



**west
north
west**
homes leads

FOCUS ON EXCELLENCE

Storyboard

Issue 2

February 2010



**INVESTORS
IN PEOPLE**



**CUSTOMER
SERVICE
EXCELLENCE**



The Government Standard

FOREWORD

Welcome to the 2nd issue of our **Storyboard!**

As this copy of **Storyboard** goes to print, there is less than 14 days to go before our next inspection from the Audit Commission on 10th March 2010.

Since receiving the 2008 inspection report we have all been working hard with our customers and our partners to develop and enhance our service to customers. The content of this **Storyboard** proves over that period we have progressively developed into a strong organisation that is recognised for effective service delivery and customer excellence. It demonstrates **West North West homes Leeds** has very strong prospects for further improvement.

We are responding well to the previous inspection recommendations. We have turned over 90% of Inspection recommendations and weaknesses in to acquired strength. In addition, we have made further 156 service improvements following BaildonDeanTambe service review. The amount of work undertaken had been tremendous, delivering positive results for customers across **West North West homes Leeds**. This is a remarkable effort by all of our staff that shows we are capable of continuous improvement in our service to customers.

On behalf of our Board and Senior Management Team, we thank you for your contribution to our achievements to date.



Claire Warren
Chief Executive

FOCUS ON EXCELLENCE

Storyboard

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Achievements – Access and Customer Care

We have achieved the Government Customer Service Excellence Award. This award demonstrated that we are using customer profiling to better understand our customer needs and preferences. We have a good range of consultation mechanisms involving customers, partners and staff, and a strategic approach to reviewing consultation. We have well developed approaches to vulnerable customers and high levels of customer satisfaction across all main areas of service.

We have a dedicated strategic KLOE board consisting of customers and SMT focused on customer service access.

We have delivered customer care, equality and diversity training to managers and front line staff.

We have developed, with our customers, comprehensive service standards which are monitored to ensure we deliver an excellent service.

We have 87% of respondents found our customer facing staff helpful.

We have received (78%) the highest rate of overall customer satisfaction amongst the 3 ALMOs in Leeds (2009 STATUS SURVEY). Results from our December customer survey of WNWhL Housing Offices show 91% satisfaction.

We have provided 24 hour telephone out-of-hours service for Anti-Social Behaviour.

We have all neighbourhood housing offices equipped with induction loops: language line, and interpreting services are offered on request.

We have provided customers with the opportunity of a private interview room at all our customer facing offices.

We have provided our customers the facility to report hate crimes at all our neighbourhood housing offices.

We have carried out a strategic review of access to services arrangements, office locations, extended opening hours and will be implementing the agreed outcomes during 2010 to deliver a more locally orientated and cost-effective service for customers, including local surgeries and a mobile service.

We have offered a freephone service for customers to contact other services provided by WNWhL or LCC.

We have been credited with Investors in People and Level 4 Equality Standard.

We have achieved a high level of customer satisfaction with LCC Customer Services: **92%** - Contact Centre, **100%** - One Stop Centres (December '09)

Achievements – Access and Customer Care

We have improved LCC Customer Service handling performance since the last inspection, **98% of calls, (against a target of 95%), were answered in December**, with customers waiting on average **23 seconds**, a massive improvement from **82 seconds** when we were last inspected.

We have exceeded **our target of 80%** in responding to customer complaints within 10 days for eight months out of nine for the first nine months of 2009/10.

We have, in consultation with our stakeholders and customers, revised our complaints policy and procedures which has resulted in the introduction of a stage 3 process, where customers adjudicate on complaints that have not been able to be resolved earlier.

We have a bi-monthly Complaint Review Panel where customers oversee performance. Our contractors attend these meetings to ensure accountability. Contractors and teams use and learn from complaint forms which identify opportunities to improve outcomes for customers, for example improved stock of parts on contractors' vans to allow more jobs to be completed first time. We demonstrate evidence of learning from complaints using the principle "you said we did".

We have introduced a system to record and analyse complaints by diversity strand to ensure access to all customers.

We have gathered customer profile information for over 80% of our customers.

We have used our customer profile information to target services for individual customer needs. For example; we are producing rent statements in customers' preferred languages.

We have undertaken a range of service satisfaction surveys and used feedback mechanisms to improve and develop services for customers, for example the introduction of extended opening hours for customers who work full time.

We have offered appointments for repairs, improvement, adaptation and gas service work and surveyors' inspections on evenings and Saturday mornings for customers who unable to take time off work.

We have introduced a 'ring ahead and ring after' service to remind tenants of booked appointments to reduce "no access".

We have provided all our new tenants with a Sign up DVD to promote our services and to ensure our tenants have a clear understanding of their condition of tenancy.

We have put in place protocols and systems with LCC Customer Services for telephone call-handling and face-to-face enquiries to improve customer service delivery.

We have introduced repairs options on the WNWhL telephone line and a call-back service for customers (within 3 hours) to enable repair enquiries to be processed more efficiently and improve customer service.

We have improved our website, providing customers with more comprehensive information and advice and on-line services to enable customers to request repairs, check rent account balances and make rent payments.

Local Performance Framework	2007/08	2008/09	Dec-09	Benchmark Info.
% of complains resolved and responded to within 10 days	37% (May 08)	78% (Mar 09)	84%	
% of calls answered (abandoned calls for Dec'09 = 2%)	93%	93%	98%	98%
% of calls answered within 20 seconds.	50%	62%	75%	75%
Average speed to answer call	64 seconds	74 seconds	23 seconds	22 seconds

Further improvements and developments

We are striving to reduce the number of avoidable contacts that impact on customer satisfaction and to get better value for money for this service area.

We are going to undertake a robust investigation into disparities in customer satisfaction and low take up of services by equality strand and develop services to meet the needs of specific groups.

Achievements – Cohesion and Diversity

We have a dedicated Cohesion and Diversity Team who lead on cohesion and diversity for the business.

We have a dedicated Tenancy Support Team co-ordinating support needs, responding to crisis support and complex multi-support needs for our vulnerable tenants. 331 referrals were made to between April 2009 - January 2010. Currently there are 180 live cases which are actively receiving support from partner agencies.

We have language and interpreting services for our customers to use upon request, procedures for staff on how to use this service and induction loops in all our housing offices. We have translated over 100 documents into various community languages and undertaken over 55 face to face translations during the past 12 months.

We have portable induction loops for staff to take and use if required at meetings.

We have all neighbourhood housing offices equipped as reporting centres for victims of, or witnesses to, hate crime. Officers update a hate incident log to show what action has been taken, including showing where the victim wants no further action.

We have a dedicated section on our website for customers on cohesion and diversity, hate crime, domestic violence, and translations.

We have an Action Plan in place to help promote sheltered accommodation to BME customers.

We have been successful in achieving Levels 2, 3 and 4 of the Equality Standard for Local Government.

We have supported the objectives of LCC by working within their Cohesion and Diversity Strategy and the strategic landlord's performance framework which includes equality.

We have a Board Director and Chief Executive who act as our Equality Champions. A diversity KLOE board has been established and includes directors and customers. The Board has approved the changes to the Diversity Performance Framework and requested a separate Domestic Violence Performance Framework.

We have attained the Diversity '2 Ticks' Accreditation showing consideration in recruitment and employment toward disabled people. Targets have been set for recruitment of staff based on diverse groups.

We have 369 staff who have completed the on-line Grass Roots Diversity Workbook, this has increased staff awareness on diversity issues.

We have a staff Diversity Champions' Group that meets quarterly to promote and raise awareness of equality and cohesion issues. The Group were instrumental in the organisation of the Fusion event. They have also instigated 'Under the spotlight' sessions which all staff are invited to. The sessions have external speakers presenting on different equality strands, including disability and sexuality. These sessions have received excellent feedback.

Achievements – Cohesion and Diversity

We have regularly promoted diversity events on our website and in our newsletters for example: Eid, Hanukkah, Chinese New Year and Black History Month.

We have used feedback from the staff Diversity Champions Group and the format of our meetings now include guest speakers on disability, BME, Gay/Lesbians and Transgender.

We have developed the staff volunteering programme engaging staff to develop Year 6 pupils' reading skills and to act as mentors to Year 11 students. Staff have also been involved in a 'World of Work Day' in schools to help raise career aspirations.

We have established a Black and Minority Ethnic (BME) women's group. We provide childcare and women taxi drivers to enable access to the meetings. We have recruited a member onto the Diversity KLOE Board and one on to the Repairs Sounding Board.

We have used customer profiling data to look at the number of customers who have stated that they would like support due to their drug addiction or support needs. To support this we have widened the cohesion and diversity training plan to include mental health, drug and alcohol, HIV and sexuality.

We have contractors attending our staff training to enable them to work more effectively with customers with diverse needs. Free training on HIV and sexuality was secured, with staff and contractors attending. Our multi-faith training programme which staff, contractors and customers have attended received very positive feedback.

We have held a very successful 'Fusion' fashion, food and music celebration event for customers, raising almost £1500 for local charities; a "Cooking around the World project"; an "English for Speakers of Other Languages" (ESOL) course.

We have worked alongside the committee at Armley mosque to discuss how community cohesion affects all areas and embraces issues such as age and class as well as faith and race. We have discussed different aspects of promoting cohesion, in which youth work is seen to play a key role. The outcomes are building links with hard to reach groups, strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within WNWHL neighbourhoods and with other agencies.

We have held two "Tea Dances", aiming to break down barriers between residents across all age groups ie older people, young and bring them together through the tea dance and other activities on the day including a raffle, bingo and dance tutor.

We have brought in a theatre company (Red Ladder) to undertake a production called "Forgotten Things" aimed at breaking down barriers between customers across all age groups. The play was a dark comedy cross-generational story fusing puppetry, innovative theatre and surreal style. Forgotten Things explored the strange and fantastic concoction of family relationships and its impact on mental health, covering many social issues including: family responsibility, mental health. A chat back session followed the performance in which the issues raised in the play were explored at a deeper level with the actors and the audience.

Achievements – Cohesion and Diversity

We have undertaken over 100 Equality Impact Assessments which have resulted in changes including: a 24 hour ASB Out of Hours reporting service with publicity translated in areas that have high concentrations of BME customers; included 'specific needs' within the Policy template; changing our Lettings Policy to include victims of Hate Crime for Direct Let Status; conducting home visits for all areas of the business on customer request; amending our Tenancy Management Policy to give permission for guide and other support dogs; developing an Under Representation Action plan to encourage wider involvement.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
Completion of customer profiling	New target	Void data	80.80%	
Implementation of Equality Impact Assessments	New target	40	88	
Access Audits for non dispersed sheltered schemes	New target	New target	100%	

Further improvements and developments for Cohesion and Diversity

We are developing a mobile outreach service, which will enable us to provide an accessible service for customers who live in remote areas.

