fully understood that the Board cannot make decisions on behalf of such organisations. However, it is also recognised that organisations also have a strategic responsibility to ensure that housing need is effectively met through the effective delivery of Housing Strategy priorities, and so the Board will seek the

Partnership's support to achieve a more collaborative approach on specific issues.

- 5.7 Board membership would include senior representation from the Council, independent representation and tenant representation. Proposed membership of the Board is as follows:
- 6 Leeds City Council Elected Members
 - 1 Independent
 - 2 Tenants / Residents – initially it is proposed that 2 members of VITAL are nominated to the Board
- 5.8 The six Elected Members will be made up of four from the administration and two from the opposition.
- 5.9 It is intended that the one independent member of the Board is a senior housing practitioner in the city who supports the Council's vision for collaborative ownership of the Housing Strategy and are in a position to influence the wider ownership of the strategy across wider housing sectors.
- 5.10 In the first instance it is proposed that the two tenant members of the Board are nominated by VITAL. However, as VITAL currently mainly represents the views of only Council tenants in the longer term tenant membership will be reviewed to ensure that it maximises opportunity for involvement of tenants from across the wider sectors.
- 5.11 It is proposed that the Board will not be a formal Board within the Council's governance structure and instead will operate as a partnership board outside the Council's formal governance structure.

Strategic Housing Board Meetings

- 5.12 Board meetings will be held quarterly, and will usually be themed on each of the themes of the Housing Strategy.
- 5.13 The first meeting will be held in spring 2018 and will launch the Strategic Housing Board. Items for discussion will include the role of the Board, signing off Terms of Reference, agreeing a forward plan for future meetings, and a broader discussion around the current priorities in the Housing Strategy. As this meeting will formalise the launch of the Board and the Housing Strategy, it is proposed that wider invitations are made to organisations which have a significant role in supporting the delivery of the strategy.
- 5.14 Future meetings will then be based on the main themes of the Housing Strategy. Meetings will follow a workshop style, with less emphasis on formal reports and greater emphasis on presentations and discussion. The proposed format of the first of each themed meeting will be to consider and agree the following:
- Based on evidence available reviewing the biggest issues relating to the theme

- Consideration of any equality and inclusion priorities relating to the theme
- What improvements are already being delivered across the sectors
- Learning from other cities – Core Cities comparison, examples of innovation
- What more can we do – across the sectors, opportunities for collaboration
- Are there current or emerging risks which require collaborative consideration, such as government policy
- Review strategy targets
- Agree a theme based Engagement Plan, which will define how we engage with other organisations to deliver the identified priorities.

5.15 There are overlaps in some strategy themes and so for some themes e.g. promoting independent living and improving health through housing some elements of both themes may be considered at one Board meeting.

5.16 Additional attendees including tenant representatives would be invited to contribute towards the workshop theme. Consideration has been given to which sectors could be invited to contribute to each of the different housing strategy themes, as follows:

Affordable Housing Growth - Housing Associations, Housing Leeds, Private Developers, City Development, Third Sector Organisations.

Improving Housing Quality – Housing Associations, Housing Leeds, Private Landlords, Third Sector Organisations.

Promoting Independent Living – Housing Associations, Housing Leeds – Housing Options and Health and Housing Service, Adults and Health Commissioning, Housing Related Support Providers, Third Sector Organisations, Adults and Health.

Creating Sustainable Communities – Safer Leeds, Leeds Anti-Social Behaviour Team, Police, Housing Associations, Housing Leeds, Private Landlords, Third Sector Organisations.

Improving Health Through Housing – Housing Associations, Housing Leeds, Private Landlords, Third Sector Organisations, Mental Health and Drug and Alcohol Services, Adults and Health.

Meeting Housing Needs of Older Residents – Housing Associations, Housing Leeds, Third Sector Organisations, Adults and Health.

5.17 Wider tenant and customer engagement in the themed workshops will be encouraged via existing customer engagement groups which are in place across organisations which are part of the Strategic Housing Partnership. Invitations will seek to achieve a balanced perspective from tenants and residents from across the different housing sectors.

Wider Communication and Engagement

- 5.18 Wider engagement and ownership is critical to the Strategic Housing Partnership's success, as the Housing Strategy cannot be delivered by the Board alone. In launching the Strategic Housing Partnership and Board, a Strategy Engagement Plan will be developed which will promote the collaborative approach and invite organisations to make a pledge to support the strategy. Many Council teams already have strong connections with these organisations and so we will seek support through these established relationships.
- 5.19 Up to date communications is critical. It is proposed that a Strategic Housing Partnership webpage is developed on the Leeds City Council website, which includes the following:
- The Housing Strategy and sub strategies
 - Details of members of the Strategic Housing Partnership
 - Details of the Strategic Housing Board, including membership, minutes etc.
 - Up to date communications in relation to each strategy theme.

Social media will be established to support the communications plan and to enable more instant and interactive communication in relation to strategy themes.

- 5.20 There were previously a series of sub-groups which were established to support the delivery of the delivery of the Housing Strategy – the Housing Forum supporting the delivery of affordable housing theme, the Private Rented Sector Forum supporting the improvement of housing quality theme in the private rented sector, the Homelessness Forum supporting the promotion of independent living theme and the Housing Management Forum supporting various themes across the Council and Housing Association sectors. While these forums have had an important role in sharing information they have had mixed success in terms of achieving collaborative strategic development across Leeds.
- 5.21 While the Strategic Housing Board will facilitate collaborative strategic development, meetings will only be held quarterly and there are six themes of the Housing Strategy for consideration at a themed Board meeting. At the first of each themed Board meeting a themed engagement plan will be agreed which will support ongoing engagement to progress the collaborative approach agreed by the Board.
- 5.22 A review of the current Forums will be undertaken to identify the most effective way of embedding a collaborative approach, determining whether there is a need for a regular forum or less frequent task and finish workshops. This review will be undertaken jointly with organisations which currently attend the forum meetings.

Tenant / Customer Engagement

- 5.23 Customers have a critical role in influencing the priorities of the Housing Strategy and their delivery. In developing each theme specific engagement plan,

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.

- 5.24 VITAL will have an important role in providing the tenant perspective into the Strategic Housing Board. As VITAL's current role is to predominantly to support the delivery of Council Housing Services this will require VITAL to develop its connections with other tenant groups, to ensure that they are in a position to represent the wider views of tenants living in other sectors, and to ensure that the wider tenant voice is heard in themed Board meetings.
- 5.25 At the November VITAL meeting tenants decided that over the coming months it will review VITAL's role to consider whether it should more formally consider the views of tenants of other sectors as part of its role.

Next Steps

- 5.26 Over the next few months work will progress to develop the both the Strategic Housing Partnership and Board, as follows:
- Formalise membership of the new Board
 - Engage with key housing organisations to develop the Strategic Housing Partnership – seeking views on priorities for collaboration and methods of engagement
 - Develop the new Strategic Housing Partnership web pages / social media
 - Plan the launch the new Strategic Housing Partnership – attract membership, marketing, communication
 - Plan the first Strategic Housing Board meeting alongside the formal launch of the Partnership.
- 5.27 Progress will be reported on a monthly basis to the new Board leading up to the first Board meeting in Spring 2018.

Council and Housing Association Partnerships

- 5.28 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.

5.29 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. As part of the Strategic Housing Partnership proposals we intend 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.

6 Corporate considerations

6.1 Consultation and engagement

6.2 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.

6.3 Following the November HAB meeting, engagement on proposals for the development of a Strategic Housing Partnership and Board will take place with organisations which have been identified as having a role in supporting delivery of the Housing Strategy.

7 Equality and Diversity / Cohesion and Integration

7.1 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.

