

## Scrutiny Panel Agenda



### **Housing Scrutiny Panel Thursday, 16th October, 2014**

You are invited to attend the next meeting of **Housing Scrutiny Panel**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping  
on Thursday, 16th October, 2014  
at 5.30 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

Mark Jenkins (Directorate of Governance)  
Tel: 01992 564607 Email:  
democraticservices@eppingforestdc.gov.uk

#### **Members:**

Councillors S Murray (Chairman), Ms G Shiell (Vice-Chairman), K Chana, Mrs R Gadsby, Mrs S Jones, Mrs J Lea, C Roberts, B Rolfe, Mrs T Thomas, H Ulkun and Mrs J H Whitehouse

**SUBSTITUTE NOMINATION DEADLINE:**

**16:30**

**1. APOLOGIES FOR ABSENCE**

**2. SUBSITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

(Assistant to the Chief Executive) To report the appointment of any substitute members for the meeting.

**3. DECLARATION OF INTERESTS**

(Assistant to the Chief Executive). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS 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.

**4. NOTES OF THE LAST PANEL MEETING (Pages 5 - 10)**

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

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Panel and associated Work Programme. This is attached. The Panel are asked at each meeting to review both documents.

**6. PRESENTATION BY ESSEX COUNTY COUNCIL'S FLOATING SUPPORT PROVIDER - FAMILY MOSAIC (Pages 19 - 20)**

(Director of Communities) To receive a presentation by Essex County Council's Floating Support Provider, Family Mosaic.

**7. PRIVATE SECTOR ACTION PLAN PROGRESS REPORT (Pages 21 - 30)**

(Assistant Director (Private Sector Housing and Communities Support)) To consider the attached report and appendices.

**8. HOUSING REVENUE ACCOUNT BUSINESS PLAN KEY ACTION PLAN (2014/15) - 6 MONTH PROGRESS REPORT (Pages 31 - 40)**

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

**9. HRA FINANCIAL PLAN - HALF YEARLY UPDATE (Pages 41 - 60)**

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

**10. HOUSING STRATEGY: 12 MONTH PROGRESS REPORT ON KEY ACTION PLAN 2013/14 (Pages 61 - 76)**

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

**11. KEY PERFORMANCE INDICATORS 2014/15 - QUARTER 1 PERFORMANCE (Pages 77 - 118)**

(Democratic Services Manager) To consider the attached report and appendices.

**12. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE**

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

**13. FUTURE MEETINGS**

The next meeting of the Panel will be on Tuesday 21 October at 5.30p.m. in

Committee Room 1 and thereafter on:

- (a) Tuesday 20 January 2015; and
- (b) Tuesday 24 March

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**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF HOUSING SCRUTINY PANEL  
HELD ON TUESDAY, 22 JULY 2014  
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING  
AT 5.35 - 7.05 PM**

**Members Present:** S Murray (Chairman), Ms G Shiell (Vice-Chairman), K Chana, Mrs J Lea, C Roberts, Mrs T Thomas, H Ulkun, Mrs J H Whitehouse and W Marshall (Tenants and Leaseholders Federation)

**Other members present:** D Stallan

**Apologies for Absence:** Mrs S Jones and B Rolfe

**Officers Present** R Wilson (Assistant Director (Housing Operations)), L Swan (Assistant Director (Private Sector Housing & Communities Support)) and M Jenkins (Democratic Services Assistant)

**1. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)**

There were no substitutions made at the meeting.

**2. DECLARATION OF INTERESTS**

(a) Pursuant to the Member's Code of Conduct, Councillor Mrs J Whitehouse declared a non pecuniary interest in the following item of the agenda by virtue of being a trustee of Epping Forest Re-Use. The Councillor advised that she would remain in the meeting for the consideration of the item and any subsequent voting thereon:

- Item 6 Communities Directorate's Housing Service Strategy on the Private Rented Sector.

(b) Pursuant to the Member's Code of Conduct, Councillor S Murray declared a non pecuniary interest in the following item of the agenda by virtue of his mother using Careline. The Councillor advised that he would remain in the meeting for the consideration of the item and any subsequent voting thereon:

- Item 9 Housing Service Standards – Performance Report 2013/14 and Review

**3. NOTES OF THE LAST MEETING**

**RESOLVED:**

That the notes of the last meeting of the Panel, held on 23 April 2014, be agreed subject to an amendment under "Members Present" – W Marshall (Tenants and Leaseholders Federation) and under "Other Members Present" – Councillor D Stallan, had not been recorded as being present.

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

**(a) Terms of Reference**

The Panel's Terms of Reference were noted.

**(b) Work Programme**

The Panel's Work Programme was noted and the following advised:

- Item 20 Housing Service Strategy on Rent Arrears (Review and Update) would now be submitted to the October Panel meeting.

The Chairman advised that due to the Panel's work load an extra meeting would be needed in October-November 2014.

**5. COMMUNITIES DIRECTORATE'S HOUSING SERVICE STRATEGY ON THE PRIVATE RENTED SECTOR**

The Panel received a report from the Assistant Director (Private Sector Housing and Communities Support) regarding the Communities Directorate's Housing Service Strategy on the Private Rented Sector. There were 17 Housing Service Strategies produced to date, they set out how individual housing services would be delivered. They had assisted in achieving the Customer Service Excellence Award and the ISO 9001:2008 Quality Accreditation.

**RECOMMENDED:**

That the Communities Directorate's Housing Service Strategy on the Private Rented Sector be recommended to the Housing Portfolio Holder for approval.

**6. DCLG GUIDANCE ON RENTS FOR TENANTS ON HIGH INCOMES**

The Panel received a report from the Assistant Director (Housing Operations) regarding the DCLG Guidance on rents for Social Tenants with High Incomes. In June 2013, the Department for Communities and Local Government (DCLG) issued a consultation paper entitled "High Income Social Tenants Pay to Stay."

Under "Pay to Stay," the Government set out their intention that local authorities should be permitted to charge high income tenants a higher level of rent to stay in their homes. The DCLG's proposal at that time was based on higher rents set at 80% of market rents. The Council responded to the consultation questions as follows:

- (a) The principle of high earners, living in social housing, paying higher rents was supported, providing that income thresholds were set to ensure residents had a reasonable expendable income and bureaucracy kept minimal.
- (b) The scheme would be appropriate if the income was more than the cost of the scheme.
- (c) The scheme could create low income "ghettos" with the consequent effect on mixed communities in social housing.