We are using feedback from training sessions to further develop our comprehensive staff training programme including sessions on Hate Crime, Mental Health Awareness, Sexuality Awareness and HIV/AIDS to enable staff to understand

We are undertaking a gap analysis between Level 4 of the Equality Standard and the new Equality Framework in anticipation of the database being designed for ALMOs by I&DeA.

We are continuing to develop our approaches to collecting and using customer profiling data to inform and change services as appropriate.

We are developing our work on sexuality and gender to raise staff awareness to ensure we comply with the Equality Bill legislation.

We are preparing to undertake Investors in Diversity

We are ensuring Equality Impact Assessments are undertaken routinely for policy and service changes and the outcomes are recorded and publicised.

We are undertaking a benchmarking exercise on performance for diversity as part of the Yorkshire and East Midlands Diversity Discussion Forum led by the Housing Diversity Network.

Achievements

We have customers attending Service Improvement Groups (SIG) for key service areas. We have customer Sounding Boards for each SIG area and through these mechanisms customers have been involved in developing policies and strategies and service standards.

We have customers participating in our complaints panel, editorial panel and staff Rewards and Recognition panel and are included on panels for recruitment and selection of front-line staff.

We have, in 2008, attained the TPAS Quality Accreditation and we are very proud to be the first ALMO in the country to have achieved this award.

We have committed a Diverse Community Fund (total £9,000) for associations to carry out specific projects that seek to involve all their members, for example European Community Day or visit to a mosque.

We have, in partnership with Healthy Living Network Leeds, secured funding of £20k to deliver workshops, aimed primarily at new tenants, enabling them to learn basic home skills, build confidence and capacity to manage their tenancy.

We have reviewed and streamlined the area panel bidding process which enables customers to submit their own bids for Tenants Association work, community safety and environmental projects. The panels have provided funding for community gardens, fencing and equipment for sports clubs, provision of a youth worker and an urban arts project.

We have undertaken neighbourhood sustainability mapping which is used throughout the business to assist teams in understanding triggers potentially responsible for, or leading to, decline. Staff work with tenants to plan approaches, steer resources and make service improvements based on this. Mapping has been used by the multi-agency Broadlea Improvement Group to highlight trends, a project is now underway, led by the NHS, to understand turnover of property in the area. Mapping, along with customer profiling information, has been used by Tenants Groups to help them develop a picture of the diverse communities they cover.

We have worked with partners and delivered innovative projects to increase engagement with under-represented customers including four Dreamschemes (community youth development programmes based on a simple concept of work and reward) and an English for Speakers of Other Languages course.

We have, in partnership with Groundwork Leeds, delivered community and youth engagement projects, including working with Hawksworth Wood Children's Centre to implement a junior warden scheme.

We have developed an effective relationship with Armley mosque and provide a surgery on a weekly basis (to coincide with Friday prayers) as well as more informal engagement activity including regular cricket matches.

Achievements – Resident Involvement

We have developed a Tenants and Residents Association Information Pack which provides committee members with information to help them get the most out of their association.

We have provided funding for training which has enabled one residents' group to successfully apply for three funding bids.

We have reviewed the Customer Involvement Compact (Agreement) and established that involved customers are satisfied with their opportunities to get involved, the support provided and that we take account of their views.

We have used text messaging and email to promote the Just 4 Tenants training programme to tenants under 25 years old.

We have expanded the tenant inspection programme to include more of our services and introduced mystery shopping. Between September 2009 and January 2010 (inclusive) we have undertaken the following tenant inspections: Aids and Adaptations - eight sessions (49 properties), cleaning of multi-storey 12 sessions (25 blocks), Estate Walkabouts 56 sessions, Void inspections six sessions (14 properties).

We have held a series of well attended Customer Involvement Network meetings for our involved tenants, covering a wide range of topics including debt management, the Audit Commission inspection process and regular updates on our customer involvement work.

We have facilitated 140 area panel bids of which 95 were successful.

We have successfully reviewed, with customers, both the sheltered housing and disabled customers tenant Compacts and increased the number of customers regularly attending the sheltered housing forum.

We have: in consultation with customers, completed a review of our customer involvement policy and strategy.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
Provide training to help customers get involved (number of sessions)		8	33	
Publicised how customers have made a difference (number of articles)		9	10	
% of tenants consulted and involved (informally and formally)		1.67%	15.5%	

Further improvements and developments – Resident Involvement

We are delivering a free customer training programme offering a variety of topics and skills aimed at both active community members and non-involved tenants and leaseholders.

We are delivering a tailored training programme to staff and Board members to raise awareness of involvement and engagement mechanisms and how they can support customers more effectively.

We are further developing our action plan to address under-representation of younger and BME tenants in our involvement mechanisms. We are also working with TRAs to ensure inclusiveness of diverse community groups and have introduced a Diverse Community Fund to assist TRAs in involving all their members.

We are working with the other Leeds ALMOs and local training providers to improve coordination and achieve better value for money, for future customer training programmes.

We are refining the scoring systems for tenant inspection and mystery shopping to ensure that issues of concern can be quickly identified and resolved.

We are undertaking a comprehensive review of the Community Partnership Agreements to ensure that priorities identified by our customers are shaping the Area Panel bidding process.

We are reviewing the criteria for Area Panel bids in order that we can be sure that there is benefit to the community, that they support our business aims, customers are fully engaged with the bid and that we maximize value for money.

We are developing twice yearly Fora for customers whose first language is not English.

We are developing training to Area Panel members and staff to increase understanding of the Area Panel bidding process.

We are improving the quality and consistency of audit trail forms through staff training to ensure that tenant involvement resources are used for appropriate engagement mechanisms.

We are introducing innovative ways to publicise the outcomes of customer involvement.

We are reviewing the diverse community fund so that all customers and communities not covered by a TRA or Area Representative could access this fund.

Achievements – Value for Money

We have adopted an organisational wide approach to value for money, supported by a combined Value for Money and Procurement Strategy, including an action plan approved as part of the strategic document. Below are examples of VFM projects undertaken by staff teams across our company:

We have a value for money assessment undertaken for **translation and interpretation** resulting in a **cost saving of 20% for written translation**.

We have, since the formation of WNWhL in April 2007, **2 year cashable efficiencies** to the value of **£2.3m** have been achieved, with a further series of **cashable gains** through mini projects in financial **year 2008/09 of £468k**.

We have switched to an approach where more emphasis is placed on **other income streams** and match funding has also been adopted – recent examples of this include energy efficiency works to the value of **£246k** (to be reinvested in the capital programme).

We have through the **sale of the modernised policies** to sister organisations in Leeds realised additional income of **£11k**.

We have delivered a number of value for money projects within the sheltered housing services, including changing utilities provider, realising £9,262.31.

We have an arrangement in place with **Scottish Southern for the gas and electric tariffs**. WNWhL receive £50 for each void property which is transferred over and the customer then has 28 days to change supplier. WNWhL has **received £34,000 income** from this scheme and has reinvested this into service improvements.

We have introduced a **decoration voucher scheme**. The procurement of these arrangements have **saved the organisation £11,000**, which has been reinvested into service improvements.

We have embedded value for money further in the organisation and set up the Value for Money Champions Group.

We have produced the hotspot benchmarking report allowing managers to focus on local performance indicators which underpin their benchmarked position.

We have undertaken the financial modeling for the supporting people service which was reported to board as part of the sheltered housing review.

We have improved the production of the management accounts process introducing more automation leading to significant reductions in the turnaround time of the management accounts being provided to budget holders.

We have captured **value for money mini projects totaling £3.1 million throughout the course of the year**.

Achievements – Value for Money

We have re-introduced the rechargeable Repairs Policy and procedure allowing for the raising of rechargeable repairs in voids and where repairs are purposely wrongly reported. We have raised £116,408 through this policy this financial year.

We have challenged LCC on their investment strategy which enabled WNWhL to maximise our return on treasury investments by £77,974.

We have negotiated an extra 0.4% on our bank account interest rate resulting in extra income of £8,955 from treasury management.

We have piloted the use of e-auction in our procurement, indicating potential on the supply of internal doors of around 25%.

We have consistently achieved our target of processing 98% of invoices received, within 5 working days, resulting in an improved cashflow.

We have carried out a cost comparison exercise with 4 suppliers for stationery goods to ensure we get best value for money when ordering.

We have formed a Procurement Working Group which meets quarterly to discuss new ideas and suppliers to gain maximum discounts through purchasing power.

We have completed phase 1-4 of the new corporate mobile phone roll-out, changing supplier to save £2.50 per phone line rental per month, a saving of £760 over the year.

We have value-for-money projects on-going with our contractors, resulting in significant savings when re-invested to provide further repairs. Many of the financial savings are also linked to operational efficiencies which improve customer service.

We have negotiated a **fixed price for paper with the printers** for BUZZ and changed the method of distribution to make a substantial **£2k saving**, while still providing a service.

We have secured funding of £20k to deliver workshops, aimed primarily at new tenants, enabling them to learn basic home skills, build confidence and capacity to manage their tenancy.

Further improvements and developments – Value for Money

We are introducing more comprehensive use of activity based cost benchmarking information across the business.

We are identifying gaps in comparative performance in existing service areas and introducing improvement actions where necessary.

We are developing in-house expertise in contract management.

Further improvements and developments – Value for Money

We are considering further rationalisation of the office estate to align to key priorities and further enhance value for money objectives.

We are working on the capital financial reporting and remodeling the database.

We are pursuing the use of e-auctions through a planned programme for the supply of goods and services including tiles, fans and showers.

We are further embedding value for money through the VFM Champions group and exploring further ideas on VFM through this forum to devise projects for next year.

We are exploring the possibility of an “in house” payment facility within WNWHhL.

We are currently working on the final phase 5 of the corporate mobile phone roll-out.

We are looking to benchmark the Office and Facilities Management function against other 2 and 3 star organisations to look at cost savings.

We are working on moving staff from Progress House and Pudsey One Stop Centre to Silver Royd. This will mean, as well as cutting costs, better integration for staff who are currently based at several locations.

STOCK INVESTMENT

Achievements- Stock Investment

We have, as at Jan 2010, **17,147 (83.20%)** of homes that met the Decent Homes Standard and we have a full delivery programme to achieve the March 2011's target.

We have 97.4% of our customers satisfied with the works delivered through the capital programme.

