

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

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

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

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

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

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