



## Appendix 2: Clydes and Wortleys Action Plan.

			use existing suppliers or potentially a waiver.
Replace flooring in foyer and stairwell	Jon andrews	To be agreed – by april 2016.	Jon Andrews pulling together delivery plan.
Waste and Recycling facilities/improvements	Actions subject to result of Lincoln Green pilot work.		
<p>Heating / Energy Efficiency Improvements. (Bio-mass being installed in Clydes, options need to be considered for Wortleys.)</p> <p>Heating is the single biggest issue raised across high rise in the city and therefore improving the efficiency and cost to residents would have a huge impact in the blocks.</p>	<p>Being explored through ARUP work.</p> <p>Jon Andrews</p>	<p>To be agreed following ARUP report December 2015.</p> <p>Biomass scheduled to be installed in Clydes by December 2015.</p> <p>Wortleys prioritised for potential replacement to more efficient E7 system subject to conclusion of ARUP work.</p>	Jon Andrews pulling together delivery plan.
<p>Improvements to external neighbourhood</p> <p>Landscaping, fencing etc – to be designed with resident</p>	Jon Andrews	<p>To be agreed – by April 2016.</p> <p>Priority to ensure secure by</p>	Jon Andrews pulling together delivery plan.

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<p>involvement.</p> <p>Kerb appeal – work on canopies, upgrades to entrance etc</p> <p>Landscaping and upgrades to canopies and entrances would have a big impact on the general aesthetics of the blocks and help change the image/perception of the blocks. This is particularly important in attracting new tenants.</p>		<p>design environment.</p>	
<p>Free wifi for residents in Clydes blocks.</p> <p>(Needs consideration around if we would be prepared to fund this as part of service offer at end of 12 month pilot period – and also if this is something we would like to fund in the Wortley blocks.)</p>	<p>Jon Andrews</p>	<p>By autumn 2015</p> <p>No cost to council or residents during 12 month pilot period.</p>	<p>Jon Andrews pulling together delivery plan.</p> <p>Scheduled for Clydes by December 2015.</p>

### Housing Management:

There are already a number of actions in place that will make a major impact on tenant satisfaction in the blocks:

- We have reduced patch sizes for Housing Officers;
- There is now dedicated housing officer presence in the Clydes and Wortleys to strengthen housing management and the relationship with tenants.
- Additional support through an enhanced income management offer will be in place from October 2015 to help support tenants in financial difficulty or who are likely to be affected through welfare changes.

There are also a number of further actions that we have proposed that would incur additional costs detailed below:.

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<b>Housing Management Delivery Plan</b>			
<b>What</b>	<b>Who</b>	<b>When</b>	<b>Actions</b>
Name change.	ML/GV to explore how we would do this.	Summer 2016	To be explored once main actions have been delivered. Would be good to look at tenant involvement in determining any name change.
<b>Lettings and Advertising</b>			
<p><b>Local Lettings Policy</b></p> <p>It is proposed to give preference to applicants in work or apprenticeship schemes to help break down the poor reputation the block has. Given the blocks location close to the city centre it is hoped this will also increase demand.</p> <p>Letting policy to include:</p> <ul style="list-style-type: none"> <li>- Employment preference;</li> <li>- Excellent tenancy;</li> <li>- Good neighbour.</li> </ul>	Gerard Tinsdale /Lynne Hamshaw	<p>Draft policy to be pulled together over next 2 weeks</p> <p>Consultation with tenants, ward members, people on waiting list throughout October.</p> <p>Analysis and final draft developed during November.</p> <p>New local lettings policy in place by December 2015</p>	<ul style="list-style-type: none"> <li>- <b>GT/LH to develop draft policy based on existing;</b></li> <li>- <b>GT to brief Ward members (including discussion to gauge interest around expanding policy to incorporate the wider Clyde Estate)</b></li> <li>- <b>GT to organise consultation event at New Wortley Community Centre.</b></li> </ul>
<p><b>Pre-tenancy training</b></p> <p>Pre-tenancy training for all new/prospective tenants. Approach to be piloted in Clydes and Wortleys before potential roll out across city.</p>	Kath Brammall/ Lynne Hamshaw/ Gurmeet Viridi	To be aligned with Lettings policy process for December 2015.	<ul style="list-style-type: none"> <li>- <b>Neighbourhood Services to develop content (KB/LH)</b></li> <li>- <b>New Housing Support Officer post to coordinate roll out (GV)</b></li> </ul>

