

Report of Director of Resources and Housing

Report to Executive Board

Date: 25 July 2018

Subject: Update on Delivery of the Leeds High Rise Strategy

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 checked="" type="checkbox"/> Yes	<input 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. High rise housing is a substantial part of Council Housing in Leeds, with over 7500 households living in 116 blocks across the city. In October 2016, Executive Board agreed to implement a new High Rise Strategy for high rise Council homes in the city, outlining how we intend to deliver investment and management to blocks.
2. The High Rise strategy is a long term strategy which will influence the investment and management of blocks for the next 5-10 years. Since October 2016, an implementation plan has been in place to monitor progress in delivering the strategy. Significant progress has been made in a number of areas and these are starting to have a positive impact on resident satisfaction and the tenancy sustainment across high rise.
3. A Project Board has been established to oversee the delivery of the action plan with representation from Chief Officers of services which have a role in supporting the delivery of the plan. A key priority of the Board for 2018/19 is to evaluate the impacts of different elements of the High Rise Strategy, to inform the future development of the strategy's priorities.

Recommendations

Members of Executive Board are asked to:

- Note the progress in delivering the different areas of the High Rise Strategy and request that the Director of Resources and Housing continues to monitor progress in delivering the High Rise Strategy and prepares a further report in 12 months' time on progress made.
- Confirm the proposal to continue the concierge service pilot during 2018/19.
- Confirm the proposal to continue Operation Leodis during 2018/19.

1 Purpose of this report

- 1.1 To provide an update on the delivery of each of the High Rise Strategy priorities, and where available outline the impact the actions have had on resident satisfaction and management issues. The note also provides an update on actions which have been undertaken following the fire at Grenfell Tower in London last year.

2 Background Information

- 2.1 In October 2016, Executive Board approved a High Rise Strategy for council owned high rise homes in the city. The strategy outlines how we intend to respond to issues which affect all high rise blocks, including investment need, energy efficiency, community safety, communal and grounds maintenance, under-occupation, day to day management issues, and refuse and recycling. The strategy also outlines how we will deliver a more targeted approach to the management of some blocks in order to better meet the needs of residents in those blocks.
- 2.2 A High Rise Implementation Plan has been in place since October 2016 to monitor the delivery of the High Rise Strategy and progress has been reported to Housing Advisory Board and Environment, Housing and Communities Scrutiny Board with the last updates being in October and November 2017 respectively. A Project Board was also established in October 2017 to oversee the delivery of the action plan with representation from Chief Officers of services which have a role in supporting the delivery of the plan.

3 Main Issues

- 3.1 This update is broken down as follows:
- Delivery of housing management models;
 - Delivery of the investment strategy;
 - Delivery of other services to high rise, including waste, cleaning, community safety;
 - Improvement to tenant communications and engagement.
 - Increase in Digital Access;
 - Actions following Grenfell Tower fire.

3.2 Delivery of Housing Management Models

3.2.1 One focus of the strategy is to develop different housing management models in different types of blocks to ensure that the needs of all residents are met. Progress has been made in delivering the different management models as follows:

Standard Housing Management Model for High Rise

3.2.2 A new standard Housing Management model was launched in early 2017 – this included Housing Officers completing monthly block inspections, training for Housing Officers on the management of high rise, a proactive repairs service to deal with communal repairs and piloting a number of initiatives to respond to particular issues, e.g. virtual concierge service, waste management.

3.2.3 The increased presence of Housing Officers in blocks has had a positive impact on the management of most blocks with early identification of issues and greater reassurance to residents. In addition to monthly block inspections, weekly block sweeps of all blocks were introduced to increase the officer visibility. Further improvements are planned during 2018, to strengthen procedures and recording of block inspections to ensure greater consistency, and follow up training on the management of high rise.

3.2.4 The proactive repairs service which has been in place since October 2015 to inspect and carry out communal repairs in blocks has proven to be a successful way of managing the completion of communal repairs, offering more timely completion of non-urgent maintenance and repairs in communal areas and increased customer satisfaction.

3.2.5 A number of pilots have been undertaken to improve the community safety or waste management of blocks. These will be outlined later in this report.

Enhanced Support Management Model

3.2.6 As part of the strategy, the enhanced support model is to provide a more proactive housing management service, enhanced security, a new approach to lettings with a focus on pre-tenancy checks, and an enhanced support model.