- (d) Income thresholds should be based upon property size and increased annually as rent increased.
- (e) There should be different thresholds for different areas of the country, however an absolute threshold would give tenants a reduced incentive to increase earnings. A person's expendable income could reduce following a small increase in earnings.
- (f) Provision should be made to take into account other high earners within the household.
- (g) Income disclosure arrangements should be in place in advance, and the income threshold should be no less than £60,000.

### **Government Guidance "Rents for Social Housing"**

In May 2014, the DCLG issued its Guidance on rents for Social Housing, which would come into effect from April 2015. Chapter 4 of the Guidance was entitled Guidance on rents for Social Tenants with High Incomes. In regard to social tenants with high incomes, the Government did not expect local authorities to adhere to its Social Rent Policy for properties let to households with an income of £60,000 per year. Instead authorities could choose to charge them up to full market rent. It was noted that this proposal was at variance with the original proposal at 80% of market rents made under the "Pay to Stay consultation in 2013.

Difficulties were identified with administering any separate rent policy for the Council's high income social tenants, these were:

- (i) The Government did not specify how landlords should find out about tenant's earnings and had stated that tenants will be expected to self-declare their income. This would cause difficulties, as the Council would not be able to accurately assess the income of any household.
- (ii) The scheme would be open to fraud and difficult to enforce particularly as there was no legislation requiring tenants to declare income.
- (iii) The Council would need to undertake an annual review of changes in tenants' incomes, and additionally tenants could request a review of rent during the year, when their income changes. This process would be very bureaucratic.
- (iv) Additional staffing would be required to administer the scheme, reducing the amount of added income received.

Government estimates suggested that between 11,000 and 21,000 social tenants, representing around 1% of all social tenancy households in England met the threshold. When applied to the number of properties in the Council's housing stock, around 64 high earning Council tenants would be required to pay market rents. It was found that rents would increase on average by around £83.00 for each of the 64 tenants affected, bringing in total additional income of around £276,000 per annum.

### **RECOMMENDED:**

- (1) That the Panel note the DCLG Guidance on Rents for Social Tenants with High Incomes;
- (2) That the District Council be recommended to take no further action on this issue at present; and
- (3) That a further report be submitted to the Panel setting out the options regarding a separate Rent Policy for high income tenants when legislative compulsion on tenants to declare incomes is established along with sanctions for tenants found to have failed to declare.

## **7. HOUSING UNDER-OCCUPATION OFFICER POST - 1 YEAR REVIEW**

The Panel received a report from the Assistant Director (Housing Operations) regarding Housing Under-Occupation Officer Post – 1 Year Review.

At the Cabinet meeting in April 2012, the recommendations from this Panel, to appoint some additional new posts, were agreed. One post was that of a new Housing Under-Occupation Officer. The Cabinet requested that the Panel review the effectiveness of any new posts agreed after a period of 1 year.

It was known that many Council properties were under-occupied, which did not make the best use of the Council's housing stock but often resulted in older and vulnerable tenants incurring greater household running costs.

Under the Welfare Reform Act 2012, working age tenants on low incomes and in receipt of housing benefit who under-occupied their property had their housing benefit reduced. Due to the Cabinet agreeing the appointment of two additional posts, housing management officers, it had been possible to visit all tenants, around 380 affected and provide advice.

The new Housing Under-Occupation Officer was appointed in May 2013. Prior to the review of the Housing Allocations Scheme, letters were sent to around 1,300 homeseekers on the Housing Register. As a result, there were around 40 enquiries, all of which were followed up. This led to 5 of the Council's existing tenants moving to smaller accommodation. During the year, a further 1,300 letters were sent to all existing tenants over 60 years of age who were under-occupying Council accommodation, promoting sheltered accommodation and offering other opportunities. This led to 30 enquiries, all followed up with 6 appointments.

Since being appointed in May 2013, there had been 93 enquiries from tenants wishing to downsize, 10 of these had been given practical assistance to move, with a further 18 receiving on-going support.

It was reported that there was some scope to expand the role and re-designate the post to Re-Housing Support Officer.

### **RECOMMENDED:**

- (1) That the 1 year review of the Housing Under-Occupation Post be noted;

- (2) That the role of the Housing Under-Occupation Officer post be expanded as set out in the report; and
- (3) That the post be re-designated as Re-Housing Support Officer to reflect its future role

#### **8. HOUSING SERVICE STANDARDS - PERFORMANCE REPORT 2013/14 AND REVIEW**

The Panel received a report from the Assistant Director (Housing Operations) regarding Housing Service Standards – Performance 2013/14 and Review.

In 2007, following consultation with the Panel and the Tenants and Leaseholders Federation, the Housing Portfolio Holder agreed a range of Housing Service Standards, covering all of the service's main areas of activity. All tenants were provided with a leaflet setting out the agreed Housing Service Standards.

It was emphasised that it was not possible to measure performance against every service standard. It was recommended that no changes to the Service Standards should be proposed.

#### **RECOMMENDED:**

- (1) That performance against the previously agreed Housing Service Standards 2013/14 be noted;
- (2) That, subject to consultation with the Tenants and Leaseholders Federation, no changes or additions to the Housing Service Standards be recommended to the Housing Portfolio Holder for this year; and
- (3) That the Housing Service Standards, and performance against the Service Standards in 2014/15 be reviewed again in July 2015.

#### **9. TENANT PROFILE REPORT 2014**

The Panel received a report from the Assistant Director (Private Sector Housing and Communities Support) regarding the Tenant Profile Report 2014.

In August 2013, the District Council's Housing Information Team began a postal survey or "census" of Council tenants. At the time there were approximately 6,400 properties on the Housing Revenue Account. The two principal aims for conducting the survey were to:

- (a) Check that the data held on the Housing system was correct; and
- (b) Build a better profile of tenants for service planning purposes.

A mailing including covering letter, questionnaire and reply envelope was made in August 2013. A total of 6,390 households received questionnaires and 3,649 were subsequently returned by the closing date in January 2014. Tenants were asked their name, address, contact details and type of property occupied. The questionnaires then went onto ask:

- (a) Their preferred form of communication;
- (b) Their main language;
- (c) Whether they had internet access;
- (d) If they had any disabilities;
- (e) Whether they wanted assistance with communications;
- (f) Their contact details for next of kin and keyholders; and
- (g) If they had access to a current account with a bank or building society.

Information was also sought on the protected characteristics of tenants as set out under the Equality Act 2010.

