

## Select Committee Agenda



### **Communities Select Committee Monday, 27th June, 2016**

You are invited to attend the next meeting of **Communities Select Committee**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping  
on Monday, 27th June, 2016  
at 7.00 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

M Jenkins (01992 56 4607) [mjenkins@eppingforestdc.gov.uk](mailto:mjenkins@eppingforestdc.gov.uk)

#### **Members:**

Councillors Y Knight (Chairman), G Shiell (Vice-Chairman), R Baldwin, A Beales, K Chana, R Gadsby, L Girling, S Heap, L Hughes, S Jones, S Murray, A Mitchell, B Rolfe, B Surtees and H Whitbread

**SUBSTITUTE NOMINATION DEADLINE:**

**18:00**

**1. APOLOGIES FOR ABSENCE**

**2. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)**

(Director of Communities) To report the appointment of any substitute members for the meeting.

**3. NOTES OF LAST MEETING (Pages 5 - 10)**

To agree the notes of the last Housing Select Committee meeting held on 8 March 2016 (attached) from which this select committee has been created.

**4. DECLARATIONS OF INTEREST**

(Director of Governance) To declare interest on any items on the agenda. In considering whether to declare a pecuniary or non-pecuniary interest under the Code

of Conduct, Overview and Scrutiny members are asked to pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a pecuniary or non-pecuniary interest in any matter before an Overview and Scrutiny Committee which relates to a decision of or action by another committee or sub-committee of the Council, a Joint Committee or Joint Sub-Committee in which the Council is involved and of which the Councillor is also a member. Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

**5. TERMS OF REFERENCE/WORK PROGRAMME (Pages 11 - 18)**

(Chairman/Lead Officer) Attached is the draft proposed Terms of Reference and Work Programme for the select committee. These drafts will be recommended to the Overview and Scrutiny Committee for approval.

**6. HOUSING SERVICE STANDARDS - PERFORMANCE REPORT 2015/16 AND REVIEW (Pages 19 - 50)**

(Director of Communities) To consider the attached report and appendix.

**7. HOUSING STRATEGY: 6 MONTH PROGRESS REPORT ON KEY ACTION PLAN 2016 (Pages 51 - 62)**

(Director of Communities) To consider the attached report and appendix.

**8. HOUSING AND PLANNING ACT 2016 - SUMMARY OF KEY HOUSING PROPOSALS (Pages 63 - 68)**

(Director of Communities) To consider the attached report and appendix.

**9. KEY PERFORMANCE INDICATORS 2015/16 - QUARTER 4 OUTTURN PERFORMANCE (Pages 69 - 88)**

(Director of Communities) To consider the attached report and appendices.

**10. CORPORATE PLAN KEY ACTION PLAN 2015/16 - QUARTER 4 (OUTTURN) POSITION (Pages 89 - 102)**

(Director of Communities) To consider the attached report and appendix.

**11. FUTURE MEETING START TIMES**

(Chairman) To discuss future start times for this select committee.

**12. FUTURE MEETINGS**

The next scheduled meeting of the select committee will be held on Tuesday 6 September 2016 in Committee Room 1 and then on:

- Tuesday 8 November;
- Tuesday 17 January 2017; and
- Tuesday 14 March

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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF HOUSING SELECT COMMITTEE  
HELD ON TUESDAY, 8 MARCH 2016  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 5.35 - 7.40 PM**

**Members Present:** S Murray (Chairman), A Mitchell (Vice-Chairman), K Chana, L Girling, S Kane, J Lea (Vice Chairman), G Shiell, J H Whitehouse and W Marshall (Tenants and Leaseholders Federation)

**Other members present:** D Stallan

**Apologies for Absence:** R Gadsby and B Rolfe

**Officers Present** A Hall (Director of Communities), P Pledger (Assistant Director (Housing Property)), S Devine (Private Sector Housing Manager), B Copson (Senior Performance Improvement Officer) and M Jenkins (Democratic Services Officer)

**36. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)**

There were no substitutions made for the meeting.

**37. NOTES OF THE LAST MEETING**

**RESOLVED:**

That the notes of the last meeting of the select committee held on 12 January 2016 be agreed.

**38. DECLARATIONS OF INTEREST**

There were no declarations of interest made at the meeting.

**39. TERMS OF REFERENCE/WORK PROGRAMME**

**(a) Terms of Reference**

The Terms of Reference were noted.

**(b) Work Programme**

The Director of Communities advised that the select committee had made good progress this year.

**40. DATA QUALITY STRATEGY 2016/17 - 2018/19**

The select committee received a report from the Performance Improvement Officer regarding the Data Quality Strategy 2016/17 – 2018/19.

Good quality data was essential in supporting the Council's decision making especially where these involved finance and performance. Additionally the Council's

customers, partners and others interested in the Council's performance, needed to rely on the data the Council produced for evaluation purposes. The Council was also accountable for the money it spent and managed competing claims on its accurate, reliable and timely in order to plan for the future and met customer needs.

The authority had identified principles and arrangements for ensuring high standards of data quality and had for a number of years formalised them within a strategy to support consistency and encourage high standards of practice of data quality management. Data quality arrangements included ownership of data, systems and ensuring staff had the skills and knowledge needed to deliver high standards of data and data management.

The Council also relied on data produced externally by third party organisations and therefore the data needed to be robust. This revised strategy included the development of the mapping of third party data to understand the data quality processes to which it was subjected.

The revised strategy had previously been considered by the Corporate Governance Group in November 2015 and the Finance and Performance Management Cabinet Committee in January 2016.

**RESOLVED:**

That the Data Quality Strategy 2016/17 – 2018/19 be noted.

**41. HOUSING SERVICE STRATEGY ON EMPTY PROPERTIES (3 YEAR REVIEW)**

The select committee received a report regarding the Communities Directorate's Housing Service Strategy on Empty Homes in the Private Sector from the Private Housing Manager.

There would always be empty homes and properties empty awaiting sale, re-letting or renovation as these were a normal part of a healthy housing market. However properties that were left empty for long periods of time could cause significant problems in the local and national context. They were a wasted resource in terms of housing provision, particularly in areas of high demand like the Epping Forest district where 92% of land was green belt.

The previous and current government had recognised the value of reducing the number of empty properties as part of its overall ambition to provide an additional million homes nationally by 2020. Various incentives and options for local authorities had been introduced which included the New Homes Bonus (which rewarded councils for additional homes provided) and allowing councils the flexibility to charge up to 50% extra Council Tax on property that had been unoccupied and unfinished for 2 years or more. These initiatives had contributed to marked reduction in empty properties nationally.

Within the district the number of empty homes had fallen from 1,837 in 2005 to 607 in 2015. It was the Council's intention to bring 30 empty properties into use per annum.

**RECOMMENDED:**

That the Communities Directorate's Housing Service Strategy on Empty Properties in the private Sector be endorsed and recommended to the Housing Portfolio Holder.

**42. 12 MONTHLY PROGRESS REPORT ON HOUSING BUSINESS PLAN ACTION PLAN 2015/16**

The select committee received a report regarding the Housing Revenue Account Business Plan Key Action Plan (2015/16) – 12 Month Progress Report from the Director of Communities.

In March 2015, the Council's Housing Revenue Account (HRA) Business Plan for 2015/16 was produced, incorporating the Repairs and Maintenance Business Plan. The document set out the Council's objections, strategies and plans as landlord in relation to the management and maintenance of its own housing stock.

An important section of the HRA Business Plan was the Key Action Plan which set out the proposed actions the Council would be taking over the following year. It was good practice that the progress made with the stated actions was monitored which formed part of the select committee's terms of reference. An updated 12 month progress report was submitted to the select committee for endorsement to the Housing Portfolio Holder and Director of Communities.

**RESOLVED:**

That the 12 Month Progress Report for the Key Action Plan contained within the HRA Business Plan 2015/16 be noted.

**43. HRA BUSINESS PLAN 2016/17**

The select committee received a report regarding the Housing Revenue Account (HRA) Business Plan 2016-17 from the Director of Communities.

The HRA Business Plans dealt with the council's plans and performance for the delivery and quality of its housing services to tenants which included repair and maintenance strategies and financial forecasts for 30 years.

An important part of the HRA Business Plan related to the Council's objectives, strategies and plans connected to the repair and maintenance of the Council's housing stock over the next 30 years. This included the Council's plans for ensuring that the authority continued to meet the Government's decent homes standard in the short term and maintained the housing stock to a full modern standard in the longer term.

The select committee was advised that as a result of the required four year reduction in rents, in September 2015, the Council's Finance and Performance Management Cabinet Committee had considered a report on the options available to the Council for ensuring that the HRA did not fall into deficit. The report identified a number of options available to the Council to recast its Financial Plan for the future, including:

- (a) Ceasing all or some of the funding currently available within the Financial Plan for future housing improvements and service enhancements for HRA services;
- (b) Reducing investment in improvements to the Council's housing stock which would reduce the Council's Modern Home Standard accordingly;
- (c) Reducing or ceasing the Council's own Housebuilding Programme;

- (d) Undertaking further borrowing for the HRA, repaid by the end of the Financial Plan period; and/or
- (e) Combinations of the above.

**RECOMMENDED:**

That the Draft Housing Revenue Account (HRA) Business Plan 2016/17 be endorsed and recommended for approval to the Housing Portfolio Holder.

**44. HOUSING KEY PERFORMANCE INDICATORS (KPI) - QUARTER 3**

The select committee received a report from the Director of Communities regarding Key Performance Indicators 2015/16 Performance at Quarter 3.

A range of 36 Key Performance Indicators (KPIs) for 2015/16 were adopted by the Executive in March 2015. They were important to the improvement of the Council's services and comprised a combination of some former statutory indicators and locally determined performance measures. They assisted in directing improvement efforts towards services and national and local priorities.

Progress in responses of each of the KPIs was reviewed by the relevant Portfolio Holder, Management Board and Overview and Scrutiny Select Committees at the conclusion of each quarter. This particular report provided an overview of all KPIs and included those indicators which fell within the areas of responsibility for the Housing Select Committee.

The overall position for all 36 KPIs at the end of Quarter 3 was as follows:

- (a) 28 (78%) indicators achieved target at the end of Q3;
- (b) 8 (22%) indicators did not achieve the Q3 target;
- (c) 0 (0%) of these KPIs performed within their tolerated amber margin (the amber performance status identified indicators that had missed the agreed target but where performance was within an agreed tolerance or range); and
- (d) 28 (78%) indicators were currently anticipated to achieve their cumulative year end target.

There were 10 Key Performance Indicators which fell within the Housing Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of Q3 for these indicators was as follows:

- (i) 9 (80%) indicators achieved the Q3 target;
- (ii) 1 (20%) indicators did not achieve their Q3 target;
- (iii) 0 (0%) indicators performed within their tolerated amber margin; and
- (iv) 9 (80%) of indicators were currently anticipated to achieve their cumulative year end target.

Members noted that the target in regard to reducing the number of households in temporary accommodation had not been met. Officers advised that this was largely due to the impact of Right to Buy and was out of their control.

The Director of Communities added that following the new Government housing bill's passing through Parliament, he would arrange a Housing Information Evening to inform members of its potential impact.

**RESOLVED:**

That the performance review against the Key Performance Indicators at the end of Quarter 3 within the area of Housing be noted.

**45. HOUSING KEY PERFORMANCE INDICATORS (KPI) - TARGETS FOR 2016/17**

The select committee received a report regarding Key Performance Indicators 2016/17 – Review and Targets from the Director of Communities.

The adoption of challenging but achievable KPIs each year was an important element of the Council's Performance Management Framework and the KPIs set was reviewed annually by the Management Board to ensure the indicators and their targets were appropriate to provide challenge in the Council's key areas and meeting its objectives.

The provisional target for each indicator had been identified by service directors and relevant portfolio holder(s), based on third quarter performance for the current year. Management Board reviewed the provisional targets against outturn data for 2015/16 when this became available, any revisions to next year's targets would be reported to the select committees in June 2016.

The review of KPIs which fell within the areas of responsibility of the Housing Select Committee had resulted in 2 proposed changes to targets, these were:

- (a) COM001 Rent Collection – the target had been increased; and
- (b) COM004 Temporary accommodation – the target had been decreased.

**RECOMMENDED:**

That the proposed Key Performance Indicators and targets for 2016/17 for those areas which fall within the select committees areas of responsibility be endorsed and recommended to the Finance and Performance Management Cabinet Committee.

**46. FUTURE MEETINGS**

It was noted that this was the last meeting of the select committee for this Council year. The first meeting in the new year would be held on Monday 27 June 2016 at 5.30p.m. in Committee Room 1.

The Chairman thanked members and officers for their work and contribution to the select committee over the last year. The Housing Portfolio Holder echoed these sentiments and extended his particular gratitude to the Chairman who had previously chaired its predecessor, the Housing Scrutiny Panel, during his nine years as Portfolio Holder.



**SELECT COMMITTEE**  
**TERMS OF REFERENCE 2016/17**

**Title:** Communities Select Committee

**Status:** Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Communities Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Communities Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or relevant Portfolio Holder when appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Communities Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee;
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference;
10. To monitor progress with the Housing Strategy and HRA Business Plan Key Action Plans on a six-monthly basis; and
11. To act as the Council's Crime and Disorder Scrutiny Committee and to keep under

review the activities of the Epping Forest Community Safety Partnership as a whole or any of the individual partners which make up the partnership.

**Chairman:** Cllr Y Knight

## Communities Select Committee (Chairman – Cllr Yolanda Knight)

### Work Programme 2016/17

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
<b>Standard (Periodic) Items</b>			27th June 2016 6th Sept 2016 8th Nov 2016 17th Jan 2017 14th March 2017
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2016 (Medium)	<i>(Housing Portfolio)</i>  <b>Scheduled for June 2016 meeting</b>	
(2) 6-Month Progress Report on Housing Strategy Action Plan 2016	June 2016 (Medium)	<i>(Housing Portfolio)</i>  <b>Scheduled for June 2016 meeting</b>	
(3) Communities Key Performance Indicators (KPIs) – 2015/16 Out-Turn	June 2016 (Low)	<i>(Housing Portfolio)</i>  <b>Scheduled for June 2016 meeting</b>	
(4) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2015/15 Out-Turn	June 2016 (Low)	<i>(All Portfolios)</i>  <b>Scheduled for June 2016 meeting</b>	
(5) Annual Diversity Report of Housing Applicants and Lettings	September 2016 (Low)	<i>(Housing Portfolio)</i>	
(6) Annual Report on the HomeOptions Choice Based Lettings Scheme	September 2016 (Low)	<i>(Housing Portfolio)</i>	

(7) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2016 (Low)	<i>(Housing Portfolio)</i>	
(8) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2016 (Low)	<i>(All Portfolios)</i>	
(9) Annual Report of the Community Safety Partnership	September 2016 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
(10) Annual feedback on the success of the Crucial Crew initiative and learning points for future programmes	September 2016 (Low)	<i>(Safer Greener Transport Portfolio)</i>	
(11) Annual feedback on the success of the Summer Holiday Activity Programme and learning points for the future	November 2016 (Low)	<i>(Leisure and Community Service Portfolio)</i>	
(12) Six-monthly Progress Report on Housing Business Plan Action Plan 2016/17	November 2016 (Medium)	<i>(Housing Portfolio)</i>	
(13) Six-Month Review of the HRA Financial Plan 2016/17	November 2016 (High)	<i>(Housing Portfolio)</i>	
(14) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2016 (Low)	<i>(Housing Portfolio)</i>	
(15) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	November 2016 (Low)	<i>(All Portfolios)</i>	

(16) Annual feedback on the success of the Reality Roadshow initiative and learning points for the future	January 2017 (Low)	<i>(Leisure and Community Service Portfolio)</i>
(17) Housing Strategy Key Action Plan 2016 – 12 Month Progress Report	January 2017 (Medium)	<i>(Housing Portfolio)</i>
(18) Housing Strategy Key Action Plan 2017 <i>(Recommendations to Housing Portfolio Holder)</i>	January 2017 (Medium)	<i>(Housing Portfolio)</i>
(19) Briefing on the proposed Council rent increase for 2017/18	January 2017 (Low)	<i>(Housing Portfolio)</i>
(20) Housing service improvements and service enhancements – 2017/18 <i>(Recommendations to Cabinet)</i>	January 2017 (High)	<i>(Housing Portfolio)</i>
(21) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2017 (Low)	<i>(Housing Portfolio)</i>
(22) Communities Key Performance Indicators (KPIs) – Targets for 2017/18	March 2017 (High)	<i>(Housing Portfolio)</i>
(23) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2017 (Low)	<i>(All Portfolios)</i>
(24) 12-monthly Progress Report on Housing Business Plan Action Plan 2016/17	March 2017 (Medium)	<i>(Housing Portfolio)</i>

(25) HRA Business Plan 2017/18	March 2017 (High)	<i>(Housing Portfolio)</i>
<b>Special (Planned) Items</b>		
(26) Presentation on Disabled Facilities Grants and current demand and expenditure	September 2016 (Medium)	<i>(Housing Portfolio)</i>
(27) Interim (soft) review of the success of the pilot scheme to extend the opening hours of the Limes Centre, following 6 months' operation	September 2016 (Low)	<i>(Leisure and Community Service and Safer Greener Transport Portfolios)</i>
(28) Presentation by Epping Forest CAB on its use of EFDC funding for their two Debt Advisors	September 2016 (High)	<i>(Housing Portfolio)</i>
(29) Consultation on the Council's HRA Financial Options Review – prior to consideration by the Finance and Performance Management Cabinet Committee <i>(Recommendations to the Finance and Performance Management Cabinet Committee)</i>	September 2016 (High)	<i>(Housing Portfolio)</i>
(30) Review of the Council's Careline Service <i>(Recommendations to Cabinet)</i>	September 2016 (High)	<i>(Housing Portfolio)</i>
(31) Review of CCTV Action Plan	January 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>

(32) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2017 (High)	<i>(Housing Portfolio)</i>	
(33) Housing Strategy 2017 – 2021 <i>(Recommendations to the Cabinet and Full Council)</i>	March 2017 (High)	<i>(Housing Portfolio)</i>	
<b>Items added to Work Programme during the year</b>			
<b>Planned Items for Future Years</b>			
Review of the success of the pilot scheme to extend the opening hours of the Limes Centre, following 12 months' operation	July 2017 (Medium)	<i>(Leisure and Community Service and Safer Greener Transport Portfolios)</i>	
12-month review of homelessness loans and tenancy deposits funded by "Invest to Save"	July 2017 (Medium)	<i>(Housing Portfolio)</i>	
Review of the approach to the Scheme Management Service to sheltered housing and properties designated for older people <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	July 2017 (High)	<i>(Housing Portfolio)</i>	

Review of Housing Allocations Scheme and Tenancy Policy after 2 years operation (with any changes effective from April 2018) <i>(Recommendations to the Cabinet)</i>	October 2017 (High)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Home Ownership and Leaseholder Services	January 2018 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Anti-Social Behaviour and Harassment	March 2018 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Tenant Participation	March 2019 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Rent Arrears and Administration	November 2019 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Older People's Housing	September 2020 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Housing and Neighbourhood Management	September 2020 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Empty Properties in the Private Sector	March 2021 (Low)	<i>(Housing Portfolio)</i>	

## **Report to Communities Select Committee**

**Date of meeting: 27 June 2016**

**Portfolio: Housing – Cllr S. Stavrou**

**Subject: Housing Service Standards – Performance Report 2015/16 and Review**



**Officer contact for further information:**

**Alan Hall – Director of Communities (01992 56 4004)**

**Committee Secretary: Mark Jenkins (01992 56 4607)**

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### **Recommendations:**

- (1) That performance against the previously-agreed Housing Service Standards in 2015/16 (where measured), as set out in Appendix 1, be noted;**
- (2) That, subject to the views of the Tenants and Leaseholders Federation, the proposed changes to the Housing Service Standards (as set out in bold italics within Appendix 1) be recommended to the Housing Portfolio Holder, and that the relevant leaflets be updated at an appropriate time; and**
- (3) That the Housing Service Standards, and performance against the Service Standards in 2016/17, be reviewed again in June 2017.**

### **Background**

1. In 2007, following consultation with the former Housing Scrutiny Panel and the Tenants and Leaseholders Federation, the Housing Portfolio Holder at the time agreed a range of Housing Service Standards, covering all of the Housing Service's main areas of activity.
2. It was also agreed that, annually, the Housing Service's performance against the Housing Service Standards should be considered (where possible and appropriate) and whether any changes should be made to the Service Standards.
3. In the past, all tenants have been provided with a leaflet setting out all of the agreed Housing Service Standards, which is also included as part of the Tenants Handbook given to new tenants. However, the leaflet is now available on-line, and new tenants are encouraged to view the Tenants Handbook on-line too.