3.2.7 Executive Board approved the enhanced model being rolled out to 19 blocks initially, but with the intention of including further blocks if needed. The model has been in place for the 4 Clyde and Wortley blocks since early 2016 and for the remaining blocks since April 2017.

3.2.8 The Lettings Policy was approved by Executive Board in October 2017, and a review of local lettings policies is planned for late 2018/19. Currently, the citywide lettings policy has been used to proactively bypass applicants who have a history of drug / alcohol use or have perpetrated anti-social behaviour.

3.2.9 A full wrap around service is provided to tenants via the Housing Officer and Housing Officer (Support). This includes additional visits to tenants to offer

support and signposting to other services, co-ordinating improvements to the block environment, increased communications with residents, weekly surgeries of blocks with offices and implementing a zero tolerance approach to ASB and tenancy breaches.

3.2.10 There are a number of examples of where the enhanced support model has helped to improve the sustainability of tenancies and blocks. 62 tenants have been actively engaging with support packages, 23 tenants have been awarded a high level of priority to enable them to move to more suitable housing, 27 tenants have been supported to access adaptations, and 67 referrals have been made to employment / training advice. Six of the blocks have received environmental improvements and two blocks have received painting to communal entrances via the Community Payback scheme. Closure orders have been obtained in two blocks following extensive work with Leeds Anti-Social Behaviour Team (LASBT) and Operation Leodis.

3.2.11 As part of the strategy enhanced CCTV is being installed to the Enhanced Blocks – providing CCTV on each floor as well as the main entrance area. The programme to deliver this work is underway, and due for completion during early 2019/20. As outlined later in this report, further work is planned to integrate existing CCTV systems to the Public Sector Network which will enable a citywide approach to CCTV monitoring, and a service specification is currently being developed for the monitoring and response service.

3.2.12 Also as part of the strategy, an enhanced lettable standard is in place at enhanced support blocks, which allows for the decoration of the kitchen, bathroom and one other room before letting. The policy was evaluated during late 2017 and it was found that tenants were supportive of the decoration, and officers had seen a reduction in refusals since the policy had been in place.

3.2.13 Trend information indicates that the enhanced support model is having a positive impact on tenancy sustainability, as follows:

- The number of tenancy terminations between 2016/17 and 2017/18 reduced by an average of 20% across the enhanced blocks.
- The average number of bids for flats in the enhanced blocks increased from 45 bids per property in 2016/17 to 56 bids per property in 2017/18, an increase of 24%. However there were some variations across blocks with the largest increase at the Armley blocks where the model has been in place the longest – increasing by 56% from an average of 27 bids in 2016/17 to 42 bids in 2017/18.

3.2.14 It was always intended that the enhanced model would be applied to a small number of blocks for a defined period time. Since the model went live some elements of the enhanced model have also been applied to 5 additional blocks - the 4 Poplar Blocks and the remaining Raynville block. A detailed evaluation is currently underway of the impacts of the Enhanced Support

model, in order to influence which blocks remain part of the model moving forward.

Retirement High Life Management Model

3.2.15 As part of the strategy, this model offers enhanced support to older tenants, including increased social activities in improved communal areas and a floating Retirement Life support service. Executive Board approved the model being rolled out to 2 blocks in the east of the city and this has subsequently been rolled out to a third block.

3.2.16 The model went live in March 2018, with investment to enhance the communal environment due to start in September 2018 and be completed by March 2019.

3.2.17 It is too early to evaluate the success of this model. An evaluation will be carried out later in 2018/19.

Family Friendly Model

3.2.18 As part of the strategy, this model include investment in blocks - to enclose private balconies, put lockable restrictors on windows and enhance security, e.g. controlled access, enhanced CCTV – and enhanced support, working closely with Children's and Families. Executive Board approved the model being rolled out to the four Appleton and Saville Green blocks in Burmantofts and Richmond Hill.

3.2.19 Enhancements have been made to the scope of work, which will now also include painting and decoration of communal areas and external facades, replacement of stairwell glazed curtain walling, concrete and render repairs, refurbishment of the communal room and secure storage facilities. Investment work is planned in three phases. The first phase will enhance security measures to blocks, including enhanced CCTV and controlled entry – this is due to start on site and complete during summer 2018. The second phase will undertake work to the blocks - to enclose balconies within flats and external painting. Approval to procure this work is being sought with a view to works being completed between June 2019 and March 2021, working around district heating improvements timescales. The third phase – to carry out environmental improvements – will be done once phase 1 and 2 are complete – between April and September 2021.

