



Tenancy Management Vision and Support

Housing Scrutiny Commission: 9th January 2023

Assistant Mayor for Housing: Cllr Cutkelvin

Lead director: Chris Burgin, Director of Housing

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1. Summary – Purpose of report

- 1.1 This report sets out a new vision and priorities for the tenancy management service to respond to the changing needs of tenants and residents on our estates.
- 1.2 The report also highlights the support we are providing to our tenants in **Section 6** to help sustain tenancies and prevent homelessness. This is a key responsibility for social landlords as set out in the Tenancy Standard regulated by central government.
- 1.3 Over the last few years, the profile of our estates has changed significantly, with an increase in tenants with complex needs and sometimes chaotic lifestyles. This has been partly due to the “Everyone In” initiative, along with the reduction of services from other support agencies over several years.
- 1.4 With the introduction of the specialist Housing ASB team, we now have an opportunity to realign the tenancy management service to meet the changing needs of our tenants.

Vision:

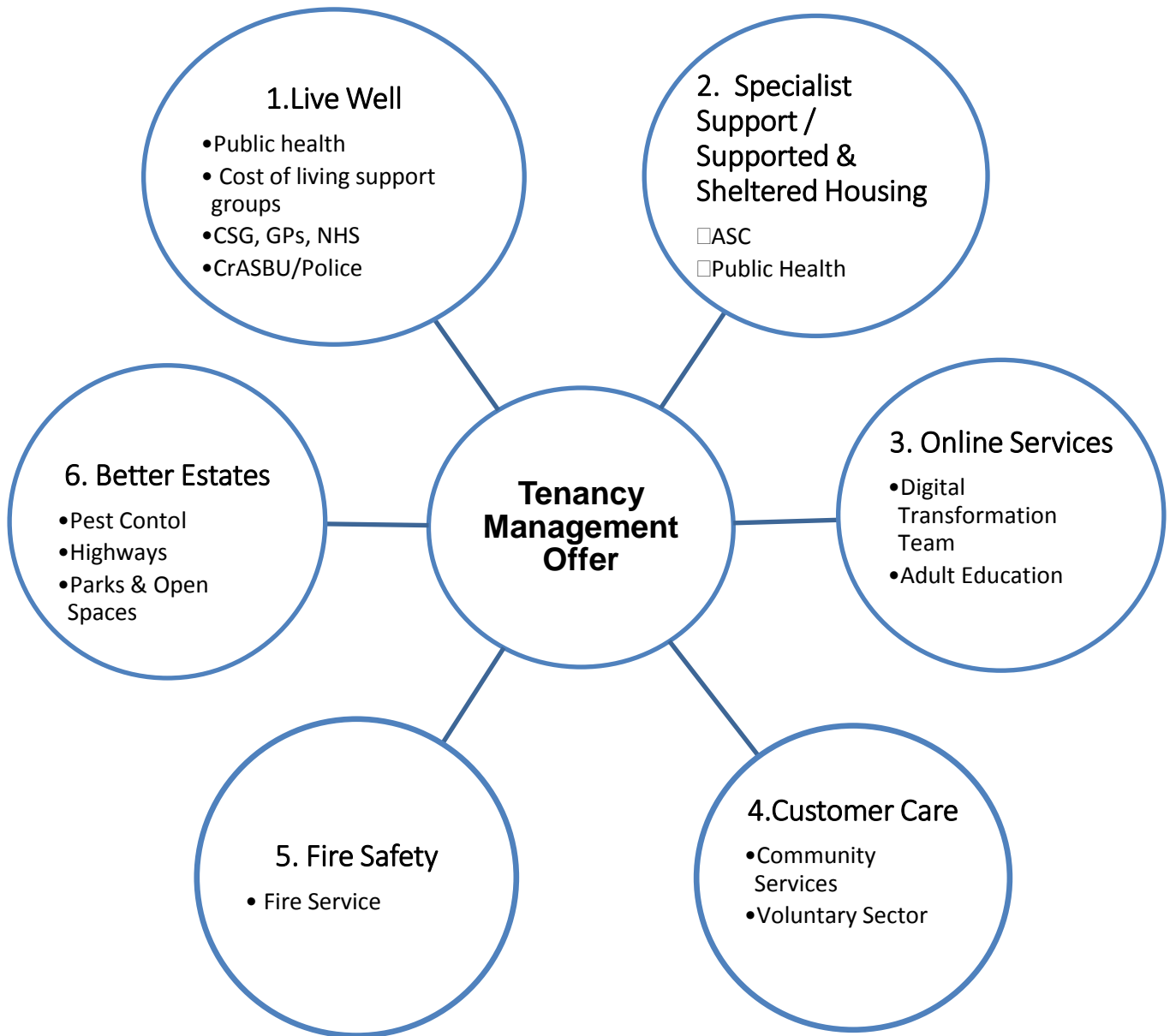
“A customer focused landlord service that enables tenants to live well and have successful tenancies”