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

7.3 Whilst planning Strategic Housing Board meetings, consideration will be given to ensuring that attendance and input is representative of the wider Leeds

population, and that the views of minority groups and communities are identified and given appropriate consideration.

8 Council Policies and Best Council Plan

- 8.1 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.
- 8.2 There are also a number of strategies which support the delivery of the Housing Strategy such as the Homelessness Strategy and Empty Homes Strategy.

9 Resources and value for money

- 9.1 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.
- 9.2 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.
- 9.3 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.

10 Legal Implications, access to information and call In

- 10.1 The report does not contain any exempt or confidential information.

11 Risk management

- 11.2 The management of risks associated with the Housing Strategy will be monitored and managed by the Strategic Housing 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.

12 Conclusions

- 12.1 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.
- 12.2 It is proposed that a Strategic Housing Partnership is established, with representation from organisations which have an interest in supporting the delivery of the Housing Strategy, to co-ordinate a more collaborative approach to

the delivery of the six themes of the Housing Strategy. A small Board would be established to provide leadership to the Partnership.

- 12.3 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.
- 12.4 Proposals will continue to be developed with the wider housing sector with a view to establishing the Strategic Housing Partnership and Board during early 2018.

13 Recommendations

- 13.1 Housing Advisory Board is invited to comment on proposals to develop a Strategic Housing Partnership, led by a Strategic Housing Board.

14 Background documents¹

- 14.1 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.



Report author: Ruth Turnbull

Tel: 85978

Report of Council House Growth Programme

Report to: Housing Advisory Board

Date: 21st November 2017

Subject: Council House Growth Programme – Delivery of Extra Care Housing Project Update

Are specific electoral wards affected? If yes, 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 purpose of this report is to update Housing Advisory Board on the progress of the Extra Care Project following approval of the Executive Board report in July 2017.

Recommendations

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

1. Purpose of this report

- 1.1 To provide Housing Advisory Board members with an update on progress made to deliver extra care housing for older people across the city as part of the Council House Growth Programme and supporting the Better Lives Programme.

2. Background information

- 2.1 As part of the Better Lives Programme, there has been a significant amount of research undertaken to determine how Leeds City Council should respond to the predicted increase in the number of older people living longer with long term health conditions, whilst improving individual choice in terms of how they access care and support.
- 2.2 A key element of this has been consideration of the role of extra care housing as an alternative model to residential care. A detailed demand analysis exercise including extra care has been carried out to identify the quantity and type of specialist older peoples housing required across the city currently and forecast to 2028. This has revealed a shortfall of extra care housing whilst predicting that the demand for residential care will decrease as the aspirations of people to live well in older age increases.
- 2.3 Through the Council House Growth Programme, the first council extra care scheme has been developed - Wharfedale View in Yeadon was completed in November 2016. The scheme contains 45 extra care apartments, is operated by Housing Leeds and the core care service was commissioned by Adults and Health. The scheme has provided homes over a mix of tenures with 35 apartments for council rental and 10 apartments for shared ownership.
- 2.4 The delivery of Extra Care Housing through the Council Housing Growth Programme ties in closely with the Best Council Plan 2017-2018 by providing housing as the city grows and supports the delivery of the Better Lives programme through:
- supporting the health and well-being of older people who wish to live independently
 - providing an alternative to residential care
 - ensuring that older people have a wider choice of housing and care options including the provision of person centred care and support
 - Increasing the supply of specialist homes for older people that are for rent, shared ownership and for sale.
- 2.5 Other work is being undertaken across directorates to encourage the wider delivery of extra care across the city. This has included exploring the potential for joint venture arrangements in the future, discussions regarding S106 contributions and how we can encourage developer contributions for the delivery of extra care housing through pre-planning engagement and discussions with developers/providers who are independently developing extra care across the city.

3. Main issues

- 3.1 **The vision for extra care** - The Leeds vision for extra care housing is to work with partner organisations to construct more than 1000 units of extra care housing by

2028 to meet the growing demand for this accommodation type and population forecasts. As part of the Council House Growth Programme, the Council intends to invest in the development of extra care to enable the initial delivery of up to 200 council-owned extra care apartments, with the intention that this investment acts as a catalyst to promote the wider development of extra care across the city.

3.2 **Executive Board approval and procurement strategy** - An Executive Board report was approved in July 2017 which included recommendations on the budget being made available as part of the Council House Growth Programme, agreement on the six sites being dedicated to the delivery of extra care, the intended procurement strategy and needs assessment already undertaken to provide the evidence base for extra care delivery.

3.3 Executive Board considered a number of options for delivery including:

1. Delivery through established procurement frameworks
2. A new open procurement process for one or more schemes
3. Development of a new long term partnership through a joint venture
4. Utilising a specialist framework for the delivery of extra care housing promoted by North Yorkshire County Council.

3.4 Executive Board agreed that the Council should use the North Yorkshire County Council for the following main reasons:

- North Yorkshire’s track record in delivering extra care housing over the last 10 years and similarities in approach and vision with the approach we want to adopt in Leeds.
- Expertise of the framework partners who have all been selected due to their experience in delivering extra care housing.
- Speed of use – the framework saves significant time in comparison with an open procurement or the time it would take to establish a joint venture proposal.
- The approach to sites – the framework enables and encourages developers to bring forward their own sites where these meet the Council’s needs and to provide greater flexibility around the delivery of schemes with both privately owned and Council owned homes, which it is hoped will help stretch the available investment much further.

3.5 Sites for extra care

A considerable amount of work has been undertaken to try and identify suitable sites for development in the areas of greatest need in the city. So far six sites have been identified for the potential delivery of extra care as set out in the table below –

Committee Area	Site/ Location	Size (ha)
Outer South (2017 under supply 158 units)	Windlesford Green, Rothwell	0.71
	Westerton Walk. West Ardsley	0.99
Inner West (2017 under supply 69 units)	Middlecross, Simpson Grove, Armley	0.79

Committee Area	Site/ Location	Size (ha)
Inner East (2017 under supply 66 units)	Former Seacroft Library, Seacroft Crescent, Seacroft	1.41
Outer North West (2017 under supply 24 units)	(Land off) Farrar Lane, Holt Park	1.31
Inner South (2017 under supply 30 units)	Middleton Skills Centre, Middleton Park Avenue, Middleton	0.62

- 3.6 There are a number of areas where we are still seeking sites to meet the needs identified across the city and we are encouraging potential partners to bring forward opportunities in those areas.
- 3.7 **Market engagement** – Following the approval of the procurement approach at Executive Board, market engagement has been undertaken with the six providers on the North Yorkshire County Council (NYCC) Extra Care Framework and 1:1 sessions were held with four of the six providers. This provided the project group with an opportunity to discuss with providers the proposed procurement route, their interest in the proposed opportunities and any barriers to delivery/areas to consider on how we can structure our individual procurements.
- 3.8 **Phasing strategy** - Following this engagement, work was undertaken to develop the phasing strategy for the schemes, with the intention to tender the schemes in packages of two, but as individual lots at the request of the providers. Framework providers will be able to bid for one or both of the schemes. The first package of sites to be tendered via the framework will be Westerton Walk and Windlesford Green.
- 3.9 **Due diligence exercise** - A full due diligence review of the NYCC Extra Care Framework documents has been undertaken and the development of the first tender package is underway including the development of LCC's specific works, care and housing specification.
- 3.10 **Land Forum** - A Land Forum group has been established as part of the project to ensure all required site information is collated prior to schemes being issued for tender, including the commissioning of required surveys. The Land Forum is also responsible for identifying any viability issues and options to deal with these issues prior to tender release and working with the planning department prior to tender to ensure any planning constraints are clearly identified to bidders.
- 3.11 An initial piece of work has been undertaken to identify all site background information including site visits and any previous site investigations undertaken. The Land Forum group through wider consultation with colleagues in City Development and Housing Growth have agreed on the contents of a technical pack that will be issued with each of the sites. For Westerton Walk and Windlesford Green, all site investigations have been commissioned.
- 3.12 Further funding has been secured to enable surveys for the remaining four sites to be commissioned by the end of November 2017. For three of the sites, demolition is still required for the full or part of the site and surveys will be commissioned in co-ordination with the demolition timescales. Two of the sites requiring demolition are vacant but Middleton Skills Centre is still operational; Asset Management are currently undertaking a piece of work to identify an alternative location for the

services located on this site. Members of the Land Forum group are liaising with Asset Management on this site especially around the timescales for proposed decant.