3.2.20 A local lettings policy is currently being developed for blocks to ensure that future lettings are supportive of the family friendly model. Formal consultation will take place during summer 2018 with a view to implementation during 2018. The enhanced support offer will be developed during 2018, which will increase support provided to families, working closely with Children's Services, with a phased implementation from late 2018 onwards.

3.3 Delivery of Investment Plan

3.3.1 As part of the High Rise Strategy the Council outlined its ten year investment programme for high rise, totalling £134m. Key priorities of the programme were to undertake structural repairs to blocks of Reema construction, and other

concrete repairs, improve heating through district heating and electric heating renewals, lift replacement programmes and improvements to communal areas.

3.3.2 Significant progress has been made in delivering the 10 year programme, with £19m spent during 2016/17 and 2017/18, and significant planning work underway to deliver investment in the coming years, for example:

- Reema blocks –a pilot to undertake structural repairs and install external wall insulation to the two Highways blocks is underway, enabling works are now on site and works expect to be complete by December 2020. The outcomes of this pilot will inform decisions to undertake work to the remaining 11 blocks.
- Other concrete repairs / wall insulation – concrete repair works have been completed to 5 of an initial 6 blocks, with the remaining one now on site; structural repairs and external wall insulation to the 3 Shakespeare blocks will start this summer and complete in spring 2019; and scoping is starting to undertake concrete repairs, external wall insulation and roof insulation to the 9 Townson blocks.
- District heating – the Leeds PIPES District Heat Network programme is underway, which will deliver district heating and hot water to 29 high rise blocks and 2 low rise blocks linked to the Recycling and Energy Recovered Facility (RERF) between May and 2019 and February 2020, via a partnership between Leeds City Council and Vital Energi.
- Other district heating and electric heating replacements - consultancy technical support has been engaged via Arup to work with us to undertake a lessons learnt exercise from recent district heating upgrades and to develop plans for future district heating clusters and to plan works to upgrade electrical capacity in some high rise blocks to enable future investment including more efficient heating. The outcome of this work will be available in autumn 2018.
- Lift replacement programmes continue to be delivered on a planned basis, with lifts being replaced every 25-30 years.
- Communal areas –investment in communal areas / facilities has focused on health and safety priorities such as rewiring, lighting upgrades, alongside upgrading door entry systems. The enhanced blocks have been prioritised for these works.

3.4 Delivery of Other Services into High Rise

Cleaning

3.4.1 The High Rise Strategy highlighted the need to strengthen the cleaning service offer by developing a consistent set of cleaning standards across the city, with enhanced monitoring by both cleaning and housing staff.

3.4.2 Cleaning service standards were reviewed with tenants and consistent standards applied in September 2017, which are promoted on block

noticeboards. Alongside this, robust monitoring of cleaning standards is in place and cleaning is considered as part of the monthly block inspection.

- 3.4.3 The outcome of cleaning audits since the implementation of the consistent specification show that cleaning has improved in blocks, with satisfactory audits increasing from 89% to 91%. A number of the inspections have been undertaken with Housing Leeds staff and some unannounced checks have been undertaken with tenant volunteers. Housing and Cleaning teams will continue to work closely together to improve performance further.

Waste Management and Recycling

- 3.4.4 The High Rise Strategy also highlighted the need to improve waste management in blocks by undertaking reviews of waste management and recycling facilities in priority blocks, consider a bulky waste solution and to improve communication with tenants about waste management responsibilities. The strategy also outlined plans to consider options for enforcement.
- 3.4.5 Housing Leeds, Waste teams and Civic Enterprise Leeds have worked closely to review waste management in blocks where waste is an issue. This review has included the following:
- Installing recycling provision at 7 blocks;
 - Improving waste storage provision / reviewing frequency of visits;
 - Improved signage at blocks and targeted communications in blocks where waste is a particular issue to raise awareness with residents about the appropriate use of chutes and not leaving rubbish in communal areas;
 - Refreshed painting of no parking zones outside blocks to ensure refuse vehicles can collect waste.
- 3.4.6 Blocked chutes remain a significant issue in some blocks and a review of chutes in these blocks is underway. This has included a camera survey of the chutes to identify if there are repairs that can be undertaken to minimise blockages. A pilot is also planned to replace the chute liner of one of the Poplar blocks to determine if this a viable option for other blocks.
- 3.4.7 Bulky waste has been a difficult issue to resolve. The paid bulky waste collection service is not available to residents of high rise and there is no formal alternative bulky waste service available to residents. There have therefore been ongoing issues with bulky waste items being left in communal areas, and due to the fire risk these have been removed by Cleaning Services following Stage 1 Fire Safety Checks.
- 3.4.8 An interim solution has been put in place in early 2018 for tenants who are unable to make arrangements to remove bulky items to make contact with their Housing Officer for support. This was communicated to residents in early 2018. There has been limited take up of the service to date, but we do expect take up

to increase as Housing Officers carry out more tenant communications and enforcement work where bulky items are left in communal areas.