The data gathered through the survey gave Housing staff access to more accurate information of tenants. Special needs identified were being flagged on the computer system so officers were aware of them. In addition, the Council had appointed a firm of external consultants, ARP Research, to produce a tenant profile report. ARP was provided with data collected from the survey returns and from this they produced a written report, executive summary, district mapping and ward profiles.

**RECOMMENDED:**

That the Tenant Profile Report 2014 be endorsed by the Panel and recommended to the Housing Portfolio Holder.

**10. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE**

The Chairman advised that he would update the next Overview and Scrutiny Committee on the Panel's work.

**11. FUTURE MEETINGS**

The next scheduled meeting of the Panel would be held on Tuesday 21 October 2014 at 5.30p.m. in Committee Room 1. The Chairman advised that an extra meeting would be needed to deal with the Panel's Work Programme, there were two dates available which were:

- (a) Thursday 16 October 2014; and
- (b) Thursday 6 November 2014

Officers would email all Panel Members regarding the dates to ascertain the most suitable date.

## TERMS OF REFERENCE - STANDING PANEL

**Title:** Housing

**Status:** Standing Panel

**Terms of Reference:**

(1) To undertake reviews of public and private sector housing policies on behalf of the Overview and Scrutiny Committee, Housing Portfolio Holder or Head of Housing Services and to make any recommendations arising from such reviews to the Housing Portfolio Holder or Cabinet as appropriate.

(2) To undertake specific projects related to public and private sector housing issues, as directed by the Overview and Scrutiny Committee, and to make any recommendations arising from such reviews to the Housing Portfolio Holder or Cabinet as appropriate.

(3) To consider and provide comments to the Housing Portfolio Holder on the following matters, prior to consideration by the Cabinet:

- (i) Draft Housing Strategy (to be adopted by full Council in accordance with the Council's Constitution)
- (ii) Draft Private Sector Housing Strategy
- (iii) Draft Private Sector Housing Grants Policy
- (iv) Annual Review of the Housing Allocations Scheme

(4) To consider and provide comments to the Housing Portfolio Holder on draft versions of the following documents:

- (i) Housing Revenue Account (HRA) Business Plan
- (ii) Local Supporting People Strategy
- (iii) Housing Service Strategies

(5) To undertake the Annual Ethnic Monitoring Review of Housing Applicants and Housing Allocations, in accordance with the Code of Practice in Rented Housing.

(6) To monitor progress with the actions plans contained in the following documents, on a six-monthly basis:

- (i) Housing Strategy
- (ii) Local Supporting People Strategy
- (iii) Private Sector Housing Strategy
- (iv) Housing Services Development Plan

(7) To consider the Housing Portfolio Holder's draft response to any consultation papers relating to public or private sector housing that the Housing Portfolio Holder considers warrants a response from the Council.

(8) In relation to Traveller issues to consider and monitor:

- (a) the position regarding tolerated sites and;
- (b) the management of travellers who enter onto land within the district with a view to unauthorised encampments, with particular reference to the legal remedies available, interactions with other agencies such as Essex Police and Essex County

Council and the provision of emergency and/or transit sites within the district;

(c) Government's guidance on the needs of travellers in the context of the Council's review of its District Local Plan and the Essex Housing Needs Assessment;

(d) the results of the Commission for Racial Equality's study on traveller issues in which this Council participated, once published;

(9) To consider matters relating to the performance of the Council's Repairs Management Contract and to make any recommendations to the Housing Portfolio Holder or the Cabinet, as appropriate, as a result.

(10) To report to the Overview and Scrutiny Committee, the Council and the Cabinet with recommendations on matters allocated to the Panel as appropriate.

**Chairman:** Cllr Stephen Murray



## Housing Scrutiny Standing Panel – 2014/2015

Item	Report Deadline / Priority	Scheduled Date	Progress / Comments	Programme of Future Meetings
<b>Standard (Periodic) Items</b>				<del>22 July 2014</del> 16 <sup>th</sup> October 2014 21 October 2014 20 January 2015 24 March 2015
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	July 2014	<b>Completed – July 2014</b>	
(2) 12-Month Progress Report on Housing Strategy Action Plan 2013/14	Low	October 2014	<b>On agenda for this meeting</b>	
(3) Housing Key Performance Indicators (KPI) – Quarter 1	Low	October 2014	<b>On agenda for this meeting</b>	
(4) Six-Month Review of the HRA Financial Plan	Medium	October 2014	<b>On agenda for this meeting</b>	
(5) Six-monthly Progress Report on Housing Business Plan Action Plan	Low	October 2014	<b>On agenda for this meeting</b>	
(6) Private Sector Housing Strategy Action Plan – Annual Progress Report	Low	October 2014	<b>On agenda for this meeting</b>	
(7) Annual Review of the Housing Allocations Scheme and Tenancy Policy <i>(Recommendations to Cabinet)</i>	High	October 2014	<b>Scheduled for the meeting on 21<sup>st</sup> October 2014</b>	

(8) Annual Diversity Report of Housing Applicants (Recommendations to Housing Portfolio Holder))	Medium	October 2014	<b>Scheduled for the meeting on 21<sup>st</sup> October 2014</b>
(9) Housing Strategy Action Plan 2015 (Recommendations to Cabinet)	High	<del>October 2014</del> January 2015	
(10) Housing Key Performance Indicators (KPI) – Quarter 2	Low	January 2015	
(11) Briefing on the proposed Council rent increase for 2015/16	Low	January 2015	
(12) Proposed housing service improvements and service enhancements – 2015/16 (Recommendations to Cabinet)	High	January 2015	
(13) Housing Key Performance Indicators (KPI) – Quarter 3	Low	March 2015	
(14) HRA Business Plan 2015/16 (Recommendations to Housing Portfolio Holder)	High	March 2015	
(15) 12-monthly Progress report on Housing Business Plan Action Plan	Low	March 2015	

**Special (Planned) Items – Including Updated Housing Service Strategies**

(16) Housing Service Strategy on the Private Rented Sector (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	July 2014	<b>Completed – July 2014</b>
(17) Consideration of the Government’s “Pay to Stay” Policy (DCLG Guidance on Social Housing Rents)	Medium	July 2014	<b>Completed – July 2014</b>
(18) Housing Under-occupation Officer post – 1 Year Review	Low	July 2014	<b>Completed – July 2014</b>
(19) EFDC Tenant Profile Report	Low	July 2014	<b>Completed – July 2014</b>
(20) Presentation from Family Mosaic on their Floating Support Service to vulnerable people to help prepare/sustain their tenancies	Low	October 2014	<b>On agenda for this meeting</b>
(21) Housing Service Strategy on Rent Arrears (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	<del>July 2014</del> October 2015	<b>Scheduled for the meeting on 21<sup>st</sup> October 2014</b>