### **Performance against the Housing Service Standards in 2015/16**

4. Performance against the Housing Service Standards - and the Standards themselves - has been reviewed by the former Housing Select Committee, the Tenants and Leaseholders Federation and the Housing Portfolio Holder annually since their introduction.

5. Appendix 1 provides details of the current Housing Service Standards and – where measurable and appropriate – the Housing Service’s performance in meeting the standards in 2015/16. As a comparison, Appendix 1 also provides details on the performance in 2014/15 and 2013/14.

6. It is emphasised that it is not possible to measure performance against every Service Standard. In a number of cases, there is nothing that can be measured, since the Standard is a “statement of intent”; in a number of other cases, whilst performance could potentially be measured, it has previously been agreed that the time and resources that would be required to properly record and monitor performance is not warranted.

### **Proposed Changes to the Service Standards**

7. The Director of Communities has reviewed the current Housing Service Standards, having regard to performance in 2015/16 and changes in legislation and Council policy. As a result, a small number of changes are proposed. These are set out in bold italics under the description of the relevant standard in the first column of Appendix 1, with the reason(s) explained in the last column.

8. It is recommended that the proposed changes to the Housing Service Standards - as set out in Appendix 1 - be recommended to the Housing Portfolio Holder for approval, and that the relevant leaflets be updated at an appropriate time. It is also suggested that performance against the Service Standards is reviewed again in June 2017.

### **Consultation Undertaken:**

The Tenants and Leaseholders Federation will be consulted on the performance against the Service Standards and the proposed changes at its next meeting in August. Their views and comments will be reported in the subsequent report to the Housing Portfolio Holder.

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
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# We aim to....

**GENERAL**

<b>(G1)</b> Report on our performance against these Service Standards to your Tenants and Leaseholders Federation every year, and review the Standards in the light of performance	Director of Communities	Whether or not performance is reported	Yes	Yes	Yes	
<b>(G2)</b> Generally satisfy at least 80% of our tenants with the overall housing service provided	Director of Communities	Overall level of tenant satisfaction as surveyed through the national STAR survey	87%	88%	88%	The Satisfaction Survey is undertaken every three years – the next survey will be undertaken in 2018
<b>(G3)</b> Respond to your letters within 10 working days on routine matters, or acknowledge within 5 working days and then provide you with a full response within 28 days on more complex issues	Director of Communities	Not measured.	N/A	N/A	N/A	
<b>(G4)</b> Give you an opportunity to appeal within 3 months to a senior officer about any decision made about	Director of Communities	(a) Senior Officer appeals	21 appeals	2 appeals	135 appeals	<b>Delete reference to the Housing Appeals and Review Panel, following</b>

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
<p><del>your housing that affects you, <b>and then (for certain specified types of appeals)<sup>(a)</sup> give you a further opportunity within a further 3 months to appeal to the Housing Appeals and Review Panel of district councillors.<sup>(a)</sup></b></del></p>		(b) Panel appeals / reviews heard	6	6 appeals / reviews	7 appeals / reviews	<p><b><i>the Council's decision to discontinue the Panel from May 2016.</i></b> The high number of appeals in 2013/14 was due to the excessive number of appeals from housing applicants removed from the Housing Register as a result of the new Housing Allocations Scheme introduced.</p>
<p><b>(G5)</b> Give you an opportunity to complain about anything you are unhappy about, fully investigate your complaint, and inform you of the outcome of your complaint within the Council's published timescales.</p>	Director of Communities	(a) No. of Step 2 complaints (to Asst. Directors) received	21 comps.	13 comps.	19 comps.	
		(b) No. of Step 3 complaints (investigated by Complaints Officer)	9 comps.	11 comps.	4 comps.	
<p><b>(G6)</b> Deliver a copy of the Council's "Housing News" to your home (giving useful information about your housing) at least twice each year</p>	PHO (Information/ Strategy)	No. of issues of Housing News produced	2 issues	1 issue	2 issues	

Epping Forest District Council  
Housing Service

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
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**HOMELESSNESS**

(H1) Give you an interview with a Homelessness Prevention Officer within 7 days of initial contact, or on the same day if an emergency	Asst. Housing Options Manager (Homelessness)	Not measured.	N/A	N/A	N/A	
(H2) If necessary, provide you with suitable temporary accommodation, whilst we investigate your homelessness application, until we provide you with a written decision	Asst. Housing Options Manager (Homelessness)	Total no. of applicants in temporary accommodation at end of year	103 apps	52 apps	53 apps	There was a significant increase in the number of homeless households in temporary accommodation in 2015/16
(H3) If requested by you, review a homelessness decision that you are unhappy with (by <b>either</b> a senior officer <b>or the Housing Appeals and Review Panel of district councillors</b> ) within 8 weeks	Director of Communities	% Within target time (unless with the permission of the applicant to extend period)	100%	100%	100%	<b>Delete reference to the Housing Appeals and Review Panel, following the Council's decision to discontinue the Panel from May 2016.</b>
(H4) Advise you of your right of appeal to the County Court within 21 days on a point of law if you are unhappy with the homelessness decision after it has been reviewed (Statutory right and timescale)	Asst. Director of Communities (Operations)	% of applicants notified of their right	100%	100%	100%	

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

<b>Service Standard</b>	<b>Officer Responsible</b>	<b>Performance Measure</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>	<b>Comments</b>
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**HOUSING REGISTER AND ALLOCATIONS**

<b>(HR1)</b> Register your housing application or garage application, and advise you of the level of priority (band) given, within 10 working days of receipt of all the information we need from you and other people.	Asst. Housing Options Manager (Allocations)	(a) Average time to register	3-4 days	3-4 days	3-4 days	
		(b) No. of applications awaiting registration at end of year	0 apps	0 apps	0 apps	
<b>(HR2)</b> Notify you in writing of any change in your priority banding, within 7 days of the change being made	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	
<b>(HR3)</b> Write to you at least every year if you have not expressed any interest in vacant properties under the Home Options Scheme, and ask if you wish to remain on the Housing Register	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	
<b>(HR4)</b> Give you at least 5 calendar days notice between offering you a tenancy and the tenancy commencement date	Asst. Housing Options Manager (Allocations)	Not measured.	N/A	N/A	N/A	

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<p><b>(HR5)</b> Unless you are a homeless applicant, allow you to choose the vacant Council or housing association home you would like to be offered (through our HomeOption Scheme), subject to the interest expressed by other applicants with higher priority</p>	<p>Asst. Housing Options Manager (Allocations)</p>	<p>Not measured</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	
<p><b>(HR6)</b> If you are not a Council tenant already <b>or moving into sheltered housing</b>, offer you an Introductory Tenancy initially, followed by <del>either a Secure Tenancy or</del> a Flexible Tenancy automatically after 1 year, if you have not caused any anti-social behaviour, have had any significant rent arrears or broken any other Conditions of Tenancy.</p>	<p>Area Housing Managers</p>	<p>Not measured.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p><i>Delete reference to the provision of secure tenancies – since all new tenants (except for sheltered housing) are now offered 10 year flexible tenancies (including the introductory tenancy period).</i></p>
<p><b>(HR7)</b> Give you a decision on your request for a mutual exchange within 5 working days of receiving an application from you and the other party/parties, with all the required information provided.</p>	<p>Asst. Housing Options Manager (Allocations)</p>	<p>Not measured.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	

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**HOUSING MANAGEMENT**

<p><b>(HM1)</b> If you are a new tenant, visit you at home within 10 weeks of your tenancy commencing, to introduce you to your local housing officer and to discuss the main conditions of your tenancy and any queries you may have</p>	<p>Area Housing Managers</p>	<p>(a) No. of new tenant visits undertaken</p>	<p>153 Visits</p>	<p>170 Visits</p>	<p>190 visits</p>	
		<p>(b) No. of visits undertaken within 10 weeks</p>	<p>152 visits</p>	<p>143 visits</p>	<p>170 visits</p>	
<p><b>(HM2)</b> Provide you with the following options to pay your rent:</p> <ul style="list-style-type: none"> <li>• At a Council Cash Office</li> <li>• At any post office</li> <li>• At any "PayPoint" access point</li> <li>• By direct debit / standing order</li> <li>• By credit card</li> <li>• By text</li> <li>• Through the internet</li> <li>• By telephone</li> <li>• By salary deduction</li> </ul>	<p>Communities Support Manager</p>	<p>Not measured</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	
<p><b>(HM3)</b> Give you a choice of any date in the month to pay your rent by direct debit.</p>	<p>Communities Support Manager</p>	<p>No. of direct debit payment dates during a month</p>	<p>Any dates in the month</p>	<p>4 specified payment dates</p>	<p>4 specified payment dates</p>	<p>This standard was changed w.e.f. 2015/16 following the introduction of flexible direct debit dates</p>

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<b>(HM4)</b> Provide you with written confirmation of the balance on your rent account in April/May each year (unless your account is clear or only in credit or arrears by less than £10)	Area Housing Managers	Whether or not balance confirmations are sent out by end of May	Yes	Yes	Yes	
<b>(HM5)</b> Provide you with a detailed statement of your rent account for the previous 12 months on request or automatically every three months if you are in arrears by more than £1	Area Housing Managers	Not measured	N/A	N/A	N/A	
<b>(HM6)</b> Make every effort to enter into an agreement with you to clear any rent arrears that you have through reasonable instalments, before we take any legal action to recover the arrears	Area Housing Managers	Not measured.	N/A	N/A	N/A	
<b>(HM7)</b> Make every effort to meet with you to discuss any rent arrears before any court hearing takes place	Area Housing Managers	(a) No. of visits to tenants' homes to discuss rent arrears	979 visits	1,385 visits	637 visits	
		(b) No. of office interviews held to discuss rent arrears	1,500 i/views	1,722 i/views	984 i/views	

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<p><b>(HM8)</b> If you are an Introductory Tenant or a Demoted Tenant <sup>(a)</sup>, give you an opportunity to appeal to a senior officer against any proposed legal action within 2 weeks of you being advised of the proposed legal action.</p>	<p>Asst. Director (Housing Operations)</p>	<p>(a) No of reviews held for introductory tenants</p>	<p>5 reviews</p>	<p>0 reviews</p>	<p>2 reviews</p>	
		<p>(b) No. of reviews held for demoted tenants</p>	<p>1 reviews</p>	<p>0 reviews</p>	<p>0 reviews</p>	
<p><b>(HM9)</b> Remove abandoned vehicles from housing estates (after making enquiries of the DVLA on ownership and contacting the owner) within 5 weeks of receiving a complaint</p>	<p>Area Housing Managers</p>	<p>% of abandoned vehicles removed within 5 weeks of EFDC completing enquiries of the DVLA</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	
<p><b>(HM10)</b> Remove clearly abandoned and potentially dangerous vehicles from housing estates within 5 working days of receiving a complaint</p>	<p>Area Housing Managers</p>	<p>Not measured</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	
<p><b>(HM11)</b> If you live in a flat with more than four flats in the block, clean the communal area weekly and re-charge you the cost to the Council.</p>	<p>Area Housing Managers</p>	<p>Not measured</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	

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<b>(HM12)</b> Where we clean communal areas of blocks or flats, inspect the standard of cleaning at least twice a year	Area Housing Managers	Whether or not blocks of flats have been inspected at least twice a year	Yes	Yes	Yes	
<b>(HM13)</b> Undertake a formal inspection of your estate by a housing officer (with a representative of any recognised tenant association covering your area and make a note of any required work at least once every year.	Area Housing Managers	No. of estate inspections undertaken	85 inspects	85 inspects	85 inspects	85 inspections = 100% of those due.
<b>(HM14)</b> Give you a decision on your request for permission to carry out improvements to your Council home (or former Council home) within 2 weeks of us receiving your request and all the required information.	Area Housing Managers	Not measured	N/A	N/A	N/A	
<b>(HM15)</b> When you vacate your Council home, inform you of your right to compensation for certain improvements you have undertaken within 7 days of you informing us of your vacation and give you a decision on your request for compensation to your Council home	Area Housing Managers	No. of compensation claims agreed	1 claim	1 claim	4 claims	

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within 2 weeks of us receiving your application and all the required information.						
<b>(HM16)</b> If you are unable to succeed <sup>(b)</sup> to a tenancy because there has already been one succession, offer you a new tenancy of the property in which you are currently living or, if you are not a spouse and are under-occupying the property, the tenancy of another property.	Area Housing Managers	Not measured	N/A	N/A	N/A	

**REPAIRS, MAINTENANCE & IMPROVEMENTS**

<b>(R1)</b> Continue to ensure that your home meets the Government's Decent Home Standard	Housing Assets Manager	% of non- decent homes at the end of the financial year	0	0	0	
<b>(R2)</b> Attend all emergency repairs within 4 hours (including out of hours)	Housing Repairs Manager (Mears)	% emergency repairs completed within target time  (Target – 99%)	99%	99%	100%	
<b>(R3)</b> Carry out all repairs within 7 working days	Housing Repairs Manager (Mears)	Average time to complete urgent repairs	6.6 days	6.5 days	7.8 days	

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<b>(R4)</b> Provide you with, and keep, an appointment to undertake repairs, within the Council's target times, at the time you report a repair – with a choice of three periods on any day, including a "School Times" option	Housing Repairs Manager (Mears)	% of all repairs, for which an appointment is made and kept  (Target – 98%)	98.7%	98.5%	98.1%	
<b>(R5)</b> Remind you of your repairs appointment by text the day before, and give you an estimated time of arrival on the day of appointment	Housing Repairs Manager (Mears)	Not measured	N/A	N/A	N/A	
<b>(R6)</b> Satisfy at least 97% of tenants with the general standard of the repairs service we provide <sup>(c)</sup> .	Housing Repairs Manager (Mears)	% tenant satisfaction	100%	100%	99%	
<b>(R7)</b> If a repair needs to be inspected first, give you an appointment for a Housing Inspector to visit your home for a morning or afternoon within 10 working days of your request.	Housing Repairs Manager (Mears)	Not measured	N/A	N/A	N/A	
<b>(R8)</b> Arrange for Repairs Inspectors to randomly inspect the quality of work of a sample of repairs carried out by our Housing Repairs Service and contractors	Housing Repairs Manager (Mears)	Average number of properties visited per week to inspect repairs	9 props / week	9 props/ week	9 props/ week	

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<p><b>(R9)</b> If you are dissatisfied with a repair, arrange for a Supervisor to telephone or visit you within 5 working days of you telling us of your dissatisfaction.</p>	<p>Housing Repairs Manager (Mears)</p>	(a) No. of repair requests completed	15,112 repairs	16,026 repairs	14,213 repairs	
		(b) No. of dissatisfied tenants	0 tenants	0 tenants	0 tenants	
		(c) No. of dissatisfied tenants considered justifiable	0 tenants	0 tenants	0 tenants	
		(d) No. of dissatisfied tenants considered due to minor problem	0 Tenants	0 tenants	0 tenants	
		(f) No. of cases where dissatisfaction was considered to be not due to the Repairs Service	0 cases	0 cases	0 cases	
		(g) No. unable to gain access	0 tenants	0 tenants	0 tenants	

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<b>(R10)</b> If we do not complete certain specified repairs within specific timescales, arrange for another repairs contractor to carry out the repair within the same timescale on request <sup>(d)</sup> <i>(Statutory requirement)</i>	Housing Repairs Manager (Mears)	No. of tenants exercising their "Right to Repair"	0 tenants	0 tenants	0 tenants	
<b>(R11)</b> If a second contractor does not complete certain specified repairs within specific timescales, pay you compensation of £10 + £2 per day until the repair is carried out (upto a maximum of £50) <sup>(d)</sup> <i>(Statutory requirement/amounts)</i>	Housing Repairs Manager (Mears)	Amount of compensation paid	£ Nil	£ Nil	£ Nil	
<b>(R12)</b> Service all the gas appliances in your home (or undertake a safety check if you have installed the appliance yourself), and provide you with a copy of the associated safety certificate, once a year	Housing Assets Manager	% of properties where servicing not undertaken within 12 months (due to no access provided)	North 0.1%	North – 0 %	North – 0 %	
			South 0.1%	South – 0.1%	South – 0 %	
<b>(R13)</b> Arrange for a gas contractor to visit your home to attend to a gas appliance that is required as an emergency (e.g. a water/gas leak) within 2 hours	Housing Assets Manager	% attended within 2 hours	North – 100 %	North – 100 %	North – 100 %	
			South – 100 %	South – 100 %	South – 100 %	

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		% attended within 1 hour	North – 99.7 % South – 100 %	North – 100 % South – 100 %	North – 100 % South – 100 %	
<p><b>(R14)</b> Arrange for a gas contractor to visit your home and carry out a non- emergency repair to your heating or hot water system (if no part is required):</p> <p>(a) Within 24 hours (if during the week, or if you are an older person); or (b) On the following Monday (if reported over the weekend and you are not an older person)</p>	Housing Assets Manager	% attended within 24 hours (or on the following Monday (if not an older person and reported over the weekend))	North – 100 % South – 100 %	North – 100 % South – 100 %	North – 100 % South – 100 %	
<p><b>(R15)</b> Arrange for a gas contractor to visit your home to repair a gas appliance within 5 working days (when a part is required)</p>	Housing Assets Manager	% attended within 5 working days	North – 100 % South – 100 %	North – 100 % South – 100 %	North – 100 % South – 100 %	

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<p><b>(R16)</b> If you are over 60 years of age and live in a 1 or 2 bed property, redecorate 1 room in your home, on request, every 5 years and within 13 weeks of your request</p>	<p>Housing Assets Manager</p>	(a) No. of internal decorations completed	65 Decs.	67 decs.	78 decs.	
		(b) Average time from request to completion	8.6 weeks	5.6 weeks	3.2 weeks	
		(c) No. of internal decorations outstanding at end of year, not completed within target timescale	0 decs	0 decs.	0 decs.	