- 3.13 **Tenant and resident involvement** - To ensure continuous improvement and tenant involvement in future schemes, an evaluation strategy has been developed for Wharfedale View. This will cover three areas; a Wellbeing Assessment, Staff Survey and New Build Design Questionnaire. Undertaking the surveys commenced on site during October and will be completed during November. Results from each of the surveys will be fed back to the relevant stakeholders and the outcomes will be incorporated in the tender documents for the six schemes where relevant.

4. Corporate considerations

4.1 Consultation and engagement

- 4.2 Both the Housing Growth Executive Members Steering Group and Extra Care Members Working Group have steered the approach of the extra care project and have been consulted as part of establishing this project and agreeing the basis of the Executive Board report.
- 4.3 Ward Members in areas with potential sites have been kept up to date with progress on the project. A comprehensive Stakeholder and Engagement Plan has been developed for the project that builds on previous engagement with stakeholders around housing for older people and to ensure all relevant stakeholders are consulted with and communicated with as required throughout the programme of proposed work. A Cross Party working group is being established to monitor progress on the project.

5. Equality and diversity / cohesion and integration

- 5.1 An Equality, Diversity, Cohesion and Integration (EDCI) screening has been completed which looks at the potential impact of the delivery of up to 200 new Extra Care homes on equality, diversity, cohesion and integration as part of the wider Council Housing Growth Programme (CHGP). The proposals reflect differences in need in relation to existing and predicted supply of Extra Care housing across the city's neighbourhoods and seek to facilitate an increase in supply to meet current and predicted localised gaps in provision. A copy of the EDCI screening document is attached for reference at Appendix 1.

6. Council policies and best council plan

- 6.1 Making Leeds the Best City to Grow Old In has been highlighted as one of our seven Breakthrough Projects and a key strategic priority as set out on the Best Council Plan. We want Leeds to be an age-friendly city and one in which older people have a range of opportunities to live healthy, active and fulfilling lives. The Best Council Plan 2017-18 includes a number of the key priority areas will be supported by the delivery of extra care housing as follows:
- Good growth
 - Health and wellbeing
 - Better lives for people with care and support needs

- 6.2 In aspiring to be the 'Best city in the UK', the Core Strategy also takes forward the spatial and land use aspects of the Vision for Leeds, City Priority Plans and the Best Council Plan (in particular, Objective 2: to 'Promote sustainable and inclusive economic growth').
- 6.3 Supporting the delivery of housing growth including affordable housing is integral to the Housing Growth and High Standards in all sectors breakthrough project. The delivery of affordable housing underpins the Council's ambition for Leeds as a Strong Economy and a Compassionate City.
- 6.4 Implementing the Better Lives Programme is key to delivering the Council's 'Best Council Plan 2015-2020'. The Plan identifies specific priorities for 2017-18 to make Leeds "The Best Place to Grow Old in" and to provide "Early Intervention... reducing health inequalities". These priorities link closely with the realignment of services to be more responsive to older people's needs, giving them greater choice and control over their care and reducing the impact on longer-term care services. The Plan also refers to Leeds intention to "become a more efficient and enterprising council", which again is reflected by the move towards wider provision of extra care.

7. Resources and value for money

- 7.1 The day-to-day management of this project is jointly led by the Director of Resources and Housing and Director of Adult Social Care. A multi-disciplinary cross directorate team has been established to enable the project to progress at pace and to ensure all strands of the project are considered. The project team includes officers from Adults and Health, Housing Leeds and Council House New Build Team to ensure all strands of the project are considered. All project management tools have been established.
- 7.2 We have modelled the potential benefits of Extra Care versus Residential Care and it is evident that it will deliver significant efficiencies to the Council for each person funded by the authority living in Extra Care. Initial financial comparisons on the cost of residential care versus extra care (based on the actual tendered care package for Wharfedale View) reveal that extra care, even with all care recipients having high care and support needs, costs significantly less.

	Weekly cost of extra care	Weekly cost of residential care	Weekly cashable saving
Medium levels of care - 2 hours per day	£231.60	£621.80	£390.20
High care and support needs	£324.84	£621.80	£296.96

- 7.3 Extra Care would also bring about financial benefits to Self-Funders as the comparative weekly cost of Extra Care versus Residential Care is significantly lower. They would also have the option as owner/occupiers to retain the capital value of their apartment.
- 7.4 The total funding injected and available for the Council House Growth Programme at June 2017 is £108.3m. It is through this funding that the £30m has been identified for the delivery of extra care housing. The funding for the extra care project is made up of HRA borrowing, Right to Buy receipts and HCA grant.

7.5 At present the Council has a commitment to the funding of 35 homes for rent and 15 homes for shared ownership through HCA grant funding, and is looking at options to extend that subject to the needs of the programme. The exact mix of funding sources used for each extra care scheme delivered will be determined once the delivery route and tenure mix for each scheme is confirmed

8. Legal implications, access to information, and call-in

8.1 This report is not subject to call in.

9. Risk management

9.1 A risk log is being maintained throughout the project and risk are being escalated through the governance process as necessary.

10. Conclusions

10.1 The procurement and delivery phase of the project has now commenced and through the issuing of an Expression of Interest on 30th October for Westerton Walk and Windlesford Green. This EOI will provide some further feedback on our intended offer to the market and will enable us to refine our approach where required. It will also provide us with a final tender list for the issue of the first tender package which will be issued before the end of the calendar year.

11. Recommendations

11.1 Housing Advisory Board is requested to note the contents of this report and to seek a further update around the summer of 2018.

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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Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Adults and Health and Resources and Housing	Service area:
Lead person: Anna Clifford and Mandy Sawyer	Contact number: 83787/ 76430

1. Title: Council Housing Growth Programme: Delivery of Extra Care

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

The Housing Growth Programme Board are currently considering options for the delivery of up to 800 Extra Care homes across Leeds City Council including provision of up to 200 additional homes as part of the Council House Growth Programme by 2020. The Council is aiming to develop schemes with a total value of the overall programme in the region of £30 million.

The Council is leading the drive to meet the overarching housing requirements set out in the Core Strategy and is also seeking to ensure growth which meets needs and provides choice, particularly for people on low incomes, as highlighted through the Core Strategy requirement for Affordable Housing provision, in recognition of the city’s changing demography, particularly the growth in the number of older residents.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	x	
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	x	
Could the proposal affect our workforce or employment practices?		x
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	x	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

An Equality, Diversity, Cohesion and Integration (EDCI) screening was completed in June 2017 which looked at the impact of the delivery of up to 200 new Extra Care homes as part of the wider Housing Growth Programme (HGP). In assessing the impact of the proposed programme on equality, diversity, cohesion and integration the EDCI screening has been informed by a number of key considerations:

Supply and Demand

As part of the Better Lives Programme, comprehensive supply and demand modelling has been undertaken by Adults & Health up to 2028 which projects an increase in the demand for Extra Care Housing and a corresponding shortfall in supply across the majority of wards in the city.