3.4.9 Block inspection and Stage 1 Fire Check reports undertaken by CEL have identified a significant reduction in waste left in some blocks, e.g. the 3 Burnsall blocks. However, for other blocks waste management continues to be an issue. Housing Leeds will continue to work with Waste Teams and CEL to respond to individual block issues.

Community Safety

3.4.10 Anti-social behaviour (ASB) and fear of crime was highlighted as a significant issue in the 2014 tenant survey. A commitment was made to tenants through the strategy to install CCTV to all blocks, which is monitored via Leeds Watch, to enhance communal entrance systems and to use proactive tools available through legislation to tackle ASB.

3.4.11 The investment programme to install CCTV is currently focussed on:

- installing CCTV to the main entrance area in the high rise blocks in the west of the city. This is due for completion in summer 2018.
- delivering the enhanced CCTV standard (CCTV to each floor as well as the main entrance area, to the enhanced blocks by early 2019/20;
- linking all existing CCTV to Leeds Watch for monitoring through integration of CCTV with the Public Sector Network (PSN).

3.4.12 Further work is also required to programme enhancements to CCTV systems in the South of the city so that they can be integrated with the PSN. This programme will be finalised during summer 2018.

3.4.13 Work is also progressing to develop a CCTV monitoring and response service for high rise blocks. The service will be tailored to meet the particular community safety needs of block. As part of the service, a door entry and hand held Concierge Service will be available to vulnerable residents to divert door entry requests in some blocks.

3.4.14 A couple of pilots have been introduced to respond to particular ASB issues in blocks:

- Concierge Service (a concierge service provided by Civic Enterprise Leeds at blocks between 4/5pm and 1am) – has been piloted in a small number of blocks where there are particular community safety concerns. An initial evaluation of the model has found that it has proven successful at reducing the cost of repairs caused by vandalism. A more detailed evaluation is planned, which will help inform the future development of this targeted service at the worst performing blocks, with plans to commit further funding of £400k to fund this service during 2018/19.
- High Rise Patrols (2 LASBT officers who patrol enhanced blocks) – has been piloted since December 17 where there are community safety concerns. An

evaluation of the model is planned to consider the future role of this service in responding to community safety concerns.

3.4.15 Housing, LASBT and the Police have also worked closely together to manage community safety within blocks. Operation Leodis is a housing funded policing team which is able to support targeted and proactive work to Council housing areas, with a particular focus on some high rise blocks. This has included work to tackle drug use, rough sleeping, noise and anti-social behaviour, including closure orders and a zero tolerance tenancy management approach. Key to the approach has been to work closely with residents, empowering and supporting residents throughout.

3.5 Improvements to Resident Communications and Engagement

3.5.1 The High Rise Strategy highlighted the need to improve communication and engagement with residents. Particular priorities identified included looking at innovative ways to communicate with residents through online and social media channels, reviewing local housing surgeries to target these at blocks with the lowest satisfaction and a review of noticeboards.

3.5.2 We have worked closely with the Tenants High Rise Strategy Group to develop our communications plan for high rise. In consultation with the group a standard noticeboard suite was agreed during summer 2018, which is being rolled out to all blocks in the city. This includes information on service standards, main contacts etc. Electronic noticeboards are also being piloted at 3 blocks, which will enable the service to provide more immediate updates to residents on issues linked to the block, e.g. emergency repair, problem with utilities etc.

3.5.3 Whilst we have had limited opportunity to develop our web communications for high rise due to the upgrade of the Council's website, we have made some developments to in other forms of digital communications. A pilot to use texting and email updates was launched at Burnsall Court for a block inspection, and this resulted in tenants attending a block inspection who hadn't previously been involved, and identified issues which had not previously been raised. In order to roll emailing / texting more widely consideration needs to be given to a service wide emailing tool – options for this are currently being explored.