**DISABLED ADAPTATIONS**

<p><b>(D1)</b> Advise you in writing about whether or not you are eligible for specific adaptations to your Council home within one week of us receiving a request from the Occupational Therapy Service</p>	<p>Housing Assets Manager</p>	(a) Minor adaptations	1.0 days	1.0 days	1.0 days	
		(b) Major adaptations	1.0 days	1.0 days	1.1 days	

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<b>(D2)</b> Carry out minor adaptations to your home within 4 weeks of receiving details of the required work from the Occupational Therapy service	Housing Assets Manager	(a) Average time from decision to completion of work	1.8 weeks	2.2 weeks	2.2 weeks	
		(b) No. of minor adaptations at end of the year not completed within the target time	4 adapts.	3 adapts.	7 adapts.	
<b>(D3)</b> Carry out non-minor adaptations to your Council home within 13 weeks of receiving details of the required work from the Occupational Therapy Service	Housing Assets Manager	(a) Average time from decision to completion of work	6.3 weeks	15.0 weeks	13.2 weeks	
		(b) No. of non-minor adaptations at end of the year not completed within the target time	20 adapts	8 adapts	24 adapts	
<b>SHELTERED HOUSING &amp; CARELINE</b>						
<b>(S1)</b> Test your Careline alarm in sheltered accommodation every 3 months and in non-sheltered accommodation every 6 months	Senior Scheme Manager	(a) % of tenants' alarms tested in sheltered schemes within 3 months of the previous test	99%	97%	100%	

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		(b) % of tenants' alarms tested in sheltered schemes within 6 months of the previous test	100%	100%	100%	
<b>(S2) Install:</b> (a) 90% of urgent basic telecare packages within 2 working days and 100% within 5 working days; and (b) 100% of non-urgent telecare packages within 15 working days <i>(Telecare Services Assn. Standards)</i>	Housing Manager (Older Peoples Services)	(a) % of urgent basic telecare packages installed within 2 w/days	94%	94%	100%	
		(b) % of urgent basic telecare packages installed within 5 w/days	96%	100%	100%	
		(c) Average time to install a telecare package	7.0 days	5.6 days	7.7 days	
		(d) % of non-urgent basic telecare packages installed within 15 working days	100%	100%	96.9%	
<b>(S3) Renew mains batteries in individual (dispersed) alarms every 5 years</b>	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	

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<b>(S4)</b> Treat all your alarm calls to Careline as potential emergencies, until proved otherwise	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
<b>(S5)</b> Answer your alarm calls to Careline, on average, within 10 seconds	Housing Manager (Older Peoples Services)	Average time to respond to calls (including non urgent, routine calls from scheme managers and test calls)	5.4 Seconds	5.5 seconds	5.6 seconds	
<b>(S6)</b> Answer 97.5 % of all alarm calls to Careline within 60 seconds  <i>(Telecare Services Association Standard)</i>	Housing Manager (Older Peoples Services)	% of calls answered within 30 seconds	99.8%	99.8%	99.7%	
<b>(S7)</b> Liaise with other agencies and nominated contacts to ensure the wellbeing of our Careline customers	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
<b>(S8)</b> Record and monitor all alarm calls to Careline, to help train our staff and look at how we can improve our service	Housing Manager (Older Peoples Services)	Whether all calls have been recorded and monitored	Yes	Yes	Yes	

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<p><b>(S9)</b> Repair:</p> <p>(a) 90% of critical faults to telecare equipment within 2 working days, and 100% within 4 working days</p> <p>(b) Repair 100% of non-urgent faults to telecare equipment within 15 working days</p> <p><i>(Telecare Services Association Standards)</i></p>	Housing Manager (Older Peoples Services)	(a) No. of critical repairs completed within 2 days	95.3%	95.2%	95%	
		(b) No. of critical repairs undertaken in 4 days	98.0%	81.0%	76.3%	
		(c) No. of non-critical repairs undertaken within 15 working days	100%	100%	100%	
<p><b>(S10)</b> Visit you annually to test the back-up batteries in your Careline alarm and to review your personal details held on our records</p>	Housing Manager (Older Peoples Services)	% of visits undertaken	100%	100%	100%	
<p><b>(S11)</b> Record, maintain and update your Careline records in a confidential and secure manner</p>	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
<p><b>(S12)</b> If you live in sheltered accommodation, ensure that your Scheme Manager gives you a home visit (or accounts for you) every day (Monday to Friday – subject to holidays and sickness)</p>	Housing Manager (Older Peoples Services)	Not measured (but monthly records from Scheme Managers are required and checked)	N/A	N/A	N/A	

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<b>(S13)</b> If you live in sheltered accommodation and your Scheme Manager is on holiday or is sick, arrange for another Scheme Manager to visit you 3 times a week	Housing Manager (Older Peoples Services)	Whether 3 visits per week have been arranged for absent scheme managers	Yes	Yes	Yes	
<b>(S14)</b> If you do not live in sheltered accommodation, but are visited by a Scheme Manager, ensure that you receive a visit every week, fortnight or month, as appropriate (as determined by a risk assessment)	Housing Manager (Older Peoples Services)	Average no. of visits per week	175 visits	182 visits	118 visits	The no. of visits increased in 2014/15 due to more people receiving weekly visits (instead of fortnightly or monthly)
<b>(S15)</b> If you live in sheltered or non-sheltered accommodation for older people and have high support needs, provide you with a Tenant Support Plan – explaining the type and level of support that we will give you - and review the Tenant Support Plan every 12 months (or sooner if requested by you)	Housing Manager (Older Peoples Services)	No. of Residents provided with a support plan	164 residents	104 residents	135 residents	
<b>(S16)</b> Carry out fire drills at sheltered accommodation every six months	Housing Manager (Older Peoples Services)	% of required fire drills undertaken every six months	100%	100%	100%	

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**HOUSE SALES**

<p><b>(HS1)</b> Confirm whether or not you are eligible for the Right to Buy within 2 weeks of receiving a properly completed application</p> <p><i>(Statutory requirement, but the statutory timescale is 4 weeks)</i></p>	Principal Housing Officer (Sales/Leases)	(a) Average periods	F/Hold – 21.09 days L/Hold – 23.48 days	F/Hold – 18 days L/Hold – 21 days	F/hold 13 days L/hold 16 days	Although the Council's own Housing Service Standards have not been met for the last 3 years (due to increasing workloads as a result of increased RTB applications) legislative time limits are generally met.
		(b) % within statutory timescale (4 weeks)	F/Hold – 100% L/Hold – 100%	F/Hold – 100% L/Hold – 100%	F/hold 100% L/hold 100%	
<p><b>(HS2)</b> Advise you of the valuation, discount and purchase price for the property you wish to purchase within 8 weeks of us confirming the Right to Buy if your property is a house or bungalow or 12 weeks if your property is a flat or maisonette</p> <p><i>(Statutory requirement/timescales)</i></p>	Principal Housing Officer (Sales/Leases)	(a) Average time to provide information	F/Hold – 7.3 weeks L/Hold – 10.5 weeks	F/Hold – 7.4 weeks L/Hold – 10.4 weeks	F/hold – 5.6 weeks L/hold – 7.7 weeks	
		(b) % within statutory timescale	F/Hold – 71.88% L/hold – 95.9%	F/Hold – 71.8% L/hold – 95.9%	F/hold – 95.9%	

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			L/Hold – 86.11 %	L/Hold – 91.7%	L/hold – 100%	
<b>(HS3)</b> Give you an opportunity to appeal against our valuation of your home, and to obtain an independent valuation (free of charge) from the District Valuer, within 3 months of you receiving our valuation  <i>(Statutory requirement/timescale)</i>	Principal Housing Officer (Sales/Leases)	No of appeals to DV	6 Appeals	3 appeals	9 appeals	
<b>(HS4)</b> If you do not proceed with your purchase, give you two formal notices of 8 weeks each before cancelling your Right to Buy application  <i>(Statutory requirement/timescale)</i>	Principal Housing Officer (Sales/Leases)	Not measured	N/A	N/A	N/A	

**LEASEHOLD SERVICES**

<b>(L1)</b> Provide you with a detailed breakdown of your <u>estimated</u> annual service charge at least 4 weeks before the beginning of the financial year	Principal Housing Officer (Sales/Leases)	No. of weeks before the beginning of the reference year when all estimated service charge accounts were issued for the reference year	4 weeks	4 weeks	4 weeks	

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Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
<b>(L2)</b> Provide you with a detailed breakdown of your <u>actual</u> annual service charge within 6 months after the end of the financial year	Principal Housing Officer (Sales/Leases)	No. of months after the end of the reference year when all actual service charge accounts were issued for the reference year	5.5 Months	5.5 months	5.5 months	
<b>(L3)</b> If you fall into arrears with your actual service charge, give you an appropriate amount of time to clear the arrear in accordance with the Council's Sundry Income and Dept Policy <sup>(9)</sup>	Principal Housing Officer (Sales/Leases)	Not measured	N/A	N/A	N/A	
<b>(L4)</b> Consult you on proposed major repairs and improvements (over £250) and give you the opportunity to nominate a contractor to provide a tender for the work at least 30 days before seeking tenders  <i>(Statutory requirement and timescale)</i>	Principal Housing Officer (Sales/Leases)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

<b>Service Standard</b>	<b>Officer Responsible</b>	<b>Performance Measure</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>	<b>Comments</b>
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<b>(L5)</b> Consult you on the estimated cost of major repairs and improvements and advise you of the selected contractor before commencing the work, and give you at least 30 days to provide any comments you may have, which we will take into account <i>(Statutory requirement and timescale)</i>	Principal Housing Officer (Sales/Leases)	Not measured	N/A	N/A	N/A	
<b>(L6)</b> Provide you, on request, with a copy of your current service charge account and other relevant information (perhaps if you wish to sell on the leasehold), for a fee, within 2 weeks of your request	Principal Housing Officer (Sales/Leases)	Not measured	N/A	N/A	N/A	
<b>(L7)</b> Support a District-wide Leaseholders Association and ensure that it meets at least three times each year	Tenant Participation Officer	No. of meetings held	2 Meetings	1 meeting	3 meetings	

**PRIVATE SECTOR HOUSING**

<b>(PS1)</b> Visit 95% of applicants for our (CARE) Service within 3 weeks of the initial enquiry	Private Housing Manager (CARE & Grants)	% of visits undertaken within 3 weeks	100%	100%	100%	
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**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
<b>(PS2)</b> Undertake jobs through our Handyperson Service within 2 weeks of request	Private Housing Manager (CARE & Grants)	Average time for jobs to be completed	3.0 weeks	3.0 weeks	3.0 weeks	
<b>(PS3)</b> Generally satisfy at least 95% of our customers for both CARE's core service and Handyperson Service	Private Housing Manager (CARE & Grants)	% satisfied with CARE's core service and the H/person Service	99%	100%	100%	
<b>(PS4)</b> Respond to applicants for Disabled Facilities Grants (DFGs) within 10 working days of receiving a referral from an occupational therapist (OT)	Private Housing Manager (CARE & Grants)	Average time to respond to referrals	10 working days	10 working days	10 working days	
<b>(PS5)</b> Issue a decision on a formal application for a DFG within 5 working days of receipt	Private Housing Manager (CARE & Grants)	Average time to issue a decision	22 working days	10 working days	4 working days	There has been an unprecedented increase in the number of DFG referrals from Essex County Council over the past 2 years. This has had an impact upon the administrative approval targets. However, all applications have been issued with a formal decision within the statutory timescales.

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

<b>Service Standard</b>	<b>Officer Responsible</b>	<b>Performance Measure</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>	<b>Comments</b>
<b>(PS6)</b> Respond to applicants for other types of financial assistance for private occupiers within 5 working days of receiving a request	Private Housing Manager (CARE & Grants)	Average time to respond to requests	5 working days	5 working days	5 working days	
<b>(PS7)</b> Issue a decision on a formal application for other types of financial assistance for private occupiers within 5 working days of receipt	Private Housing Manager (CARE & Grants)	Average time to issue a decision	10 working days	9.7 working days	5 working days	As with PS5, resources have been re-directed to the administration of urgent DFG applications and this has, in turn, impacted upon the processing of other applications for financial assistance.
<b>(PS8)</b> Respond to requests for assistance from private tenants allegedly being harassed by landlords within 24 hours	Private Housing Manager (Technical)	% of responses within 24 hours	100%	100%	100%	
<b>(PS9)</b> Respond to initial enquiries for other private sector housing services (e.g nuisance, filthy / verminous properties, mobile homes, HMOs) within 5 working days	Private Housing Manager (Technical)	% of responses within 5 working days	100%	100%	100%	
<b>(PS10)</b> Issue licences for houses in multiple occupation (HMOs) within 6 months of receiving a properly completed application	Private Housing Manager (Technical)	% of licences issued within 6 months	100%	100%	100%	

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

<b>Service Standard</b>	<b>Officer Responsible</b>	<b>Performance Measure</b>	<b>2015/16</b>	<b>2014/15</b>	<b>2013/14</b>	<b>Comments</b>
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**TENANT PARTICIPATION**

<b>(TP1)</b> Consult you on any significant matters relating to your tenancy and take your views into account when making decisions	Asst. Director of Housing (Operations)	No. of major consultations undertaken, that affect all tenants	0 consults.	0 consults.	2 consults.	
<b>(TP2)</b> Consult you on major issues affecting your estate (such as improvement schemes) and offer individual choices where appropriate.	Asst. Director of Housing (Operations)	Not measured	N/A	N/A	N/A	
<b>(TP3)</b> Agree our approach to tenant involvement with the Tenants and Leaseholders Federation and maintain a written Tenant Participation Agreement which we review every 3 years.	Asst. Director of Housing (Operations)	Whether or not the Agreement was reviewed	Not required	Yes	Not required	The TPA is to be next reviewed in 2017
<b>(TP4)</b> Invite 2 representatives of all the recognised tenants associations in the District to become members of the Epping Forest Tenants and Leaseholders Federation, which will have a written constitution explaining how it will operate.	Asst. Director of Housing (Operations)	Whether or not 2 representatives from recognised tenants associations have been invited	Yes	Yes	Yes	

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
<b>(TP5)</b> Consult the Tenants and Leaseholders Federation on proposed new, or changed, housing plans, strategies and policies, and take their views into account before making decisions.	Asst. Director of Housing (Operations)	Not measured	N/A	N/A	N/A	
<b>(TP6)</b> Look for opportunities to form new tenants associations, and support these groups by providing practical or financial support.	Asst. Director of Housing (Operations)	Not measured	N/A	N/A	N/A	
<b>(TP7)</b> Provide start-up funding of £100 to any recognised steering group wishing to form a recognised tenants association, and a further grant of £200 when formally recognised.	Asst. Director of Housing (Operations)	(a) No. of new groups provided with start-up funding	0 groups	0 groups	1 group	
		(b) No. of new groups provided with further grant	0 groups	0 groups	1 group	

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
<b>(TP8)</b> Make premises available for meetings of tenants groups or meet any reasonable costs of hall bookings.	Asst. Director of Housing (Operations)	Not measured	N/A	N/A	N/A	
<b>(TP9)</b> Consider the training requirements of tenants and leaseholders who are members of the Federation or other tenants associations, and assist in arranging suitable training.	Asst. Director of Housing (Operations)	Not measured	N/A	N/A	N/A	
<b>(TP10)</b> Provide a variety of ways to involve residents, for those that prefer not to attend meetings, including surveys, panels and public events.	Asst. Director of Housing (Operations)	Not measured	N/A	N/A	N/A	
<b>(TP11)</b> Review the success of the Council's Tenant Participation Strategy through consultation with the Federation and by conducting a survey once every three years.	Asst. Director of Housing (Operations)	% of tenants that feel that the landlord listens to their views and acts upon them as recorded by the bi-annual Tenant Satisfaction Survey	62%	61%	61%	This is assessed through the triennial Tenant Satisfaction Survey, last undertaken in 2015.

**Epping Forest District Council  
Housing Service**

**ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2015/16**

Service Standard	Officer Responsible	Performance Measure	2015/16	2014/15	2013/14	Comments
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**Notes:**

(a) A demoted tenant is someone who held a secure tenancy but whose secure tenancy rights have been taken away by a court and has therefore become a (demoted) tenant - who is allowed to live at the property but with limited rights.

(b) Succession takes place when, in specified circumstances, someone legally takes over the tenancy from their spouse or another family member, following the previous tenant's death. In law, there can only be one succession. A person (spouse or family member) who would otherwise be a successor tenant, but cannot in law because there has already been one succession, will be offered a new tenancy of either the property they are living in or another one, depending on whether or not they under-occupy the property.

(c) Measured through the Council's ongoing repairs satisfaction survey from satisfaction forms provided to tenants for all repairs requested.

(d) Under the Right to Repair legislation, defined repairs must be undertaken within either 1, 3 or 7 days as specified by the legislation.

(e) Under the Council's Sundry Income and Debt Policy, people are given the following time periods to repay the following levels of debts:

Debts below £500      Upto 3 months  
Debts below £1,500      Upto 6 months

Debts below £2,500      Upto 9 months  
Debts above £2,500      Upto 12 months

**Produced – June 2016**

## **Report to Communities Select Committee**

**Date of meeting: 27 June 2016**

**Portfolio: Housing – Cllr S. Stavrou**

**Subject: Housing Strategy: 6-Month Progress Report on Key Action Plan 2016**



**Officer contact for further information:**

**Alan Hall – Director of Communities (01992 56 4004)**

**Committee Secretary: Mark Jenkins (01992 56 4607)**

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### **Recommendations:**

**That the 6-Month Progress Report on the Housing Strategy Key Action Plan 2016, attached as an Appendix, be considered, with any comments passed to the Housing Portfolio Holder and Director of Communities accordingly.**

### **Report:**

1. The Council has adopted a Housing Strategy, that assesses the District's current and future housing needs and sets out the Council's approach to meeting those needs.
2. The Strategy also included a Key Action Plan, which set out the proposed actions that would be taken by the Council to contribute towards the achievement of the housing objectives over the first year of the Housing Strategy. When adopting the Housing Strategy, the Cabinet also agreed that Key Action Plans for the Housing Strategy should be produced and updated on an annual basis.
3. The latest Key Action Plan was agreed in January 2016 and the Cabinet has previously agreed that progress with the Key Action Plans should be monitored on a 6-monthly basis by the Communities Select Committee (previously the Housing Select Committee). Therefore, the 6-Month Progress Report for the current Key Action Plan for 2016 is attached as an Appendix, which the Select Committee is asked to consider and to provide any comments to the Housing Portfolio Holder and Director of Communities.
4. It should be noted that the formulation of a new Housing Strategy has been delayed, as a result of delays with the formulation of a new Local Plan. The previous Housing Portfolio Holder determined that, due to the Housing Strategy having so much reliance on the Local Plan, a new Housing Strategy should be drafted once the Council's Draft Local Plan (Preferred Approach) has been agreed and published. However, in the meantime, annual Key Action Plans have been produced, progressed and monitored.

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**Housing Strategy Key Action Plan 2016**  
**Six-Month Progress Report as at 1<sup>st</sup> June 2016**

No	Category	Action	Responsibility	Timescale	Progress Report (as at 1 <sup>st</sup> June 2016)
1	General	Review the Housing Strategy 2009-2012 and produce an updated Housing Strategy for 2016-2019, following a consultation exercise on a Draft Housing Strategy	Director of Communities	<del>July 2016</del> April 2017	<b>Delayed</b> – The former Housing Portfolio Holder previously determined that the new Housing Strategy should not be formulated until the Draft Local Plan (Preferred Approach) has been published (due to the dependency on the Draft Plan), which has been delayed (see No. 4 below)
2	Local Plan	Agree with the Council's Strategic Housing Market Area (SHMA) partners how much of the Council's Objectively Assessed Housing Need will be provided in neighbouring districts.	Planning Policy Manager	<del>Spring</del> Oct 2016	<b>In Progress</b> - This is due to be discussed further with neighbouring partners at the (officers') meeting of the Co-operation for Sustainable Development Group Co-op Board on 18 July 2016.
3	Local Plan	Complete Stage 2 of the District-Wide Viability Assessment to determine viable levels of affordable housing provision within future developments	Planning Policy Manager	<del>Spring</del> Nov 2016	<b>In Progress</b> - This work is due to be completed during the consultation period on the Draft Local Plan (Preferred Approach) (see No. 4 below). This is partly due to the outcome of the Government's consultation on the introduction of starter homes not yet being announced.
4	Local Plan	Agree a Draft Local Plan (Preferred Approach) and undertake the appropriate Sustainability Appraisal	Planning Policy Manager	<del>Spring</del> Oct 2016	<b>In Progress</b> - The Draft Local Plan (Preferred Approach) is due to be considered by Cabinet and Full Council in October 2016, for approval to undertake consultation on the Draft Plan, which will also include the outcome of the Sustainability Appraisal.
5	Local Plan	Undertake a Consultation Exercise on the Draft Local Plan (Preferred Approach)	Planning Policy Manager	<del>July</del> Nov 2016	<b>In Progress</b> - A new Local Development Scheme is due to be agreed by the Cabinet on 21 July 2016, which is likely to propose a 6-week consultation period from 31 October 2016.

6	Local Plan	Submit the Final Local Plan to the Planning Inspectorate for an Examination in Public	Planning Policy Manager	Sept 2017	<b>Not yet required</b> – This will follow-on from the consultation on the Draft Local Plan (Preferred Approach). It is expected that the submission of the Final Local Plan will be made in late 2017.
7	Local Plan	Include appropriate provision within the Local Plan to meet the Government's requirements to ensure the provision of a set percentage, or number, of starter homes on all development sites over a certain threshold, to meet the proposed requirements of the Housing and Planning Act 2016.	Planning Policy Manager	<del>Spring</del> Oct 2016	<b>In Progress</b> – This will form part of the Draft Local Plan (Preferred Approach). However, the regulations on the operation of starter homes are not due until October 2016, so this element may not be able to be determined in time for the Draft Local Plan consultation.
8	Local Plan	Include appropriate provision within the Local Plan to meet the Government's requirements to meet the expressed needs for local people wanting to build their own homes registered on the Self-build and Custom-build Register, to meet the proposed requirements of the Housing and Planning Act 2016.	Planning Policy Manager	<del>Spring</del> Oct 2016	<b>In Progress</b> - This will be included in the Draft Local Plan (Preferred Approach).
9	Regeneration	Work in partnership with Essex County Council, Epping Town Council and a development partner to exchange legal contracts for a regeneration scheme for the St Johns Area of Epping, in accordance with the Design and Development Brief, which includes an appropriate amount of market and affordable housing	Director of Neighbourhoods	<del>Feb</del> Sept 2016	<b>In Progress</b> – The Council continues to be in discussions with Essex County Council and other partners on the proposed terms of the legal arrangements.
10	Affordable Housing Provision	Consider the possibility of the proposed development of new affordable rented flats at the Council-owned difficult-to-let garage site at	Director of Communities	<del>Mar</del> Sept 2016	<b>Delayed</b> - Officers are in discussion with Higgins Homes, the developer of the adjacent site of the former Sir Winston Churchill PH, over appropriate arrangements for the required parking for the Higgins

		Vere Road, Loughton being undertaken by the Council, through the Council Housebuilding Programme, instead of by a housing association			development and resultant public parking, which could affect the proposed affordable housing development. It is anticipated that a report on this issue will be considered by the Asset Management and Economic Development Cabinet Committee in the near future.
11	Affordable Housing Provision	Work with housing associations and developers to complete the development of 118 new affordable homes, with planning permission, for rent and shared ownership at the following non-Council owned sites: (a) Knollys Nursery, Waltham Abbey – 63 new homes (b) Fyfield Research Park, Ongar – 44 new homes (c) Netherhouse Farm, Sewardstone – 8 new homes (d) Barnfield, Roydon – 3 new homes (e) Esperanza Nursery, Stapleford Abbots – 1 new home	Director of Communities	Dec 2017	<b>On Target</b> – The developer for the Barnfield, Roydon development has contracted with B3Living to provide the 3 shared ownership homes, as part of the agreed development approach with the Council (see No.12 below). The developer of Knollys Nursery is in active discussions with two of the Council's Preferred Housing Association Partners over the affordable housing provision on the site. Progress by the developers of the other sites is unknown.
12	Affordable Housing Provision	Enter into a development agreement with the developer for the development at Barnfield, Roydon for the Council to purchase the 8 affordable rented homes required to be provided as part of the scheme	Asst. Director (Housing Property & Devt.)	Feb 2016	<b>Achieved</b> – Following receipt of planning permission for a revised scheme, the developer has entered into a Development Agreement with the Council to provide the 8 affordable rented homes for the development, which is due to be commenced shortly.
13	Affordable Housing Provision	Obtain planning permission for residential development at the Council's Pyrles Lane Nursery site, Loughton, including the provision of at least 40% affordable housing	Director of Neighbourhoods	Feb 2016	<b>Achieved</b> – The development has now received planning permission, including the provision of 40% affordable housing. A report will be considered by Cabinet in due course on the most appropriate approach to marketing the sale of the site and the delivery of the affordable housing.