- 1.5 Along with the vision the following priorities have been developed for the service:

1. Enable tenants to live well and access help and support when required, including addressing ASB on estates
2. The development of specialist support and accommodation to meet the needs of tenants with multiple complex issues and setting up a dedicated sheltered housing team
3. Improved online service offer to enable tenants 24/7 access to services
4. Focus on customer care
5. Compliance with new fire safety regulations
6. Make estates places people want to live in by involving tenants and stakeholders in shaping improvements

- 1.6 The vision and priorities are based on what tenants have told us is important to them, this information has been gathered from feedback from services requests and various consultation exercises. We have also identified best practice from other housing organisations and the priorities respond to the changing legislative requirements following the Grenfell Tower Fire and the Social Housing White Paper 2022.

1.7 We will need to work with and in partnership with other agencies and services external to housing to ensure we join up strategically to meet the changing needs of our tenants as shown in the diagram below.



2. Recommended actions/decision

2.1 To note the vision and priorities for the service set out in this report and to provide any comments and feedback.

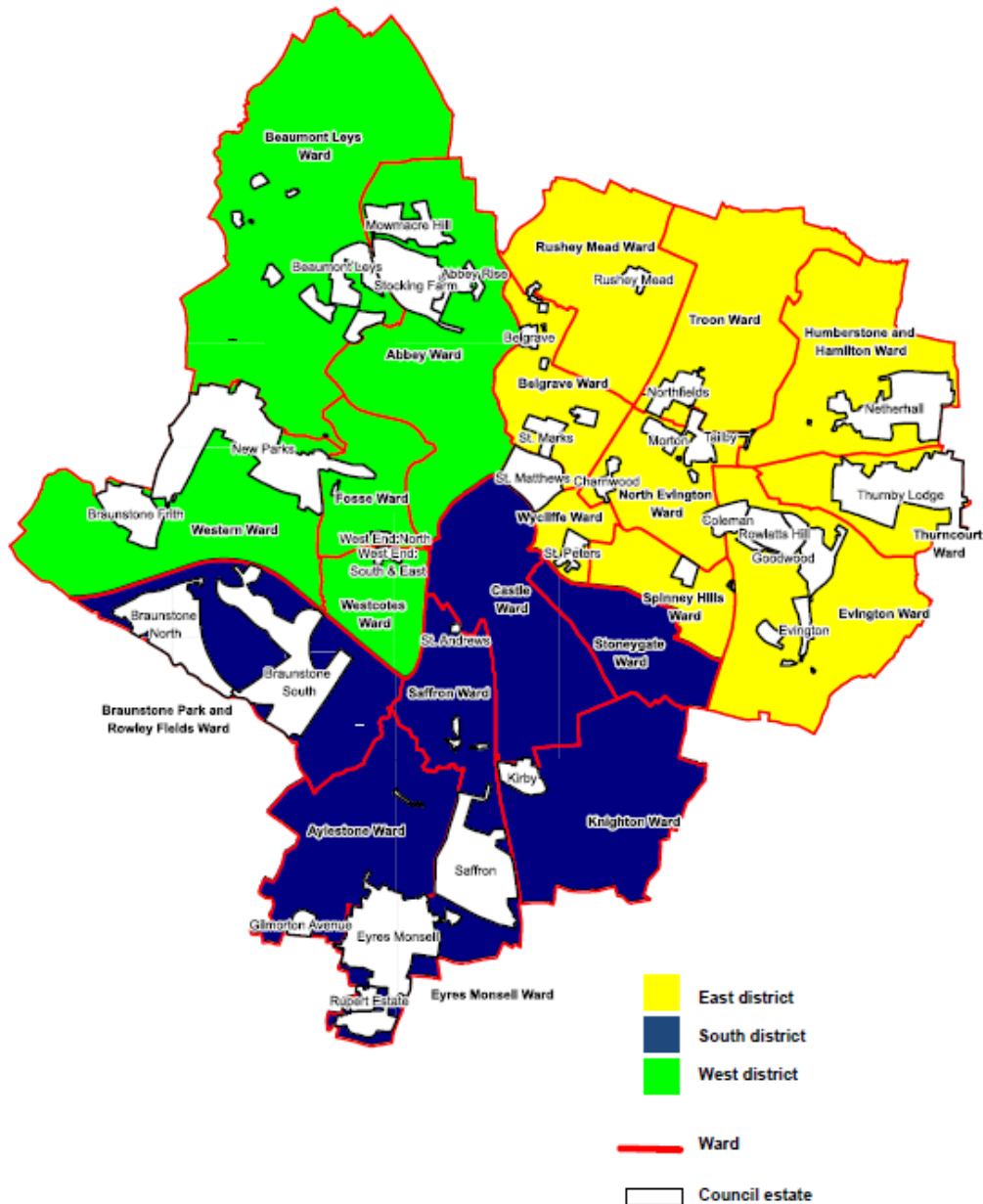
2.2 The vision and priorities contribute toward the overall housing division's aim of

“a decent home within the reach of every citizen.”