3.5.4 In order to share with all residents the work that the Council is doing on the High Rise Strategy, a one off newsletter was developed in consultation with the Tenant High Rise Strategy Group and sent to all residents in early 2018. The newsletter has received positive feedback from residents who found the newsletter informative.

3.6 Increasing Digital Access in Blocks

3.6.1 Since the High Rise Strategy was approved by Executive Board Housing Leeds has continued to seek opportunities to further improve its service offer to residents living in high rise. Leeds City Council has worked closely with internet service providers to seek opportunities to provide free Wi-Fi to

residents living in high rise in return for providers installing equipment on the roof of blocks.

- 3.6.2 There are now four live Wi-Fi pilots running at Clyde Court, Clyde Grange, Lovell Park Towers and Grayson Crest, with pilots running for between 12 and 18 months, dependent on the provider. Three further blocks will be switched on over the coming months, including Marlborough Towers, Naseby Grange and Holborn Towers.
- 3.6.3 Prior to each installation a survey is completed. So far 127 tenants have been surveyed and this has found that 78.7% of tenants were already accessing the internet at home, 8.7% were accessing the internet outside the home and only 12.6% had no access to the internet at all. Approximately half of residents have accessed the free Wi-Fi since it went live.
- 3.6.4 18% of tenants have indicated that they would find training or support helpful to help them get on line. We are working closely with Leeds Library and Information Service and digital inclusion partners to deliver support to these residents, which will include signposting residents to suitable digital learning and access opportunities where appropriate.

3.7 Actions Following Grenfell Tower Fire

- 3.7.1 Following the Grenfell Tower fire in June 2017 the Council responded quickly to assure itself and residents that fire safety is being managed effectively in high rise blocks.
- 3.7.2 While no Council owned blocks have the Aluminium Composite Material cladding on Grenfell, all 23 blocks with cladding or rendered insulation were tested to check the fire safety and all met relevant standards.
- 3.7.3 Urgent fire safety checks were undertaken of all Council owned blocks, procedures were reviewed and strengthened, refresher training was provided to staff and targeted communication was undertaken with residents about the importance of waste not being left in communal areas.
- 3.7.4 Resident engagement sessions were undertaken at all blocks, and a series of letters were sent to residents to explain what the Council was doing following Grenfell and to confirm procedures for managing high rise.
- 3.7.5 The Council has invested significantly in fire safety in high rise over recent years, spending in excess of £10m in the last 3 years to upgrade fire doors, deliver compartmentation, emergency signage and lighting. A programme is nearing completion to deliver sprinklers to all sheltered blocks. Following the Grenfell Tower fire, Leeds City Council sought central government funds to support wider investment in sprinkler installations, but this was declined. November's Executive Board supported the injection of a further £10m into the capital programme to install sprinklers to a further 27 blocks in the city which have been identified as a priority, including the blocks included in the Leeds PIPES district heating programme. However, to install sprinklers to all high rise

blocks would cost a further £22m, and currently budget provision is not made to meet this wider investment need in the 10 year Investment Plan.

- 3.7.6 In the private sector, 144 blocks over 18 metres high were identified. Of these, 72 were identified as having cladding that could pose a risk to residents. In partnership with the West Yorkshire Fire and Rescue Service (WYFS) the Council targeted the 72 blocks to determine the presence of aluminium cladding material (ACM). 12 blocks were identified as potentially as having ACM and all were visited by officers from Private Sector Housing, Building Control and WYFS to determine what, if any, further actions were required. Following these visits and further testing of the cladding only 5 private residential blocks have been identified as having ACM.
- 3.7.7 All blocks have now implemented interim fire safety measures for the benefit of all residents which meet the requirements of the WYFS, while the best course of action is determine for the removal of the ACM at each block. All owners are currently fully cooperating with the Council and WFYS to ensure the removal of the ACM within a reasonable timescale. This timescale will vary from block to block depending on their individual circumstances.
- 3.7.8 Colleagues from WFYS will continue to regularly visit and monitor the situation until the ACM is removed and an appropriate alternative system installed. Whilst at the moment all owners of the blocks are fully cooperating if they do not continue to do so, or the timescales become unreasonable, the Council may have to consider enforcement powers under the Housing Act 2004.
- 3.7.9 The Council's Environment, Housing and Communities Scrutiny board undertook two Scrutiny workshops into the Council's response to the Grenfell fire during autumn 2017. These workshops involved input from residents via Tenant Scrutiny board and the Tenant High Rise Strategy Group. The main recommendations from the Scrutiny enquiry were to strengthen resident communications and engagement, including noticeboards, consider resident engagement in block audits, to keep Scrutiny Board informed of updates from the public enquiry and consider engagement required on fire safety standards in low and medium rise housing. These recommendations have been incorporated into the High Rise Strategy Implementation Plan.
- 3.7.10 Stage one fire checks have been implemented in all low and medium rise flats with communal areas since January 2019. These checks have focused on reporting outstanding repairs and removal of bulky waste items. As a number of communal areas have been used by tenants to store items, Cleaning staff have been sharing this information with Housing staff so that they can work with tenants to request the removal of items.
- 3.7.11 Once the outcome of the Grenfell Tower Public Enquiry is published the Council will consider what actions are required to respond recommendations in the report.