14	Affordable Housing Provision	Subject to the receipt of planning permission for the proposed development at the Pyrles Lane, Loughton, if the Cabinet decides to sell the site on the open market, sell the land subject to a requirement that the required affordable housing element to be sold to the Council on practical completion, on agreed terms.	Asst. Director (Housing Property & Devt.)	<del>Oct</del> Dec 2016	<b>On Target</b> - A report will be considered by Cabinet in due course on the most appropriate approach to marketing the sale of the Pyrles Lane development site, as well as the delivery of the affordable housing.
15	Affordable Housing Provision	Consider the provision of guidance to planning applicants on the required approach by developers to the undertaking of viability assessments for developments involving affordable housing	Principal Planning Officer / Director of Communities	<del>Apr</del> Oct 2016	<b>Delayed</b> – Due to workload and other commitments.
16	Affordable Housing Provision	Revise the Council's Shared Ownership Policy, to take account of current requirements and the potential effect of the provision of starter homes as affordable homes on the supply of affordable rented housing	Director of Communities	<del>Feb</del> Oct 2016	<b>Delayed</b> – Officers have been awaiting the outcome of the Housing and Planning Bill and the DCLG's consultation on the proposed detailed planning arrangements for the introduction of starter homes. The Bill has now received Royal Assent, but the outcome of the consultation is still awaited. Once received, a report will be submitted to the Cabinet on a Revised Affordable Housing Policy which will cover a proposed future approach to starter homes, shared ownership and affordable rented properties on new developments.
17	Council Housebuilding Programme	Complete the development of 23 new affordable homes for rent at Waltham Abbey, under Phase 1 of the Council's Housebuilding Programme	Asst. Director (Housing Property & Devt.)	<del>Apr</del> Dec 2016	<b>Delayed</b> – Due to insufficient progress being made by the contractor to build the new homes, the Council terminated its construction contract with the contractor at the beginning of June 2016. Officers are now in discussions with another contractor, with a view to this contractor completing the required works.

18	Council Housebuilding Programme	Start on site with the development of 51 new affordable homes for rent at Burton Road, Loughton, under Phase 2 of the Council's Housebuilding Programme	Asst. Director (Housing Property & Devt.)	<del>April</del> June 2016	<b>On Target</b> – The contractor has taken possession of the site and will be starting works on site shortly.
19	Council Housebuilding Programme	Start on site with the development of 34 new affordable homes for rent at North Weald, Ongar, Epping and Coopersale, under Phase 3 of the Council's Housebuilding Programme	Asst. Director (Housing Property & Devt.)	Sept 2016	<b>On Target</b> – Planning permission has been obtained for all the sites within Phase 3 and the Council's Housebuilding Cabinet Committee has agreed a Procurement Strategy to deliver the new homes through 8 separate small contracts, which will be tendered shortly.
20	Council Housebuilding Programme	Seek planning permission for the development of new affordable homes for rent in Loughton, under Phase 4 of the Council's Housebuilding Programme	Asst. Director (Housing Property & Devt.)	March 2016	<b>Achieved</b> – 7 sites within the proposed Phase 4 have received planning permission; 4 sites have been refused planning permission; 3 sites have been withdrawn on the advice of planning officers; and 1 site is awaiting a planning submission being made.
21	Council Housebuilding Programme	Seek planning permission for the development of new affordable homes for rent in Ongar and Buckhurst Hill, under Phase 5 of the Council's Housebuilding Programme	Asst. Director (Housing Property & Devt.)	July 2016	<b>On Target</b> – Planning applications are currently in the process of being submitted and the first sites are due to be determined in June 2016.
22	Council Housebuilding Programme	Consider the creation of a new post of Housing Development Manager, to support the Asst. Director (Housing Property & Devt.) and provide additional capacity in order to deliver the Council Housebuilding Programme	Director of Communities	Feb 2016	<b>Achieved</b> – The Council Housebuilding Cabinet Committee agreed to the creation of two new posts of Housing Development Manager and Housing Development Officer, both on 3-year fixed term contracts. Following a recruitment process, an offer has been made to a candidate for the Housing Development Manager post. It was not possible to recruit to the Housing Development Officer post, so the best way forward is currently being considered.

23	Council Housebuilding Programme	Complete the 12 remaining development and financial appraisals for the identified potential development sites and formulate a Pipeline Programme of developments for Phases 6 onwards of the Housebuilding Programme	Asst. Director (Housing Property & Devt.)	Feb 2016	<b>Achieved</b> – Development and Financial Appraisals for all of the identified potential development sites have been completed and considered by the Council Housebuilding Cabinet Committee.
24	Council and Housing Association Accommodation	Complete the new District-wide Nominations Agreements with each of the Council's Preferred Housing Association Partners for new rented housing developments - to take account of the new Affordable Rents Framework and to update the provisions for nominations of shared ownership properties.	Director of Communities	Jan 2016	<b>Achieved</b> – A new District-wide Nominations Agreement has now been signed with all of the Council's Preferred Housing Association Partners.
25	Council Housing Accommodation	Revise the Council's Tenancy Policy to implement the introduction of 5-year fixed term tenancies for all new tenants (including transferring, downsizing and sheltered tenants), to meet the proposed requirements of the Housing and Planning Act 2016.	Asst. Director (Housing Operations)	Nov 2016	<b>Under Review : awaiting Government Guidance</b> – Late in the Parliamentary process for the passage of the Housing and Planning Bill, the Government amended the proposal to introduce fixed-term tenancies for up to 5 years to up to 10 years for those with a disability, or up to 19 years for those with children (up to nine years of age). The Council currently offers fixed term tenancies of 10 years to all new tenants, so the detailed arrangements are awaited from the DCLG in order to assess whether or not the Council needs to review its approach.
26	Council Housing Accommodation	Provide up to 1 x 1 bedroom and 1 x 2 bedroom flats each year for 4 years to Syrian refugees, on non-secure tenancies, to assist the Government's commitment to accommodate 20,000 Syrian refugees in the UK over a 4-year period.	Asst. Director (Housing Operations)	Dec 2016	<b>In Progress</b> – Although no accommodation has been requested or provided yet, it is expected that the Council's offer will be taken up within the next few months.

27	Council Housing Accommodation	Prepare for the introduction of the Government's "Pay to Stay" scheme, to charge higher rents for Council tenants with household incomes above £30,000 p/a, to meet the proposed requirements of the Housing and Planning Act 2016.	Asst. Director (Private Sector and Communities Support)	Apr 2017	<b>In Progress</b> - Late in the Parliamentary process for the passage of the Housing and Planning Bill, the Government amended its proposals to amend the income threshold outside of London to £31,000 per annum and to introduce a "taper" whereby social rents will be increased by 15p per annum for every £1 per annum income over the £31,000 threshold, up to the "market rent or near market rent". Officers will shortly be establishing a Project Team to oversee the Council's implementation of the new scheme, which the DCLG has said will commence from April 2017.
28	Council Housing Accommodation	Prepare for the sale of "high value" Council properties to fund the expected required levy to the Government, to meet the proposed requirements of the Housing and Planning Act 2016.	Asst. Director (Housing Property & Devt.)	Apr 2017	<b>Awaiting Government Guidance</b> – The requirement for stock-owning councils to pay a levy to the Government, based on: an assumption that councils will sell all void properties over Government-specified value thresholds (to be determined); and a Government estimate for each council of the number and value of such properties arising each year has been included in the Housing and Planning Act 2016. However, no information has yet been provided by the DCLG on what the value thresholds will be for different parts of the country, nor how the levy will be calculated or what the levy will be for each local authority. It is therefore not possible to plan to sell higher value properties, or to pay the levy, until the detailed arrangements are clear.
29	Homelessness	Consider the feasibility of replacing the mobile homes in the grounds of the Council's Homeless Persons' Hostel at Norway House, North Weald with new temporary accommodation for homeless families, that will be fit for the future	Asst. Director (Housing Property & Devt.)	<del>Mar</del> Oct 2016	<b>Delayed</b> – Although an initial feasibility study has been received from the Council's consultants, it needs detailed consideration - which has not been possible due to officers' focus on progressing the Council's Housebuilding Programme. However, it is hoped that this can be progressed once the new Housing Development Manager (see No. 22 above)

30	Homelessness	Introduce a new scheme to fund the provision of returnable tenancy deposits, through tenancy deposit agents, to assist potentially homeless applicants to be accommodated in the private rented sector	Asst. Director (Housing Operations)	<del>Apr</del> Sept 2016	<b>In Progress</b> – Following the decision of the Finance and Performance Management Cabinet Committee that the provision of returnable tenancy deposits should be through third party deposit agents, this is being actively pursued. However, this is proving problematical, with tenancy deposit agents being unreceptive.
31	Homelessness	Consider the provision of further rental loans, in addition to the provision of returnable tenancy deposits, to assist potentially homeless families to be accommodated in the private rented sector	Asst. Director (Housing Operations)	Feb 2016	<b>Achieved</b> - The Cabinet agreed to the provision of additional funding for further rental loans, through the Council's "Invest to Save" Scheme.
32	Homelessness	Seek to obtain the Government's Gold Standard Award for the provision of homelessness services, following the peer review by other Essex local authorities and the delivery of the resultant Action Plan	Housing Options Manager	April 2017	<b>In Progress</b> – The required Peer Review has been undertaken and an Action Plan agreed, which must be completed before the Gold Standard Award can be received.
33	Supported Housing – Older and Other Vulnerable People	Review the Council's sheltered housing assets, and formulate a strategy for the determining the future use of each sheltered housing site (including retention, remodelling, refurbishment, redevelopment and sale), to ensure that the Council's sheltered housing provision is fit for the future.	Director of Communities	<del>July</del> Dec 2016	<b>In Progress</b> – An officer Project Team has been established to consider this issue in detail, and has formulated a number of draft recommendations. The next stage is for an Older Persons Housing Needs Assessment to be commissioned, in order to further inform the review. Once the Assessment is completed, the outcome and recommendations of the review will be reported to the Communities Select Committee in the first instance.
34	Supported Housing – Older and Other Vulnerable People	Work in partnership with Essex County Council to provide a supported housing scheme at Lindsay House, Epping.	Director of Communities	Mar 2017	<b>In Progress</b> – This forms part of the discussions with Essex County Council and other partners on the proposed terms of the legal arrangements for the development of the St. Johns area of Epping (see No. 9 above).

35	Supported Housing – Older and Other Vulnerable People	Include a requirement in the Draft Local Plan that an increased number of homes within new housing developments in the District should meet the Lifetime Homes Standard than presently required	Planning Policy Manager	Spring 2016	<b>In Progress</b> - This will be included in the Draft Local Plan (Preferred Approach).
36	Affordable Housing Provision	Work with Essex County Council to consider the feasibility and viability of providing a new Independent Living (extra care) scheme for older people, as part of the proposed Leisure and Community Hub at Hillhouse, Waltham Abbey, as part of the Masterplanning Exercise for the area	Director of Communities	<del>June</del> August 2016	<b>In Progress</b> – Officers from both the Council and Essex County Council are members of the Hillhouse Project Group. The formulation of a Masterplan for Hillhouse is close to completion, which includes the proposed inclusion of a new Independent Living Scheme. The next stage is for outline planning permission to be sought for the overall development proposals, based on the Masterplan, which is planned to be submitted in August 2016.
37	Empty Homes	Review and revise the Council's Housing Service Strategy on Empty Properties	Private Housing Manager (Technical)	Mar 2016	<b>Achieved</b> – This was considered and endorsed by the former Housing Select Committee in March 2016.
38	Rural Housing	Continue to work with Hastoe Housing Association and Parish Councils to investigate the development potential for rural housing schemes in villages, through the Council's Rural Planning Exceptions Policy	Director of Communities	Mar 2017	<b>Limited progress</b> – There have been no opportunities identified for rural housing schemes in villages, through the Council's Rural Planning Exceptions Policy, since the formulation of the Action Plan.
39	Decent Homes – Private Sector	Deliver the Action Plan formulated by the Nursery Workers Accommodation Working Party and consider and adopt a corporate protocol for dealing with unsuitable living conditions within agricultural and nursery accommodation, from a housing, planning, legal and economic development perspective	Private Housing Manager (Technical)	Dec 2016	<b>In Progress</b> – An Action Plan has been formulated. This includes consultation on a draft accommodation standard. However, the National Union of Farmers (NFU) has advised nursery owners not to co-operate with the Council. Management Board has therefore agreed that this negative stance should be raised with the Chief Executive of the NFU.

40	CARE Agency	Prepare for, and meet, the requirements for the new contract with Essex County Council for funding the Council's in-house Caring and Repairing in Epping Forest (CARE) Agency	Private Housing Manager (Grants and CARE)	<del>July 2016</del> Jan 2017	<p><b>In Progress</b> – Essex County Council has continually delayed re-tendering for the provision of housing improvement agencies in the County, and has therefore extended the existing contracts with the Council's CARE Agency, and the other two agencies in Essex, a number of times. It is understood that the latest extension is now into 2016.</p> <p>The indications are that the County Council continues to be satisfied with the quality, performance and costs of the Council's own CARE Agency and, as a result, is likely to contract with the Council for a further period, rather than include the Council's service within the proposed competitive tender arrangements for the rest of Essex.</p>
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## **Report to Communities Select Committee**

**Date of meeting: 27 June 2016**

**Portfolio: Housing – Cllr S. Stavrou**

**Subject: Housing and Planning Act 2016 – Summary of Key Housing Proposals**



**Officer contact for further information:**

**Alan Hall – Director of Communities (01992 56 4004)**

**Committee Secretary: Mark Jenkins (01992 56 4607)**

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### **Recommendations:**

**That the Select Committee considers and notes the summary of the passage of the key housing proposals within the Housing and Planning Bill through Parliament and the eventual key housing provisions of the resultant Act.**

### **Report:**

1. Following a lengthy, and somewhat controversial, passage of the Housing and Planning Bill, the resultant Housing and Planning Act received Royal Assent on 12<sup>th</sup> May 2016.
2. The new Act comprises a number of provisions relating to both housing and planning. Attached as an Appendix for the Select Committee's information is a summary of the passage through Parliament of the key housing proposals and eventual key housing provisions of the resultant Act, that potentially have the most significant implications for the Council over the coming year.
3. As can be seen, the summary covers:
  - Lifetime and fixed term tenancies
  - Voluntary Right to Buy for housing association tenants and sales of high value void Council properties
  - Starter homes
  - "Pay to Stay" – increased rents for tenants on higher incomes
4. The summary also sets out the current position in respect of each provision, and the Select Committee may wish to consider the issues and implications for the Council.
5. For completeness, the Act also covers the following housing issues, which are not included within the summary. Although they may also have implications for the Council, they are not expected to be as significant as those listed above:
  - Self-build and custom housebuilding
  - Rogue landlords and property agents
  - Recovery of abandoned premises

- Reducing regulation of social housing etc
- Insolvency of registered providers of social housing
- Electrical safety standards in privately rented properties
- Assessments of accommodation needs
- HMO licensing

## Housing and Planning Act 2016

### Summary of the passage of key housing proposals within the Bill through Parliament and the eventual key housing provisions of the Act

#### Lifetime and Fixed-Term Tenancies

- The Government originally wanted to end the provision of "lifetime" tenancies for most tenants and replace them with fixed-term tenancies of two to five years (the Council currently provides 10-year fixed term tenancies – including a 1 year introductory period – to all new tenants)
- The House of Lords attempted to stop the Government's intention to move from lifetime tenancies to fixed-term tenancies - but they were unsuccessful.
- However, the proposed five-year, fixed-term tenancies were amended by the Government to:
  - At least 2 years and no longer than 10 years, generally; and
  - Up to 19 years for those with children up to 9 years of age
- However:
  - In deciding what actual length of tenancy is granted (between 2 and 10 years, or up to 19 years for those with children up to 9 years age) councils must have regard to any guidance given by the Secretary of State
  - Some commentators are of the view that the guidance will be quite prescriptive and state that 5-year fixed term tenancies will be the norm, with exceptions only made for those downsizing or freeing up a property adapted for a disabled person
- At present, unlike the Council's current approach, new tenancies of sheltered housing will also have to have fixed-term tenancies
  - However, it is possible that such tenants could be given an exemption through the forthcoming regulations
- The Government clarified during the passage of the Bill that tenants who are asked to move by a council will be able to transfer their lifetime tenancy – which has been included in the Act
- The Government indicated during the passage of the Bill that some tenants with lifetime tenancies requesting a move for specified reasons (e.g. needing additional bedrooms, downsizing) could also be given lifetime tenancies for their new properties
  - However, this is not included within the Act; all the specific exceptional cases are expected to be set out in Regulations
- Current arrangements for introductory tenancies continue, but form part of the overall fixed term (i.e. between 2 and 10 years, or up to 19 years for those children up to 9 years of age)
- The current requirements for councils to carry out a review between 6 and 9 months before the expiry of the fixed term continues

#### Succession Rights

- By including a specific provision within their tenancy agreements, councils continue to be able to extend succession rights (i.e. the transfer of a tenancy after a tenant's death) to "other family members" (i.e. other than spouse, civil partner or person living with the tenant as a partner) – the Council already includes this specific provision
- However, successions to tenancies by family members can only be for a fixed term of 5 years

**The Council must therefore await the detailed Government Guidance/Regulations on the requirements in order to determine if any changes will be required to the Council's current approach to both fixed-term tenancies and succession rights.**

*(Note that, due to the Council's experience of operating fixed term tenancies, the Council's Assistant Director (Housing Operations) has been invited to work with DCLG officials to discuss the detailed national arrangements).*

## **Voluntary Right to Buy for Housing Association Tenants and Sales of High Value Void Council Properties**

- Prior to publication of the Bill, the Government stated its intention to extend the Right to Buy (RTB) to all housing association tenants
- Due to fears by both the Government and housing associations that legislating for the RTB for housing associations could move housing associations from the private sector into the public sector, the National Housing Federation (NHF – the “trade body” for housing associations) proposed and reached a “deal” with the Government for housing associations to *voluntarily* give their tenants the Right to Buy.
- During the passage of the Bill, the Government committed to every home sold in London being replaced by two new affordable homes (but not necessarily the same tenure).
- Originally, it was proposed that councils would be required to sell all “high-value” homes over specified value thresholds that became vacant - and pass the income to the Treasury to fund the Right to Buy discounts for housing association tenants.
- However, this was changed slightly during the passage of the Bill to a requirement that councils must pay an annual levy to the Government, based on an assumption that councils will sell all void properties over Government-specified value thresholds and a Government estimate for each council of the number and value of such properties arising each year
- However, no information has yet been provided by the DCLG on what the value thresholds will be for different parts of the country, nor how the levy will be calculated or what the levy will be for each local authority
- It is understood that the DCLG may be seeking the first quarterly payment of the levy in January 2017 but, presumably, this will be dependent on when the guidance on the calculation of the levy has been finalised.
- During its passage, the Government introduced a provision within the Bill to enable the Secretary of State to reduce the amount of levy payable to the Government by councils outside of London if they used the retained amount to replace each high value property sold with a new affordable home. Although the junior minister for the Department for Communities and Local Government in the House of Lords indicated a willingness to add a “like-for-like” clause into the Bill to replace homes with the same tenure properties, this did not appear in the resultant Act.  
*(Note: When this provision was added to the Bill, the Council's former Housing Portfolio Holder wrote to the Minister of State for Housing and Planning expressing an interest in the Council retaining sales proceeds to replace sold properties, and received a positive response from the Minister)*
- The Government agreed to a request from the House of Lords that all the rules around the sale of high-value void council properties will be referred back to Parliament for approval.