2.3 City Mayor's priorities of: **Continue our environmental investment programme on council land and estates**

3 Background

3.1 The tenancy management service fulfils the landlord role for council tenants to just under 20,000 tenancies in the city. The service currently operates on a geographical basis within three districts, West, South and East with 3 District Managers.



3.1.1 Currently services are provided at key hubs across the City including face to face receptions services at:
Beaumont Leys Hub
St Matthews Centre
New Parks Hub
St Barnabus Library
Pork Pie Library

Housing Offices also hold surgeries and interview tenants at a number of local venues across the city. The service also continues to receive high volumes of calls (35,444 in 21/22).

- 3.1.2 The Tenancy Management service currently undertakes a broad range of functions from Fire Safety Inspections and Building Responsible Officer roles for our flatted dwellings, to tackling Anti-Social Behaviour and breaches of tenancy and conditions, managing estate improvement works to supporting and helping vulnerable people to engage with the appropriate help and support from wider agencies.

4 Detailed Report

This section of the report highlights the work we need to take forward to achieve the priorities set out in this report.

4.1 Priority 1 – Live Well Priority

- 4.1.1 A key barrier for many tenants with mental health needs is access to and engagement with support services. We need locality-based health services to be more accessible and work with us to enable people to access the support they need.
- 4.1.2 We are working with Public Health on initiatives such as anti-tobacco campaign, healthy weight conversations and participating in the community food growing pilot, to combat food poverty.
- 4.1.3 We will ensure the Tenancy Management service is very focussed upon working with key internal parties in managing and addressing any reports of mould and ensure where damp and mould is identified, support and assistance is offered to those tenants with vulnerabilities and those with children.
- 4.1.4 We will continue to focus our efforts on addressing pests in Council homes, working closely with pest control services and repairs to ensure that appropriate support and help is given to people facing such issues.
- 4.1.5 We are in the process of developing an adaptations strategy to tackle the current lack of suitable adapted housing to help tenants to live well. Ongoing investment will continue into adapting HRA properties; however, we also need to fund new build adapted properties and bungalows to close the gap in provision in this area.
- 4.1.6 The standard of accommodation for those that are not good at managing a home can have a detrimental effect on their own health. There is a need to ensure properties tenants live in are fit for purpose and do not have a detrimental impact on mental and physical health, to this end risk-based approaches will be refined, and more proactive case management approach will be instigated with those tenants who not managing their tenancies effectively.

Key new actions for tenancy management:

Referrals to food poverty initiatives

Refinement of risk-based approach to property condition and management

Strategic actions to take forward with partners

Progress bid for funding for specialist support from the Housing Support Grant

Develop an adaptations strategy

New build and housing acquisitions to deliver new accommodation for new accommodation offers

Improved partnership working with locality-based health services

Ensure Rat Protocol is followed, and any tenant welfare issue is reported to the Tenancy Management Service at an early stage

4.2 Priority 2 - Specialist Support, Supported and Sheltered Accommodation

- 4.2.1 We have 700 households identified as vulnerable living in our tenancies and we have re-housed 324 people through the direct let process in the last year, in these cases people are in urgent need of re-housing for reasons such as homelessness or harassment.
- 4.2.2 During the height of the pandemic local authorities housed people with complex needs through the “Everyone In” initiative. Typically, over 50% of these have mental health issues and over 20% have drug and/or alcohol issues. Many households have settled in well, however some individuals have caused an increase in ASB, drug related and cuckooing incidents on estates.
- 4.2.3 Existing general needs LCC housing does not meet the needs of the most complex individuals and the current thresholds for supported or extra care accommodation leaves a gap for the right type of accommodation for such individuals.
- 4.2.4 We are therefore working with Adult Social Care to commission supported housing and to submit a bid to the recently launched £300m Housing Transformation Fund and will be developing a 10-year accommodation strategy for people with complex needs.
- 4.2.5 We are jointly bidding with funding with Public Health to support the development of trainer accommodation to provide a supported environment and pre-tenancy training for tenants with a range of needs.
- 4.2.6 Tenancy Management have a Housing Support Procedure and a welfare case management process, to support vulnerable tenants and refer to services such as STAR. Over the last year the service has carried out 5254 welfare visits.
- 4.2.7 Sheltered housing tenants have told us that they want more officer presence at the units. Therefore, a specialist sheltered housing team is to be set up and led by a dedicated team leader. This team will ensure that there is dedicated support for tenants living in our 14 sheltered housing schemes through daily calls and checks, and regular communication and meetings with tenants.
- 4.2.8 This team will also be able to provide information and advice to older tenants living in general needs accommodation as part of our offer to older tenants in the city. We have 1725 tenancies with occupants aged 75 or over.