(22) Housing Service Strategy on Harassment (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	<del>October 2014</del> January 2015		
(23) Possible operation of operating a "Sinking Fund" for new leaseholders in new or existing flat blocks where there are no existing leaseholders	Medium	<del>October 2014</del> January 2015		
(24) Housing Strategy 2015-2018	High	January 2015		
(25) Homelessness Strategy 2015-2018	High	January 2015		
(26) Housing Service Strategy on Anti-Social Behaviour (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	January 2015		
(27) Housing Service Strategy on Older Peoples Housing (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	March 2015		
(28) Housing Service Strategy on Housing and Estate Management (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	March 2015		

(29) Housing Service Strategy on Empty Properties (Review and update) <i>(Recommendations to Housing Portfolio Holder)</i>	Medium	March 2015		
(30) Report of the Tenant Scrutiny Panel on its Service Review of Tenant Involvement	Medium	March 2015		
<b>Items added after the original Work Programme was agreed</b>				
<b>Items for Future Years</b>				
Review of Housing Management Staffing Levels following the introduction of Universal Credit	Medium	2015/16		

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## **Report to Housing Scrutiny Panel**

**Date of meeting: 16 October 2014**

**Portfolio: Housing – Councillor D. Stallan**

**Subject: Presentation by Essex County Council's Floating Support Provider - Family Mosaic**

**Officer contact for further information: Roger Wilson  
ext 4419**

**Committee Secretary: Mark Jenkins ext 4607**

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

**That, in accordance with its Work Programme, the Housing Scrutiny Panel receives a presentation from Essex County Council's Floating Support Provider, Family Mosaic.**

### **Report:**

1. The Housing Scrutiny Panel is asked to receive a presentation from Essex County Council's Floating Support Provider Family Mosaic, which, following a request by the Panel has been included as an Item on the Panel's Work Programme.
2. Family Mosaic provide support to a range of people including those who are either homeless or threatened with homelessness, young people and families, older people and those who have various health issues.
3. The service is tenure neutral and assists people with landlord difficulties, applying for accommodation, managing tenancies, maximising benefits and other appropriate support.
4. All Members have been invited to attend through the Council Bulletin. The presentation will be delivered by Karla McLeish who is the Manager of Family Mosaic's West Essex Floating Support Team.

### **Reason for decision:**

To receive a presentation from Essex County Council's Floating Support Provider, Family Mosaic, as part of the Panel's Work Programme.

### **Options considered and rejected:**

Not to receive a presentation from Essex County Council's Floating Support Provider, Family Mosaic,

### **Consultation undertaken:**

No consultation necessary.

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## **Report to Housing Scrutiny Panel**

**Date of meeting: 16 October 2014**

**Portfolio: Housing – Cllr D. Stallan**

**Subject: Private Sector Housing Strategy 2012-2015:  
Progress Report on Action Plan**

**Officer contact for further information:**

**Lyndsay Swan, Assistant Director (Private Sector Housing and Communities Support)  
(01992 564004)**

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

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

- (1) That the Progress Report on the Action Plan contained within the Private Sector Housing Strategy 2012-2015 attached at Appendix 1 be considered, with any comments passed to the Housing Portfolio Holder and Director of Communities accordingly;**
- (2) That appropriate uncompleted actions be carried forward to the Action Plan 2014/15 attached at Appendix 2; and**
- (3) That the proposed Action Plan 2014/15 attached as Appendix 2 be considered, with any comments passed to the Housing Portfolio Holder and Director of Communities accordingly.**

### **Report:**

1. At its meeting in April 2012 the Council's Cabinet adopted the Private Sector Housing Strategy (PSHS) 2012-2015. This followed the Housing Scrutiny Panel considering the Strategy in detail and a consultation with the Council's partners, key stakeholders and the public.
2. The PSHS assesses the District's current and future private sector housing needs and sets out the Council's approach to meeting those needs. The 2012-2015 PSHS had particular regard to the Private Sector House Condition Survey carried out in 2011. As well as taking account of national, regional and sub-regional priorities, it also links with other Council and non-Council strategies.
3. The Strategy also includes an Action Plan, which sets out the proposed actions that will be taken by the Council to contribute towards the achievement of the housing objectives for the private sector over the 3 years of the Strategy's life.
4. The Cabinet agreed that progress with the Action Plan should be monitored on an annual basis by the Housing Scrutiny Panel, in accordance with its Terms of Reference. The first annual progress report was considered by the Scrutiny Panel and updated in October 2013. A progress report on the updated Action Plan is attached at Appendix 1.
5. The Action Plan has been updated further and any uncompleted actions that are still relevant have been brought forward. The revised Action Plan, the Private Sector Housing

strategy Action Plan 2014/15 is attached at Appendix 2.

6. The Scrutiny Panel is asked to consider the progress report and revised Action Plan and to provide any comments to the Housing Portfolio Holder and Director of Communities.

**Reason for decision:**

The PSHS includes an Action Plan, on which the Cabinet has asked the Housing Scrutiny Panel to monitor progress on an annual basis.

**Options considered and rejected:**

None.

**Consultation undertaken:**

None

**Resource implications:**

Budget provision: Nil

Personnel: Nil

Land: Nil

Community Plan/BVPP reference: Key Objective 6: 'Prioritise interventions to reduce health inequalities, targeting resources to the areas and people with poorer health, while improving access to services and addressing the lifestyle related, environmental and other causes of ill health.'