The methodology used to calculate and forecast demand include national work on provision of older peoples housing and care from the More Choice Greater Voice toolkit, which was developed by the Housing LIN and published by the Department of Health in February 2008. It was prepared specifically to accompany the government's new National Housing Strategy for an Ageing Society to offer guidance to commissioners and providers to enable them to forecast demand and produce accommodation and care strategies for older people.

The delivery of affordable housing through the Extra Care programme could have positive implications for equality groups who are economically disadvantaged.

Going forward EIA screening for future Extra Care developments will also be carried out on a demographic basis and the current profile of Affordable Housing residents will be considered in terms of age, gender, ethnicity and working status. Screening will also consider how demographic, spatial and economic factors influence tenure patterns across the city and how this will affect the demand for affordable housing amongst specific groupings such as BME populations

Design & Ethos

In order to ensure that Extra Care provision constitutes a “Home for Life” the Extra Care Programme is supporting the achievement and delivery of high standards of design and construction which use innovative approaches and incorporate elements of assistive technology where practicable to facilitate future proofing of assets and exploit the flexibility afforded by the Extra Care Model.

Adults & Health have produced The Leeds Model of Extra Care Housing which sets out a clear vision for the development of Extra Care and incorporates parameters for successful design which are based on HAPPI Design principles and the most recent guidance and best practice from Housing LIN. This provides essential information about key design principles and issues to consider when designing and developing a brief for a new Extra Care Scheme and the tools which will enable us to challenge poor design going forward. More generally the design of works shall comply with all mandatory and statutory requirements and all relevant British Standards and Codes of Practice current at the date of tender.

Data obtained from the most recent Family Resource Survey published by the

Department of Work & Pensions carried out in 2015 shows that the disability prevalence amongst the over 55 age group is currently 45%. On this basis a significant proportion of older people who move into Extra Care will already have or will develop a physical or mental impairment that will have a 'substantial' and 'long-term' negative effect on their ability to carry out normal daily activities. In considering Extra Care design we have endeavoured to create a supportive, enabling environment that may ameliorate some of the difficulties and challenges of living with disabilities or chronic degenerative health conditions.

Tenure Mix

We know that the current provision of extra care is unequally distributed across the City and that different localities require different types of tenure mix depending on demography. We have used current Data from the Index of Multiple Deprivation which is a Government Study of the most deprived areas in English Local Councils based on a number of factors such as Income, Health Deprivation and Disability, Living Environment and Barriers to Housing and Services. This has enabled us to identify which parts of the city have low income and health outcomes.

The resident profile in these areas indicate a higher prevalence of Care and Housing Need and a greater requirement for Social Rented Housing due to lower levels of disposable income and available capital through equity release. As such these areas have been recommended as 'rental' only and more units for the social rented sector would be required, which may be more likely to be developed by the Council. This modelling should allow the market to develop the right type of accommodation in the right parts of the city.

Evaluation

Adults and Health are currently undertaking an evaluation exercise at Wharfedale View Extra-Care housing scheme and to test the efficacy of the Leeds Model in improving outcomes for new residents.

A New Build Design Questionnaire will also be completed by residents in order to capture their views on the design of their new homes to understand which aspects of home design are the most important to them. This feedback will inform the design ethos on future Extra Care provision and capture any lessons learned from the current development.

There will also be consultation with staff involved in the delivery of services at Wharfedale View and we will consult with and seek views from staff networks and associated minority groups as and when required throughout the project.

- **Key findings**

(**think about** any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

Equality, Diversity, Cohesion and Integration Screening

The proposals reflect differences in need in relation to existing and predicted supply across the city's neighbourhoods. The proposals seek to facilitate an increase in supply to meet current and predicted localised gaps in provision across the city. No diversion of resources from other equality provision is anticipated, since funding is likely either to come via dedicated, specialist routes, or benefit from commercial sector investment.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

As part of the design process for any future Extra Care Scheme, the impact on existing communities and neighbourhoods and on the potential new tenants will be considered prior to submitting a planning application. This will include working with local ward members in developing the designs to ensure they meet local housing need, and presenting scheme proposals at local consultation events prior to a planning submission. The schemes will be designed to meet Lifetime Homes requirements to further minimise the requirements for tenants to move should their circumstances change in the future.

As part of the overall CHGP, a Communication Strategy has been developed to ensure that effective communications with ALL key stakeholders on individual scheme proposals are maintained throughout the programme and is subject to ongoing review. Recommendations from this strategy will be utilised to inform the need for any further key stakeholder communication/ consultation in respect of the delivery of new Extra Care Housing. This will include, as a minimum regular briefings to local ward members and neighbouring residents until the completion of any proposed schemes. The appointed contractor will also ensure regular updates via newsletters and drop in sessions to ensure the local community are updated on the scheme and the impact of the development is kept to a minimal for existing residents close to the site.

In developing our extra care offer both Voice for Older Leeds Tenants and the Leeds Older People's Forum have been consulted are very supportive of the approach we are undertaking to deliver specialist accommodation for older people in Leeds. Both these groups will be key stakeholders ongoing through the delivery of the project. We will also look to ensure we seek views from minority groups across Leeds through existing channels of consultation and communication.

Programme managers will be looking for measurable positive impacts on older people and cross directorate evaluation of existing council owned Extra Care schemes which looks to test the efficacy of the Leeds Model is ongoing.

As site specific proposals come forward, managers will undertake project specific EDCI screening as part of all future procurements and action plans that will look in detail at potential EDCI impacts.

Expansion of the Extra Care housing sector, as part of the retirement housing sector more generally, could help to alleviate housing challenges facing people of all ages. Older people are now more likely than ever to be resident in housing that may not best fit their needs due to the lack of adequate housing available. Expanding the Extra Care housing sector, as part of an effort to grow and diversify the older people's housing market, could help all.

The delivery of new Extra Care Housing developments across the city will also provide additional employment and training opportunities for local people managed via the construction contract and will contribute to the regeneration of parts of the city which are currently suffering from underinvestment.

5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	N/A
Date to complete your impact assessment	N/A
Lead person for your impact assessment (Include name and job title)	N/A

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screenings should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	30/06/2017
If relates to a Key Decision - date sent to Corporate Governance	30/06/2017
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	

Report of Head of Finance, Resources and Housing.

Report to Housing Advisory Board

Date: 21 November 2017

Subject: Housing Leeds (HRA) Revenue Financial Position Period 6 - 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 September 2017 (Period 6).

Recommendations

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

1. Summary Position

1.1. At the end of Period 6 the HRA is projecting a balanced position against the 2017/18 Budget.

2. Key Variances – Income

2.1. Income is projected to be £172k lower than budget. The main areas of projected variation are; a projected reduction in rental income of £367k 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 £33k 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

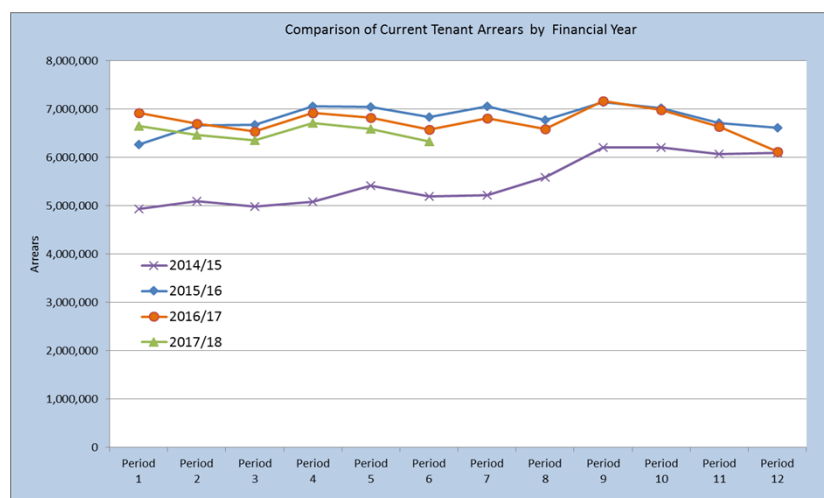
- 3.1. Expenditure is projected to be £172k under budget.
- 3.2. The actions around Fast Track Disrepair are having an impact, however a pressure of £449k is forecast this year.
- 3.3. As a result of savings on vacant posts, a saving of £804k is projected in relation to employee and training costs.
- 3.4. Premises are projected to underspend by £9k.
- 3.5. Supplies and Services are projected to underspend by £255k, primarily due to Community Links furniture expenditure being less than budgeted for, savings following a review of printing requirements and ICT savings.
- 3.6. There is a projected net overspend of £329k 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 £236k across other internal charges.
- 3.7. Other expenditure minor variations total a £118k overspend.