We have reviewed our Asset Management Strategy and highlighted how we will tackle recently emerging issues such as fire safety, worst condition non-traditional properties.

We have carried out 100% of the fire risk assessments for January.

We have continued to resolve all emergency findings following a fire risk assessment within 24 hours.

We have continued to resolve any significant findings following a fire risk assessment within 7 working days.

We have further targeted 10% of the stock for full stock condition surveys and use the stock condition database Keystone to inform our investment needs beyond 2011.

We have delivered improvements that **exceed the basic Decent Homes Standard**, such as fitting over-bath showers, fitting extractor fans, offering floor covering choices and additional tiling in kitchens and bathrooms.

We have a robust plan to **complete DDA surveys for all our communal areas in our sheltered complexes and high and low-rise blocks**. Resources have been identified within the capital programme to deliver the priority actions within the DDA programme and progress against these has been made within the 2009/10 programme.

We have offered customers £10 compensation for missed appointments by our partners (paid by the contractors).

We have delivered a project to **address the fuel poverty issues** experienced by our customers. These include a large scale gas infrastructure programme **benefiting 731 households of which 538 are WNWhL customers and Air Source heating programmes**.

We have strengthened our approach to managing gas servicing and revised our Gas Servicing Policy and Procedures. We have **introduced an 11 month service programme** to ensure that the no access procedure is started in advance of CP12s lapsing.

We have no properties with outstanding CP12s over 3 months.

We have offered our customers flexible appointments including early evening and Saturday mornings and have robust procedures in place to monitor and manage no access cases to ensure action is taken early and which take into account customer vulnerability.

Achievements – Stock Investment

We have 100% customer satisfaction on our aids and adaptation service in the last two consecutive months and we have a clear mechanism to learn from customer feedback.

We have tested 100% of the emergency bulk samples for asbestos within 24 hours.

We have maintained a 100% response rate in sending letters to customers upon receipt of an asbestos removal referral.

We have continued to send all our customers anniversary cards and also send appointment letters one month in advance to notify and remind customers when their annual gas service is due. We also attended all appointments at the agreed time and date last month.

We have continued to carry out annual maintenance safety checks and inspections for all lifts and provide a 24 hour, 7 day emergency cover.

We have always attended a lift breakdown within one hour of being notified a person is stuck in a lift and attend to a lift breakdown within 2 hours and repaired them within 24 hours.

We have an overall satisfaction with regards to the quality and reliability of the lift service in flats has been 100%.

We have improved access to the repairs service for our customers by **offering evening and Saturday morning appointments for minor repairs**. This has been published on our website and in our offices where staff are promoting this additional service.

We have 98% of our customers satisfied with our repair service.

We have responded to 99.01% of urgent repairs on time.

We have introduced “Right First Time” and monitored the percentage of jobs completed on first visit by our partners (92.71% Jan 2010). By increasing the repair order cost threshold with our contractors the number of repairs that can be completed on the first visit has been increased.

We have agreed with our contractors, as a result of customer feedback, that their operatives must wear protective shoe covers when in our customers homes.

We have reviewed our pre-inspection process allowing us to order more jobs directly without the need for a pre-inspection. Where a pre-inspection is necessary **we have reduced the waiting time for appointments** for surveyor’s inspections so that **customers can now book an appointment within 8 days**. We are continuing to reduce this.

We have reduced the need for pre-inspections, meaning customers do not have to stay in for repairs to be assessed. This increases the number of jobs that can be completed on the first visit

Achievements – Stock Investment

We have delivered training to front line and Contact Centre staff to increase awareness of user defined characteristics. This allows the contractor to tailor the service to individual needs.

We have a £25 re-charge for customers who report a false emergency repair. This discourages abuse of the repairs system and improves how quickly we can attend genuine emergencies, urgent jobs and routine repairs for customers.

We have implemented a planned batched maintenance programme across the city for many external jobs. Customers are better informed when the work will be done in their area. This allows the contractor to carry out more work with their resources improving service to customers. This is publicised through our BUZZ tenant newsletter.

We have increased our collaboration with the other Leeds ALMOs to share best practice and experience and increase the consistency of the customer service.

We have ensured that where we have improved service delivery with a contractor we apply this to others and share good practice with other teams within the ALMO.

We have developed feedback mechanisms from the client and contractors to the contact centre. This information is used to provide training to improve the service.

We have reviewed our performance framework to ensure it is an effective tool to manage our own and our contractors' performance. This has become an effective driver for improvement in the service we provide to customers.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
Completion of urgent repairs within 3 working days	new	new	99%	
Completion of non urgent repairs within 20 working days	new	new	96%	
Contacting customers on the day of their repair to tell them when we will arrive	new	new	95%	
Satisfaction with the quality of pre-inspections	new	92.40%	99%	
Satisfaction with works delivered through the capital programme.	new	98%	100%	
Customers satisfied with range of choices of finishes for kitchen units, tiles and doors	new	90%	100%	
Customer satisfied with Aids and Adaptations service	new	new	100%	
% Emergency asbestos bulk samples tested within 24 hrs	new	new	100%	
% of appointments made and kept for asbestos	new	new	91%	

Further improvements and developments – Stock Investment

We are focusing on delivering improvements to meet the Decent Homes target (2010).

We are reviewing with the Council how we will deliver an investment needs programme beyond Decent Homes Standards to sheltered housing outside PFI.

We are carrying out an option appraisal to bring in-house the contract administration and management for delivering the capital investment programme from April 2011.

We are completing the 2011 procurement for responsive and planned maintenance works with a view to appointing preferred partners by November 2010 for a start on site on 1 April 2011.

We are reviewing how we and our partners communicate with our customer to improve the quality of the service we deliver.

We are improving the delivery of a seamless maintenance and asset replacement service for our customers.

We are delivering whole house improvements to a number of listed properties within a conservation area.

We are implementing our 3 year investment programme to tackle fire safety in our communal areas.

We are working with the Council to agree a renewal programme and timescale for old and obsolete sheltered warden call equipment.

We are carrying out an option and cost appraisal to extend communal digital reception services to all blocks not currently serviced and also for the upgrade of the existing digital services to include 'digital plus' and broadband access.

We are working with the Council to review the longer term business strategy for the garage and 'garage plot' stock to ensure that the service is cost-effective and the rents and charges set for the service are sufficient to cover the full service costs.

We are working with the Council to establish projected customer demand for disability adaptations and to find funding solutions to meet customer needs.

Achievements- Income Management

We have successfully held our first rent arrears campaign “Can’t pay, Won’t pay” in November 2009. The team focused and planned the campaign using the customer profile. Contact was attempted with 3000 customers, conversations with 1000 customers and this **resulted in 750 arrangements to pay**. The campaign work has contributed to **achieving our Quarter 3 performance targets**.

We have delivered two Benefit Take Up Campaigns gaining our customers **extra income of £22,539.39 in 2008/9 and £32,275 for another 2 in 2009/10**. The campaigns for 2009/10 have been tailored to **Under 21’s and families using our customer profile information**. The family campaign has **received national recognition**.

We have responded to the impact of the recession and have focused our resources on debt prevention and current arrear recovery. As a result, we are on target to maintain our high former tenant arrears performance levels.

We have improved **current rent arrears** (HMA1) from 3.55% to **3.23%** since 2008/9 year end, **achieved our Quarter 3 target** and we are very confident of meeting our 2009/10 year end targets.

We have improved our **former tenants arrears** from 1.58% to **1.48%** since 2008/9 year end, **achieved our Quarter 3 target** and we are very confident of meeting our 2009/10 year end targets.

We have, since the establishment of WNWhL, developed and delivered **strategies focusing upon arrears and debt prevention**. There has been a significant reduction in enforcement activity, whilst arrears levels have continued to decrease. Clear evidence of this can be demonstrated by the fact that, over a one year period, we have **reduced evictions from 76 to 45, and NISP levels from 16.83% to 14.37%**.

We have funded a **Citizen Advice Bureau Debt Outreach Worker** who operates exclusively for our customers to ensure they have access to fast, independent debt advice. This was introduced in Sept 08 and we have seen a **massive impact resulting in, up to March 09, debts of £527,529 handled and income gained projection (annual actual and estimated) £70,505**.

We have worked in partnership with the Council to increase awareness amongst our customers and staff to develop services with organisations such as Leeds Credit Union to deliver ethical financial services to our customers.

We have delivered two “Making Every Penny Count” events covering money advice for customers in February 2010. This developed from the “Feeling Stretched” event last year, involving a number of partner organisations.

We have rolled out a “Now Let’s Talk Money” active learning workshop to 120 staff. This enabled our front line staff to quickly identify, advise and sign-post customers to debt, financial and benefit advice without lengthy referral processes.

Achievements – Income Management

We have, since September 2009, **sent rent statements in the customer’s preferred format using our customer profile data.**

We have in a **customer satisfaction survey** in August 2008 for Income Management an overall satisfaction of 92.51%, with just over a 20% response rate. In December 2009 we commenced telephone surveys with customers who have experienced our service in the last 3 months. The results for December 2009 showed overall satisfaction at 87.50% and **increased satisfaction in January 2010 to 100%.**

We have introduced a **quarterly prize draw** for those who pay by **Direct Debit** and **Standing Order** and also those with a clear rent account to encourage **low cost methods of regular payments.** This was approved and influenced by our Customer Sounding Board. Customer feedback has also demonstrated that they are most aware of Direct Debit and Paypoint payment methods, demonstrating that our promotional campaigns of the most cost-effective payment methods have been effective. In the nine months since the commencement of the scheme Direct Debit **take up has increase by 0.91% to 32.71%;** using **RIEN Benchmarking** exercise from December 2009 **we are 18th out of 37 in the Local Authority and ALMO sector and 8th out 21 using only the ALMO sector data.**

We have successfully **reduced sickness levels from 430 days to 152 days** comparing December 2009 with December 2008. This has increased resources by enabling improved customer service and performance. To date we have had **12 compliments this year.**

We have reviewed the **08/09 Housemark benchmarking** report and the cost of the income management team is **rated 3rd out of 21, we are value for money.**

We have improved our In Year Rent Collection (excluding arrears brought forward) from 99.54% 2008/9 to 100.17% Jan 10. For Quarter 3, 2009/10, we are currently ranked 5th out of 12 when comparing data with the Northern Benchmarking group we attend.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info. (Met 08/09)
Rent Arrears as a % rent debit	3.48%	3.55%	3.23%	Lower 3.02%
Rent Collection including arrears brought forward	96.81%	96.63%	96.41% (Jan Target 96.2%)	Lower 96.50%
Rent Collection excluding arrears brought forward	N/A	99.54%	100.17%	Median 99.80%
Rent Arrears over 7 weeks	7.26%	7.51%	6.86%	Lower 6.65%
% Tenants served with NISP	22.99%	20.43%	14.37%	Upper 16.23%
% Tenants evicted	0.30%	0.42%	0.21%	Upper 0.32%
Former tenants arrears as % of rent debit	2.97%	1.58%	1.48%	Upper 1.82%

Further improvements and developments: Income Management

We are working with Leeds City Council on how a more joined up service can be provided for tenants at risk of eviction, for example joint visits between Customer Accounts Team staff and homelessness officers within Leeds City Council.