Relevant statutory powers: N/A

Background papers: None

Environmental/Human Rights Act/Crime and Disorder Act Implications: None

Key Decision reference: N/A

## Review of Private Sector Housing Action Plan (2013/14 update)

Action		Responsibility	Timescale	Progress
<b>C.A.R.E.</b>				
1	To introduce an extended assessment and advice procedure and to train staff in delivery of the procedure	AD (Private Sector Housing & Communities Support)/Private Housing Manager (Grants/C.A.R.E.)	Apr 2014	<b>Delayed.</b> This is considered not to be feasible at present owing to the increase in numbers of applications for Disabled Facilities Grants (DFGs) which, being mandatory, have taken precedence over other types of assistance and help.
<b>Disabled Adaptations</b>				
2	Implement new arrangements to increase customer choice in accessing referrals from vetted O.T.s from C.A.R.E.'s Preferred Contractor List	AD (Private Sector Housing & Communities Support)	Jan 2013	<b>Achieved,</b> however, numbers of referrals increased as a result of alternative arrangements implemented by Essex County Council. Some additional arrangements were put in place by the Grants and C.A.R.E. Teams but as DFG applicants have found it easier to get referrals from ECC there has been little interest in these.
<b>Private Rented Sector</b>				
3	Carry out feasibility study on the potential for fast track procedures for accredited properties	Private Housing Manager (Technical) and Housing Benefits Manager	Jan 2013	<b>Achieved.</b> Processing claims for Housing Benefit are currently being carried out at optimum timescales so there would be no benefits to this approach
4	Introduce Essex Landlord Accreditation Scheme in partnership with other participating Essex Authorities	Private Housing Manager (Technical)		<b>Achieved.</b> The Scheme was launched in September 2014

Action		Responsibility	Timescale	Progress
<b>Empty properties</b>				
5	Bring 40 long term empty homes back into use during 2012/2013	Private Housing Manager (Technical)	March 2013	<b>Achieved.</b> 115 properties brought back into use during 2012/13. 55 brought back into use in 2013/14.
6	Extend PLACE Scheme to include PLACE Loan to Let	Private Housing Manager (Technical)	Dec 2013	<b>Achieved.</b> One loan has been granted and there have been two further expressions of interest.
<b>Financial Assistance</b>				
7	Keep developments with Green Deal under continuous review with a view to maximising Council involvement	AD (Private Sector Housing & Communities Support)	Ongoing. Next review in March 2014	<b>Achieved.</b> While it was agreed that the Council should provide information on the Green Deal, it should not actively promote the Green Deal owing to concerns about the longer term affordability of the scheme.
<b>Park Homes</b>				
8	Revise and introduce new Site Licences with new Site Licence Conditions for authorised Gypsy and Traveller sites	Private Housing Manager (Technical)	Feb 2014	<b>In progress.</b> The Cabinet agreed new site licence conditions for our Gypsy, Roma and Traveller sites that are occupied on a permanent residential basis in September 2014 and new licences are being issued.
9	Revise and Introduce new Site Licences with new Site Licence Conditions for holiday homes sites	Private Housing Manager (Technical)	Dec 2014	<b>In progress.</b>
10	Make recommendations to Members on charging for licensing and enforcement activities in the light of the provisions of the Mobile Homes Act 2013	Private Housing Manager (Technical)	March 2014 (dependent on government clarification on legislation)	<b>Achieved.</b> The Cabinet agreed the charging policy at its meeting in July 2014

Action		Responsibility	Timescale	Progress
<b>C.A.R.E.</b>				
10	Implement new arrangements for technical support to C.A.R.E.	Private Housing Manager (Grants/C.A.R.E.)	Jan 2014	<b>Achieved.</b> A technical officer with the required skills was appointed on a temporary basis but has since left to seek employment elsewhere. 'Preferred contractor' consultants are currently providing the service.
11	Discuss with partners the viability of continuing the Safe and Well Scheme post April 2014	AD (Private Sector Housing & Communities Support)/Private Housing Manager (Grants/C.A.R.E.)	Jan 2014	<b>Achieved.</b> The Scheme is continuing using legacy funding.
12	Make application for Electrical Safety Council Grant for 2014/15	Private Housing Manager (Grants/C.A.R.E.)	May 2014	<b>Not achieved.</b> It was agreed not to make an application as the eligibility criteria were not sufficiently flexible to benefit service users.

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## Appendix 2

### Private Sector Housing Action Plan 2014/15 Update

	Action	Responsibility	Timescale	Resources
<b>C.A.R.E.</b>				
1	Review Handyperson Service charging policy in the light of income and expenditure and make recommendations to Portfolio Holder accordingly.	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Manager (Grants & C.A.R.E.)	March 2015	Within existing resources
2	Undertake a review of the Small Loans Scheme and make recommendations to the Housing Portfolio Holder accordingly.	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Manager (Grants & C.A.R.E.)	Dec 2014	Funds of £5,500 remain within the Scheme
3	Agree new arrangements for C.A.R.E. in the light of ECC funding changes including new arrangements for technical support.	Assistant Director (Private Sector Housing & Communities Resources)	March 2015	C.A.R.E. receives £62k annually from ECC under a contract which is due to expire in June 2015.
<b>Empty Properties</b>				
4	Bring 30 long term empty homes back into use during 2014/2015	Private Housing Manager (Technical)	March 2015	Within existing resources
<b>Energy Efficiency</b>				
5	Implement arrangements for small scale energy efficiency interventions using legacy funding from Herts and Essex Energy Project (HEEP)	Private Housing Manager (Grants & C.A.R.E.)	Nov 2014	Legacy funding of £3,500 from HEEP
6	Participate in an area-based project for the installation of energy efficiency measures in privately-owned hard-to-treat homes	Private Housing Manager (Grants & C.A.R.E.)	July 2015	Within existing resources. Work will be funded by homeowners themselves although this may be subsidised by housing assistance or ECO/Green Deal funding where applicable

Action		Responsibility	Timescale	Resources
<b>Energy Efficiency (Cont'd)</b>				
7	Agree and implement new arrangements in the light of government consultation on new legislation on energy efficiency in the Private Rented Sector	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Manager (Technical)	Dependent on government implementation of legislation	Within existing resources. Work will be funded by landlords or tenants themselves although this may be subsidised by ECO/Green Deal funding where applicable
8	Agree and implement measures to reduce levels of fuel poverty in the District in the light of government consultation on revised fuel poverty targets	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Managers	Dependent on government implementation of legislation	Within current financial resources. Work will be funded by property owners themselves although this may be subsidised by housing assistance or ECO/Green Deal funding where applicable. A fully effective response will require a multi-agency approach.
<b>Park Homes</b>				
9	Revise and Introduce new Site Licences with new Site Licence Conditions for holiday homes sites.	Private Housing Manager (Technical)	Dec 2014	Within existing resources



	Action	Responsibility	Timescale	Resources
<b>Private Rented Sector</b>				
10	Agree approach to take in the light of implementation of government's redress scheme for letting and property management agents	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Manager (Technical)	Dec 2014	Within existing resources
11	Agree strategy on accommodation on nurseries	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Manager (Technical)	April 2015	Within existing resources
<b>General</b>				
12	Review options for attracting additional income from private sector housing functions (such as enforcement).	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Manager (Technical)	Nov 2014	Costs would be within existing resources although may attract additional income for the General Fund
13	Agree arrangements and produce plan for updating the Private Sector Housing Strategy beyond 2015	Assistant Director (Private Sector Housing & Communities Resources); Private Housing Managers	Dec 2014	Within existing resources although DDF funding of approximately £60k if it is agreed that a further private sector house condition survey is necessary.