4. Right to Buy (RTB) Sales

4.1. To the end of September 2017 there were 260 completed sales. It is anticipated that total year sales of 530 units will generate sales receipts of £27.4m. The Government formula in respect of 2017/18 indicates that the Council would be able to retain total receipts of £21m. Of this £10.9m 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 £7.7m could be used to repay debt with £2.4m being used to fund other capital expenditure.

5. Arrears and Collection Rates

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



5.1. Collection Rates

Rent & Arrears Collection Rate (%):

	Jul	Aug	Sept
2016/17	96.73	96.87	96.73
2017/18	96.48	96.71	96.55

- 5.2. Rent collection performance for September 2017 stood at 96.55% which is 0.18% lower than the September 2016 figure of 96.73%. However performance has continued to improve over the last three months increasing from 96.48% in July to 96.55% in September. The trend between July and September is in a stronger position this year and the gap between this and last year's performance is getting smaller, if the current trend continues, rent collection will be in an improved position at year end.
- 5.3. Rent arrears have reduced by £230,000 over the last 12 months from £6.50m in September 2016 to £6.27m in September 2017. This is a really positive as recent benchmarking with a number of other organisations has shown the majority of the reporting an increase in arrears this year.
- 5.4. Rent Collection is a key priority for Housing Leeds and staff resources are focused on rent collection each week. Robust performance management is thoroughly embedded within the service with local managers monitoring individual housing officer performance and activities on a weekly basis. A number of offices have received support from the Income Service over recent months to analyse their performance and provide further guidance on improvement processes to follow.
- 5.5. Cases are now being processed and sent to Court quicker this year where tenants are not making payments or engaging with the local officer. This ensures that tenants who won't pay are effectively managed and ultimately the overall level of arrears at possession stage will be lower. Housing Leeds ensure all tenants who are struggling to pay their rent are offered support with money management and budgeting.
- 5.6. The Chief Officer is monitoring performance on a weekly basis and held further arrears challenge meetings with managers in September 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.
- 5.7. The Enhanced Income Service continues to contact and provide support to tenants newly affected by Under Occupation, the Benefit Cap and Universal Credit.

5.8. Under occupation**Number of tenants in under-occupation:**

	Jul	Aug	Sept
2016/17	4,835	4,860	4,855
2017/18	4,346	4,341	4,312

5.9. Arrears due to Under Occupation continue to decrease. The number of tenants affected by Under Occupation has been gradually reducing over recent months from 4,855 in September 2016 to 4312 in September 2017. There are now approx. 250 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

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: 21st November 2017

Subject: HRA Capital Financial Position Period 6 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 6 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)

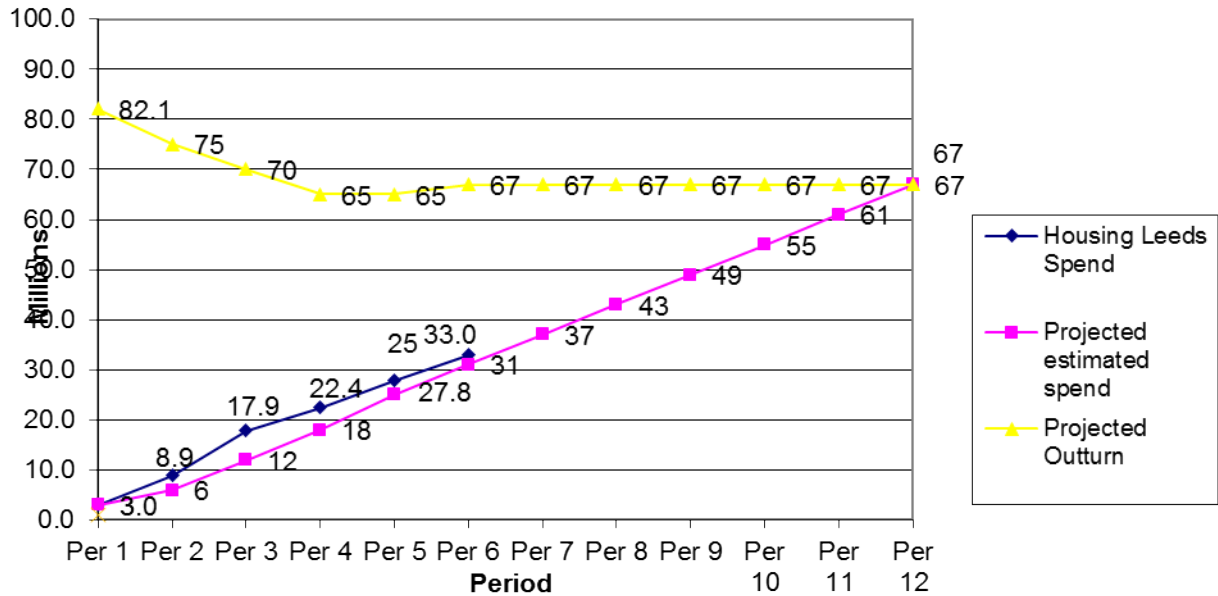
3.0 HRA CAPITAL PROGRAMME

3.1 Housing Leeds Services & BITMO

3.2 Housing Leeds actual spend and commitments at period 6 is £33.0m equating to 49.2% of the revised available resources at period 6. The 2016/17 Housing Leeds programme is currently projecting an outturn of £67.0m. 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 now expecting to deliver in 2017/18.

3.3 Housing Leeds & BITMO, 3 year latest estimated responsive, planned works and Environmental Improvement programme at period 6 is detailed in **Appendix A** attached with a graphical representation of the actual spend at period 6 and estimated outturn position for 2017/18 below :-