We are reviewing standard working hours for the Customer Accounts Team and other staff to provide a more flexible service for customers.

We are undertaking a value for money analysis of the costs and benefits of having an in-house benefits advice service compared to outsourcing the service.

Achievements – Tenancy and Estate Management

We have introduced bi-monthly Area Panel Meetings, Tenant and Resident Groups, Multi-Agency Tasking Groups and Neighbourhood Housing Action Groups, and estate walkabouts and inspections to enable a co-ordinated approach to Tenancy and Estate Management.

We have identified **crime and environmental ASB hotspots** and, as a result, carried out a **successful operation to tackle drug issues in Little London**. Through joint Area Panel and police funding, we have set up an estate based surgery on Hawksworth Wood.

We have, with our customers, revised the **Tenants Handbook** to include **comprehensive information on enforcement and tenancy/estate management issues**. At sign-up the tenant's obligations are clearly stated and a DVD has been produced with customer involvement.

We have “**introductory tenancy**” visits at **1, 5 and 8 months** to ensure support/tenancy conditions are complied with. We record their effectiveness on a monthly basis and have found the process excellent for picking up rent arrears and non-occupation.

We have, through our Customer Sounding Board, introduced a systematic approach to undertake annual home visits, including sheltered housing, where high risk cases are prioritised.

We have a **Tenancy Support Team** who can engage and monitor support providers to help vulnerable tenants. **Over 50% of the support cases that have been closed have been successful in promoting independent living and sustaining tenancies.**

We have, in 2008, **achieved the top performer in the city** in terms of **customer satisfaction with aspects of how our ASB report was handled.**

We have achieved, according to the **2009 annual benchmark report, top quartile for the percentage of tenants satisfied with their neighbourhood as a place to live, fifth out of 22.**

We have a Child Safeguarding Policy and actively work on the “Every Child Matters” (ECM) agenda by piloting approaches in partnership with LCC Children's Services. The strategy also supports our approach to hate crime and domestic violence.

We have signed up to the RESPECT Standard (September 2007) and have made a commitment to deliver an effective response to ASB and nuisance. We have undertaken a gap analysis against the standard and developed an action plan to deliver service improvements.

We have undertaken an **Action Day in Little London** to raise awareness of how to report ASB, and identify any unreported issues in the area. This appears to have successfully **increased awareness of ASB reporting**, as performance figures show that there was an **increase of 50% in new cases reported.**

Achievements – Tenancy and Estate Management

We have carried out a **multi agency approach to tackling noise nuisance** on Fernbank Close in Bramley. The occupant, a council tenant, refused to cooperate with requests from housing, police and Environmental Health to reduce the level of noise and the number of visitors to the property. **A three month closure order was obtained** through the courts meaning the tenant had to immediately vacate the property, **bringing peace to the surrounding neighbours and local community**. Following the end of the three month closure order, the tenant gave notice and vacated the property having sourced her own alternative accommodation.

We have introduced an “Out of hours” ASB telephone line which allows customers to speak directly with an officer about ASB and nuisance when the offices are shut including all weekend and bank holidays. Survey result of the ‘**Out of Hours**’ **ASB service** indicates that of the **78% of customers who were satisfied** with the service, **52% have reported that they were VERY satisfied**.

We have a **weekly performance report for each of the NHOs**. This enables them to monitor performance against ASB service standards, resulting in a noted **increase in performance**.

We have reviewed the ASB procedures and as a result of this now prepare ABCs in-house rather than refer to the ASBU.

We have maintained **good access rates in gas servicing cases**. Since April 09, 1436 cases have been referred to the team and **1318 (92%) have been accessed**, during this time **only one case has had to proceed to court for an injunction**.

We have embedded **Good Neighbour Agreements across the organisation** enabling customers to take ownership for their areas resulting in positive customer feedback. Since this new initiative, eight agreements have been signed.

We have delivered training with our partners in the police to Neighbourhood Management Officers to empower them to actively manage our estates and provide safer neighbourhoods and communities for our customers.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
% of customers contacted within 1 working day (emergency referrals)	New	66%	86%	
% of customer satisfied with the way their ASB case dealt with	New	78%	83%	Upper Q 84% Lower Q 54%
Customer satisfied with “Out of Hours” ASB service	New	New	78%	Not available

Achievements – Tenancy and Estate Management

We have streamlined our estate caretaking and multi-storey caretaking service to offer our customers a more effective localised service, with a number of caretaking staff on call to deal with emergencies during non-working hours. We have increased customer satisfaction from 71% to 87% since these arrangements have been put in place.

We have completed the **caretaking and cleaning review** and set out a clear direction for the service which has involved consultation with customers and will deliver improved services to customer both internally and externally. We will be **re-investing over £350,000 back into a new modernised Neighbourhood Caretaking Service and will be providing an enhanced cleaning service.**

We have delivered **efficiency savings** against the current **Cleaning Service Level Agreement** and processes of **£70,104** to date, with an **additional £96,575** anticipated.

We have dedicated teams who **tackle fly tipping and offensive graffiti within 1 working day.** These targets for removal were agreed with customers and performance was **100% at the end 2008/9.**

We have introduced innovative measures to reduce occurrences of fly tipping such as clearing unused bin stores and provided bins rather than black bags.

We have recently undertaken a **peer review** with Hull City Council, which demonstrated positive results, including a total **overall quality score of 85%**, **grounds maintenance quality of 79%** and **caretaking/cleaning and estate amenities of 86%**. This positioned us **third in the benchmarking group.**

We have carried out **estate grading** with our customers which helps us direct resources to improve levels of service and value for money. The results of this process is reported through our Local Performance Framework and used to set improvement targets for Neighbourhood Management Officers at a local level.

We have involved customers in designing the new grounds maintenance specification and changes to contract monitoring and performance management. Customers will also be involved in the selection process of the new contractor.

We have carried out refurbishment and removal of shrubs/trees and bushes on the Snowden Estate in consultation with residents to reduce crime and ASB, creating a safer and cleaner environment also reducing the fear of crime for residents.

We have developed a knotweed and weed spraying monitoring system mirroring our grounds maintenance mapping and monitoring system which will bring consistency to our monitoring and improve overall contract management. For our customers it will improve performance and conditions on estates and enable us to communicate and report more effectively to customers.

We have regular site visits that are taking place to assess the progress of weed treatment and to help prevent a further spread of knotweed. We also involve local tenants and customers in monitoring the spread of this weed. (Little London, Woodhouse and Pudsey).

Achievements – Tenancy and Estate Management

We have identified extra shrub maintenance works on “walkabouts and inspections” which has involved resident and councilors. The new areas now on the grounds maintenance contract have enhanced large resident areas in Bramley (Town Street, Rossefields, Snowdens and Atlanta Street), Weetwood (Holtdales) Otley, (Weston Estate) Yeadon (Woodleas) and Little London with positive tenant feedback.

We have recently “opened up” Snowden Crescent (woodland area) in co-operation with LCC Forestry Planning and in partnership with our local contractors, turning an area used for ASB activity into a more aesthetic and wildlife sanctuary site whilst reducing the fear of crime for residents.

We have robust **monitoring and contract management** in place for a grounds maintenance contract and have involved tenant inspectors to help drive up performance. Current **performance is at 100% as a quality measure from our 10% sample monitoring**. Our **benchmarking demonstrates we are in top quartile for VFM**.

We have an effective partnership with Groundwork which actively engages the community in projects to help improve the environmental appearance and tackle community safety issues. Examples would be the junior warden scheme, Bawns and Holtdale environmental weeks, Whincover garden scheme project and recycling schemes in Little London and Grayson Crescent multi-storey block.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
% of communal areas cleaned to standard (10% quality check)	New LPI	91%	100%	
% of Graffiti removed- race or abusive - within 1working day	New LPI	100%	Non reported	
% of customer satisfaction with the estate management and environmental services (six monthly)	New LPI	New LPI	78%	

Further improvements and developments – Tenancy and Estate Management

We are implementing initiatives to improve access rates to homes through the Respect Standard for Housing Management, including the involvement of the Sheltered Housing Wardens and Accounts Team.

We are continuing to develop partnership working to ensure a holistic approach to tackling ASB and its causes.

We are working with neighbourhood teams to devise an improved garden/untidy property procedure.

We are working on the Mapping Module within Caseworks, this will enable us to identify ASB 'hotspot' areas

We are developing a "vulnerable gardening scheme" using customer profiling information to target vulnerable customer.

We are enhancing a large green space area, (formerly a play area) at Tinshill Mount/Garth. This is done in conjunction with the environmental team's involvement in the planning and planting of future plants and trees.

We are enhancing a site on Stonebridge Lane, Wortley by carrying out "a full clean up" including new fencing and the felling of dead and dangerous trees. Local consultation has taken place with the Tenant Association.

We are working on procuring a new Grounds Maintenance contract.

ALLOCATIONS, LETTINGS AND VOID REPAIRS

Achievements – Allocation, Lettings and Void repairs

We have completed a comprehensive review of the 3 service areas. In May 2009 the Allocations and Lettings Team merged with the Void Repairs Team to improve value for money, performance, customer service and to ensure there is clarity and ownership of the whole empty homes and allocations process.

We have developed a Sign up DVD which outlines our key services and the rights and responsibilities of our new tenants. **The customer satisfaction survey carried out showed that out of 150 customers, 143 (95%) customers found the DVD informative.**

We have developed a range of customer friendly leaflets, including a demand leaflet to inform customers of the average waiting times and demand per area based on the bedroom requirements and priority.

We have offered a direct line telephone service to the lettings team and appointments to see a Lettings Officer are flexible with either home or office visits available.