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## **Report to Housing Scrutiny Panel**

**Date of meeting: 16 October 2014**

**Portfolio: Housing – Cllr D. Stallan**

**Subject: Housing Revenue Account Business Plan  
Key Action Plan (2014/15) - 6-Month Progress Report**

**Officer contact for further information: Alan Hall –  
Director of Communities (01992 564004)**

**Committee Secretary: Mark Jenkins (01992 564607)**



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

**That the Panel considers the Six-Month Progress Report for the Key Action Plan contained within the HRA Business Plan 2014/15 (attached as an Appendix) and provides any feedback to the Housing Portfolio Holder and Director of Communities accordingly.**

### **Report:**

1. In March 2014, the Council's latest Housing Revenue Account (HRA) Business Plan (2014/15) was produced, incorporating the Repairs & Maintenance Business Plan. This document set out the Council's objectives, strategies and plans as landlord, in relation to the management and maintenance of its own housing stock.
2. An important section of the HRA Business Plan is the Key Action Plan, which sets out the proposed actions the Council would be taking, primarily, over the year. Having included the Key Action Plan within the Business Plan, it is good practice that the progress made with the stated actions is monitored; one of the Scrutiny Panel's Terms of Reference is to review progress during the year.
3. The Six-Month Progress Report on the actions contained within the Key Action Plan 2014/15 is attached as an Appendix to this report for consideration.
4. The Scrutiny Panel is asked to consider the Progress Report and to feed back to the Housing Portfolio Holder and Director of Communities any comments it considers appropriate.

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**HRA Business Plan 2014/15  
6-MONTH PROGRESS REPORT ON KEY ACTION PLAN**

Action	Corporate Housing Objectives	Responsibility for Achievement	Target Date	6-Month Progress Report <i>(As at 1<sup>st</sup> October 2014)</i>
<b>Housing General</b>				
1) Review the HRA Financial Plan, through formal officer reviews on a quarterly basis and reviews by the Housing Scrutiny Panel on a half-yearly basis.	HO 1 / 2 / 3 / 4 / 5	Director of Communities	Mar 2015	<b>In Progress</b> – The Quarter 1 Review was considered by officers, and the Quarter 2 Review is due to be considered by the Housing Scrutiny Panel in October 2014.
2) <i>(Subject to Cabinet approval)</i> Consider additional appropriate housing improvements and service enhancements, funded from additional resources available to the HRA from April 2015, once the available additional funding is known.	HO 1 / 2 / 3 / 4 / 5	Director of Communities	Jan 2015	<b>Not yet required</b>
3) Embed the operations of the Housing Service within the new Communities Directorate and complete all the identified tasks within the Communities Directorate Implementation Action Plan, in order to increase further the Housing Service's efficiency and effectiveness	HO 1 / 2 / 3 / 4 / 6	Director of Communities	Mar 2015	<b>Good Progress</b> – Most of the identified actions, and a number more, have been completed.
4) Introduce a new centralised, co-ordinated and customer focussed complaints handling regime for all Step 1 and Step 2 complaints within the Communities Directorate	HO 2 / 3 / 4 / 5 / 6	Asst Director (Private Housing & Communities Support)	<del>Sept 2014</del> Jan 2015	<b>Delayed</b> – The new post will form part of the Communities Support Team, which is currently subject to restructuring proposals under Phase 2 of the Management Restructure.
<b>Council Housebuilding Programme</b>				
5) <i>(Subject to Cabinet approval)</i> Adopt an updated Development Strategy for the Council's Housebuilding Programme, taking account of strategic and policy decisions since the adoption of the previous version and the Programme's current position	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	<del>July 2014</del> Dec 2014	<b>In Progress</b> – The Council's Development Agent is currently working on an updated Strategy, which will initially be considered by the Council Housebuilding Cabinet Committee by the end of 2014.

6) Subject to the Council's funding bid to the Homes and Communities Agency (HCA) being successful, seek and obtain Investment Partner status with the HCA, to enable the Council to draw down the funding and charge affordable rents for newly-built properties.	HO 1 / 5 / 6	Asst Director (Housing Property & Development)	Dec 2014	<b>In Progress</b> – The Council was successful in securing £0.5 Million grant from the HCA. East Thames is now in the process of formulating the Council's application to the HCA for Investment Partner status.
7) Start on site with Phase 1 of the Council's Housebuilding Programme, to provide 23 new affordable rented homes in Waltham Abbey.	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	<del>July 2014</del> Nov 2014	<b>In Progress</b> – Phase 1 is due to start on site in November 2014.
8) Start on site with an improvement scheme at Marden Close and Faversham Hall, Chigwell Row, to convert the 20 existing bedsits a former hall into 12 one bedroom flats	HO 1 / 2 / 3 / 6	Asst Director (Housing Property & Development)	Aug 2014	<b>Achieved</b> – Works started on site in September 2014.
9) Consider and determine which level of the Code for Sustainable Homes (CSH) new Council properties should meet, to inform future development appraisals and the standards for future developments.	HO 6	Asst Director (Housing Property & Development)	<del>Sept 2014</del> Jan 2015	<b>Held in abeyance</b> – Pending the Government's decisions on the standards within new Building Regulations.
10) Progress Phase 2 of the Housebuilding Programme, providing new affordable rented homes at Burton Road, Loughton, including the receipt of planning permission and the procurement of the works contractor, in readiness for a start on site in Spring 2015	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	Mar 2015	<b>In Progress</b> – The planning application for Phase 2 will be submitted at the beginning of October 2014.
11) Undertake development and financial appraisals for the majority of the Council's remaining sites with development potential and, through the Council's Housebuilding Cabinet Committee, determine which sites planning permission for development should be sought.	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	Mar 2015	<b>In Progress</b> – Development and financial appraisals will be presented to the Council Housebuilding Cabinet Committee for a number of potential development sites over the next few months.
<b>Housing Management</b>				
12) <i>(Subject to Cabinet approval if necessary)</i> Review the success of, and if appropriate amend as a result, the Council's new Housing Allocations Scheme, to ensure that it meets the Council's housing objectives.	HO 2	Asst Director (Housing (Operations))	Oct 2014	<b>In Progress</b> – The Housing Portfolio Holder has made a Decision on the main issues to be considered as part of the review. The Housing Scrutiny Panel will then review both the Housing Allocations Scheme and Tenancy Policy in October