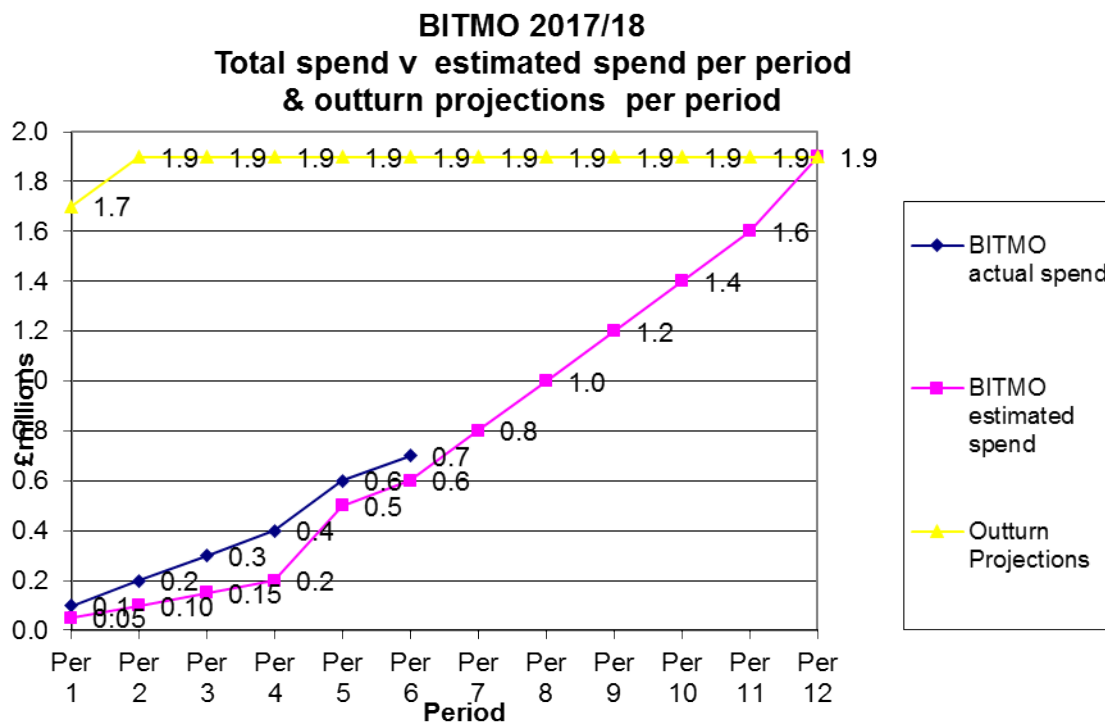
Housing Leeds 2017/18
Total Spend v Estimated spend per period
& Outturn projections per period



- 3.4 The planned works are now estimated at £48.2m with spend and commitments to period 6 of £21.6m representing 44.8% of the revised available resources. As at period 6 the HL planned programme is reporting delivery within these resources in 2017/18.
- 3.5 The responsive works are now estimated at £16.5m with spend and commitments to date of £10.1m representing 61% of revised resources at period 6. Spend is well ahead of projections at period 6 however HL are reporting delivery within these resources in 2017/18.
- 3.6 The Environmental programme is now estimated at £2.2m with spend and commitments to date of £1.2m representing 54.5%. 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 £33.0m are in line with the projected spend position expected by HL at period 6, 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 £18m has been actioned to period 6. The main reasons for this being the highly complex multi storey refurbishment schemes within the programme, the difficulty 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. Housing Leeds have current funding of £242.0m over the 3 year period 2017-20. This investment allows for £80+m in each year and fulfils a number of LCCs key priorities: improving housing conditions and energy efficiency, improvements to

the environment through reduced carbon emissions and supporting more people to live safely in their own homes. A further detailed report on the 10 year investment programme “Beyond Decent Homes – The 2018 Housing Revenue Account Capital Investment Plan” is being presented at November 2017’s Executive board.

3.10 **BITMOs** actual spend and commitments at period 6 are £0.7m representing 37% 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 6 the spend on the Council Housing Growth and new build programme is £5.3m against a revised outturn projection of £17.0m in 2017/18. Total spend on the whole programme including previous years is £37.4m against a total current budget of £108.3m.

4.2 Progress to period 6, the Newbuild programme has delivered five schemes which have completed at £18m. Three schemes are on site with a combined construction value of £11m at Broadlea Street, Garnet Grove and the former Whinmoor Pub, with three schemes in procurement/feasibility at the Beeches, Nevilles and Meynell Approach.

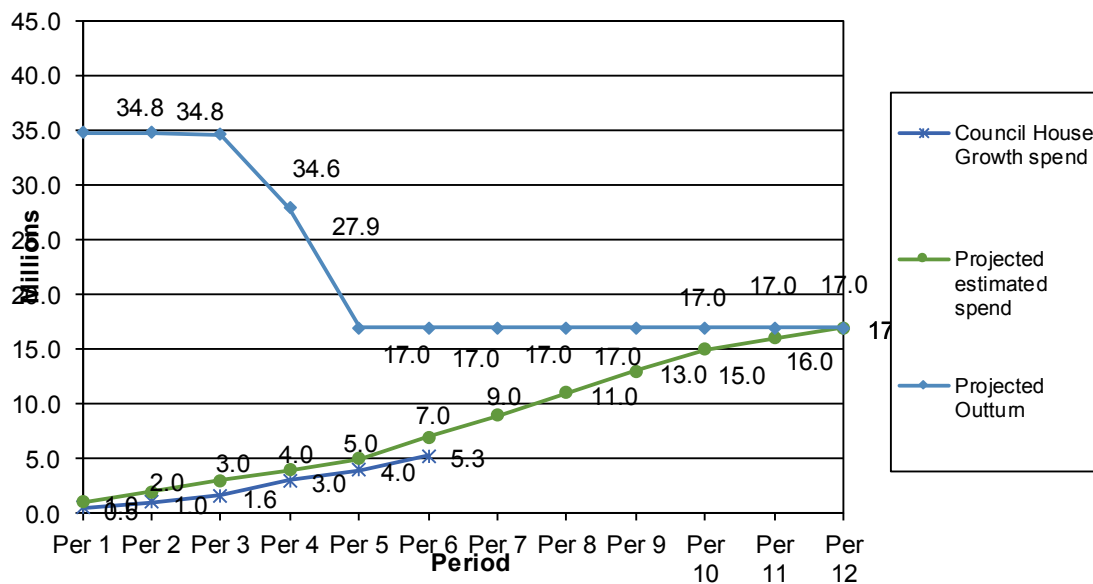
4.3 The Empty Homes programme £11.3m has brought 120 homes back into use since 2014. Phase 1 of the programme has delivered 26 homes. Phase 2 the 2015-18 Empty Homes programme has currently delivered 96 homes with a further eight in conveyancing and one community centre awaiting confirmation which will give a total of 102 homes delivered.

4.4 As part of the Council Housing Growth Programme and to support the delivery of the Better Lives Programme, the Council intends to enable the initial delivery of 200 Council-owned extra care apartments with the intention that this investment acts as catalyst to promote the wider development of extra care across the city. In July 2017 a report to EB included recommendations on :-

- £30m budget for delivery of extra care
- Approval of six council-owned sites to be dedicated to the delivery of extra care
- Intended procurement strategy for the delivery of extra care (via the North Yorkshire Extra Care Framework).
- Potential revenue savings which will result from the provision of additional extra care housing places across the city.

4.5 A more detailed Council House Growth update report will be provided to a future meeting of HAB.

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



5.0 Recommendation

5.1 The Housing Advisory Board are requested to:

5.2 note the Housing Leeds is BITMO refurbishment programmes position at period 6 2017/18 as set out in the narrative at 3.0 - 3.10 and set out in App A.

5.3 note the Council House Growth programme position at period 6, 2017/18 and that a more detailed Council House Growth update will be provided to a future meeting of HAB.