We have reduced the % of properties untenanted from 1.26% at the start of the year to **1.02%** as of the 31 January 2010. We are currently **top performing ALMO in Leeds.**

We have reduced the % of void rent loss from 1.44% at the start of the year to **1.00%** as of 31 January 2010. We are currently **top performing ALMO in Leeds.**

We have implemented the **Recharge Policy and Recharge Procedure** which clearly set out our robust approach to recharging outgoing customers for damage and unauthorised alterations to our properties. In January 2010 we **raised £26,166.50 in recharges** compared to nil at the beginning of the financial year.

We have reduced the average relet time from 71.91 days in April 2009 to 46.91 days in January 2010. The relet time for **January 2010 taking out the historic data is 36.94 days** and would put us at **top performing ALMO in Leeds.**

We have increased the number of back to back lets from 6 in quarter 1 to 52 in quarter 2 and 48 in quarter 3.

We have increased customer satisfaction from 84.32% in June 2009 to **90%** in January 2010.

We have reduced the number of voids from 344 at week 2 to 208 at week 44.

We have increased performance on % of applications registered within 10 days from 66% in April to 90% in January 2010.

We have reviewed the lettable standard and produced some clear guidelines for staff and contractors.

Achievements – Allocations, Lettings and Void Repairs

We have developed a new performance framework to monitor performance on the whole empty homes and allocations process.

We have produced a more professional and attractive information pack for new tenants at accompanied viewing.

We have our own Occupational Therapist to identify suitable applicants for any adapted properties which **speeds up the relet process and ensures that we are making best use of stock.**

We have developed a more proactive approach to identifying and offering assistance to vulnerable customers by contacting any customers who have not bid within 3 months of the date of application to advise them on how the Choice Based Lettings process works.

We have recorded and analysed the proportion of properties accepted at first offer as a ratio of offers made to enhance the effectiveness of our shortlist process.

We have offered **flexible sign up slots for customers** and carryout sign ups on **Saturday mornings for customers who are at work during the week.**

We have introduced home visits to all transfer applicants at the time of application and also at the pre-offer stage. This ensures we understand the reasons why customers wish to transfer within stock and can deliver solutions to keep people in their homes for longer, tackle any breaches of the tenancy agreement, and ensure their original decisions reflect their future housing need.

We have enhanced accompanied viewings to include properties that are undergoing repairs to speed up the process and improve performance.

We have introduced pre-tenancy termination visits to all properties within five working days of receiving the termination, to ensure the property is left in a good condition and any adaptations, recharges, support needs or rent arrears are identified.

We have procured an external organisation to provide energy performance certificates at the change of tenancy, which became effective in June 2009.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
We will register any new application forms within 10 working days	New LPF	67%	95%	
Average relet time (BV212)	New LPF	36 days	47.74 days	32 days UQ 55 days LQ
% rent loss on void property (HMA3)	New LPF	1.44%	1.00%	1.02% UQ 2.0% LQ
% of properties currently untenanted (HMA6)	New LPF	1.26%	1.02%	
Number of back to back lets each month	New LPF	0	9	

Further improvements and developments – Allocations, Lettings and Void Repairs

We are striving to improve performance to top quartile (without exclusions) in 2010/11 for turnaround times.

We are developing a pro-active mutual exchange system to reduce void transfers.

We are looking at introducing an incentive scheme for departing customers to leave properties in a good condition.

We are working with colleagues in planned maintenance to develop more joined up working to drive costs down across the organisation.

Achievements – Supported Housing

We have our own in-house Tenancy Support Team who support our most vulnerable customers (both applicants and tenants) ensuring that they are given clear information about services relating to the Tenancy Support Policy, Allocations Policy and other services provided by WNWhL and our partner agencies. The team deliver a focused service which promotes and encourages independent living.

We have a Sheltered Housing Compact in place which has been reviewed and is monitored on a quarterly basis by WNWhL and customers.

We have seen a number of examples of our sheltered housing schemes linking with Area Panels and the bidding process to secure funds used to enhance parking provision and environmental elements of schemes.

We have a team of wardens who have been through an intensive period of training and development. Courses attended have included dealing with conflict, support planning, health and safety, lone working, dementia, alcohol misuse and working with sex offenders and high risk clients.

We have 'hot desk' PCs for our sheltered wardens that enable them to access our internal systems, the internet and intranet. This ensures that customers have better informed wardens who can check on the status of customer enquiries, complaints, repair reports etc.

We have wardens carrying out accompanied viewings with lettings staff to agree a pre-support plan with new customers. All wardens have been trained on new support plans to ensure customers receive help and support from the relevant provider if any assistance is identified. The plans now incorporate risk assessments.

We have a "Care-Ring" alarm service that provides 24/7 emergency support to our sheltered housing customers. Our staff have visited the Care Ring centre and received training to increase their knowledge of aids and adaptations.

We have, in some complexes, installed new care alarms and pendants. This is positive for our staff as the systems are now monitored by BT and linked to BT lines and they no longer have to do monthly pendant/care ring checks with residents.

We have revised our "Your Sheltered Home" booklet which is given to every customer outlining the warden service they can expect from WNWhL. The booklet now includes additional information on supporting people.

We have remodeled the Wharfdale Court sheltered scheme and built a community centre at Brookleigh, both of which have delivered outcomes aligned to the Older People Housing Strategy.

We have carried out advice sessions to BME customers at Mosques and at the Aphna day centre. We introduced a new job description to reflect the needs of the new Quality Assessment Framework. Diverse language skills are now a key element within the team so that we can promote our services in the BME community.

Achievements – Supported Housing

We have encouraged our customers to attend organised advice sessions so they can find out about a healthy diet, how to keep safe, fit and active, how to deal with stress, bereavement and how to manage budgets for example. External agencies such as the NHS, local Police Community Support Officers, Homecare and fire safety officers have delivered sessions.

We have regular walkabouts around the schemes and always include customers in choices of carpets for communal areas and any changes we are making around the service.

We have a programme of regular scheme activities, ensuring there is at least one activity per scheme per week. These include luncheon clubs, bingo and coffee mornings. The programmes are promoted on our website and on notice boards.

We have arranged for our wardens to visit other sites and other service providers to learn from best practice in order to offer the best service possible for our customers.

We have a number of wardens who have now completed professional qualifications including NVQ in Care and Social Housing, British Sign Language and Extend Exercises.

We have liaised with “Infostore” who have installed IT facilities within five of our schemes and provided training for our customers.

We have worked closely with building/fire risk/health and safety teams ensuring DDA assessments have been carried out on all sites and all outstanding problems logged for action. All staff have been trained in fire risk.

We have introduced an annual review of next of kin (NOK) paperwork to ensure consistency across schemes and up-to-date records kept for emergency use.

We have introduced pilot surgeries at our sheltered schemes for Neighbourhood Housing Office staff.

We have agreed a KeyRing living support network which provides services to people with learning disabilities and other vulnerable adults; enabling them to live independently in the community in one person properties. Keyring works in partnership with WNWhL to support a group of nine individuals who live in the same area, and within walking distance of each other. An additional flat is provided to the Community Living Volunteer recruited by KeyRing and we are now working to identify the nine tenants who will benefit from the network.

We have become a member of the Leeds Community Safety Partnership and take part in MARAC meetings, the Leeds Multi-Agency Risk Assessment Conference, forum dealing with domestic violence and for sharing information, assessing risk, safety and action planning and improving agency accountability. Since April 2009 we have helped 115 clients through MARAC meetings.

We have a Tenancy Support Team Leader trained in both Adult and Child Safeguarding. This has been the catalyst for front-line staff training so they can look out for safeguarding issues and alert the relevant organisation of risks. This closer working with Safer Estates team means a safer environment for our customers.

Achievements – Supported Housing

We have organised biannual forums with the voluntary/community sector to look at how we can build on current service provision, share good practice and learn about other service provision to enhance our support for vulnerable tenants.

We have developed a **relationship with Leeds Mentoring for student practice learning**. The Tenancy Support Team have **recruited 2 placements**, for a first and second year social work student, in partnership with Leeds Metropolitan University and Leeds City Council Adult Social Care. This is a very successful partnership and builds on last year's successes to offer a better support service to our tenants.

We have developed a shadowing programme for staff with support providers in the voluntary/community sector. This involves members of the Tenancy Support Team shadowing a member from a voluntary sector agency and vice versa. This enables staff from both organisations to have a better understanding of policies and procedures and to improve performance and customer satisfaction in both organisations.

We have received 281 referrals, of which 180 cases are receiving our support, 48 (27%) have a support plan in place. All of our supported customers have maintained their tenancy.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
% of tenancies visited within 28 days of your referral being received	New LPF	New LPF	100%	
% of vulnerable people who are supported to maintain independent living	New LPF	99%	99%	
Number of support plans completed (new Customer in sheltered)	New LPF	New LPF	100%	
Properties either let or available to let for sheltered	New LPF	98%	99%	

Further improvements and developments – Supported Housing

We are working with Leeds City Council on the PFI project for older persons' housing.

We are continuing the sheltered modernisation programme through role negotiations with wardens, improving physical access to buildings and access.

We are introducing clearer outcome measurement of support from the Tenancy Support Team.

We are proactively increasing the customer profile of BME residents in sheltered housing.

Further improvements and developments – Supported Housing

We are introducing safeguarding training for all our staff who come into contact with children and vulnerable adults in their everyday work, including staff who do not have a specific role in relation to safeguarding but have a duty to safeguard and to promote the welfare of children and vulnerable adults. WNWhL is now working with both ENEhL and Children's and Adult Social Care Services in Leeds to embed this into our structure.

We are introducing a system to monitor our support processes and obtain customer and tenant satisfaction levels through telephone surveys to ensure all client groups are being considered.

We are developing closer links with the Family Intervention project to deliver better outcomes for families in greatest need.

We are to deliver refresher training on vulnerability across the organisation.

We are sourcing an organisation to help research the needs of people who suffer domestic violence in same sex couples.

LEASEHOLD MANAGEMENT

Achievements- Leasehold Management

We have increased **customer satisfaction from 63% last year to 71.2% this year.**

We have a Customer Sounding Board (CSB) and have introduced local surgeries for leaseholders along with regular articles in our customer newsletter 'the Buzz'.

We have quarterly meetings with the Council to manage performance of the service and ensure compliance with the standards. Leeds City Council is also represented on our Service Improvement Group (SIG) for Leasehold Management, which meets monthly to monitor performance and progress on projects designed to improve services.

We have improved access to this service by introducing a phone panel for customers who wish to be involved but choose not to attend formal meetings. We currently have ten active leasehold customers who sit on the telephone panel. They play an active part in designing of the leasehold service.