Key new actions for tenancy management:

Identify buildings for specialist/supported accommodation

Develop trainer accommodation

Set up specialist sheltered housing team

Strategic actions to take forward with partners

Develop 10-year housing accommodation strategy for people with multiple complex needs

Progress bid for the Housing Transformation Fund for specialist support and support attached to accommodation

Review the STAR service offer

4.3 Priority 3 - Improve online service offer

- 4.3.1 Work is underway to improve the online offer to enable tenants to access services 24/7
- 4.3.2 We now need to develop a plan to promote the online offer and monitor and improve take up. Hull City Council have encouraged officers to become champions to encourage residents to take up the self-service offer. This is something we are planning to adopt in Leicester to help people to live more independently. Whist doing

this we will continue to monitor and address the support needs of those residents who cannot or will not engage with digital services.

- 4.3.3 Automating more services will release officer capacity to focus on delivering the face-to-face presence required on estates.

Key new actions for tenancy management:

Automate further service requests to realise further efficiencies and improve the service offer.

Strategic actions to take forward with partners

Promote and champion online services

Set up local housing officer surgeries at hubs and in local community settings

Utilise Corporate IT platforms effectively to increase Housing Managements online presence and self-serve offer

4.4 Priority 4 – Focus on Customer Care

- 4.4.1 We plan to introduce a similar approach to Sovereign Housing Association and train all staff on customer care and take an outcome-based approach to case management.
- 4.4.2 A programme is required to review all tenancy management policies and procedures. It has been highlighted through customer feedback and complaints, that we need clear policies implemented consistently across the service.
- 4.4.3 A tenant feedback mechanism is proposed to be introduced when dealing with service requests. This will link in with the overall work being carried out by Housing Transformation Team to ensure we improve tenants' involvement and satisfaction, in line with the requirements of the Housing White Paper and Social Housing Bill.

Key new actions for tenancy management:

Introduce an outcome-based approach to case management

Introduce a tenant feedback mechanism

Review tenancy management policies

Staff training on customer care

Strategic actions to take forward with partners

Set up local housing officer surgeries at hubs and in local community settings

4.5 Priority 5 – Compliance with Fire Safety

- 4.5.1 To strengthen existing arrangements Assistant Neighbourhood Housing Officers in each district will be managed by one team leader in each district. Assistant Neighbourhood Housing officer work includes fire safety inspections which have now become more regulated, particularly in high rise buildings.
- 4.5.2 Housing Officers will continue to be patch based and will have the Building Responsible Officer role to quality assure fire safety work and take enforcement action. Further enhanced building responsible officer training in residential building settings will be critical for all staff to ensure we comply with new fire safety legislation.
- 4.5.3 A named District Manager has taken on the role of Fire Safety lead for the service to ensure all work in this area is co-ordinated

Key new actions for tenancy management:

Realign reporting lines of Assistant Neighbourhood Housing Officers to report to one team leader in each district

Enhanced building responsible offer training in residential building settings

Strategic proposals to take forward with partners

Monitor compliance with changing fire safety regulations with Technical Services and the Fire Service

Align service offers and staffing skills to meet the Building Safety Bill

4.6 Priority 6 - Make estates better places to live through tenancy engagement

- 4.6.1 Estate improvement work is ongoing through environmental work and the public realm works project. We will need to submit bids for external funding for further estate improvement work.
- 4.6.2 We need to develop more initiatives and schemes to combat food and fuel poverty.
- 4.6.3 We are looking to introduce more managed parking as part of the Public Realm works project in St Peters, installing bike storage and adding electrical charging points on estates, linking up with the Transport Strategy. As part of the Public Realm Works project and Environmental Budget schemes, we are improving green open spaces for residents to enjoy outdoor spaces and play areas.
- 4.6.4 We need to monitor and address estate maintenance issues with Parks to ensure estates are kept clear and tidy. Tenants are also being made aware of the need to play their part to keep estates clear of rubbish and fly tipping

Key new actions for tenancy management:

Set up arrangements for Housing officers to regularly meet with tenants to gain feedback and suggestions for area maintenance and improvement

Identify and bid for external funding to improve estates

Strategic actions to take forward with partners

Improve service level agreements with Parks & Open Spaces, Pest Control and Cleaning Services

Align the service offer to meet the Social Housing white paper and subsequent legislation around tenant involvement and satisfaction

Development of a rat strategy

4.7 Good practice and benchmarking

- 4.7.1 A research exercise was carried out to identify how organisations have improved tenancy services and some of this practice has been used to develop the proposals within this report. Best practice was identified through the Chartered Institute of Housing in the following organisations:
 - Nottingham City Homes – introduced apprenticeships to get the right staff with right skills
 - Hull City Council – who encouraged officers to become champions of self – serve
 - Monmouthshire Housing - Understanding that older and some younger people might not engage with digital services, the aim is to move as many people as possible who can manage onto self-service options, freeing up staff to deal with more complex cases or supporting those with additional needs
 - Sovereign Housing Association – Better management of cases and outcome focused approach
 - Notting Hill Housing – Improved visibility of officers on estates