4 Corporate Considerations

4.1 Consultation and Engagement

4.2 The High Rise Strategy Group is a group of tenants who meet with Council on a regular basis to influence the way that services are provided to residents in Council owned high rise homes. They were involved in the development of the strategy and have supported us since in delivering the strategy priorities.

4.2.1 Since the approval of the High Rise Strategy we have continued to engage closely with local Ward Members, Community Committees, tenants and local stakeholders in relation to the implementation of the strategy at a local level.

4.3 Equality and Diversity / Cohesion and Integration

4.3.1 An Equality Screening Form has been completed which highlighted the following areas of equality consideration:

- Local lettings policies – to ensure that when these are reviewed during 2018/19 that we aim to reduce the number of age related lettings policies with a greater focus on policies linked to a residents previous tenancy records;
- Enhanced Management Models – as part of the evaluation planned for 2018 consideration will be given to the impact of the model on reducing poverty and social isolation.
- Investment – a large focus of the investment programme in High Rise is to improve affordable warmth and reduce fuel poverty.
- Digital Access – the Free Wi-Fi Project aims to maximise digital engagement within blocks. Ongoing evaluations will monitor impacts on digital access.

4.4 Council policies and Best Council Plan

4.4.1 The strategy contributes towards the delivery of most of the Best Council Plan priorities:

- Housing – improving housing quality and reducing fuel poverty of residents living in high rise and providing the right housing options for older people through the Retirement High Life management model;
- Child Friendly City – supporting families via the Family Friendly management model;
- Safe, Strong Communities – improving community safety in high rise, through investment in CCTV and door entry systems, and delivering enhanced security management in some blocks;
- Inclusive Growth – providing a wraparound support service to tenants to help reduce financial exclusion and increase access to work via the Enhanced Management Model;
- Health and Wellbeing – providing a wraparound support service to tenants which supports health and wellbeing in the Enhanced Management model, and investment in measures that improve the energy efficiency of blocks;
- 21st Century Infrastructure – improving digital access via the High Rise Wi-Fi project.

4.5 Resources and value for money

- 4.5.1 The Council aims to ensure its housing stock is managed efficiently and best use is made of the limited resources. In addition to increasing tenant satisfaction one of the other main drivers for the project is to invest in management and investment models which provide the best value for money, and have greatest impact on the sustainability of blocks.
- 4.5.2 Analysis is being undertaken of the outcomes of different elements of the strategy in order to identify actions which have had the greatest impact, and this learning has been used to influence the future development of the strategy.

4.6 Legal Implications, Access to Information and Call In

- 4.6.1 There are no specific legal implications of the High Rise Strategy.

4.7 Risk Management

- 4.7.1 A Risk Register is in place to manage risk in relation to the delivery of the High Rise Strategy.

5 Conclusions

- 5.1.1 The High Rise strategy is a long term strategy which will influence the investment and management of blocks for the next 5-10 years. Since October 2016, significant progress has been made in a number of areas and these are starting to have a positive impact on resident satisfaction and the tenancy sustainment across high rise. A clear plan is in place to deliver all areas of the strategy.
- 5.1.2 The High Rise Project Board will continue to review progress in delivering the strategy and respond to emerging priorities. A key priority of the Board for 2018/19 is to evaluate the impacts of different elements of the High Rise Strategy, to inform the future development of the strategy's priorities.

6 Recommendations

Members of Executive Board are asked to:

- Note the progress in delivering the different areas of the High Rise Strategy and request that the Director of Resources and Housing continues to monitor progress in delivering the High Rise Strategy and prepares a further report in 12 months' time on progress made.
- Confirm the proposal to continue the concierge service pilot during 2018/19.
- Confirm the proposal to continue Operation Leodis during 2018/19.

7 Background documents¹

None

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