We have introduced two open forums per year, which are chaired by a leaseholder customer and, in response to customer feedback, allow a greater amount of time for open questions. The elected leaseholder attends all monthly Service Improvement Group meetings and bi-annual Customer Sounding Board meetings.

We have an integrated IT system to allow our staff to deal with service charge enquiries. WNWhL employs a dedicated Leasehold Officer to work on service development, oversee training needs for the organisation and resolve any complex enquiries which cannot be dealt with at first point of contact.

We have introduced a welcome visit to all new leaseholders to provide the handbook and talk through their responsibilities. We also use this as an opportunity to engage with customers, gather profiling information and promote the various methods of consultation and ways of becoming involved in service development.

We have reviewed the leaseholder handbook at the SIG and the CSB and we are providing customers with 'Fact Sheets' to fill the identified information gaps.

We have increased the display of publicity for leaseholders in all front line offices, including the Right to Buy information.

We have advertised discounted content insurance for leaseholders in all front line offices, on the website and BUZZ newsletter.

We have procedures in place which provide leaseholders with statutory Section 20 Consultation Notices in respect of major works and Qualifying Long Term Agreements.

We have a range of payment options offered to leaseholders including direct debit, standing order, internet, post office and pay point.

We have undertaken mandatory gas flue checks and, following consultation with leaseholders, offer full gas servicing and standard gas safety checks to leaseholders.

Achievements – Leasehold Management

We have an on-going training programme for WNWhL staff and LCC front line staff to improve the service we offer to leaseholders.

We have produced a dedicated newsletter for leaseholders to be published twice yearly, contents and stories to be discussed at Service Improvement Group Meetings (SIG) for approval.

We have undertaken several benchmarking visits, including Six Town Housing, National Leaseholders Specialist Group, Wakefield District Housing, Aire Valley Homes, and East North East Homes.

We have provided all our leaseholders with our capital works programme for the next five years. This is also available on our website.

Local Performance Framework	2007/08	2008/09	Jan-10	Benchmark Info.
Customer Satisfaction	New LPF	63%	71.2%	
% of Customer Sounding Board meeting held against target	New LPF	100%	100%	
% of Leaseholder Forums held against target	New LPF	100%	100%	
Resolved leaseholder enquiries/complaints	New LPF	New LPF	100%	

Further improvements and developments – Leasehold Management

We are to offer home visits by appointment, enabling leaseholders the opportunity to discuss issues in the comfort of their homes.

We are to offer leaseholders the opportunity to buy in to the home repair service for emergency and non-urgent repairs.

We are working towards offering leaseholders the choice to buy in to the Decency Work Programme and major improvement schemes.

We are piloting a repair reporting mechanism that reflects leaseholder repair handling performance.

Achievements – ALMO ICT

We have introduced an improved prioritisation process for ICT change requests to be worked on so that the focus is on service improvement rather than first come first served.

We have developed and publicised a full ICT training course schedule for the financial year 2010/11. This covers all the major ICT systems used by the business and allows for staff training to be planned well in advance.

We have ensured that no West North West homes Leeds incidents reported to ICT take so long to be resolved that they appear on the LCC ICT Aged Calls Report. Whilst not ensuring that all calls are dealt with immediately this avoids any being so long in the system that they cause major problems for the business.

We have used the cross-ALMO web group to drive changes to ALMO websites. Sites are now more attractive and informative and easier to use. There are no outstanding requests for changes from the business.

We have ensured that West North West homes Leeds requirements are captured and included in the specification of LCC corporate projects such as Electronic Data and Records Management and Business Intelligence. This approach enabled the improved tenant profiling using the Universal Customer Master Index (UCMI).

We have worked with the business to facilitate the migration of the mobile phone contracts from Orange to O2 with attendant cost savings.

We have supported the business in introducing new ICT applications by providing training and advice as required. Systems include PS Team, Keystone, Asbestos Management Archouse Plus and Caseworks.

We have ensured that offices with issues with printing were put at the top of the list for the rollout of the new print managed service system from ICT.

We have worked with LCC ICT to improve SLA reporting and launch a full review of the ICT SLA with West North West homes Leeds.

We have introduced the use of guarantee processes in Orchard for electric showers and are rolling out to all other appropriate goods for both repairs and capital work. This will ensure that items under guarantee are flagged as such to staff to allow claims against the supplier to be made when appropriate.

We have raised awareness of ICT security issues around the business leading to new policies being introduced and increased data security.

We have introduced the use of the software package Caseworks for Estate Management and Estate Scoring. This provides automated activities and improved reporting and tracking of issues.

Achievements – ALMO ICT

We have increased the amount of information exchanged with contractors for repairs – both Health and Safety related and notes about the work. This supports the work WNWhL are trying to achieve with customer services to reduce avoidable contact, and provides improved information to the contractors.

We have: managed the flow of 128 West North West homes Leeds related ICT change requests through the change process.

Satisfaction Result on Course Delivered

Course Delivered	Attended	Satisfaction %
Asbestos Management Suite	4	88
arcHouse Plus - Housing Needs	17	92
arcHouse Plus - LHM/Eligibility	43	90
arcHouse Plus - Suitability	5	88
Caseworks - ASB	13	98
Caseworks - Estate Management	45	96
Keystone Asset Management	30	96
PS-Team Partnerships	3	98
Siebel Fundamentals	52	96
Totals for 2009	212	94

Further improvements and developments – ALMO ICT

We are going to introduce applications and hardware to support mobile working for staff.

We are going to investigate and introduce ICT solutions to reduce/eliminate the need to key the same data into more than one system.

We are going to expand the use of the SMS service to other areas of the business and introduce improved reporting.

We are going to promote the development of end-user reporting with the new Housing Enhanced Reporting suite.

Achievements – Prospects for Improvement

We have a robust **Performance Framework** which provides an integrated process that links the strategic objectives of the company to every day business activity. It provides a thread that ensures operational staff are focusing on customer and business priorities.

We have improved performance reporting for customers and directors by providing clearer performance information and publishing performance on all service standards through leaflets; website and in BUZZ ; at monthly Board meetings; performance SMT, monthly team meetings; 1:1 sessions; and with customers at Service Improvement Groups and Customer Sounding Boards.

We have achieved over **80% completion of customer profile** and staff are now able to use the **new customer profile database to develop and improve services to meet our customer needs**.

We have embedded customer satisfaction surveys into operational teams, encouraging ownership of customers by service providers and enabling teams to monitor satisfaction, identify trends and act to improve services.

We have maintained **overall customer satisfaction at 78%** in a climate when fall might be expected with evidence of improving satisfaction in key services such as repairs. We still retain the highest customer satisfaction level when comparing with the other two ALMOs in Leeds.

We have pulled together a picture of **best practices and improved services** and outcomes from benchmarking. This include: **adopted estate grading, ASB out of hours, Good Neighbourhood Agreements, personalised rent statements, wet floor shower re-specification with potential savings £96,000**.

We have introduced a Key Performance Framework for repairs to improve performance management of contractors.

We have turned **90% of 2008 inspections weaknesses into acquired strength**, and within a period of 5 months we **completed 156 service improvement actions** following BaildonDeanTambe's review of our housing service.

We have improved **costs per direct employed** (office premises) - from our 2007/08 position of **3rd to 1st in 2008/09** (Benchmark report 2009).

We have improved our position on **costs per director employed** from **20th in 2007/08 to 11th in 2008/09** (Benchmark report 2009).

We have improved the **Decent Homes failure rate** position moving from **20th in 2007/08 to 15th in 2008/09** (Benchmark report 2009).

We have significantly improved **priority repairs as a percentage of all responsive repairs** from **16th position in 2007/08 to 4th in 2008/09** (Benchmark report 2009).

Achievements- Prospects for Improvement

We have a fair and diverse selection of Directors from all sectors (Independent, Tenant and Elected Member) to ensure strategic decisions are made from contrasting backgrounds. It will facilitate, taking into account occasions where attendance is not always viable, a quorum of the Board will still be available.

We have established an **Annual Training Programme and an appraisal scheme for Board Directors** which is being delivered throughout the year. This will enhance the skills and knowledge of Directors. Customer Involvement update was attended by the majority (8/11) of the Board in December 2009.

We have set up a **Governance Risk Matrix** and identified risks are managed and currently the **risk level remains at low/medium status**.

We have promoted and **publicised board meetings in Buzz** and housing offices using posters. This allows members of the public to learn about the meetings either via **internet** at home or while visiting their **local housing office**: a method to increase public attendance at board meetings

We have set up an **induction programme for all new Board Directors**. This ensures new Directors have all the documentation and an overview of business area to carry out their role effectively and to the Board Director Code of Conduct.

We have developed a **5 year business plan with financial modeling which takes us through to the end of 2013**, the current term of our management agreement with Leeds City Council.

We have reviewed our current SLAs and have introduced an SLA control document that will provide us greater management control.

We have a comprehensive budgetary management system in place with actual performance against budget produced every month with an explanation of variance. Individual budget holders have regular review meetings with the finance team. The effective management system means that results are delivered on a more timely basis: within 8 working days, an improvement of 5 days.

We have reviewed the majority of our HR Policies and Procedures and there is a greater awareness within the organisation of the new procedures. Policies are streamlined to be fit for purpose, modernised, and updated to include latest legislative changes. We publicised the work we had achieved with the other Leeds ALMOs and ENEhL purchased some of the work we had undertaken in this area, producing an income of £11,500 for the organisation.

We have attained the Diversity two tick re accreditation and improved the links into the Job Centre Plus around attracting disabled candidates. All jobs are advertised on WNWhL internet and intranet site which we have found reduces costs for printing, distributing and posting recruitment material.

We have used Leeds Voice and are about to **promote WNWhL as an employer in Equality Britain to improve access to third sector clients**. Equality Britain will also include six months free recruitment advertising on their website to WNWhL.

Achievements- Prospects for Improvement

We have Our 2009/10 **Employee Consultation Survey is available for the first time online** – greater accessibility. The survey provides us with a greater understanding of how our employees consider different aspects of the organisation. Under VFM this has been achieved by utilising a nil cost web based survey, thus reducing printing and officer time in respect of input and analysing the results.

We have so far this year **sickness showing at 20% improvement against the same time last year**. Performance reporting increased and robust progress through the procedure has resulted in three ill health capability dismissals. This improvement reduces costs to the organisation, better service to the customer, and improved relationships across the service.

We have reviewed our occupational health service and brought the delivery of the service on-site – improved access to employees and better VFM through scheduled days of appointments on a regular basis.

We have benchmarked and reviewed our employee assistance programme (Simply health) for 2009/10 and met with Access to Work to understand more what assistance is available to employees.