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<p>This could have a big impact in ensuring that tenants are fully equipped to cope with the unique circumstances involved in living in a high rise flat, and ensure they know what is expected of them throughout their tenancy.</p>			
<p><b>Housing support</b></p> <p>Support package to be developed for existing and potential tenants for any additional support needs identified through pre-tenancy training.</p> <p>Dedicated Housing Officer (Tenancy support) for the 4 blocks, to work with PEP worker to support tenants and improve tenancy sustainment.</p> <p>Additional support is important in taking an early preventative approach to work with tenants to address issues before they reach crisis point, which in the long term will require significantly less resources than the current approach. It will help prevent tenancy breaches, terminations, arrears.</p>	<p>Gurmeet Virdi (supported by Lynne Hamshaw)</p>	<p>October 2015 in line with recruitment process</p>	<ul style="list-style-type: none"> <li>- <b>GV to draft objectives for Housing Officer (Tenant support) and share with group.</b></li> <li>- <b>GV to feed into recruitment process to ensure right person is appointed.</b></li> <li>- <b>Role needs to be aligned with PEP Worker once in post to ensure no overlap. (GV)</b></li> </ul>
<p>Marketing of properties and explore use of Rightmove etc to change way we Let.</p>	<p>Gurmeet/Martyn to explore.</p>	<p>By April 2016</p>	<p><b>ML to pick up with Liz Cook following meeting with Jonathan Morgan.</b></p>

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<p>Possibility of exploring potential to advertise properties on a flatshare basis?</p>			
<p><b>Tenancy Management</b></p>			
<ul style="list-style-type: none"> <li>• Dedicated Team leader role to strengthen the management of the blocks.</li> <li>• First year is an introductory tenancy which is robustly adhered to. Any breach and the tenancy is terminated</li> <li>• First year introductory is followed by a new fixed term 2 year tenancy which is monthly (monthly debit so a month's rent due up front)</li> <li>• Enhanced Housing Officer role so that any breach is thoroughly and properly investigated leading to action;</li> <li>• Zero tolerance on tenancy breach, particularly ASB etc</li> <li>• Enhanced Housing officer presence on site</li> <li>• Physical presence on site for first 6 months through Concierge (look at out of hours service through LeedsWatch?)</li> </ul>	<p>Gurmeet to explore.</p> <p>Would need new tenancy strategy.</p>	<p>November 2015</p>	<ul style="list-style-type: none"> <li>- <b>Gurmeet to draft DDN for Liz to agree pilot for new tenancy agreement</b></li> <li>- <b>Need to be clear with staff and tenants what we mean by zero tolerance approach – and take action where we can.</b></li> <li>- <b>ML to discuss concierge with LeedsWatch to look at physical presence for initial 6 months.</b></li> </ul>

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<b>Tenant Involvement</b>			
<p>User Centred Design approach to engaging with tenants to explore further actions that could be undertaken.</p> <p>Approach agreed by CLT 23/6 with Clydes and Wortleys to be a pilot for the approach corporately.</p> <p>Involving tenants in developing further actions will allow more ownership of the outcomes and hopefully help deliver increased tenant satisfaction.</p>	<p>Matt Lund / Martyn Long / Ian Montgomery</p>	<p>Ongoing - November 2015 to February 2016.</p>	<ul style="list-style-type: none"> <li>- <b>Workshops currently being arranged to develop new approach (ML to coordinate)</b></li> <li>- <b>Initial proposals on specific high rise engagement/communications developed at High Rise project Board (1/9) and High Rise Advisory Group (14/9). ML and IM to action.</b></li> </ul>