4.8 Risks

- 4.8.1 Key risks are around resourcing the service, although stock is reducing through Right to Buy, service requests have remained constant. Tenants having more

complex needs, creates more work for housing officers to complete on individual cases. This could lead to an increase in complaints, Housing Ombudsman referrals and cause a reputational risk to the council

- 4.8.2 The social landlord role is to facilitate support and tenancy sustainment, this is reliant on having appropriate support services to refer people to. With the budget pressures on other services their capacity to support our tenants is decreasing, this can leave a gap in service provision, which then makes it more challenging to manage cases.
- 4.8.3 We rely on our inhouse STAR service to provide housing related support to our most vulnerable tenants. Any reduction of the STAR service will impact on tenancy sustainment and tenancy failure rates.

5. Next Steps:

- Develop and action plan based on the action highlighted within this report and communicate changes to staff and stakeholders –Feb/March 2023
- Transfer the ASB function -Feb/March 2023

6. Support provided by Homelessness Services prior to a tenancy

- 6.1.2 An applicant is allocated a support worker after initial assessment when entering temporary accommodation. Dependent upon the assessment this can be a Temporary Accommodation Officer, or a Transitions Worker, who pick up the most complex and difficult to engage service users.
- 6.1.3 Support is provided to coach and navigate through the process of stabilisation and progression at the right time into independent or semi-independent accommodation, dependent upon the applicant's need.
- 6.1.4 Service users are encouraged and supported to register with GP (Inclusion Health Care) and other services relevant to their individual circumstances. This can include, Adult Social Care, Street Lifestyles, Criminal Justice, Homeless Mental Health services, Probation, Turning Point, Department for Works and Pensions, St Mungo's, other Voluntary and Community Sector organisations.
- 6.1.5 Other support offered:
- Support to create Housing Online account
 - Maximisation of income.
 - Liaison/support with relevant agencies involved
 - Next steps and options for re-housing with Applicant
 - Discuss what steps for the service user to move out of homelessness and sustain independent living.
 - Enhanced Letting scheme available to those homeless applicants with the need for more practical support to move on.
- 6.1.6 Support is dependent on applicants' individual requirements and pertinent to their specific needs. This can include, income maximisation, establishment of immigration status, enhanced engagement with services and improving interactions with agencies. A holistic approach is taken to give the greatest opportunity of success in ending an individual's homelessness.

6.2 Support provided by Supporting Tenants and Residents (STAR)

6.2.1 The STAR service introduced a new eligibility criteria in May 2021 in response to increase in referrals for tenants with multiple disadvantage and highly complex needs. The revised eligibility criteria aimed to enable the service to target high level resettlement and tenancy support to people with:

- History of Homelessness
- Substance use
- Contact with criminal justice system
- Complex Mental ill health

6.2.2 The service now includes 5 community teams supporting Leicester City Council tenants and 2 refugee teams aimed at resettlement of Afghan and Ukrainian refugees. The STAR service has team members from over 10 different new and established communities in Leicester, including Somalian, Afghanistan, Ukrainian, Polish, Iraqi and Egyptian. This means the service is multilingual and looks and sounds like the communities it aims to support.

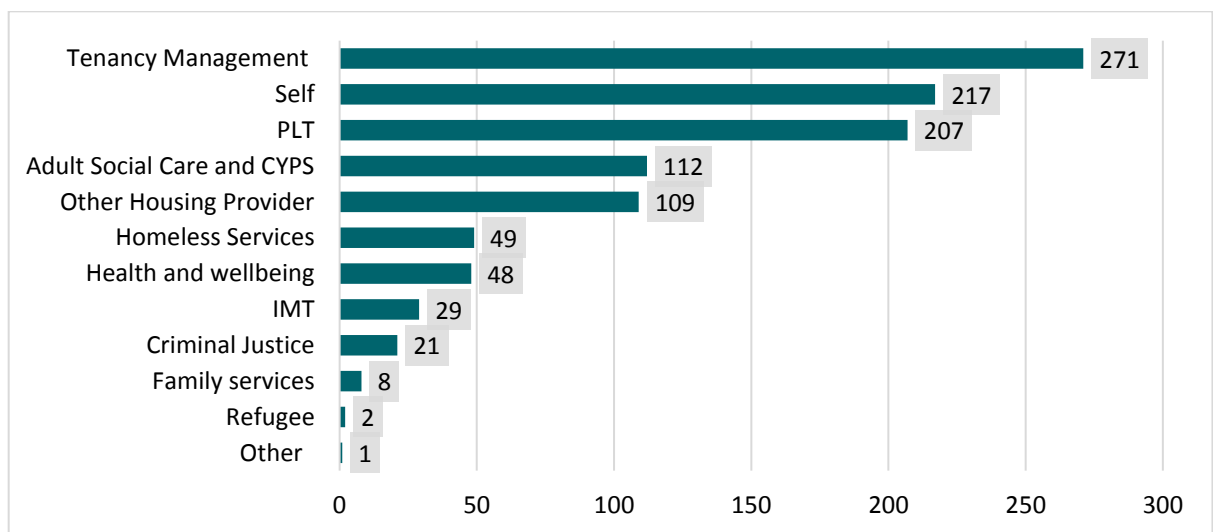
6.2.3 STAR has developed its service around Trauma Informed Practice. This is a strength-based approach, which values the capacity, skills, knowledge, connections and potential in individuals and communities. The aim is to understand and respond to the impact of trauma on people's lives. It emphasises physical, psychological, and emotional safety for everyone, aiming to empower individuals to re-establish control of their lives. The service understands the importance of building trust with individuals, who have experienced trauma-so they feel safe enough to build effective relationships and move forward with their recovery. This means the service should be paying attention to 'how' we engage with people, 'what' we do and encourages thinking, what may have happened to someone rather than judging what is wrong with them. STAR aims to contribute to individuals' recovery through positive interactions, even if they are routine, as this contact can be therapeutic and validating.