				2014, and make recommendations to the Cabinet accordingly.
13) Prepare for the procurement of a new choice based lettings agency, for when the existing contract with Locata Housing Services ends in 2015.	HO 1 / 2	Asst Director (Housing (Operations))	June 2015	<b>In Progress</b> – The Council is working with the other local authorities that comprise the Herts and Essex Housing Options Consortium to undertake a joint procurement of a new CBL Agency.
14) Review the success of, and if appropriate amend as a result, the Council's new Tenancy Policy - and in particular the use of 10-year fixed term flexible tenancies for all new lettings of Council properties with 3 or more bedrooms.	HO 2	Asst Director (Housing (Operations))	Oct 2014	<b>In Progress</b> – As (12) above
15) Undertake a high profile publicity campaign to receive information from residents about social housing fraud	HO 1 / 2	<del>Asst Director (Housing (Operations))</del> Chief Internal Auditor	Dec 2014	<b>In Progress</b> – Preparations are underway. The campaign will now be led by the Council's Chief Internal Officer, who will shortly be responsible for the new Corporate Fraud Team (see (16) below)
16) Incorporate the Social Housing Fraud Team within a new Corporate Fraud Team, in order to increase/improve the sharing of intelligence, staffing resources and expertise	HO 1 / 2	Chief Internal Auditor	<del>Sept 2014</del> Dec 2014	<b>In Progress</b> – The Chief Internal Auditor has nearly formulated his proposals, which he intends to report to the Cabinet meeting in November 2014
17) Formulate and adopt a Social Housing Fraud Strategy, to clearly set out the Council's approach to dealing with social housing fraud, and how and when the different remedies available will be used	HO 1 / 2 / 5	Asst Director (Housing (Operations))	May 2014	<b>Achieved</b> – The Housing Portfolio Holder has adopted the new Social Housing Fraud Strategy, following detailed consideration by the Housing Portfolio Holder.
18) Commence an Environmental Improvement Scheme for the Oakwood Hill Estate, Loughton, through a specially-formed Task Force of key individuals and partners established to review and consider the available options	HO 2 / 3 / 4	Asst Director (Housing Property & Development)	Jan 2015	<b>In Progress</b> – The Task Force has been formed, under the chairmanship of the Housing Portfolio Holder, and has had two meetings to date.
19) Introduce an IT system to improve the efficiency and effectiveness of the management of the Council's leasehold property portfolio	HO 1 / 2 / 3 / 5 / 6	Communities Support Manager	<del>Sept 2014</del> Mar 2015	<b>Delayed</b> – Due to internal staffing issues, this has not been progressed as quickly as had been hoped. The two current Housing IT vacancies are included within restructure of the Communities Support Team. Once this new structure has been implemented, good progress is then expected.

20) Undertake a fundamental review of processes and policies for the re-letting of empty Council properties, through the commission of a study by an experienced and independent specialist, in order to increase efficiency and effectiveness and to improve re-letting times	HO 1 / 2 / 3 / 4	Director of Communities	Mar 2015	<b>Delayed</b> – No progress has been made on this due to other commitments of the Director of Communities.
<b>Tenant Participation</b>				
21) Consider and respond as appropriate to the recommendations of the first Service Review (on handling housing complaints) produced by the Tenants Scrutiny Panel	HO 1 / 2 / 3 / 4	Asst Director (Private Housing & Communities Support)	<del>Sept 2014</del> Jan 2015	<b>In Progress</b> – The recommendations are being implemented. The main recommendation relates to the appointment of the new Customer Relationship Officer (see (4) above)
22) Train tenants of the Tenants and Leaseholders Federation and recognised tenants associations to undertake periodic “mystery shopping” exercises on the Council’s housing services, and for other social housing providers	HO 2 / 3 / 4	Tenant Participation Officer	<del>Mar 2015</del> Jan 2015	<b>In Progress</b> – This project is now at an advanced stage of implementation, and it is envisaged that the first mystery shopping exercise by tenants will take place in early 2015, after training.
<b>Housing Related Support</b>				
23) Review the future of the Council's Careline Service, in the light of the County Council's decision to procure a county-wide telecare contract from one provider	HO 1 / 2	Asst Director (Housing Operations)	Mar 2015	<b>Held in abeyance</b> – Awaiting Essex County Council's proposals. Essex CC's Commissioning Manager has recently indicated that Essex CC is minded to enter into discussions with existing telecare providers (including EFDC) about a negotiated arrangement for the use of existing telecare provision across Essex.
24) Complete the first schemes under the programme of providing scooter stores at sheltered housing schemes	HO 2	Housing Assets Manager	Oct 2014	<b>In Progress</b> – The two pilot schemes (at Chapel Road, Epping and Parsonage Court, Loughton) are currently awaiting planning applications to be determined.
25) Install a free Wi-Fi service at the Council's Homeless Persons Hostel at Norway House, North Weald, in order to enable residents and their children to access the internet	HO 2	Housing Options Manager	Oct 2014	<b>Nearly Achieved</b> – The work will be completed by the end of October 2014