6.0 Appendix A - Housing Leeds & Bitmo Capital Programme at Period 6

APPENDIX A

Housing Leeds Capital Programme	Original 2017/18 Budget	Revised Budget at Per 6	Total Actual and Committed 2017/18 Per 6	% spent to revised budget	Estimated 18/19 Budget	Estimated 19/20 Budget
Responsive Programme						
Voids	5,933.0	7,000.0	4,299.4	61.4%	0.0	0.0
Capital Repairs & Maintenance	1,910.0	1,910.0	1,112.1	58.2%	1,731.0	0.0
Disrepair	1,000.0	1,000.0	750.4	75.0%	0.0	0.0
Asbestos Responsive	1,120.0	1,620.0	1,234.1	76.2%	0.0	0.0
Equipments & Modifications for Disabled	5,000.0	5,000.0	2,725.6	54.5%	4,500.0	0.0
Total Responsive	14,963.0	16,530.0	10,121.5	61.2%	6,231.0	0.0
Planned						
Window & Door Replacement	2,157.0	2,038.8	310.5	15.2%	0.0	0.0
Heating & Energy Efficiency	12,914.5	9,531.6	3,650.1	38.3%	7,279.9	8,462.9
Electrical	2,122.0	1,570.9	153.0	9.7%	682.9	0.0
Re-Roofing	1,975.0	1,500.0	412.9	27.5%	475.0	0.0
Kitchens & Bathrooms	6,000.0	5,999.2	3,128.8	52.2%	7,001.0	0.0
Environmentals	421.3	366.9	251.5	68.5%	0.0	0.0
Miscellaneous	50.0	80.0	26.7	33.3%	0.0	0.0
Structural Remedials & Insulation	8,625.0	4,937.3	2,560.4	51.9%	9,350.0	0.0
Communal Replacements	5,596.7	728.7	855.4	117.4%	3,904.1	0.0
Conversion/Regeneration Works	4,821.1	3,586.6	1,770.9	49.4%	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	461.0	19.5%	0.0	0.0
Fire Safety Works	1,515.0	2,205.4	473.2	21.5%	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	7,566.4	58.5%	49,218.8	81,046.0
Total Planned	65,159.4	48,233.4	21,620.6	44.8%	79,380.3	89,508.9
Environmental Improvement Programme						
EIP - Parent Pot	279.9	0.0	0.0	0.0%	0	0
EIP - Salaries	41.3	46.9	0.0	0.0%	0	0
EIP - Parking	119.5	801.9	396.0	49.4%	0	0
EIP - Play	0.0	55.0	23.0	41.9%	0	0
EIP - Landscaping	0.0	238.0	47.4	19.9%	0	0
EIP - Community Safety	571.3	799.7	549.0	68.7%	0	0
EIP - Waste	344.1	295.1	228.0	77.2%	0	0
Environmental Improvement Programme	1,356.1	2,236.6	1,243.4	55.6%	0.0	0.0
Total Housing Leeds 2017/18 Programme	81,478.5	67,000.0	32,985.6	49.2%	85,611.3	89,508.9
Total Belle Isle TMO programme	1,720.0	1,871.7	685.7	36.6%	1,720.0	1,720.0

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Report of the Director of Environment and Housing

Report to Housing Advisory Board

Date: 21 November 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.
- 2.3 The most recent data available (September 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	31	£56,104
Environmental – Parking and Access	4	£6,791
Environmental – Play	6	£6,910
Environmental – Recycling / Waste	6	£19,105
Environmental – Safety & Security	11	£27,047
Grand Total	58	£115,957

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

- Outer East HAP funding of £3,220 for a purpose built bin storage area at Bailey Towers, improving overall environmental appearance and easier access for residents.
- Outer South East HAP funding of £2,070 for Well Close environmental improvements, clearing an overgrown area and planting shrubs to allow future regular maintenance by grounds maintenance contract.
- Inner West HAP funding of £2,000 for the replacement of 10 litter bins in and around the Broadleas.
- Inner South HAP funding for £1,280 – robust metal knee high railing around large open green space in Redhall Crescent to prevent dangerous motorbike and vehicular access and unsightly damage to the grassed area.

3.1.2 The total number of schemes complete within the EIP (Environmental Improvement Programme) is 57 (out of 83 in the whole programme); please see breakdown below:

Type of Project	No.	Cost
Waste	12	£294,443
Parking	10	£418,492
Landscaping	10	£276,406
Play	4	£164,000
Community Safety	21*	£763,456
Total	57	£1,916,797

* 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 August and 30th September 2017:

- Keswick Lane – car parking provision.
- Rutland Court – waste scheme. Works completed in September. Additional works identified outside of project.

Schemes currently on site:

- Beckhills Estate – Works to first phase of the footpaths, steps and handrails – continuation of project will carry on until mid-October.
- Fairfield Estate – fencing started on site August – due to complete end of November.
- Woodbridge Place – waste and parking scheme. Started on site September – in progress.
- Woodbridge Gardens – parking. Started on site September – in progress.
- Queensway ph1 parking. – Started on site in September and will complete in October.
- Alderton Heights – parking double yellow lines.

Schemes due on site with expected completion prior to Christmas:

- Glen Road North – parking. Starting on site in October.
- Silk Mill Avenue – parking. Starting on site in October.
- Fernbanks – parking. Due on site in November.

- Wells Court – handrails and stairs. Due on site in November.
- St James’s – handrails. Due on site in November.
- Tynwald Drive – parking. Starting on site at end of October.
- Millshaws – landscaping. Start date yet to be confirmed.
- Mistress Lane – landscaping and garage improvements. Start date to be confirmed.
- Tynwald Green and Gardens – kerb realignment to ease parking in area. In consultation and aim to deliver prior to Christmas.
- Leasowe and Telfords – waste and footpath improvements. Starting on site in October.

EIP schemes are being managed by Project Staff within the Investment Projects Team alongside other priority projects such as HAP environmental scheme delivery and the garage site review. Every effort is continuing to be 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. A number of schemes are starting on site in October and will be complete by Christmas.

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 6 2017/18’ which appears elsewhere on the agenda.

3.3 Priority 3 – Housing People

3.3.1 Homeless Preventions:

	Jul	Aug	Sep
Prevented	909	803	837
Not Prevented	205	169	158
Total Cases Closed	1,114	972	995
Prevention Rate	82%	83%	84%

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		
	Jul	Aug	Sep
Total	36	41	37
(of which duty owed)	29	25	24

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:

	Jul	Aug	Sep
2016/17	28.07	27.61	27.73
2017/18	36.33	37.27	35.89

At the end of September, performance stood at 35.89 days which is a reduction compared to August 2017. As we continue to prioritise the allocation of long term voids this will have an adverse impact in terms of the average days taken on the overall average relet time. Leeds Building Services are currently working through a restructure and the implementation of a new ICT system. The voids team are working collectively with the Lettings Teams and our contractors and actions have been put in place to address current performance.

3.3.4 Number of void lettable properties:

	Jul	Aug	Sep
2016/17	355 + 42 PFI / New Build	331 + 38 PFI / New Build	320 + 187 PFI / New Build
2017/18	390 + 62 PFI / New Build	417 + 63 PFI / New Build	415 + 68 PFI / New Build

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

3.3.5 Adaptations:

% of Housing Adaptations completed within target timescales:

	Jul	Aug	Sep
Private Sector	95%	95%	93%
Council Housing	92%	94%	95%

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	Jul	Aug	Sep
City-Wide (including BITMO)	90.50%	94.90%	92.55%	94.29%
LBS (Formerly Construction Services)	90.50%	99.02%	97.15%	97.96%
Mears South and West	90.50%	93.21%	91.92%	92.83%
Mears BITMO	90.50%	98.34%	98.28%	98.27%

At the end of September 2017, city-wide performance for repairs completed right first time performance is 94.29% against a target of 90.50%. Both Mears and LBS are exceeding the target for this indicator in September; LBS 97.96% and Mears South and West at 92.83%.

3.4.2 Repairs Within Target:

Contractor	Target	Jul	Aug	Sep
City-Wide (including BITMO)	99.00%	-	-	-
LBS (Formerly Construction Services)	99.00%	-	-	-
Mears South and West	99.00%	96.75%	98.85%	97.59%
Mears BITMO	99.00%	100.00%	99.18%	99.76%

At the end of September 2017, Mears South and West performance has remained below the 99% target since July albeit performance at the end of September has risen since July to 97.59% and was marginally below target at the end of August (98.85%), Mears are implementing actions to ensure that performance meets the target in future months and continually analyse failures to enable this. LBS performance data is not available as it can still not be reported accurately since the roll out of Total Mobile in July due to technical issues. The next system update is scheduled to resolve these issues meaning accurate data will be reported.