6.2.4 The current economic and social climate is impacting disproportionately on those who are the most excluded and vulnerable. The service is expecting a continuing increase in tenants threatening suicide and self-harm. The service initiated the Suicide and Self Harm procedure, with Adult Social care to respond to the increase of presentations of people in acute distress threatening suicide or self-harm. The procedure has enabled team members to have clear guidance on how to deal with people presenting in acute distress and where to refer them too. This has been adopted corporately. Between 2020-2022 STAR has had **57 presentations of suicide or self-harm** where the monitoring form has been completed.

6.2.5 The STAR service provision follows the basic theory of Maslow's Hierarchy of Needs. The theory suggests that people are motivated to fulfil basic needs before moving on to more advanced needs. The STAR service practice reflects this, understanding that before we can support people to affect change in their behaviour, the basic needs of a home, food, warmth, income, security must be met. This is reflected in the holistic approach to support clearly illustrated in the case studies

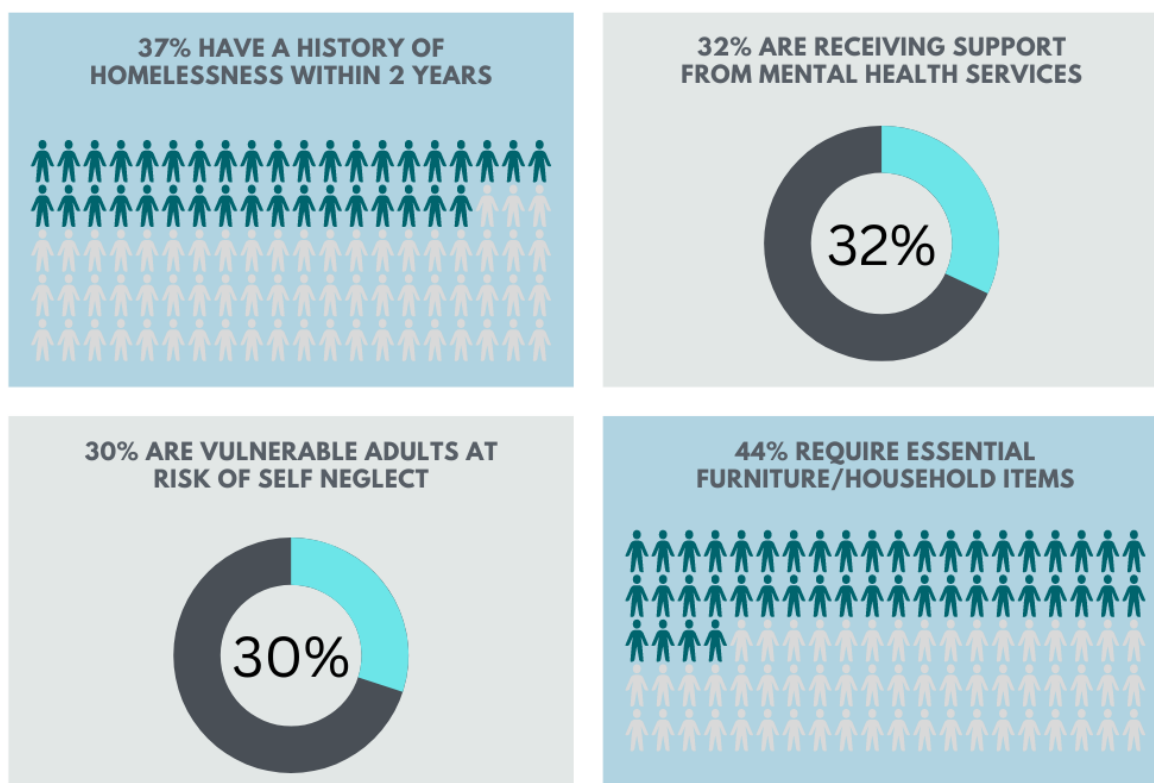
6.2.6 STAR service works tenants where Hoarding is an issue in their property leading to homelessness or risk of harm to the tenant. The service follows the Housing Hoarding Protocol developed by STAR and Leicester Fire Service in 2017. The aim of the protocol was to ensure frontline workers and management teams had a clear consistent process for managing persons with a hoarding disorder. STAR has adopted the 'clutter rating' in the protocol, in the eligibility criteria, to identify the level of hoarding in a photographic measurement tool. This also allows at referral stage to assess if STAR eligibility criteria is met and at case closure to identify the decrease in 'clutter rating' and reflect with the tenant about progress made. Currently, STAR is working with over **20 cases with hoarding issues**. On **average 5-10%** of the STAR caseload is tenants who have issues around Hoarding.