**The Council must now wait for both the draft and final Government Regulations/Guidance on the detailed operation of the Act, including the value thresholds to be applied and the proposed levy that that Council must pay the Government – and then make arrangement to sell all, or the majority of, Council properties that become vacant with values above the threshold, and decide if it wishes to formally seek a reduction in the required levy to fund the provision of replacement affordable homes.**

## Starter Homes

- According to a number of commentators, the Government faced some of the strongest opposition to the Bill on the proposed introduction of Starter Homes. However, this was a policy where the Government only made a few changes during the passage of the Bill.
- Under the Act, Starter Homes are defined as “affordable housing” (in the same way as affordable/social rented housing and shared ownership)
- Only first-time buyers under the age of 40 years will be eligible for Starter Homes
- During the passage of the Bill, the Government announced its intention that applicants for Starter Homes under 23 years of age would not be eligible
- Starter Homes will be sold to eligible applicants at a discount of 20% on their open market value for no more than £450,000 in London and £250,000 outside of London
- Councils have a duty to promote the supply of Starter Homes.
- The Government’s original intention was that Starter Home owners could sell the property at full market value after five years.
- However, after opposition, the Government announced its intention to extend the period of time before a property could be sold to eight years; but the consultation exercise has not yet been completed
- The House of Lords sought an amendment to give councils a choice over whether or not to provide Starter Homes in their area, but the Government voted against this.
- The Government is currently consulting on a proposal that 20% of all the dwellings provided on new developments that comprise 10 or more dwellings should be provided as Starter Homes, and form part of the overall affordable housing requirement for such developments. The Council currently seeks 40% affordable housing on such development sites (50% in settlements in excess of 3,000 population) which means that, subject to viability, the remaining 20% (or 30%) can continue to be provided as affordable rented or shared ownership
- However, the Government made a small concession which allows councils to avoid building Starter Homes on rural exception sites.

**The Council must now await the outcome of the Government’s consultation exercise on Starter Homes, which will feed into the Council’s new Local Plan. When the Government’s requirements have been formulated the Council will need to formulate a new Affordable Housing Policy, prior to inclusion within the Local Plan.**

### “Pay to Stay” (Increased rents for tenants on higher incomes)

- “Pay to Stay” is the Government’s proposal to require Council tenants in excess of a specified household income to pay higher rents
- On the introduction of the Bill, the Government’s intention was that tenants earning over a certain income threshold should pay the market rent for the property
- The household income thresholds are £40,000 per annum in London and £31,000 per annum outside of London
- The precise definition of what is counted as “household income” has not yet been specified, but Baroness Williams gave undertakings in the House of Lords that:
  - No household in receipt of Universal Credit or Housing Benefit would be subject to the policy
  - Income would be defined as “taxable income” which would take account of employment earnings, pension income and investment income, but not Child Benefit, Disability Living Allowance or Tax Credits
  - A “household” will be defined as:
    - The tenant
    - Any joint tenants
    - Their spouses, partners or civil partners

- Within a household, only the incomes of the two highest earners will count, and the incomes of non-dependent children would not count unless they are named on the tenancy agreement and they are one of the two highest earners
- Following objections and amendments by the House of Lords, during the passage of the Bill, the Government introduced a “taper” whereby rents would be increased proportionately in relation to a tenant’s household income above the threshold, up to either market value or “near market value”
- The House of Lords proposed that the taper should be based on an increase in rent of 10p per annum for every £1 per annum income above income thresholds of £50,000 in London, or £40,000 outside London
- However, the Government decided that the taper should be based on an increase in rent of 15p per annum for every £1 per annum income over the thresholds of £40,000 in London and £31,000 outside of London. Therefore, for example, a tenant with a household income of £41,000 outside of London would have their social rent increased by £1,500 per annum (£28.85 per week)
- Income thresholds will be reviewed annually and increased in line with the Consumer Price Index (CPI)
- Councils are now empowered to require tenants to provide information on their income; tenants who do not can be charged the maximum rent
- HMRC may disclose income data on tenants to councils to assist with rent setting
- Tenants will have the right to request a review of decisions to increase their rent
- All of the increased rental income must be passed to the Government, although the Government has said that it will enable councils to retain some of the increased income to help meet the increased costs of administering the new scheme
- Housing associations can voluntarily choose to operate a Pay to Stay policy, based on the Government’s scheme, and if they do, they can keep all of the increased income, provided that they use the increased income to fund the provision of new affordable homes
- The Act enables councils to require tenants to provide details of their taxable income, and enables HMRC to provide income details to councils
- Following the Act receiving Royal Assent, the Government has set out a proposed timetable for the introduction of the Pay to Stay Policy from April 2017.

**The Council must now await the detailed Government Regulations/Guidance and then create additional posts, introduce procedures and reconfigure its IT systems - to operate the new scheme and inform all tenants in time for the Government’s proposed implementation date of April 2017.**

**However, in the meantime, an officer project team is being established, chaired by the Assistant Director (Private Sector and Communities Support), to prepare for the new regime.**



### **Report to: Communities Select Committee**

**Date of meeting: 27 June 2016**

**Portfolio:** Housing (Councillor S. Stavrou)

**Subject:** Key Performance Indicators 2015/16 – Q4 (Outturn) Performance

**Officer contact for further information:** Barbara Copson (01992 564042)

**Democratic Services Officer:** Mark Jenkins (01992 564607)

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#### **Recommendations/Decisions Required:**

**that the Select Committee reviews performance against the Key Performance Indicators within its areas of responsibility for 2015/16.**

#### **Executive Summary:**

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

#### **Reasons for Proposed Decision:**

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

#### **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

#### **Report:**

1. A range of thirty-six (36) Key Performance Indicators (KPIs) for 2015/16 was adopted by the Finance and Performance Management Cabinet Committee in March 2015. The KPIs are important to the improvement of the Council's services, and comprise a

combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Communities Select Committee
3. A headline end of Q4 (outturn) performance summary in respect of each of the KPIs falling within the Communities Select Committee's areas of responsibility for 2015/16, is attached as Appendix 1 to this report together with details of the specific twelve-month performance for each indicator. Attached at Appendix 2 are the Improvement plans for KPIs COM002 Void re-lets, and COM004 Temporary accommodation, which failed to achieve their target for the year.

### **Key Performance Indicators 2015/16 – Quarter 4 Performance**

4. **All indicators** - The overall position for all 36 KPIs at the end of the year was as follows:
  - (a) 27 (75%) indicators achieved target;
  - (b) 9 (25%) indicators did not achieve target; although
  - (c) 1 (3 %) of these KPIs performed within its tolerated amber margin.
5. **Communities Select Committee indicators** - Ten (10) of the Key Performance Indicators fall within the Communities Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of the year for these indicators, was as follows:
  - (a) 8 (80%) indicators achieved target;
  - (b) 2 (20%) indicators did not achieve target; and
  - (c) 0 (0%) indicators performed within their tolerated amber margin.
6. The 'amber' performance status used in KPI reports identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range (+/-). The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2015.
7. The Select Committee is requested to review performance at the end of the year in relation to the KPIs for 2015/16 within its areas of responsibility.

**Resource Implications:** none for this report.

**Legal and Governance Implications:** none for this report; however performance management of key activities is important to the achievement of value for money.

**Safer, Cleaner, Greener Implications:** none for this report.

**Consultation Undertaken:** Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

**Background Papers:** KPI submissions are held by the Performance Improvement Unit.

**Impact Assessments:**

**Risk Management** – none for this report.

**Equality:** none for this report.

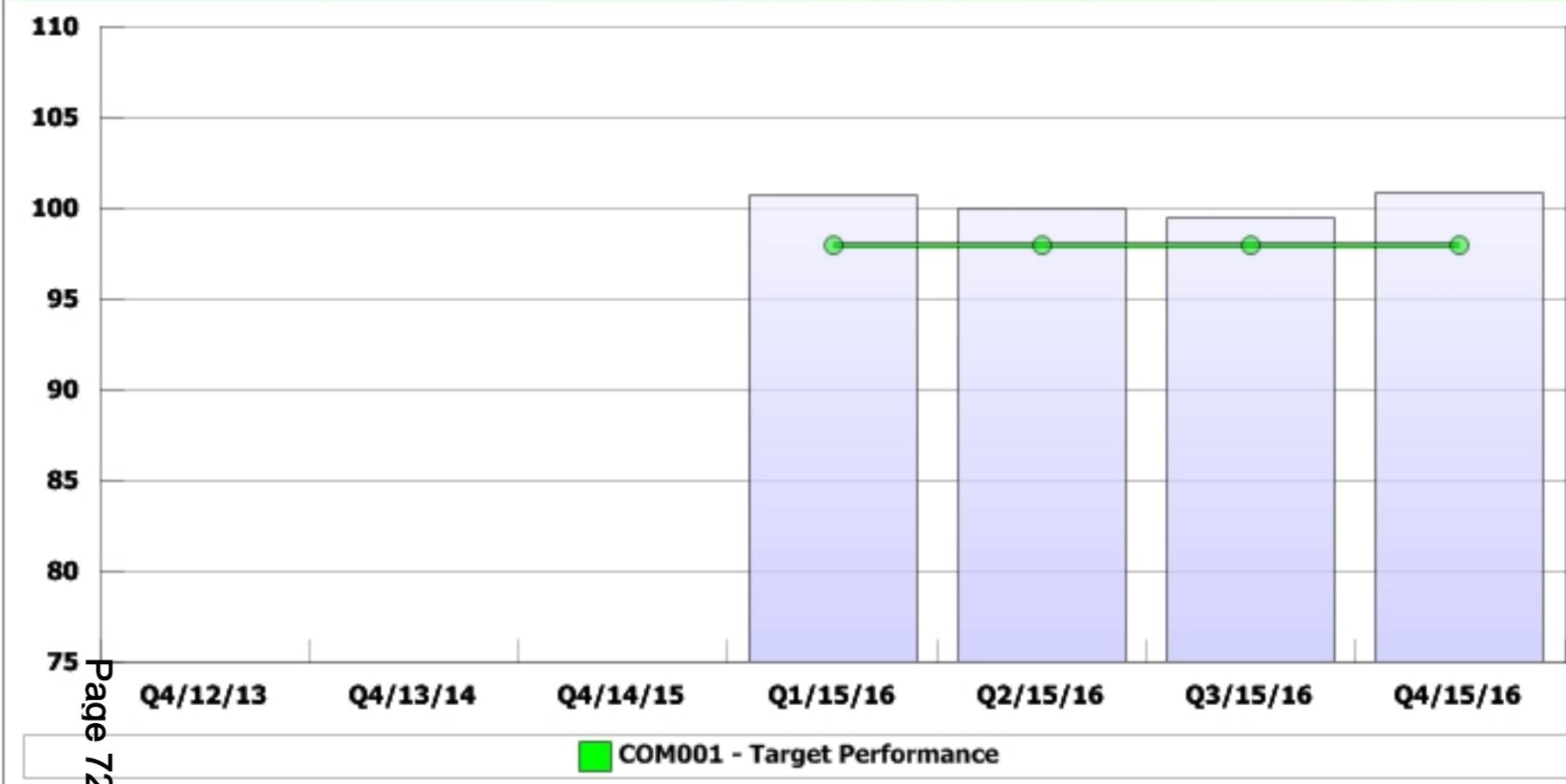
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual	
<b>Communities Quarterly KPIs</b>										
COM001	(Housing rent) (%)	98.00%	100.87%	98.00%	100.11%	98.00%	99.55%	98.00%	100.90%	Yes
COM002	(Void re-lets) (days)	37	38	37	36	37	37	37	41	No
COM003	(Tenant satisfaction) (%)	98.00%	100.00%	98.00%	100.00%	98.00%	99.72%	98.00%	99.75%	Yes
COM004	(Temp. accommodation) (no.)	65	73	65	78	65	84	65	89	No
COM005	(Non-decent homes) (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Yes
COM006	(Modern Homes Std) (%)	825	844	1,650	1,767	2,475	2,752	3,300	3,615	Yes
COM007	(Emergency repairs) (%)	99.00%	100.00%	99.00%	99.27%	99.00%	99.00%	99.00%	99.00%	Yes
COM008	(Responsive repairs) (days)	7.00	5.86	7.00	6.18	7.00	6.44	7.00	6.62	Yes
COM009	(Emergency repairs) (%)	98.00%	98.40%	98.00%	98.32%	98.00%	98.28%	98.00%	98.70%	Yes
COM010	(Calls to Careline) (%)	97.50%	99.91%	97.50%	99.89%	97.50%	99.87%	97.50%	99.87%	Yes
<b>Governance Quarterly KPIs</b>										
GOV004	(Major planning) (%)	75.00%	100.00%	75.00%	100.00%	75.00%	100.00%	75.00%	100.00%	Yes
GOV005	(Minor planning) (%)	90.00%	84.62%	90.00%	91.13%	90.00%	91.67%	90.00%	92.05%	Yes
GOV006	(Other planning) (%)	94.00%	93.96%	94.00%	94.72%	94.00%	95.20%	94.00%	95.17%	Yes
GOV007	(Appeals - officers) (%)	19.0%	0.0%	19.0%	31.8%	19.0%	33.3%	19.0%	30.6%	No
GOV008	(Appeals - members) (%)	50.0%	50.0%	50.0%	50.0%	50.0%	41.2%	50.0%	46.9%	Yes
<b>Neighbourhoods Quarterly KPIs</b>										
NEI001	(Non-recycled waste) (kg)	100	95	199	197	299	297	400	402	No
NEI002	(Household recycling) (%)	64.58%	61.00%	62.53%	60.30%	61.51%	57.90%	60.00%	57.57%	No
NEI003	(Litter) (%)	8%	11%	8%	8%	8%	8%	8%	10%	No
NEI004	(Detritus) (%)	10%	14%	10%	15%	10%	14%	10%	14%	No
NEI005	(Neighbourhood issues) (%)	95.00%	96.22%	95.00%	95.91%	95.00%	96.46%	95.00%	96.78%	Yes
NEI006	(Fly-tip investigations) (%)	90.00%	95.35%	90.00%	95.33%	90.00%	94.32%	90.00%	94.54%	Yes
NEI007	(Fly-tip: contract) (%)	90.00%	90.84%	90.00%	92.42%	90.00%	90.89%	90.00%	91.38%	Yes
NEI008	(Fly-tip: non-contract) (%)	90.00%	67.72%	90.00%	81.28%	90.00%	85.64%	90.00%	86.49%	No
NEI009	(Noise investigations) (%)	90.00%	87.80%	90.00%	91.63%	90.00%	90.52%	90.00%	91.56%	Yes
NEI010	(Increase in homes) (no.)	70	48	111	81	182	102	230	267	Yes
NEI011	(Commercial rent arrears) (%)	3.0%	5.2%	3.0%	4.7%	3.0%	2.6%	3.0%	2.4%	Yes
NEI012	(Commercial premises let) (%)	98.00%	98.98%	98.00%	99.32%	98.00%	98.89%	98.00%	98.89%	Yes
<b>Resources Quarterly KPIs</b>										
RES001	(Sickness absence) (days)	1.54	2.02	3.20	3.88	4.95	5.58	7.00	7.99	No
RES002	(Invoice payments) (%)	97%	95%	97%	96%	97%	96%	97%	97%	Yes
RES003	(Council Tax collection) (%)	27.10%	27.56%	51.98%	52.54%	77.00%	77.91%	96.50%	98.03%	Yes
RES004	(NNDR Collection) (%)	28.38%	28.52%	53.04%	53.54%	78.09%	78.78%	97.20%	97.84%	Yes
RES005	(New benefit claims) (days)	22.00	22.56	22.00	22.36	22.00	21.78	22.00	21.76	Yes
RES006	(Benefits changes) (days)	10.00	7.03	10.00	7.19	10.00	7.29	6.00	4.47	Yes
RES009	(Website Availability) (%)	99.60%	99.96%	99.60%	99.94%	99.60%	99.95%	99.60%	99.94%	Yes
RES010	(Website Broken Links) (%)	94.10%	95.50%	94.10%	100.00%	94.10%	100.00%	94.10%	100.00%	Yes
RES011	(Website Navigation) (%)	79.90%	81.97%	79.90%	81.57%	79.90%	81.04%	79.90%	80.66%	Yes

**COM001 Rent collected from current and former tenants as a % of rent due (excluding arrears brought forward).**

**Additional Information:** An efficient rent collection service is important so that as much of the rent due, and therefore potential income to the Council as landlord, is collected. This indicator measures the rent collected in the year-to-date regardless of when the rent charge was raised, as a percentage of the rent charges raised in the year-to-date, for all current General Needs and Housing for Older People.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q4/15/16	98.00%	100.90%	✓
Q3/15/16	98.00%	99.55%	✓
Q2/15/16	98.00%	100.11%	✓
Q1/15/16	98.00%	100.87%	✓
Q4/14/15	-	-	-
<b>Annual</b>	<b>2015/16 - 98.00%</b>		
<b>Target:</b>	<b>2014/15 - N/A</b>		

Indicator of good performance: A higher percentage is good  
 ↑ is the direction of improvement



Is it likely that the target will be met at the end of the year?  
 Yes

**Comment on current performance (including context):**

(Q4 2015/16) -  
 Because of the change in definition, it is inappropriate to provide the comparative performance for previous years.  
 However, for information purposes, the Rent Collection Rate for Q4 using the old definition was 98.16%, compared to 99.08% in the same quarter in 2014/15.  
 As expected and previously advised as being likely, that due to the change in the definition and the method used to calculate it, the target will be increased next year in the light of actual performance over 2015/16.

**Corrective action proposed (if required):**

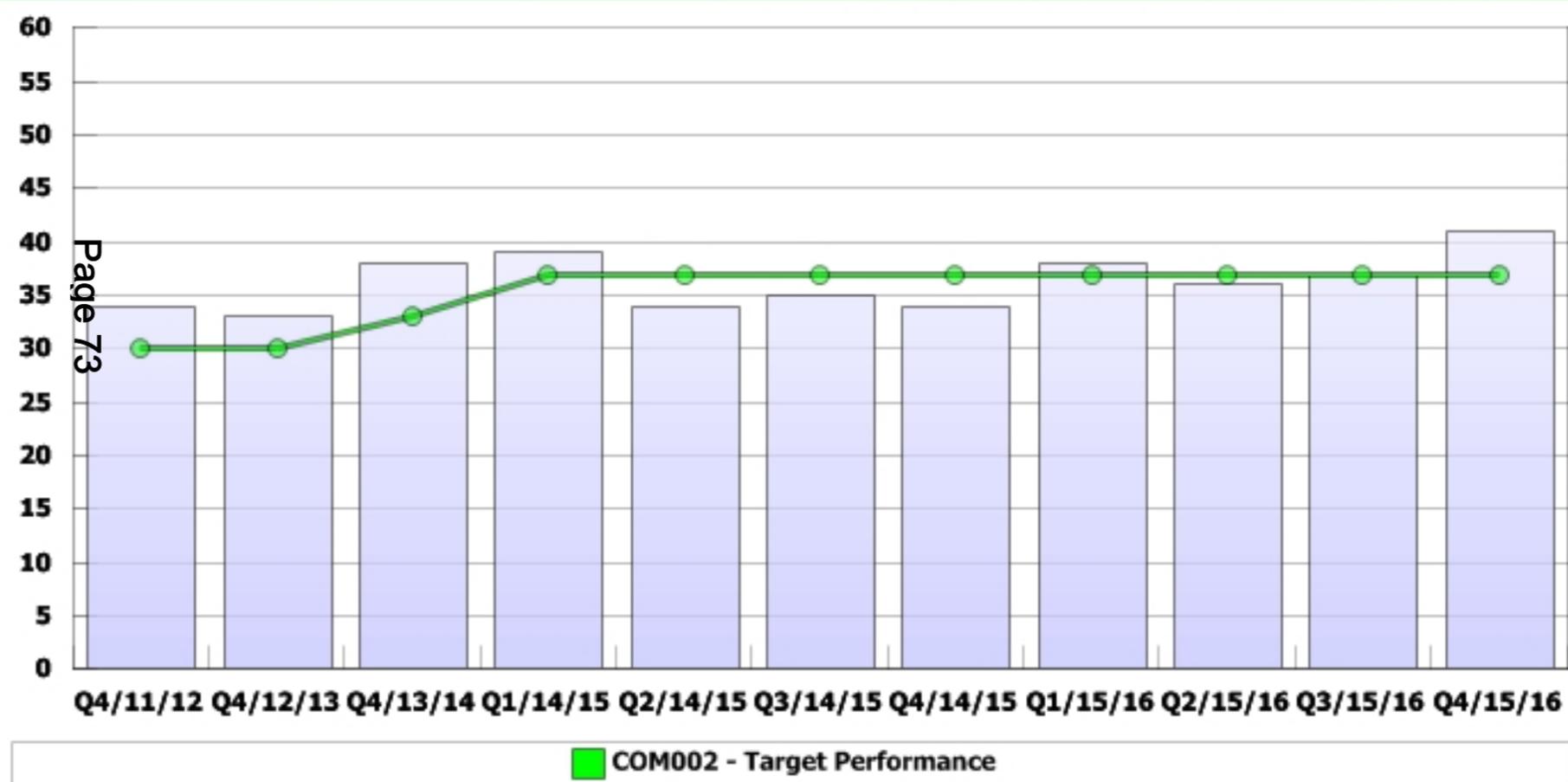
Although this KPI has been in place for a number of years, members have agreed a change in the definition from 2015/16 to use the same definition as used by other councils and housing associations and to enable the Council's performance to be properly benchmarked with other social landlords. The performance indicator now measures:  
 The percentage of rent collected from current and former tenants as a percentage of rent due. It does not take into account any outstanding arrears at the start of the financial year.