3.4.3 Overall Satisfaction with Repairs:

Area	Target	Jul	Aug	Sep
CITY (excluding BITMO*)	90.00%	90.21%	89.91%	83.30%
LBS (Formerly Construction Services)	90.00%	87.85%	82.35%	66.67%
Mears South	90.00%	93.59%	90.67%	90.00%
Mears West	90.00%	89.69%	93.48%	90.34%

* We are unable to report BITMO satisfaction rates because the survey is managed by Housing Leeds and does not include BITMO properties.

Since the introduction of the Total Mobile system in July there have been a number of technical issues that have affected the overall repairs KPI statistics since the end of August. During September, the Total system ‘crashed’ on at least three occasions, which meant that planners were unable to allocate works or view dairies and operatives were unable to receive/ update work orders. This meant that for a short period of time a certain number of orders were unattended or attendance was delayed, until the fault was rectified. Although the downtime was kept to a minimum (several hours) it did have a negative effect on service delivery.

In order to deal with these issues we have mobilised a joint team of specialist staff who are providing technical support to the service and will remain in place until all issues have been identified and resolved. Additional ICT resources have been deployed into the service to help resolve these issues.

A verbal update on progress will be presented to the meeting, which will include the latest overall performance figures.

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 6 2017/18’ which appears elsewhere on the agenda.

3.6 Priority 6 – Knowing Our Tenants

3.6.1 % of Annual Home Visits completed:

	Jul	Aug	Sep
2016/17	50.12%	59.28%	68.05%
2017/18	45.96%	54.44%	62.68%

By end of September 2017, just over 62% 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.

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. This information will be used to target support to residents in preparing for Universal Credit. We continue to make referrals to West Yorkshire Fire and Rescue Service where tenants are identified as needing additional fire safety advice – 645 tenants have been referred so far this year.

3.6.2 Disrepair:

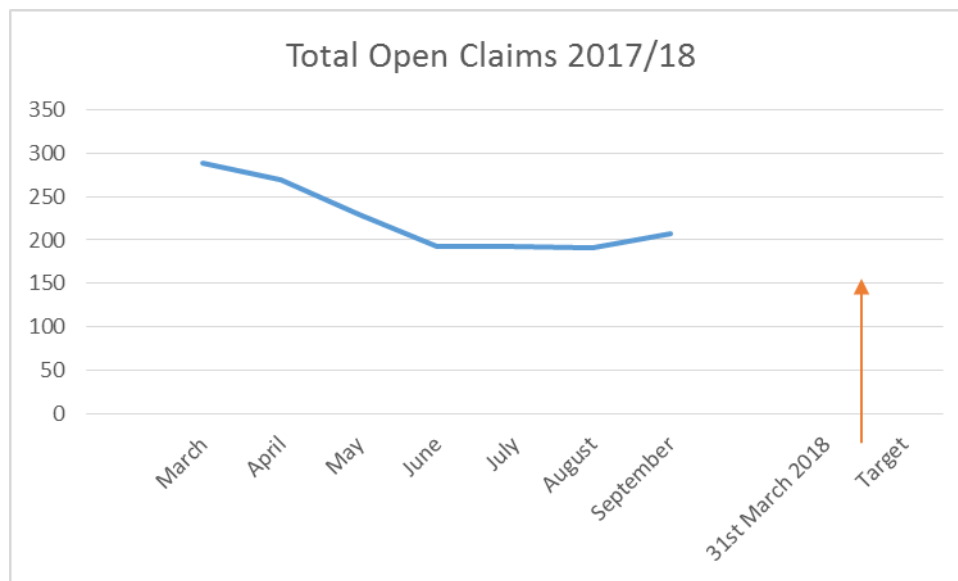
The 2017/18 financial year target remains at 150 open live claims; this is from a starting point of 289 open live claims at 1st April 2017. As of 30th September, 207 open cases are reported.

Housing Leeds are averaging 51 new claims per month against an estimated 21 but are closing on average 65 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	289		
2017-04	269	61	81
2017-05	230	47	86
2017-06	192	35	73
2017-07	193	64	63
2017-08	191	53	55
2017-09	207	46	30
Total In Year		306	388

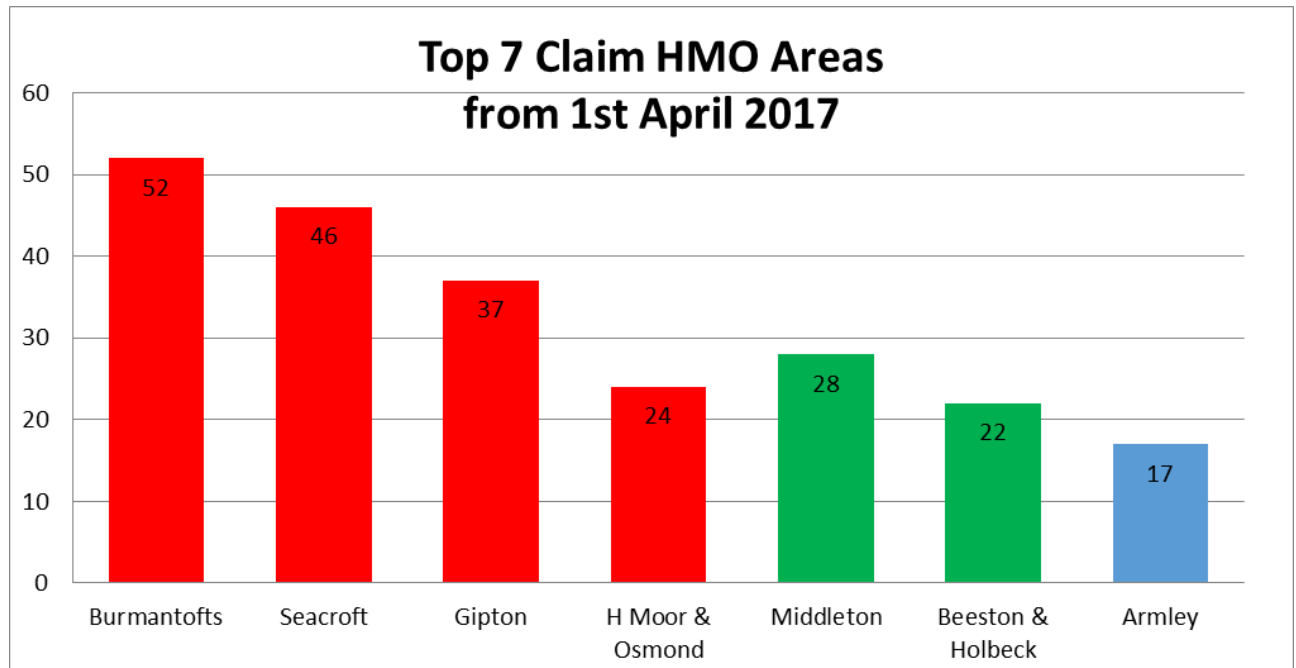
Figure 1.2 Total Number of Open Cases:



Since 1st April 2017 there have been 306 claims opened and 388 claims closed in the fast track process. The average damages settlement is £1,219 and the average costs settlement is £1,808.

The Council currently has 183 bill of costs awaiting agreement. Within this total lie 54 cost submissions from Matrix Solicitors which we are challenging. We have taken specialist legal advice and the next stage is a costs hearing listed for January 18th 2018. Allowance has been made within the provision for these costs.

Figure 1.3 – Top Claim Areas:



The largest number of claims is focused in the East Leeds area.

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

- Mediation Service – 14 referrals have been made; 3 meetings have taken place, with 1 case settled and 2 cases currently ongoing.
- Back to Back Capital programme – small scheme of £500k targeting external works. Batch 1 completed in the Aviary's in Armley. Batch 2 to commence in the Cedar's, Gilpin's & Stanley's within Armley. Batch 3 surveys being undertaken.

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.