We have introduced a **Reward & Recognition** panel which includes tenant representatives. Last year **119 employees were rewarded for their full attendance**. Under the umbrella of VFM we negotiated an increase % reduction in cost with the voucher scheme provider from 4% to 5.5%, thus enabling us to provide a further incentive to the workforce for those who had achieved full attendance (this resulted in two £500 awards being awarded).

We have consulted more directly **with our employees through the Culture for Change workshops** where all employees were invited to comment on what works and what needs to improve within the organisation. An action plan has been developed which seeks to address issues that were either a concern or a barrier to improvement and staff satisfaction.

Performance	2007/08	2008/09	Jan-10	Benchmark
Sickness Attendance	99.11%	99.73%	99.36%	94.75%
Personal Appraisal Development Scheme	100%	100%	100%	94.75%
WNWhL's staff profile v Customer Profile	% of Male	% of Female	% of BME	% registered Disability
Staff	44%	56%	17.34%	6.5%
Customer	44%	56%	15%	40% (incl. not registered)
Projected saving on salaries	£47,000.00			
Projected overspend reduced on Revenue Repairs & Voids	From 188,000.00 to £99,000.00			
% of employees from minority ethnic communities, compared with % of economically active minority ethnic communities in the area	16.23% (target 16%)			

Inner West – Armley and Bramley

We have had a multi-agency day of action on the Broadlea estate in partnership with Area Management, police and Stop Hate UK. Aimed at tackling an increase in hate crime reporting, a door knocking exercise was carried out to gather residents' views and to deliver literature on the subject. This has successfully increased awareness of hate crime and reduced the number of reported hate crimes in this area.

We have transformed an unsightly area of land to the rear of Broadlea Terrace/Street which had suffered years of neglect and had become a dumping ground and a spot for those wishing to commit acts of ASB. This has been successfully cleared, landscaped and fenced off with the help of a partnership agreement with Groundwork. The area can now be used by the local community as recreational space.

We have supplied the Fairfield Community Partnership with a wood chipper from WNWhL Inner West Area Panel funding. The local NMO worked jointly with the partnership to ensure a strong robust bid was submitted. The chipper will help extend their gardening service to the local community helping tenants and residents maintain their gardens in a cost effective way by. Waste garden material will be chipped and shredded before being composted. It will help WNWhL achieve KPI targets for estate maintenance in this area by having a direct tool for referral for low income families to use should they be unable to maintain their own gardens.

We have cleared, landscaped and fenced off an area of land to the rear of St Catherine's Hill flats, which had suffered years of neglect and become a dumping ground. The area, rejuvenated with the help of a partnership agreement with Groundwork, can now be used by the local residents as recreational space.

We have acted to eliminate noise pollution at a property on Broadlea Road, the subject of an equipment seizure on the grounds of noise nuisance. The local NMO worked closely with the Environmental Health team in obtaining evidence that noise nuisance was regularly occurring at this council property and that this was in fact a statutory nuisance to neighbours. In a joint operation between housing, Environmental Health and the police, all electrical noise making equipment was removed from the premises. There have been no further complaints from residents who have commented that the area is now a much quieter and peaceful place to live.

We have arranged for the delivery of grit bins to the Broadlea estate prior to the recent heavy snow fall. Local residents have been able to spread grit in those areas that would previously have gone untreated. The local NMO has worked in consultation with local residents to successfully apply for funding from WNWhL Inner West Area Panel. The fact that these were in place prior to the recent bad weather has impressed local residents and proved that WNWhL is a company that puts customers first.

We have installed litter bins at strategic places around the Broadlea estate. The local NMO has worked in consultation with local residents to successfully apply for funding from WNWhL Inner West Area Panel. Since these bins have been installed the general estate environment has improved and there is now less litter on grass bankings. Local residents have also commented on how the estate looks much improved as a result of their installation.

Inner West – Armley and Bramley

We have successfully rejuvenated a grass banking and high hedges on Broadlea Hill, which had suffered neglect in recent years and has been a hotspot for ASB and drug dealing. In conjunction with Groundwork, the area has been cleared, landscaped and the hedges reduced significantly in height. This has removed an overgrown, unsightly area from our estate. Residents have commented that they no longer fear people hiding behind the hedges and bushes causing ASB and drug dealing.

We have carried out fencing and environmental works to cottage style flats on the Landseer estate. The local NMO worked closely with local residents and the Neighbourhood Planning Team to successfully obtain funding from the Inner West Area Panel. Using customer profiling information, it was established that the majority of residents were elderly. Following consultation it was established that security was an issue and the installation of boundary fencing to a previously unfenced communal area would reduce the fear of crime. Local residents are extremely happy with the end result and the possibility of this being rolled out in other areas is being considered.

We have installed handrails on steep public footways within the Coal Hill estate. The local NMO worked closely with the residents group and other local residents to submit a bid to the Inner West Area Panel for funding. Customer profiling information was used to establish the age range in this area, which was predominantly elderly. The bid was approved and the handrails were installed well before the onset of the recent wintry weather. Residents have commented that this area is now far safer and people can move about the estate easier, especially in bad weather, without fear of slipping.

We have organised an estate clean up day on the Broadlea estate. This was a multi-agency approach involving housing, Area Management, neighbourhood wardens, the environmental health team and PCSOs. Skips were provided and residents were encouraged to dispose of unwanted items that may otherwise have been dumped illegally. The estate showed great signs of improvement.

We have carried out extensive plasterwork to the foyers of the Poplar high rise blocks but these were left unpainted and did not present a good first impression. As a result of budget constraints remedial work could not be ordered. However, after obtaining paint and painting materials through the environmental budget the probation services were utilised to provide the labour and carry out the work thus providing value for money and customer satisfaction.

We have carried out a multi-agency campaign over two days on the Wyther Park estate. This involved partnership work undertaken in co-operation with Area Management, police, Environmental Services, Fire Services, DVLA, ASBU, and Youth Services. The “Champion” aim is to reduce crime and anti-social behaviour, tackle environmental issues such as litter, dumping and graffiti removal, and provide public reassurance and support.

We have arranged to hold housing surgeries at the Mosque in Armley. Following West North West homes making contact with the community, a cricket competition was arranged. This has led to closer working with the Asian community in Armley.

We have set up surgeries at Burnsall Court and Sir Karl Cohen Square so that the elderly residents can report issues direct to a Neighbourhood Management Officer rather than having to travel to their nearest housing office.

Inner West – Armley and Bramley

We have worked closely with the Neighbourhood Policing Team to solve a case of ASB in Westerly Croft. An individual causing ASB has been served an order banning him from Westerly Croft for 12 months. Further individuals living in the block have also been warned about their behaviour.

We have worked with our marketing team to create an information card to handout to residents who are unsure about the service we can provide at surgeries. This can also act as a business card as it has a space for officer's name and telephone numbers.

We have started a new housing advice surgery at the Raynville high rise blocks on the first Tuesday of each month as a way to tackle an increase in ASB.

We have assisted Bramley High Rise association by arranging for them to use a new meeting room in Raynville Grange as a meeting base. We have also submitted an area panel bid to supply stackable chairs for the meetings.

We have submitted an area panel bid to supply one metre high metal fencing around the rear of the Raynville high rise blocks to resolve issues with dogs and in preparation for a communal garden.

We have supplied the Wyther Park House with graffiti boards completed by the Wyther Boys group. They have been displayed in the garden area after consultation with the local residents. This was at no cost to WNWhL as we were successful in receiving funding from Youth Services.

We have arranged a Dispersal Order following representations by the local community. A Designated Public Place Order had previously been granted for Armley Town Street and this was extended to cover the Cedars area. The order was for 6 months, beginning the end of February 2009 and aimed at reducing the level of ASB committed by young offenders. Identified "Council" residents were targeted for further ASB action.

We have worked in conjunction with multi-agencies to deal with drug dealing and prostitution around the Clydes area of Armley. Days of Action have been carried out and intelligence has been exchanged between partnership agencies on a regular basis. The operation, named by the police as "Abbreviate" has resulted in two "Crack House Closure" orders being granted.

We have carried out a Community Reassurance campaign as part of "Operation Abbreviate" in the Clydes area of Armley. A "Christmas card" detailing all the emergency services numbers was produced and delivered in the multi-storey blocks.

We have in conjunction with Environmental Health, neighbourhood wardens, Probation Services and local residents carried out a clean up of communal land at Park Mount in Armley. Litter was removed from the plot, hedges and grass were cut and the perimeter fencing painted. Following the clean up the land is now regularly used and maintained by the local residents.

We have carried out a multi-agency campaign over three days involving Area Management, Police, Environmental Services, Fire Services, DVLA, ASBU, Youth Services, Victim support, Magistrates' courts and the Attendance Strategy Team (Education Leeds), in the area of Armley known as Little Scotland. The aim of this was to reduce crime and anti-social behaviour, tackle environmental issues such as litter, dumping and graffiti removal, and provide public reassurance and support.

Inner West – Armley and Bramley

We have reduced the level of anti-social behaviour in the Avenues area of Armley. This was causing a problem to residents. The focus of the ASB was a number of seating areas that had been constructed when the estate was first built. The residents committee in connection with Armley Housing Office identified the problem and an action plan was then drawn up to remove these seating areas. The work was completed in April 2009 just before the school holidays. The removal of these public areas has stopped a lot of anti-social behaviour.

We have successfully united Armley and Bramley NHO staff following the appointment of Area Performance Managers. Staff are now following closer working practices, with a “one vision” approach to delivering services locally. Joint team meetings are now being held to deliver information fairly and at the same time to improve consistency. Team Leaders are now working closely together and providing assistance at both offices. This means better service for our customers.

We have successfully resolved anti-social behaviour on Summerfield Gardens. It was reported to us that a family had been suffering ASB from local children over a long period of time. The perpetrators were identified and subsequently interviewed and the issue was successfully resolved.

We have been successful in partnership agreements with Leeds City Council and Accent Group to attract building of 132 new affordable homes on a previous demolition site in the Fairfield community. As part of the development, employment and training opportunities will be offered to local people, with work commencing in February 2010.

We have implemented a specialised ASB surgery on Friday mornings for residents of the Clydes estate. We have liaised with the marketing team to create a postcard advertising the service and we have distributed this to the tower blocks and the estate.

We have assisted a local resident from the Clydes estate in Armley. This resident is a wheelchair user with severe mental health problems. As a result of this she is very socially isolated and often rings the office just to talk to somebody. During these calls she expressed an interest in learning to use a computer. As a result of this we liaised with the customer involvement team, and arranged for Kirsty to attend a course at the New Wortley community centre every Tuesday at 10am. Because Kirsty has mobility needs, Neighbourhood Management Officers push her to the centre every Tuesday morning so she can attend the course.