**COM002 On average, how many days did it take us to re-let a Council property?**

**Additional Information:** The calculation excludes those properties which are 'difficult to let' (offered to and refused by at least two applicants) or 'major works' (works over 6 weeks AND over £1500 in cost terms). In addition it also excludes 'properties let through mutual exchanges', 'very sheltered accommodation' and 'properties the council intends to sell or demolish'.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q4/15/16	37	41	X
Q3/15/16	37	37	✓
Q2/15/16	37	36	✓
Q1/15/16	37	38	X
Q4/14/15	37	34	✓

Annual 2015/16 - 37 days  
 Target: 2014/15 - 37 days

Indicator of good performance:  
 A lower number of days is good

↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?

No



**Comment on current performance (including context):**

(Q4 2015/16) - Target not met due to long term sickness of team leader, other staff sickness and vacancy within Housing Allocations Team. Staff vacancies and sickness in Repairs service of key members of void team. Increase in number of refusals of offers made, resulting in reduction in staff time to make offers on other ready properties. Due to staff shortages, there has also been a slight increase in the length of time taken for the Older Persons team to provide an assessment on the suitability for sheltered housing for those applicants moving to this type of accommodation

**Corrective action proposed (if required):**

(Q4 2015/16) - Housing Allocations team now fully staffed so there should be an improvement in their performance. Pre-verification of applicants well placed for an offer should reduce time spent checking eligibility at time of offer. Voids working party looking at ways of improving performance.

# COM003 How satisfied were our tenants with the standard of the repairs service they received?

**Additional Information:** This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time and to the satisfaction of tenants

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

## Current and previous quarters performance



Is it likely that the target will be met at the end of the year?

Yes

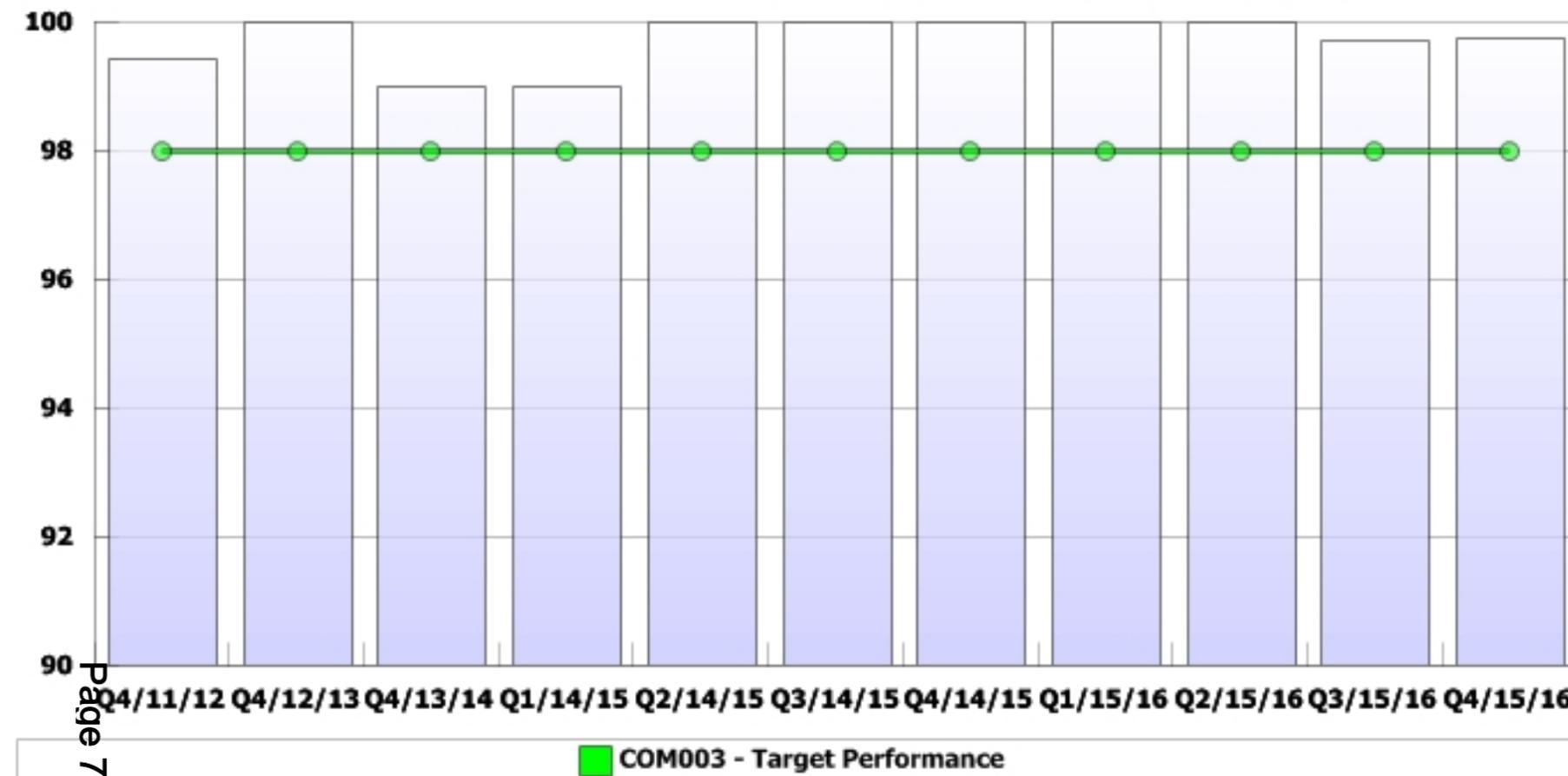
Quarter	Target	Actual
Q4/15/16	98.00%	99.75%
Q3/15/16	98.00%	99.72%
Q2/15/16	98.00%	100.00%
Q1/15/16	98.00%	100.00%
Q4/14/15	98.00%	100.00%



Annual 2015/16 - 98.00%  
Target: 2014/15 - 98.00%

Indicator of good performance:  
A higher percentage is good

↑ is the direction of improvement



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### Comment on current performance (including context):

(Q4 2015/16) - Performance continues to meet the target set for this indicator

### Corrective action proposed (if required):

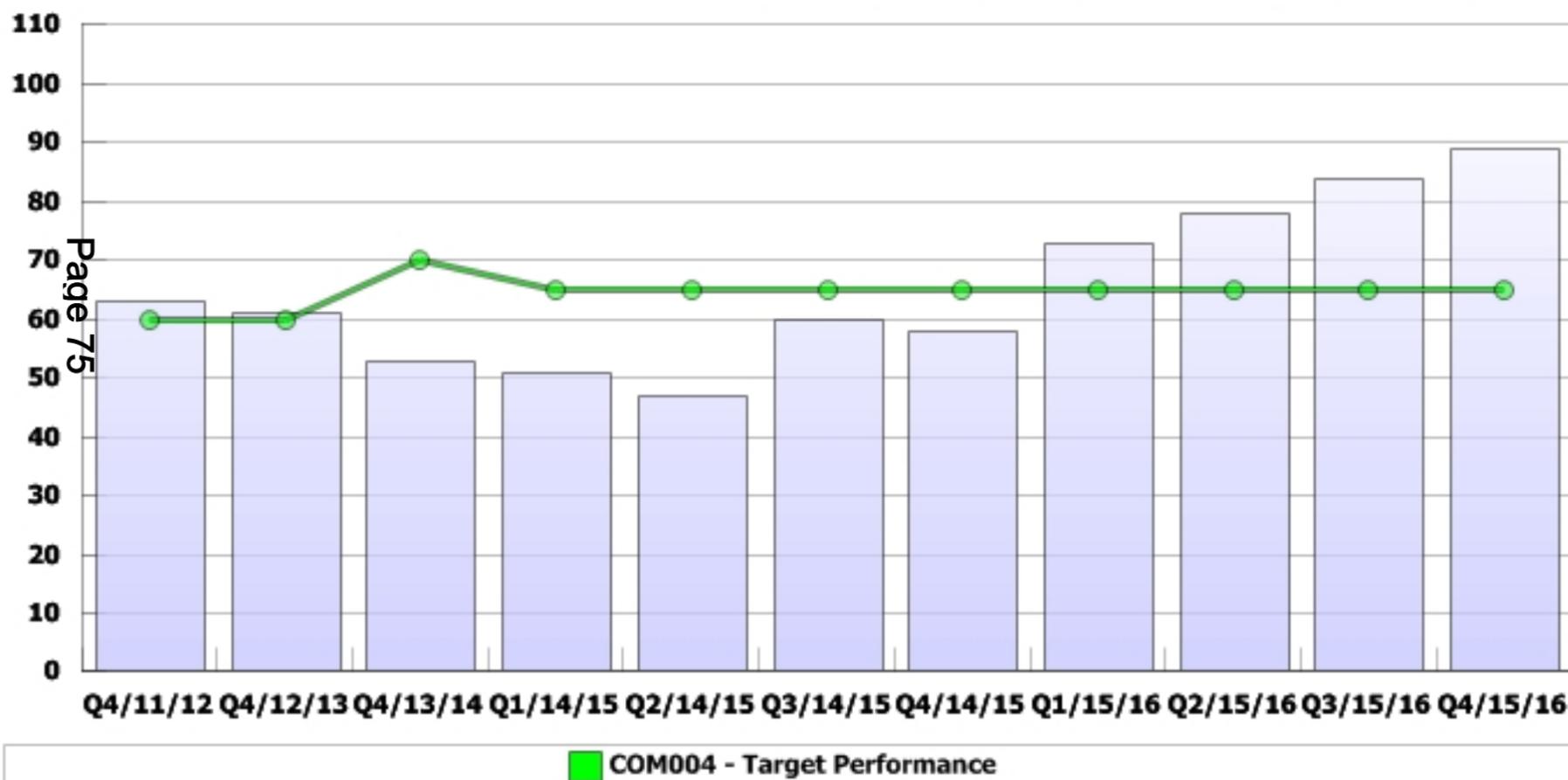
Empty box for corrective action proposed.

## COM004 How many households were housed in temporary accommodation?

**Additional Information:** This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation. Annual performance is judged on the average of all four quarters performances.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

### Current and previous quarters performance



Quarter	Target	Actual
Q4/15/16	65	89
Q3/15/16	65	84
Q2/15/16	65	78
Q1/15/16	65	73
Q4/14/15	65	58

Annual 2015/16 - 65  
Target: 2014/15 - 65

Indicator of good performance:  
A lower number is good

↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?

No



### Comment on current performance (including context):

(Q4 2015/16) - This quarter's snapshot figure is 103 households in temporary accommodation. Snapshot figures for previous quarters were Q1: 73, Q2: 83 and Q3: 95. Averaged over the year, the annual performance is 88.5 per quarter ( $73+83+95+103/4=88.5$ ). Contributing factors to the target not being met are:  
1) an increase in "new" homeless households being placed into temporary accommodation and  
2) existing homeless households in temporary accommodation are not moving out as quickly due to there being fewer social housing lettings available.

### Corrective action proposed (if required):

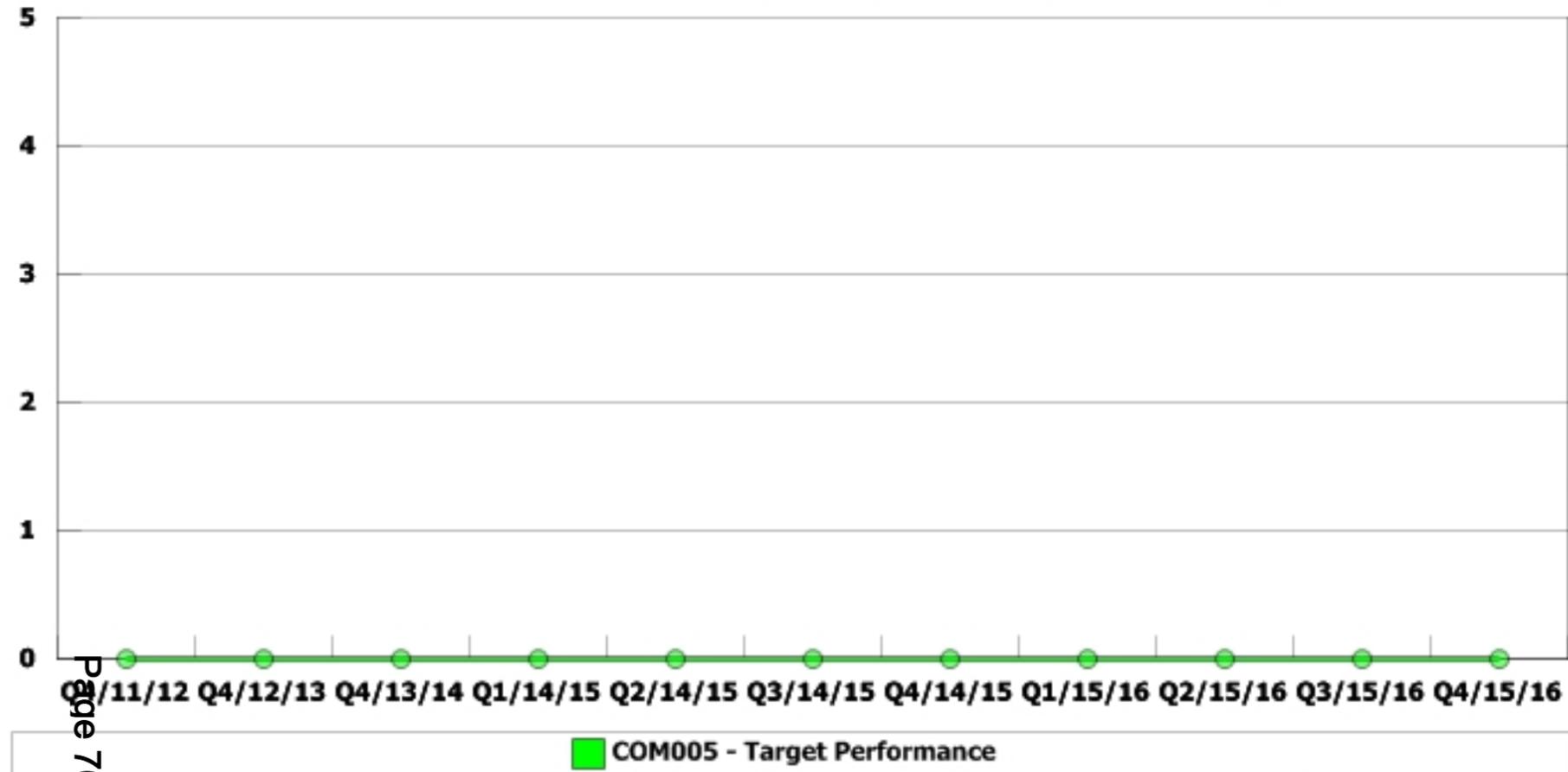
(Q4 2015/16) - Members have agreed the use of £30,000 per annum for three years in order to provide landlord deposits and rental loans to help homeless people into the private sector. This should reduce the number of homeless households needing to be placed in temporary accommodation.

**COM005 What percentage of our council homes were not in a decent condition?**

**Additional Information:** This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual
Q4/15/16	0.0%	0.0%
Q3/15/16	0.0%	0.0%
Q2/15/16	0.0%	0.0%
Q1/15/16	0.0%	0.0%
Q4/14/15	0.0%	0.0%

Annual 2015/16 - 0.0%  
 Target: 2014/15 - 0.0%

Indicator of good performance:  
 A lower percentage is good

↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

**Comment on current performance (including context):**

(Q4 2015/16) - Target achieved.

Potential building element failures have been identified from the Stock Condition Survey Address List and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category.

During 2014-15 over 800 Stock Condition Surveys were completed and during 2015-16 the same number of surveys were planned to ensure no properties fall into the Non-Decent category.

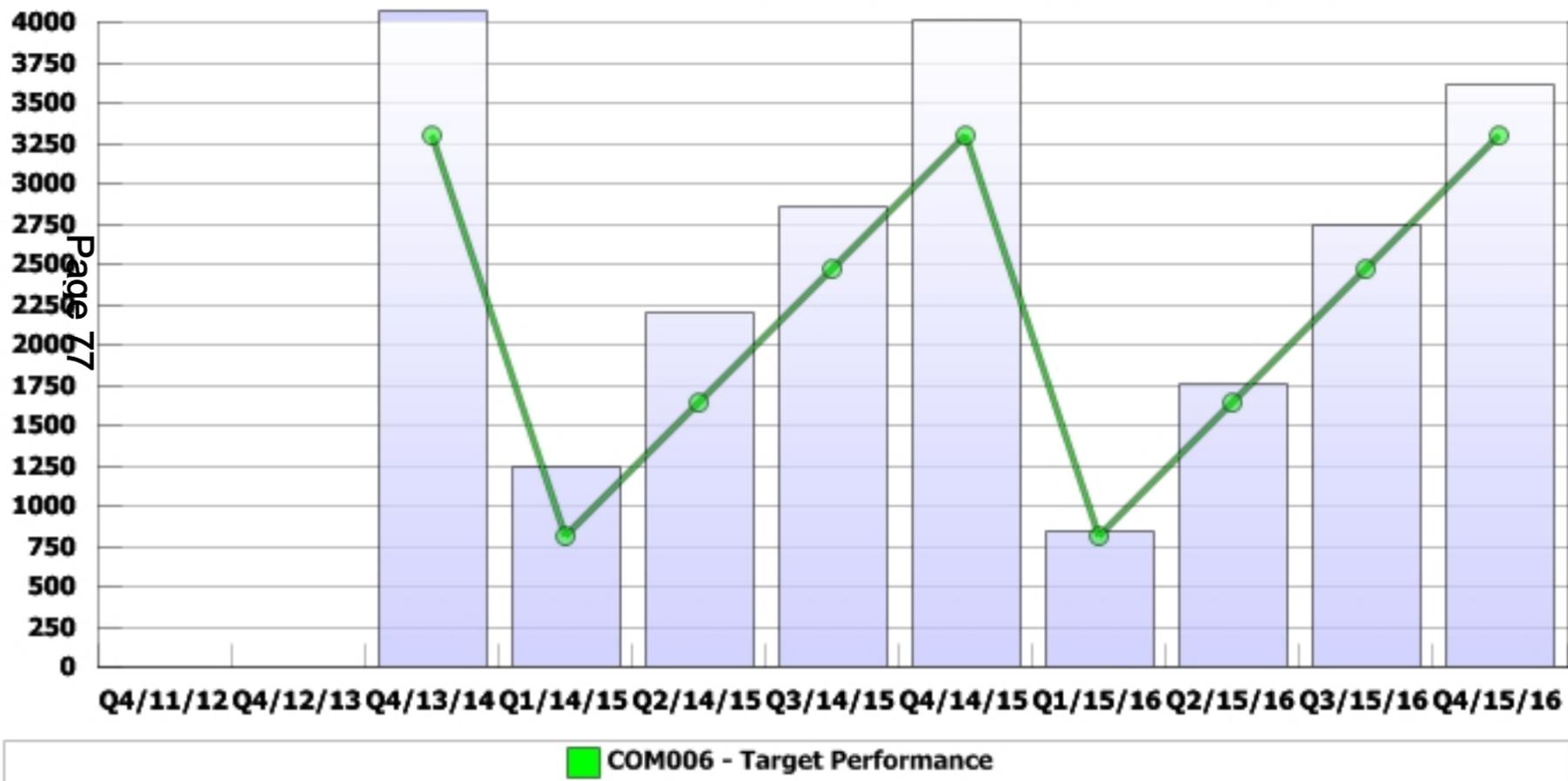
**Corrective action proposed (if required):**