6.2.7 STAR has received over **1074 referrals from more than 30 sources** in the since the adoption of the revised eligibility criteria in May 2021. The Tenancy Management Service made over a quarter of all referrals (26%). The Property Lettings team (19%), which include those allocated properties through the Direct Let process. Self-referrals appear to be the third highest number of referrals (20%). This is recognised as a positive as reflects the positive reputation that the STAR service has amongst tenants and the community, and means the tenant is more likely to engage than if referred by agencies. However, we have evidence that some services, and charities suggest tenants self-refer, which may conceal where they referral may have originated from. Other, referrals sources include Education, Domestic Violence services, Councillors, CrASBU, Refugee agencies, Homeless services, Adult Social Care and Children and Young People services



6.2.8 What vulnerabilities do tenants supported by STAR present with?

VULNERABILITY QUESTIONS - ANSWERS WITH THE HIGHEST FREQUENCY



6.2.9 One of the first priorities of a STAR support worker is to ensure the tenant they are supporting has sufficient income to live and maintain their tenancy. The STAR service records financial gains for tenants on the Northgate system, and use the established calculations used by other Welfare Rights services to reflect income maximised. This means we record how much STAR has increased a tenant's income by backdates of for example benefits, but also the amount rewarded through STAR intervention, presuming the tenant will have the benefit in place for at least 12 months. Since the introduction of the eligibility criteria in May 2021, the highest source of income maximised is welfare benefits related. Disability Living Allowance and Personal Independence Payments totalled **£426,810**. This reflects the vulnerable tenants who have physical and emotional challenges which affect their ability to work, and daily living. The applications are detailed and can often take substantial amounts of time, including appeals for them to be awarded. The STAR service makes an increasing number of applications to charities which totalled over **£203,000**, this reflects the decrease in generic support available to vulnerable tenants and a general increase in poverty. This includes the recent introduction of Housing Support Funds.

6.2.10 In the **12 month period 2021-22 STAR teams provided resettlement and tenancy support to 790 tenants**. In 2022 performance indicators have shown a reduction in total numbers of tenants worked with, matched with an increase from 25% to almost 50% of tenants being supported from temporary accommodation. This reflects the dramatic increase in chaotic and tenants with multi disadvantage who are taking more time and resources to support.

STAR Feedback:

One of our Housing Related Support Workers was given a Turning Point Inspiring Leicestershire Award.

Turning Point is the integrated substance misuse service for Leicester and Leicestershire and Rutland Counties. They've recently introduced an award to recognise outstanding partnership working from the staff of services they work with, and she has been nominated for this prestigious award.

Her nomination said:

She has worked with a service user from Beaumont Leys for many years – this service user who is high risk and vulnerable has had several professionals walk in and out of her life, however the one person who has been consistently there to support her despite her poor engagement is her support worker from STAR. She has worked to a consistently high standard with us throughout the case, working hard to get relevant services engaged with the service user while keeping the client safe and reassured.

Her outstanding recognition reflects the valuable work and dedication of our support services in helping the most vulnerable people in our society maintain their tenancies and improving the quality of their lives.

6.3 Support provided by the Income Management Team

6.3.1 Within Income Management, the teams **8 Rent Management Advisors (RMA)** are responsible for supporting our most vulnerable tenants, or those with complex needs with claiming and maintaining Universal Credit claims. They have been helping tenants set up e-mail accounts, supporting people to make and manage their UC claims, supporting tenants with backdated payments and reconsideration of welfare benefits and encouraging people to consider digital learning courses. Additionally, they are regularly conducting research and sharing information

within the team so we can respond to tenants needs and provide the most appropriate advice.