We have assisted with the creation of a new community group. They have named themselves 'Bramley's 1st help centre'. They have formulated a constitution and have held their first meeting. They are currently applying for funding and sponsorship. We are working on the business plan so that they can apply to obtain the premises of 4 Broadlea Gardens. In a deprived area that lacks community participation, we feel this is a massive achievement.

Inner North West – Kirkstall

We have a lack of police presence on Hawksworth Wood due to travel distance from Belle Vue. Area Panel funding has successfully established a base due to open soon in the YMCA.

We have identified a lack of facilities for youths on the Gilbert and Sandford estate. We have worked with the Tenant and Resident Association who have achieved £155k funding and are now at phase 2 funding lottery application to go on schedule to be completed June 2010. The money will be used to provide a playground for young children and older youths.

We have attended Kirkstall Festival Fun Day with Kier and Connaught staff. On our stall we raised £140 for charity as well as promoting good work completed by WNWhL and partners. We attracted customers due to various activities which included a tombola, and a hook a duck, Tickets cost 20p and 10p respectively showing the number attending. With assistance from marketing our staff were able to interact positively with customers, highlighting environmental improvements, events held by various teams and home improvements in various areas.

We have secured £3,860 funding to continue the Friday Night Project that enables 11 to 19 year olds in Holt Park Area and LS16 area to get involved in sports, arts and crafts or just meet new people. The project is run by Extended Services NW Cluster, the Tenants Association, Youth Service, Councillors and YMCA.

We have secured Area Panel funding to resurface and provide 20 parking bays with lighting on a deteriorated site where garages have been demolished at Clayton Court. Tenant consultation showed that residents did not feel safe to park on the old garage site and tended to park on the grass verges or in front of the remaining garages blocking access. Through the bidding scheme, the area is vastly improved.

We have successfully had the car park area at Queenswood Heights garage site resurfaced. After damage caused by Highways working in the area, we agreed that rather than just patch the area we apply for match funding and got the whole area resurfaced for less than half the cost.

We have consulted with the Queenswood residents about the lack of community facilities and an under used drying room on the ground floor. 85% of the returned questionnaires were in favour of the drying room being converted to a meeting room, an item of discussion by the residents association for some time. The drying room was converted to a meeting room complete with kitchenette and enables residents to have an area which encourages community activities.

We have provided the first recycling centre at Grayson Crest multi-storey.

We have reduced the number of live ASB cases from 112 to 52 (Dec 09) through partnership working which has improved community confidence.

We have in December and January acknowledged all our written enquiries within one working day.

Inner North West – Little London

We have funded an Urban Art Project – Youth Services were having difficulty engaging with a particularly hard to reach group and we had an empty block of flats which needed securing until the demolition part of PFI. We had hoarding fitted round the empty block which gave a fantastic canvas for urban art. Youth Services employed an urban art worker, set up outreach workers, a techno van and ran 12 week Friday night sessions. Engaging with the targeted group of youths was so successful it moved to another Little London location with temporary boards for urban art.

We have tackled fly tipping in Oatland Place. We were getting daily requests to remove rubbish and the Environmental Enforcement Team were unable to fine as they were unable to identify the culprits. WNWhL cleared out and repaired the bin stores on the estate and Streetscene removed the rubbish so we did not incur tipping charges. Letters were issued advising about fly tipping resulting in a reduction.

We have identified ASB hotspots on the Willow estate where drug taking was taking place. Area panel bidding provided dawn to dusk lighting resulting in ASB decrease.

We have identified environmental issues and worked with volunteers and Community Action Little London on several clean up days in December. WNWhL provided skips.

We have carried out a survey to ratify the reason for the low reporting of ASB in Little London. The survey showed that residents were confident to report ASB but there was little to report.

We have high levels of crime in the Harolds, Hyde Park area, which is mainly student accommodation with some WNWhL properties. We worked with Safer Leeds, partners and residents to run a project to raise crime awareness. Our staff attended an exhibition event and participated in an estate walkabout/environmental audit identifying problems such as open windows and doors unlocked.

We have identified that Park Lane College students are causing ASB around the Marlborough Tower blocks. We are working in partnership with Park Lane College, Marlborough residents group and the police to clamp down on this behaviour. The college have adopted a '1 strike and you are out' policy resulting in ASB at Marlborough Towers from college students decreasing dramatically.

We have high levels of crime, particularly house burglaries, in the Hyde Park/Burley areas. In a partnership with the police, we have provided three capture houses in the area, resulting in arrests for burglary, including those receiving the stolen goods.

We have introduced the Good Neighbour Agreement to raise awareness of our undertaking to tackle ASB and increase community engagement. These have promoted in the media.

We have outreach surgeries at the Children's Centre and Brudenell School to engage with our BME customers.

We have in December and January completed 100% estate walkabouts and, in January, responded to all our correspondence fully within 10 working days

Outer North West

We have participated in a face to face session at a newly formed young people's group in Otley with the Tenancy Enforcement Team and ASBU to improve communication due to the lack of contact and increased reports of ASB by youths in Otley.

We have participated in Christmas parties and carol services at sheltered housing to increase customer involvement with elderly residents in the area.

We have participated in a Horsforth Action Day with police at St Margaret's hall in December 2009 to increase awareness and prevention of ASB in the area

We have completed an environmental week in April 2009 with Groundwork Leeds, Holt Park tenants association and other agencies. Various environmental work included litter picking, skips for bulky items, a tidy up of the area and promotion of tidy estates.

We have consulted with customers and achieved Board approval to pilot new ways of working in the outer north west area. We have commenced surgeries in some of the sheltered complexes and successfully merged the Neighbourhood Management Officers into one location at Horsforth to deliver a better service for the customers, achieving value for money and delivering the service out in the community.

We have completed the Holt Park masterplan exercise to identify areas for improvement and provided designs with a particular focus to the drying areas, old play areas and 2 large grassed areas. Sixty residents were consulted and residents took part in a number of environmental action days.

We have completed and submitted detailed planning for car park areas showing potential for permeable surfacing to allow sustainable car parking at Wood Lane Horsforth and Larkfield Mount, Rawdon. Work has now been approved and due to commence February 2010.

We have met with resident groups and are now consulting with tenants to develop an unused piece of land together with a link into woodland to make the area accessible and provide a community garden with a children's play area and a boules pitch with access for disabled and infirm residents with potential to create a nature walk through the local woodland.

We have Area Panel approved funding to create a lay by at the entrance of Billing View sheltered scheme for an additional 4 cars to park and are now awaiting sketch designs for further improvements to walled and garden areas.

We have completed and submitted detailed planning for car park areas showing potential for permeable surfacing to allow sustainable car parking at Myers Croft and Lea Croft, Otley. Work has now been approved and is due to commence shortly.

We have match funded to subsidise a Groundwork future jobs fund and WNWhL partnership for an environmental response team to deliver landscape projects to open spaces to enhance the environment supporting individuals in access to employment.

We have approved the installation of two collapsible bollards to be sited on paved entrances to the Holt Park area due to damaged pavements and walkways in several locations. This contributed to the three top priorities identified by the inner north west community partnership agreements consultation.

Outer West

We have been successful in obtaining funding from partners to provide three communal gardens at Rycroft Green, Marsden Court and Whincover Grange, this has resulted in providing an accessible garden area which has encouraged tenant involvement.

We have been successful in obtaining Area Panel funding to provide fencing around several multi-storey blocks which has reduced issues of anti-social behaviour.

We have been successful in obtaining joint funding from Pudsey ward members to deliver three improvement schemes for elderly residents in Pudsey. Total of match funding is £8k, this has improved resident parking provision for elderly residents.

We have been successful in recycling fencing from Farrow Road, demolition site, which has been used to enclose open plan gardens for elderly residents that have suffered anti-social behaviour, dog fouling and litter problems.

We have carried out a number of multi-agency action days with partners to deliver a joined up approach to reduce crime, grime and anti-social behaviour, to improve environmental issues such as litter, fly tipping, graffiti removal and to provide public reassurance and support.

We have worked with the Unpaid Work Unit, formerly Probation Service, to paint foyers in several multi-storey blocks and delivered several environment projects, this has resulted in labour saving costs and improved conditions within the flats.

We have worked with Groundwork Trust to deliver community environmental schemes and youth engagement projects, this has improved environmental conditions to several estates and has engaged local school children.

We have been successful in obtaining Area Panel funding to implement a joint venture with Groundwork Trust, Job Find, to enable locally unemployed people to undertake environment projects.

Business Improvement Team

We have, through the Web group, reviewed and updated website content. September 2009 survey showed good customer satisfaction with our key publications.

We have involved customers in developing, reviewing and approving all our service standards.

We have saved £2,000 by changing BUZZ delivery to a new supplier. We have set a fixed price for paper with our supplier to avoid costs of BUZZ increasing next year.

We have organised credit crunch events in Fairfield, Little London and Raynvvilles. This has provided advice and links to support for tenants to manage finances and develop independence and entrepreneur opportunities in super output areas.

Business Improvement Team

We have designed, developed and delivered Worker of the Week (Now Carbon Action Team) project, engaged year 6 pupils in 3 schools in super output areas. This engagement with young people has promoted financial awareness, community action and environmental awareness.

We have organised Strictly Come Business intervention in WNWhL to help with business start ups, and offer advice and assistance to small businesses. This supported two customers to develop business opportunities to reach the final of Strictly Come Business.

We have supported business areas and delivered key improvement campaigns, for example: Housing benefit take up, Arrears campaign, Good Neighbourhood agreements and ASB out of hours service.

We have worked with partners and agencies to provide a one stop integrated advice service at credit crunch events. Mobilised contractors and Groundwork to deliver interlinked modules to schools as part of "WOW" campaign.

We have designed, and developed new sign up packs for new customers. This provides better, more consistent information for tenants and aims to reduce the length of time it takes to carry out a sign up.

We have developed automatic updates of customer profile data to Orchard, replacing costly double entry onto systems and introduced telephone satisfaction surveys reducing print, paper and postage costs.

Further improvements and developments – Business Improvement Team

We are collecting evidence on Customer Profile usage.

We are developing customer profiling collection with a target of 90% for the end of March 2010.

We are producing Brand guidelines which have now been agreed by sounding board and SIG and will soon be rolled out to staff.

We are producing good practice and plain English guide for staff to use when corresponding with customers.

Notes



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