<b>Multi agency actions</b>			
<b>What</b>	<b>Who</b>	<b>When</b>	
<p>PEP Worker</p> <p>Potential PEP / Housing approach:</p> <ul style="list-style-type: none"> <li>• Early intervention and proactive approach with tenants by linking housing staff with PEP worker</li> <li>• Can build on positive interventions started by the DHP project and contribute to sustainability of tenancies post DHP</li> <li>• Tenancy visits good opportunity for</li> </ul>	<p>Tim Taylor</p>	<p>PEP worker in place by November 2015 (Recruitment taking place w/c 7 September)</p>	<p>PEP Worker has now been recruited to start mid October 2015.</p> <p>TT/YD currently developing evaluation framework. TT/ML to meet with Jackie Fox regarding how to link in with evaluation for wider project.</p> <p>ML/GV/TT/YD to discuss induction process for PEP worker to tie into general housing induction, and a joint induction with Housing Support officer and potentially new PCSO</p>

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<p>PEP / Housing staff to link with tenants</p> <ul style="list-style-type: none"> <li>• Can link with tenant consultation on capital infrastructure improvements</li> <li>• Office space has been identified within Clyde Grange with Housing staff to ensure the new member of staff can liaise with Housing staff and be easily accessible by tenants.</li> <li>• Recruitment of post if finance identified would take 3 months</li> </ul> <p>Ensure service user involvement in recruitment/selection process.</p> <p>Potential Outcomes:</p> <ul style="list-style-type: none"> <li>• Reduction of Anti-Social Behaviour</li> <li>• Timely payment of rents</li> <li>• Improved Mental Health of residents</li> <li>• Residents satisfaction improves</li> <li>• Rents paid on time</li> <li>• Access to primary care</li> <li>• Access to other services</li> </ul> <p>£15k approved by Inner West Councillors – remaining £35k funded through Housing Leeds.</p>			<p>resources. (Look at forming a multi-disciplinary team)</p>
<p>Increased police / PCSO presence</p> <p>Work with LASBT/Police to look at greater presence at key times. In</p>	<p>LASBT/Housing Management</p>	<p>November 2015</p>	<p>Additional PCSO resources have been identified but not yet allocated/recruited.</p> <p>Discussion at next High Rise Project Board re:</p>



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particular funding has been approved for additional PCSOs to work with ASB team – need to explore how we could best use this additional resource in Clydes and Wortleys.			how we can best utilise this resource across wider housing leads outcomes, and how it will fit in with other resources being put into Clydes and Wortleys.
Targeted action at known criminals/ asb	LASBT	Ongoing – from November 2015	Linked to above.
Targeted work aimed at unemployed tenants through employment and skills team .	Jane Hopkins	Ongoing – From November 2015	JH to link in to existing services and look at where they could be customised to Clydes and Wortleys. ML to link into group.

### Evaluation:

What	Who	When
<p>It is important that in order to determine if this pilot project has been successful, and which elements have had the greatest (if any) impact on tenant satisfaction, that we build in a full and robust evaluation process. This will need to be explored further but some actions are outlined below.</p> <p>Need to explore with corporate team best method of utilizing resources to achieve this.</p>	<p>Martyn Long / Simon Foy</p> <p>Frank</p>	Before project commences.

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Survey to all tenants before at Midpoint and in one year to assess impact.	Perrins/Jackie Fox	March 2016 September 2016.
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### Communication and engagement

What	Who	When
Communication and Engagement Plan that links key activities throughout project.	Martyn Long	ML to develop full plan. Communication to go out October detailing results from previous survey, and what we are doing to improve things in the blocks. ML Drafting. Launch event during November 2015.