**COM006 How many of the key building components required to achieve the Modern Homes Standard were renewed?**

**Additional Information:** We are not currently at the Modern Homes Standard. If we were, we would still anticipate having to replace in excess of 2750 components per year to maintain that standard. Therefore, in order to address the backlog over time we will aim to replace in excess of this annual requirement each year, until we reach the Modern Homes Standard across our housing stock.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	
Q4/15/16	3,300	3,615	✓
Q3/15/16	2,475	2,752	✓
Q2/15/16	1,650	1,767	✓
Q1/15/16	825	844	✓
Q4/14/15	3,300	4,020	✓

Annual Target: 2015/16 - 3,300  
 2014/15 - 3,300  
 Indicator of good performance:  
 A higher percentage is good  
 ↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?  
 Yes

**Comment on current performance (including context):**

(Q4 - 2015/16) - Target achieved

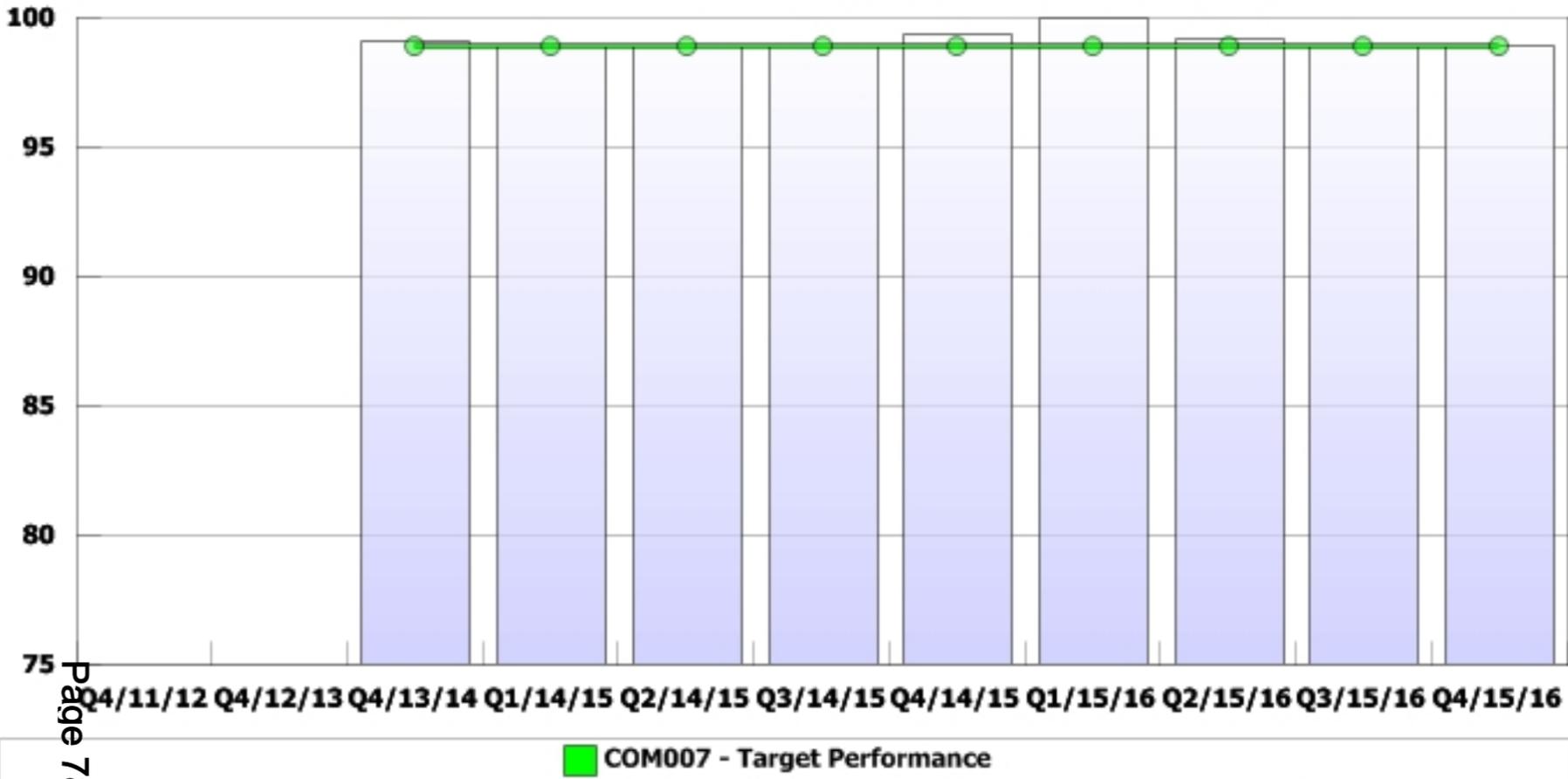
**Corrective action proposed (if required):**

**COM007 What percentage of all emergency repairs are attended to within 4 working hours?**

**Additional Information:** This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the completion of emergency repairs is 4 hours.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	Visual
Q4/15/16	99.00%	99.00%	✓
Q3/15/16	99.00%	99.00%	✓
Q2/15/16	99.00%	99.27%	✓
Q1/15/16	99.00%	100.00%	✓
Q4/14/15	99.00%	99.40%	✓

Annual 2015/16 - 99.00%  
 Target: 2014/15 - 99.00%

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?  
 Yes

**Comment on current performance (including context):**

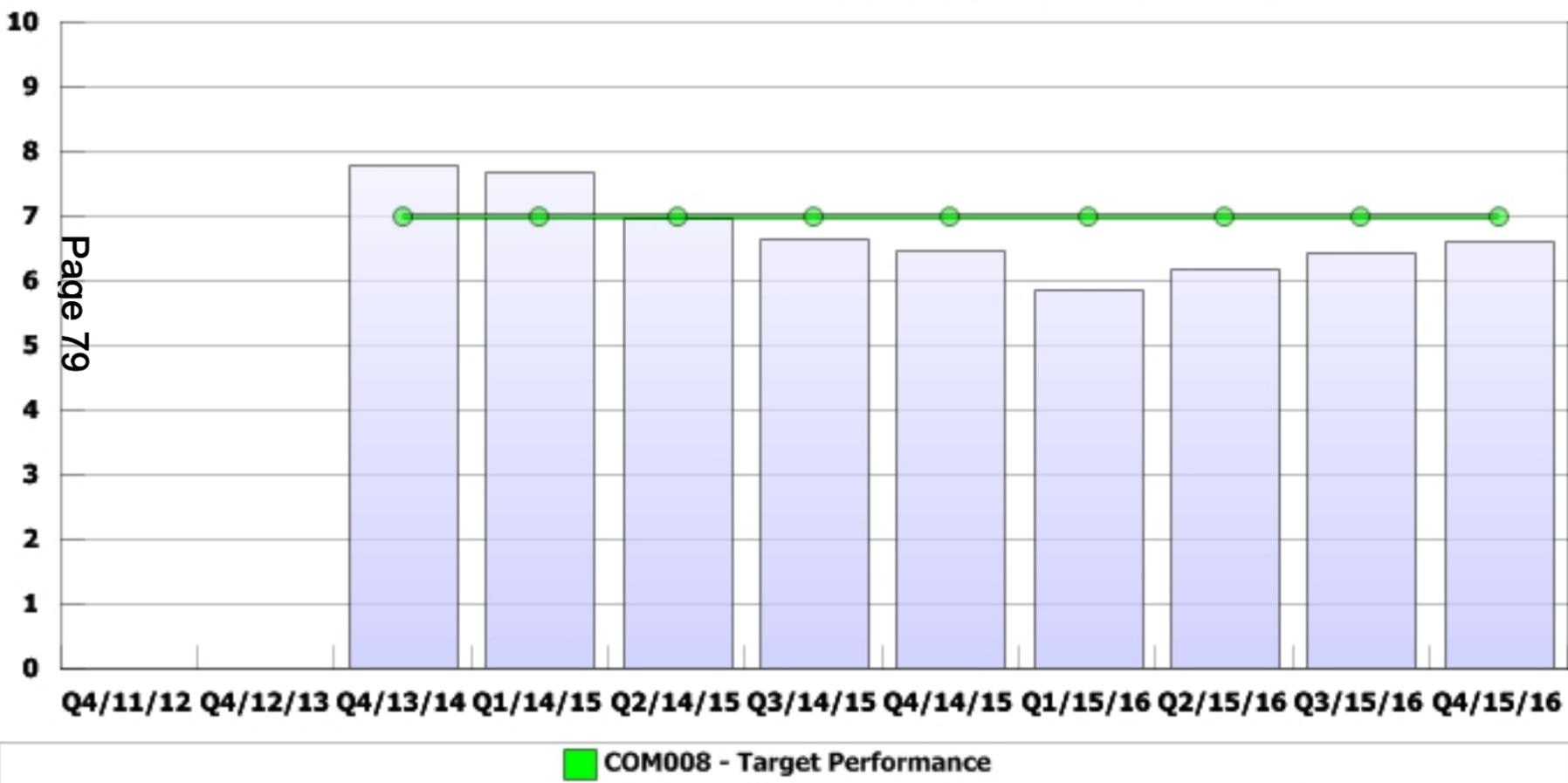
**Corrective action proposed (if required):**

(Q4 2015/16) - The performance achieved target for each of the 4 quarters through the year and the outturn performance for the year was 99%

**Additional Information:** This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the average overall completion of responsive repairs is 7 working days.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	Direction of Improvement
Q4/15/16	7.00	6.62	↓
Q3/15/16	7.00	6.44	↓
Q2/15/16	7.00	6.18	↓
Q1/15/16	7.00	5.86	↓
Q4/14/15	7.00	6.48	↓

Annual 2015/16 - 7.00 working days  
 Target: 2014/15 - 7.00 working days  
 Indicator of good performance:  
 A lower number of days is good  
 ↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?  
 Yes

**Comment on current performance (including context):**

(Q4 2015/16) - Performance continues to achieve the 7 working day target for the full year

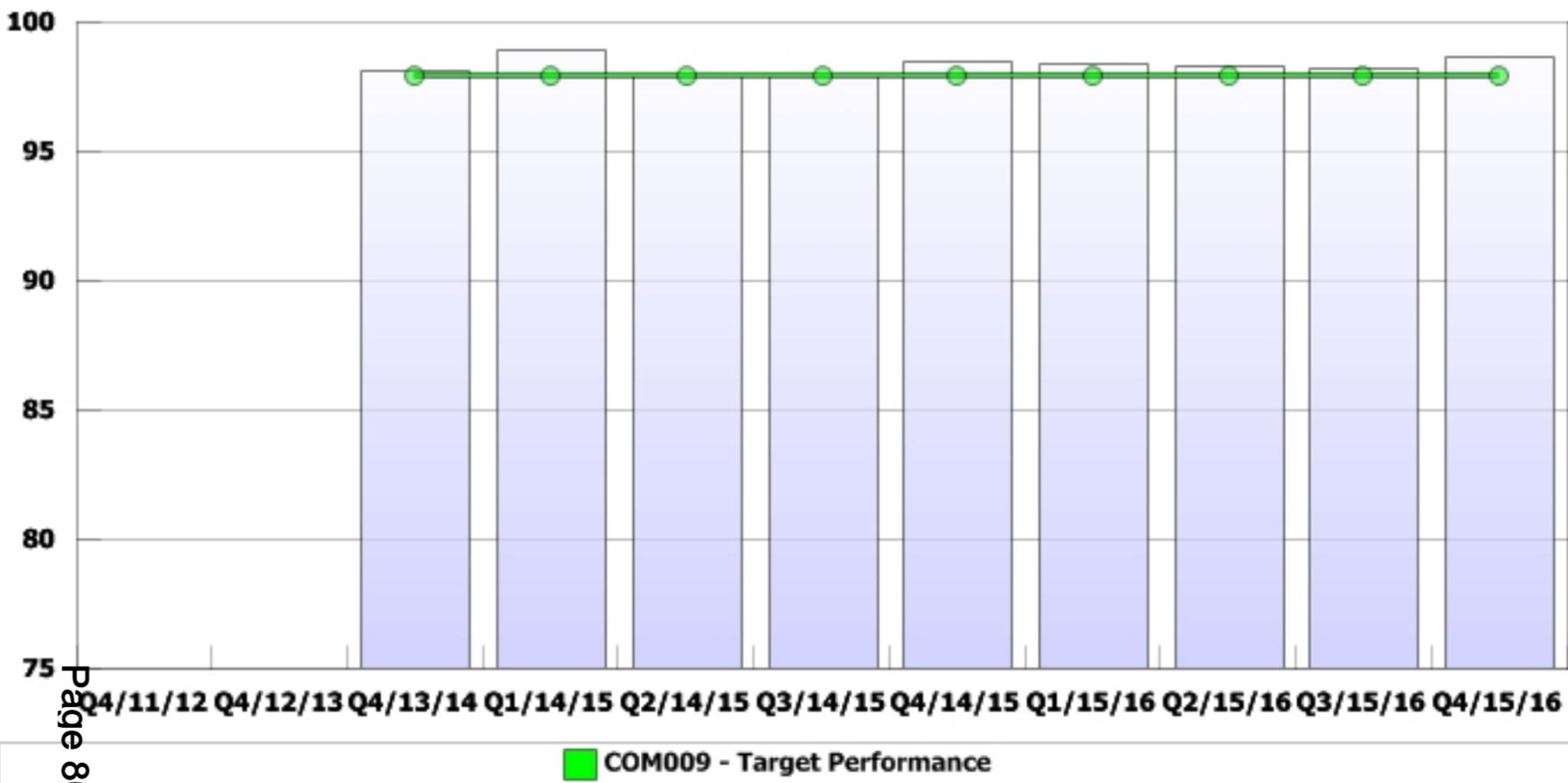
**Corrective action proposed (if required):**

**COM009 What percentage of appointments for repairs are both made and kept?**

**Additional Information:** This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target for the percentage of appointments both made and kept is 98%.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q4/15/16	98.00%	98.70%	✓
Q3/15/16	98.00%	98.28%	✓
Q2/15/16	98.00%	98.32%	✓
Q1/15/16	98.00%	98.40%	✓
Q4/14/15	98.00%	98.50%	✓

Annual Target: 2015/16 - 98.00%  
 Target: 2014/15 - 98.00%

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?  
 Yes

**Comment on current performance (including context):**

**Corrective action proposed (if required):**

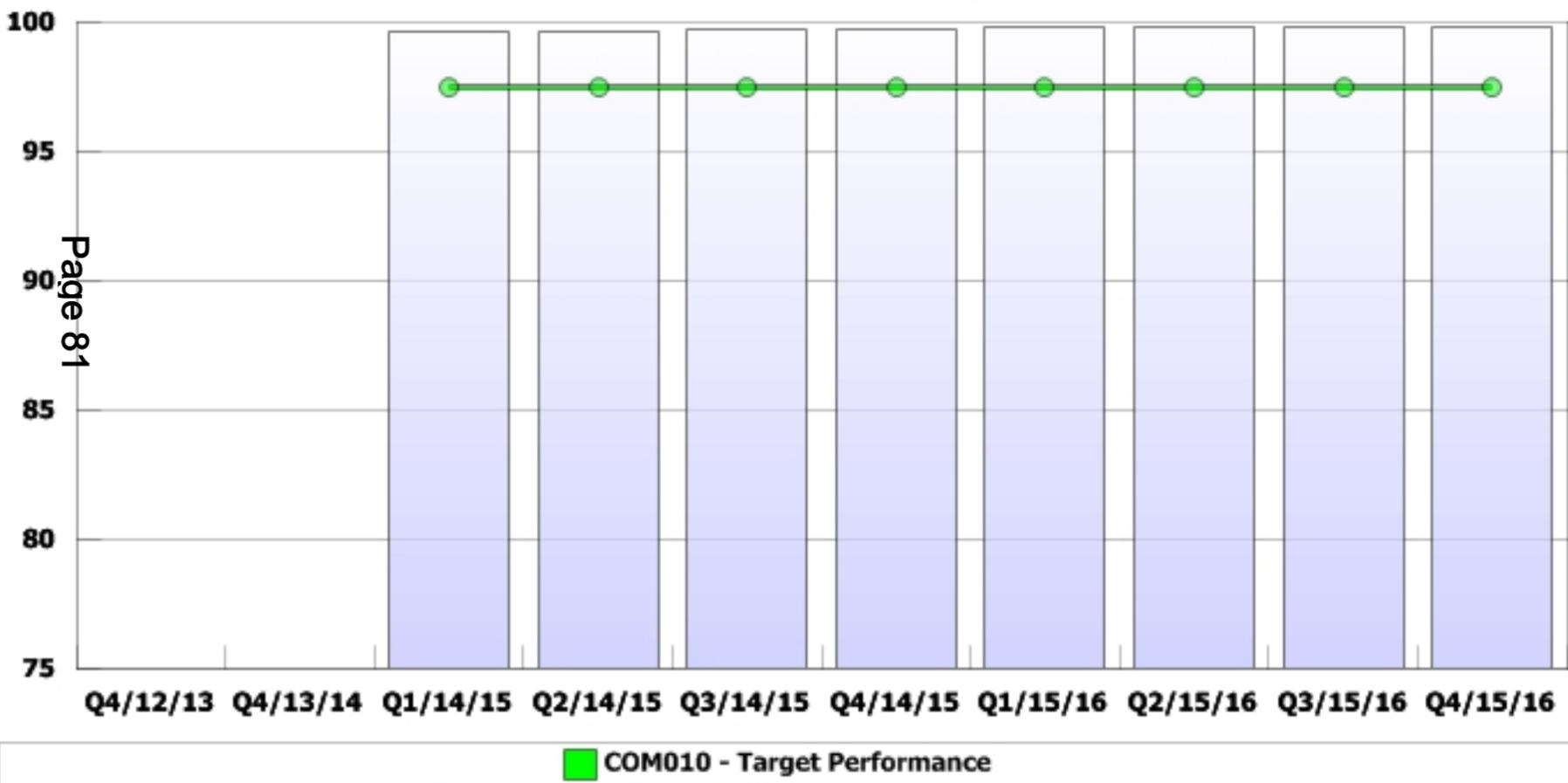
(Q4 2015/16) - Target continues to be met.

**COM010 What percentage of calls to the council's Careline service are answered within 60 seconds?**

**Additional Information: Percentage of applicable calls received at the Careline Control Centre from users (i.e. excluding door entry, test calls and calls from Scheme Managers on/off duty) that are answered by a controller within 60 seconds of the call being received at the Control Centre.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

**Current and previous quarters performance**



Quarter	Target	Actual	Visual
Q4/15/16	97.50%	99.87%	✓
Q3/15/16	97.50%	99.87%	✓
Q2/15/16	97.50%	99.89%	✓
Q1/15/16	97.50%	99.91%	✓
Q4/14/15	97.50%	99.80%	✓

Annual Target: 2015/16 - 97.50%  
 Target: 2014/15 - 97.50%

Indicator of good performance:  
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?  
 Yes

**Comment on current performance (including context):**

(Q4 2015/16) - The target has been exceeded.

**Corrective action proposed (if required):**

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**COM02 On average, how many days did it take us to re-let a Council property?**

Outturn			Target
2012/13	2013/14	2014/15	2015/16
33 days	37 days	34 days	37 days

**Responsible Officer**

Alan Hall  
Director of Communities

Improvement Action	Target Dates	Key Measures / Milestones
Following the Procurement of the CBL supplier, consider the benefits of moving from a fortnightly to weekly advertising cycle.	December 2015	Award of contract to the CBL supplier August 2015  Discussions with the supplier and other HEHOC Consortium members on the benefits of a weekly advertising cycle October 2015 Possible implementation December 2015

<p>Provide greater publicity about the Supplementary Waiting list to those who do not meet the residency and housing need element of the Local Eligibility Criteria, which will assist in reducing sheltered accommodation re-let times.</p>	<p>July 2015</p>	<p>Promote the Supplementary Waiting List as part of the implementation of the Housing Allocations Scheme.</p>
<p>Expand pre-Qualification checks undertaken to Band B applicants to remove the need to undertake such checks at the point of allocation thereby preventing delays.</p>	<p>October 2015</p>	<p>Revised Housing Allocations Schemes goes live 27 July 2015</p> <p>Expand pre-verification checks of Band B applicants October 2015 when the revised Scheme has been embedded.</p>
<p>Introduce tougher penalties for refusals of offers of accommodation.</p>	<p>July 2015</p>	<p>Implementation of the revised Housing Allocations Scheme 27 July 2015.</p>
<p>Following the Pilot Scheme, increase the number of accompanied multiple viewings undertaken on difficult-to-let properties</p>	<p>October 2015</p>	<p>Increase the numbers undertaken when the revised Housing Allocations Scheme has been embedded.</p>

<p>Consider advertising difficult-to-let properties in the private sector property adverts in the local press</p>	<p>October 2015</p>	<p>Pilot scheme when the revised Housing Allocations Scheme has been embedded.</p>
<p>Submit a report to the Housing Select Committee to give consideration to de-designation of all flats currently designated for older people. This will open up such flats to all home seekers on the Housing Register increasing the number of bids and reducing the number of refusals</p>	<p>November 2015</p>	<p>Housing Select Committee meeting 10 November 2015.</p>
<p>Undertake a review to include:</p> <ul style="list-style-type: none"> <li>• rationalising and improving existing sheltered/grouped housing scheme sites</li> <li>• reviewing the need/demand for sheltered/grouped accommodation</li> <li>• comparing demand and location of schemes</li> <li>• consideration of the current condition of schemes</li> </ul>	<p>March 2016</p>	<p>Housing Select Committee meeting 8 March 2016</p>
<p>Consider appointing an external consultant to undertake a detailed "Void Study" to analyse each step of the voids process and identify any improvements</p>	<p>December 2015</p>	<p>None</p>

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

Should a detailed void study be undertaken then this would incur additional consultancy costs to the HRA. Moving to a weekly advertising cycle for CBL may bring minor additional costs.