- 6.3.2 By the end of quarter 2, the RMAs received **440 referrals** which is **63% higher** than at the same point in the last year. From the 440 referrals a total of **167 cases** have now closed due to the support ending and **11 referrals** were refused as they did not meet the criteria for support. The current active caseload is **262 cases**.
- 6.3.3 The cases are separated into two types of support 'Short-Term' usually up to two months and 'Long-Term' up to six months. From the 167 cases that have been closed so far, a total of **65%** of the tenants required **short-term support** in making benefit claims or basic budgeting advice and the remaining **35%** required **longer-term support** to help manage their claims and also, to apply for any additional elements within their claim for example, Limited Capability for Work Related Activity which can take several months to resolve.
- 6.3.4 The average wait time for the referrals to be allocated was **2 working days** and the average time to make the first contact with the tenant was **1 working day**. This demonstrates a waiting list process did not need to be used, as the team effectively managed the workloads and tenants were offered support without any unnecessary delays.
- 6.3.5 The referrals were marked within a priority banding high, medium, and low. **High** defines tenants at immediate risk of homelessness i.e., pending evictions which amounted to **17%** from the 440 referrals received. **Medium** priority referrals where tenants who were at risk of court possession proceedings equated to **64%** of the referrals. **Low** priority referrals where tenants had low level arrears with no legal action being considered were **19%**.
- 6.3.6 The team pursue legal action only as a last resort when all opportunities to sustain tenancies have been exhausted. From the 167 closed cases, 11 cases were pursued with legal actions due to non-engagement or persistent non-payment despite RMA intervention. This demonstrates that 93% of households were supported with tenancy sustainment and any threat of possession proceedings as removed. On current and active cases, it demonstrates there is further scope to provide tenancy sustainment and support. For ongoing eviction cases RMAs provide frequent support and maintain efforts to engage with tenants until such time the eviction is cancelled or goes ahead.
- 6.3.7 RMA's supported tenants to claim welfare benefits, discretionary housing payments (DHP), backdated payments, reconsiderations, and underpayments. In the last 6 months a total value of **£102k** was achieved by supporting **167 households**. This amount includes any potential entitlements for the next 12 months for disability related benefits which are awarded for a minimum of 12 months before reviewed. Decisions on mandatory reconsiderations and backdates can take a few months to resolve and reconsiderations on disability related benefits can take even longer for resolutions.
- 6.3.8 RMAs measured "Soft Outcomes" to help identify tenants confidence levels *after* their support had ended. It also helped to determine if the tenant felt empowered to be able to manage their claims for benefits without support in the future. An

initial assessment gives scores between 1 and 5 based on tenant confidence. When the case is closed the assessment is then carried out again and re-scored to establish any improvement. If the score is higher than when the support initially started, it demonstrates an improvement in tenants confidence. Based on the 167 closed cases, **75%** of tenants confirmed they had a **marked improvement** in their level of confidence. The remaining **25%** were tenants who felt their confidence levels **did not improve** or did not engage with the service

7. Financial and other implications

7.1 Financial Implications

The centralisation of the ASB function is largely cost neutral, with posts transferring between teams. The remaining proposals presented in this report do not have significant financial implications; much of what is described is a reconfiguration of how staff work. Where additional tasks are proposed, this work will be absorbed within the roles of existing staff. The cost of support for Sheltered Housing tenants is recovered through a service charge; any changes will necessitate a recalculation of the service charge and will therefore have a financial impact on those tenants.

As work to move services online progresses, it is envisaged that savings will emerge; these will need to be identified in due course and released to offset budget pressures elsewhere in the HRA.

Stuart McAvoy – Acting Head of Finance

7.2. Climate Change and Carbon Reduction Implications

Housing-related energy consumption is responsible for 33% of carbon emissions in Leicester. Following the council's climate emergency declaration, carbon neutrality ambition and the development of Leicester's Carbon Neutral Roadmap, addressing housing emissions is a vital part of the council's work. This includes within the council's own housing stock, where it has the greatest level of influence and responsibility. This is acknowledged within this report, where tackling the Climate Emergency is noted within the overall priorities.

Within the council's management of its housing this should include identifying opportunities to reducing emissions from properties. Potential measures could include increased insulation, use of low energy lighting and appliances, the installation of low carbon heating and renewable systems and provision of home energy advice for tenants. These sorts of changes could also improve housing conditions and reduce energy bills for tenants. It should be noted that various schemes have been and continue to be delivered within the council's housing service to deliver such improvements to various properties.

Aidan Davis, Sustainability Officer, Ext 37 2284

7.3 Equality Implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

If the report recommendations with regard to the new vision, priorities and proposals for the tenancy management service are agreed these should lead to positive outcomes for tenants from across a range of protected characteristics by ensuring their needs are taken into account as appropriate and in doing so will help us to meet our PSED obligations by improving relations between different groups of people.

As part of the ongoing work listed within the Next Steps, we need to ensure equality considerations are taken into account and embedded through the development of the new vision and priorities. It is recommended that Equality Impact Assessments (EIAs) are carried out as appropriate on identified areas, to ensure any impacts are identified and addressed, and mitigating actions put in place, such as the review of tenancy management policies.

The equality impact assessment is an iterative process that should be revisited throughout the decision-making process and updated to reflect any feedback/changes due to consultation/engagement as appropriate. Any proposed consultation/ engagement needs to be fair, accessible and proportionate.

Sukhi Biring, Equalities Officer, 454 4175