All other improvement actions are within existing resources.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

None

**COM04 How many households were housed in temporary accommodation?**

Outturn			Target
2012/13	2013/14	2014/15	2015/16
61	53	58	65

**Responsible Officer**

Alan Hall  
Director of Communities

Improvement Action	Target Dates	Key Measures / Milestones
Following the Diagnostic Peer Review of the Homelessness Prevention Service in June 2015, which forms part of the Government's "Gold Standard" for homelessness services, undertake all improvement actions identified	March 2016	Feedback session on the Diagnostic Peer Review 30 June 2015  Depending on extent of the Action Plan, not know at the time of writing, complete March 2016

<p>Continue to use the rental loan scheme and the rent damage deposit guarantee scheme to assist applicants in securing private rented accommodation</p>	<p>March 2016</p>	<p>Continue to grant loans until funds run out in around December 2015</p> <p>Consider submitting a report to Cabinet for further funding January 2016</p> <p>Use additional funding if agreed March 2016</p>
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Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

May be additional General Fund resources if a report was submitted to the Cabinet seeking additional budget for the Rental Loan Scheme. All other improvement actions are within existing resources.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

None



## SCRUTINY



### **Report to: Communities Select Committee**

**Date of meeting: 27 June 2016**

**Portfolio:** Leader (Councillor C. Whitbread)

**Subject:** Corporate Plan Key Action Plan 2015/16 – Quarter 4 (Outturn) position

**Officer contact for further information:** Barbara Copson (01992 564042)

**Democratic Services Officer:** Mark Jenkins (01992 564607)

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#### **Recommendations/Decisions Required:**

- (1) That the Committee review the outturn position of the Corporate Plan Key Action Plan for 2015/16 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2015/16 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

#### **Executive Summary:**

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2015/16 was agreed by the Cabinet in March 2015. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis. In May 2016 Management Board agreed that scrutiny could be enhanced by consideration by the Select Committees on a quarterly basis.

#### **Reasons for Proposed Decision:**

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents outturn progress against the Key Action Plan for 2015/16 for actions most appropriately considered by the Communities Select Committee at the end of the year (31 March 2016).

### **Other Options for Action:**

Actions with cross directorate responsibility could be considered by an alternative Select Committees, or not considered by the Select Committees.

### **Report:**

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritise resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2015/16 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2015/16. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Since Cabinet agreed the action plan in March 2015, five (5) additional actions were identified as appropriate to progress the Key Objectives during 2015/16, and these were therefore added to the action plan from quarter 2.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 4 (outturn) progress against the individual actions of the 2015/16 Key Action Plan, is as below: In reporting outturn progress, the following 'status' indicators have been applied to the to individual actions:

**Achieved** - specific actions have been completed or in-year targets achieved; or

**Behind Schedule** - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets.

There are 55 actions in the Key Action Plan 2015/16. At the end of the year:

- 36 (65%) of these actions have been achieved by year end; and
- 19 (35%) of these actions have not been achieved by year end.

15 actions fall within the areas of responsibility of the Communities Select Committee. At the end of the year:

- 8 (53%) of these actions have been achieved at year end; and
- 7 (47%) of these actions have not been achieved by year end.

5. The Committee is requested to review the outturn position of the Corporate Plan Key Action Plan for 2015/16 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
6. This report was also considered by the Cabinet on 9 June 2016 and the Overview and Scrutiny Committee on 7 June 2016.

**Resource Implications:**

None for this report.

**Legal and Governance Implications:**

None for this report. Performance monitoring contributes to the delivery of value for money.

**Safer, Cleaner, Greener Implications:**

None for this report.

**Consultation Undertaken:**

The performance information set out in this report has been submitted by each responsible service director.

**Background Papers:**

Relevant documentation is held by responsible service directors.

**Impact Assessments:**

**Risk Management**

None for this report.

**Equality:**

None for this report.

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**(i) (b) To continue to review and develop the Council’s own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:**

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John’s Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey.	Communities	31-Dec-15	Behind Schedule	<p>(Q1 2015/16) The contractor has commenced construction works. However, the development has been delayed, mainly due to the time it took for the contractor to put a performance bond in place. There are also on-going discussions with the contractor about responsibility for some additional costs, all of which are due to be considered by the Council Housebuilding Cabinet Committee on 27th July 2015.</p> <p>(Q2 2015/16) Having regard to legal advice, the Council Housebuilding Cabinet Committee agreed that no additional costs should be paid to the contractor and that, if the works go beyond the date of Practical Completion without good reason, Liquidated and Ascertained Damages (LASDs - allowed for in the contract) should be applied to compensate the Council for the loss of expected rent from the new properties. Progress with the works continues to be slow and behind programme. Practical Completion is in November 2015, when a Certificate of Non-Completion will be issued in accordance with the contract provisions - following which it is considered inevitable that LADs will be applied.</p> <p>(Q3 2015/16) Progress with the works continues to be slow and behind programme. A Certificate of Non-Completion was issued to the Contractor in November 2015, and Liquidated and Ascertained Damages have been deducted from contract payments since that time. A formal claim for an extension of time has been received from the contractor, which is currently being assessed by the Council's Development Agent and their consultants.</p> <p>(Q4 2015/16) The Council’s consultants have considered the contractor’s claim for the extension of time, and have assessed that no extension time is due. Liquidated and Ascertained Damages to be deducted from payments to the contractor.</p>
2) Complete the major refurbishment scheme at Marden	Communities	30-Sep-15	Achieved	<p>(Q1 2015/16) The refurbishment/conversion scheme is due for completion in October 2015</p> <p>(Q2 2015/16) The works have been completed.</p>

<p>Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats.</p>				<p>(Q3 2015/16) As Q2 (Q4 2015/16) As Q3</p>
<p>3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton.</p>	<p>Communities</p>	<p>31-Aug-15</p>	<p>Achieved</p>	<p>(Q1 2015/16) Following refusal by the Area Plans Sub-Committee of planning permission to provide 52 new affordable homes, a revised planning application for 51 new affordable homes has been submitted and is awaiting determination by the District Development Management Committee. (Q2 2015/16) Full Council granted planning permission in September 2015. Tenders have been invited and tender returns are awaited. (Q3 2015/16) Tenders are due to be considered at the Council Housebuilding Cabinet Committee on 19th January 2016, with a view to works commencing end February / beginning of March 2016. (Q4 2015/16) Mulalley and Co have been appointed as the Council’s contractor. Contracts were signed in March 2016, following the required Performance bond being out in place, and the contractor took possession of the site in March 2016, with view to and commencing works in June 2016.</p>

<p>5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH.</p>	<p>Communities</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) The Director of Communities is working with Moat Housing on the arrangements for the proposed development, including the design (on which ward members will be consulted). EFDC's Legal Services are also close to completing the first draft of the required lease.</p> <p>(Q2 2015/16) Following the announcement as part of the Chancellor's Summer Budget (now included within the Welfare Reform and Work Bill) that all social landlords must reduce their rents by 1% per annum for the next 4 years, Moat has had to revise its financial appraisal for the development. This has resulted in a position where the Council was due to receive a capital receipt of £425,000 transferring the land to Moat for the development, to Moat now being unable to provide a capital receipt if all the properties continue to be provided at affordable rents as originally proposed. Officers are currently considering the implications of this; one option is that the Council considers undertaking the development itself. In the meantime, progress with the development has been delayed.</p> <p>(Q3 2015/16) It is intended to submit a report to the Asset Management and Economic Development Cabinet Committee on a proposal to add the site to the Council Housebuilding Cabinet Committee, once discussions with the developer on parking arrangements for the private development on the site of the former Sir Winston Churchill PH have been considered.</p> <p>(Q4 2015/16) Discussions with the developer on the proposed parking have nearly been concluded, and it is planned to report to the Asset Management and Economic Development Cabinet Committee on 14<sup>th</sup> July 2016.</p>
<p>6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to</p>	<p>Management Board Communities</p>	<p>31-Mar-16</p>		<p>Behind Schedule</p>	<p>(Q1 2015/16) Awaiting space to become available at both the Civic Offices, Epping and the Epping Forest Museum, Waltham Abbey (when the extension/refurbishment is completed in Jan/Feb 2016)</p> <p>(Q2 2015/16) It is planned that a report will be presented to the Cabinet in November 2015, proposing a Council-owned site where a new Repairs and Maintenance Hub could be constructed - to which both the Housing Repairs Service (currently based at the Epping Depot) and the Housing Assets Team (currently based at the Civic Offices, Epping) could be co-located. Not only would this achieve a number of operational objectives, it would also enable the Epping Depot to be vacated (allowing the redevelopment of the St. Johns area of Epping to proceed) and office accommodation on the ground floor of the Civic Offices to be freed-up (in accordance with the Council's planned Accommodation Strategy).</p>

<p>be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation.</p>				<p>(Q3 2015/16) At its meeting in December 2015, Cabinet agreed in principle to build a new Repairs and Maintenance Hub, to which the Housing Assets Team based at the Civic Offices will relocate, and the design is being progressed by the Council's consultants. In the meantime, Community Arts staff based at Hemnall Street have relocated to the expanded and refurbished Epping Forest Museum, freeing-up some office space at Hemnall Street.</p> <p>(Q4 2015/16) Community Health and Wellbeing staff continue to be accommodated at Hemnall Street, awaiting space to be freed up at the Civic Offices. In the meantime, the planning application for the construction of the proposed Repairs and Maintenance Hub has been submitted</p>
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**(i) (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.**

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Action	Lead Directorates	Target Date	Status	Progress
<p>1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery.</p>	<p>Communities</p>	<p>31-Jan-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) Following a detailed EU Competitive Dialogue process, the Herts &amp; Essex Housing Options Consortium (HEHOC) has selected the existing provider, LHS, on the basis of price and quality, to provide the service under a new contract. The Housing Portfolio Holder has formally agreed to award the Council's contract to LHS and the legal contract documentation is currently being prepared for signature.</p> <p>(Q2 2015/16) Procurement and legal work continues to finalise the arrangements, in accordance with the original timetable.</p> <p>(Q3 2015/16) The new contract with LHS has been completed under seal, with effect from 4th January 2016.</p> <p>(Q4 2015/16) As Q3</p>

**(ii) (a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.**

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-15	Behind Schedule	(Q1 2015/16) Awaiting production of the Local Plan Preferred Options. (Q2 2015/16) As Q1. (Q3 2015/16) As Q2. In the meantime, a new Housing Strategy Key Action Plan has been approved for the forthcoming year (2016). (Q4 2015/16) As Q3

**(ii) (c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.**

Action	Lead Directorates	Target Date	Status	Progress
1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public.	Communities	31-Dec-15	Achieved	(Q1 2015/16) Good progress continues to be made, with an estimated completion date for works in October 2015, to be followed by the 3/4 month fit-out period prior to opening in Jan/Feb 2016. (Q2 2015/16) Good progress continues to be made and officers continue to be impressed with the contractor and architects, as well as the quality of the works. However, due to delays with the installation of the new lift and other unforeseen complications, the contract completion date is now 23.12.15. The Public Opening is now planned for March 2016. Most of the associated costs of the delay can be covered by the contract contingencies, but the associated increase in fees is likely to result in a small overspend on the final out-turn. (Q3 2015/16) Practical Completion was achieved on 22nd December 2015. Snagging works are currently being undertaken. Fitting-out has now commenced and the Museum staff are now in the process of transferring exhibits back to the Museum. The Public Opening is

				<p>scheduled for 19th March 2016, with a Key Stakeholders Event planned for 17th March 2016.</p> <p>(Q4 2015/16) The Public Opening took place on 19<sup>th</sup> March 2016 as planned, and the refurbished Museum has received widespread acclaim.</p>
<p>2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey.</p>	<p>Communities Neighbourhoods</p>	<p>31-Mar-16</p>	<p>Achieved</p>	<p>(Q1 2015/16) Initial discussions continue to be held at officer level between EFDC, WATC, Essex CC and NHS England on potential community/leisure development opportunities for the locality around Hillhouse. Initial costings have been produced by Essex CC's consultants (funded by Essex CC) to inform the discussions. The intention is to come forward with a report to Cabinet in the Autumn proposing, and seeking funding for, the joint appointment of consultants to formulate a Masterplan, on which local residents can be consulted, prior to consideration/adoption by the Cabinet.</p> <p>(Q2 2015/16) Good progress continues to be made by EFDC, Essex CC and NHS England on the initial plans for the provision of a proposed leisure/community hub for the area. Essex CC has agreed to fund the appointment of Master-planning Consultants to formulate a Draft Masterplan for the area on what could be provided, on which a public consultation exercise would be undertaken. Fee submissions from suitably-experienced consultants are currently awaited. A report will be brought forward to Cabinet on the proposals in due course, prior to the proposed Public Consultation Exercise.</p> <p>(Q3 2015/16) JTP Consultants have been appointed to undertake the Master-planning Exercise, and the required sub-consultants are in the process of being sourced and appointed. Cabinet has agreed that EFDC's contribution for the exercise should be funded from the Local Plan Budget. The Project Group has agreed that a Community Consultation Event should be held as part of the development of the Master Plan.</p> <p>(Q4 2015/16) JTP Consultants have held three Key Stakeholders Events and a Community Planning Weekend, to consult stakeholders and the local community on the issues and opportunities for the proposed redevelopment scheme. JTP are now consulting with officers on the proposed Master Plan, and a report is expected in early Summer 2016 on JTP's proposed Master-Plan.</p>

**(iii) (a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.**

Action	Lead Directorates	Target Date	Status	Progress
1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services.	Communities	30-Jun-15	Achieved	<p>(Q1 2015/16) Cabinet has approved the appointment of an additional part-time member of staff, funded by the HRA for an initial 2-year pilot period - and recruitment is underway. Once appointed, the opening hours of the Council Office at the Limes Centre will be increased into weekday afternoons.</p> <p>(Q2 2015/16) There was a very poor response to the recruitment exercise for the additional part-time member of staff (mainly, it is thought, due to the temporary nature of the post during the Pilot period), resulting in the Housing Service being unable to make an appointment. In the meantime, discussions continue on the best way of increasing the range of Council and non-Council services that can be provided from the Council Office.</p> <p>(Q3 2015/16) The Office Opening Hours were extended into weekday afternoons from 4th January 2016.</p> <p>(Q4 2015/16) As Q3</p>
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line.	Communities	31-May-15	Achieved	<p>(Q1 2015/16) A new smartphone App has been produced and is now available for Council tenants to use to easily report repairs, using a "diagnostic tool" - as part of the Communities Directorate's approach to encourage channel shift. This was also identified and agreed as one of the "Key Deliverables" for the Repairs Management Contract with Mears. Work is also progressing on the development of a similar web-based facility for tenants to report repairs as well.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p> <p>(Q4 2015/16) As Q3.</p>

**(iii) (b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.**

Action	Lead Directorates	Target Date	Status	Progress
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum.	Communities	31-Mar-16	Behind Schedule	(Q1 2015/16) Work is progressing well. (Q2 2015/16) The focus of the Museum Heritage and Culture Team is on fitting-out and preparing the Epping Forest Museum for public opening in March 2016. However, in the background, work continues to progress on the plans to introduce an on-line facility. (Q3 2015/16) As Q2. (Q4 2015/16) As Q3.

**(iii) (c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.**

Action	Lead Directorate	Target Date	Status	Progress
1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents.	Communities	31-Mar-16	Achieved	(Q1 2015/16) The final scope of the study, which will be led by the Asst. Director (Community Services and Safety) has almost been finalised. A multi-directorate officer project team has been formed to oversee and progress the project, which has already met a few times. The Council's National Graduate Trainee will be seconded to work on the project, under the supervision of the Lead AD, for 6 months from September 2015. (Q2 2015/16) The Council's National Graduate Trainee has just been seconded to the Communities Directorate (from October 2015), under the supervision of the Asst. Director (Community Services and Safety) and is undertaking preparatory work and interviews for the project. (Q3 2015/16) The project is nearing completion, and has included research, resident consultation and officer consultation across the Council's Directorates. It is envisaged that the outcome of the study will be reported to members during Q4.

					(Q4 2015/16) The report on the study is the process of being drafted. In the first instance it will be reported to Management Board, followed by a report to members.
2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing.	Communities	31-Mar-16		Behind Schedule	<p>(Q1 2015/16) This is being reviewed as part of the wider Ageing Population Project, with the current provision and delivery under initial review.</p> <p>(Q2 2015/16) As Q1.</p> <p>(Q3 2015/16) As Q2.</p> <p>(Q4 2015/16) As Q3.</p>
3) Undertake a review of the Council’s sheltered and designated accommodation for older people, with a view to rationalising the amount and location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose.	Communities	31-Mar-16		Behind Schedule	<p>(Q1 2015/16) Two separate work-streams have been identified and established, each being managed through officer project teams. Work-stream 1 is considering the streamlining and modernisation of the Scheme Management Service and is being led by the Asst. Director (Housing Operations) - with a view to an outcome report being considered in detail by the Housing Select Committee in November 2015, with resultant recommendations being made to Cabinet. Work-stream 2 is considering the longer-term rationalisation and improvement of existing sheltered/grouped housing scheme sites and is being led by the Director of Communities - with a view to a proposed strategy being produced and presented to the Housing Select Committee in 2016 for initial consideration.</p> <p>(Q2 2015/16) WORKSTREAM 1 - In view of the lack of demand from older people, and the continuing high need/demand for general needs accommodation, it is planned to report to the Housing Portfolio Holder in October 2015 on a proposal to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernisation the Scheme Management Service is taking longer to plan. It is currently planned to report to a meeting of the Housing Select Committee on the issues, options and plans in the early part of 2016. WORKSTREAM 2 - The</p>

				<p>Officer Project Team has met on a number of occasions. A formal assessment of demand/'lettability' of each sheltered housing scheme, based on data and experience, is currently being undertaken. The need for options appraisals for each sheltered housing scheme has been identified, with a number of factors also identified to be taken into account when considering the future of each of each site. The current thinking of the Project Team is to develop a strategy with two key phases: Phase 1 – comprising detailed consideration for the potential redevelopment of identified sites (likely to be 2 or 3 sites); Phase 2 – Keeping under periodic review the 'lettability' and demand for other identified schemes, compared to the demand for general needs housing in those areas. The Project Team is also formulating an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes that would be retained under the eventual strategy.</p> <p>(Q3 2015/16) In October 2015, the Housing Portfolio Holder agreed to "de-designate" all remaining flats on housing estates that are currently designated for occupation by older people and for future vacancies in such properties to be let to general needs housing applicants. The wider options and proposals for streamlining and modernising the Scheme Management Service are under consideration, but it has been identified that the project is more complex than originally anticipated. The Officer Project Team for Work-stream 2 has continued to meet and the direction of the Project is the same as reported at Q2. A formal assessment of demand/'lettability' of each sheltered housing scheme has now been completed and an "EFDC Sheltered Housing Accommodation Standard" for all the sheltered housing schemes has now been formulated.</p> <p>(Q4 2015/16) A Brief has been drafted to commission a housing needs assessment of older people's accommodation, to inform the strategic review of the Council's sheltered housing assets. The planned review of options and proposals for streamlining and modernising The Scheme Management Service has been held in abeyance, until after a planned major review of the Council's Careline Service has been undertaken and reported to the Housing Select Committee.</p>
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