## Housing Repairs and Maintenance

26) Install mains operated smoke detectors in all Council owned properties over the next 5-years	HO 2 / 3	Housing Assets Manager	Mar 2017	<b>In Progress</b> – In excess of 80% of Council owned properties now have mains smoke alarms installed.
27) Timetable at least one meeting each year with the Tenants Federation to discuss the annual repairs and maintenance programme.	HO 3 / 4	Asst Director (Housing Property & Devt) / Housing Assets Manager	Mar 2015	<b>Not yet required</b> – This meeting takes place in March and is part of the consultation process that informs the Business Planning process.
28) Identify a new depot site from which to relocate the Housing Repairs Service to free up the existing Epping Depot for redevelopment.	HO 1 / 3 / 6	Asst Director (Housing Property & Devt)	Mar 2015	<b>In Progress</b> – A schedule of space requirements has been drawn up and has been issued to Officers in Estates and Valuation to identify alternative sites. This is also a standard agenda item at the Asset Working Group, and will continue to be so until a site is identified.
29) Closely monitor the new materials supply contract with Grafton Buildbase, and if performance deteriorates to an unacceptable level, then implement arrangements with an alternative supplier.	HO 1 / 3	Housing Repairs Manager (Mears)	<del>June 2014</del> Mar 2015	<b>In Progress</b> – For the first 12-months of the contract, Buildbase failed to meet an acceptable standard of service for the supply of materials. This resulted in an improvement notice being served in accordance with the contract. This is now being monitored closely.
30) Undertake a tender to appoint at least two Framework contractors to undertake Gas Servicing and breakdown works to gas heating and hot water appliances in time to coincide with the existing contract end date in July 2015.	HO 1 / 3	Housing Assets Manager	July 2015	<b>In Progress</b> – An advertisement was placed in the EU Journal with 16 expressions of interest received. PQQs have been evaluated and a short list of 6 contractors compiled. Tenders are due out in December 2014
31) Migrate from the Council's existing bespoke Schedule of Rates to the industry standard National Housing Federation Schedule of Rates (NHF SOR)	HO 3 / 5	Housing Repairs Manager (Mears)	<del>May 2014</del> Dec 2014	<b>In Progress</b> – This proved problematical initially, due to integration issues between Northgate OHMS and Mears' IT system (MCM). However, updated scripts from Northgate have been purchased and are now due to be implemented in December 2014 following training for Repairs staff.

32) Renew at least 3,300 key components each year to maintain its housing stock to a more modern standard based on industry standard life cycles.	HO 3	Housing Assets Manager / Housing Repairs Manager (Mears)	Mar 2015	<b>In Progress</b> – With over 1,200 key building components already replaced in Q1, this programme is well under way.
33) Continue with the Repairs Focus Group	HO 3 / 4	Asst Director (Housing Property & Devt)	Mar 2015	<b>Ongoing</b> – This group continues to meet on a quarterly basis
34) Complete the installation of external wall insulation to around 40 properties using Green Deal Cash Back funding.	HO 1 / 3	Housing Assets Manager	Sept 2014	<b>Achieved</b> – This programme was completed by the 24 September 2014 deadline, which attracted a grant of over £112,000
35) Roll out the 75% discount for leaseholders for 30-minute front entrance fire door installations to flats	HO 2 / 3	Housing Assets Manager	Mar 2015	<b>In Progress</b> – 165 Leaseholders has so far taken up the offer of a discount for a replacement fire protected front entrance door.
36) Implement the second set of “key deliverables” as agreed by the Repairs Advisory Group and the Housing Portfolio Holder: <ul style="list-style-type: none"> <li>To introduce an on-line repairs diagnosis and reporting service with access to book appointments on-line</li> <li>To develop and introduce a mobile phone App for smartphones for tenants to report repairs and book appointments.</li> <li>To introduce materials product warranty notification software to warn of any warranty in existence</li> <li>To undertake an HQN Repairs Self-Assessment.</li> </ul>	HO 1 / 3	Housing Repairs Manager (Mears)	<del>Dec 2014</del> June 2015	<b>In Progress</b> – The on-line diagnostic system and the product warranty capture system have yet to be rolled out. However, the mobile phone app is anticipated to be ready for launch in January 2014 following testing.  HQN commenced its independent assessment of the Repairs Service in September 2014, starting with a series of interviews with operatives, staff and tenants. This is now being followed up with a review of the documentation relating to the way repairs are offered to tenants. The outcome of the review is anticipated in December 2014.
37) Seek to include at least one local business on the list of tenderers for all future contracts.	HO 3	Housing Assets Manager / Housing Repairs Manager (Mears)	Mar 2015	<b>Ongoing</b> – This is being achieved on all contracts so far this year. However, this cannot be guaranteed for EU procurement exercises, such as gas servicing, as this is subject to a strict and consistent marking regime of PQQ's

38) Commence a programme of Refurbishment to Communal Kitchens in Sheltered Housing Schemes	HO 3	Housing Assets Manager	Mar 2015	<b>In Progress</b> – Kitchens have been completed at Buckhurst Court, Buckhurst Hill; Parsonage Court and Hedgers Close, Loughton and Jessopp Court, Waltham Abbey. Three more kitchens are in the pipeline for 2014/15 and a further 5 kitchens in 2015/16.
39) Undertake a feasibility study for Chalet Replacements at Norway House	HO 2 / 3 / 6	Housing Assets Manager	Mar 2015	<b>In Progress</b> - A feasibility study has been commissioned. The anticipated remaining life of the existing chalets is around 5-years, mainly due to the quality of the floors in the existing units. Three design options have been prepared and are currently being considered.

### Key to Corporate Housing Objectives

HO 1 - Value for Money

HO 2 - Housing Management

HO 3 - Repairs and Maintenance

HO 4 - Tenant Participation

HO 5 - Housing Finance

HO 6 - Housing Development

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## **Report to Housing Scrutiny Panel**

**Date of meeting: 16 October 2014**

**Portfolio: Housing – Cllr D. Stallan**

**Subject: HRA Financial Plan – Half-Yearly Update**

**Officer contact for further information:**

**Alan Hall – Director of Communities (01992 564004)**

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



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### **Recommendations Required:**

- (1) That the Six-Month Review of the HRA Financial Plan 2014/15 from CIH Consultancy, the Council's HRA Business Planning Consultants, attached as an Appendix be considered; and**
- (2) That the Scrutiny Panel provides any comments or concerns to the Housing Portfolio Holder and Director of Communities accordingly.**

### **Report:**

1. At its meeting in March 2014, the Housing Scrutiny Panel considered the draft HRA Business Plan for 2014/15 and recommended its adoption to the Housing Portfolio Holder, which was subsequently approved. An important part of the HRA Business Plan is the HRA Financial Plan, which sets out the anticipated HRA income and expenditure over the next 30 years.

2. The Cabinet has asked the Housing Scrutiny Panel to review updates to the HRA Financial Plan twice each year, at its scheduled meetings in October and March. In addition, senior Housing and Finance officers also formally review the Financial Plan in July and January each year too.

3. CIH Consultancy has acted as the Council's HRA Business Planning Consultants for a number of years and, at its March 2012 meeting, the Cabinet agreed that the Council should contract with CIH Consultancy to act as the Council's HRA Business Planning Consultants for a further three years until 2015, subject to satisfactory price and performance. This was in view of:

- the knowledge and experience that they have amassed about the Council's housing finances and operational workings over past years;
- the need to ensure a continuity of service and knowledge; and
- the fact that officers and members have been impressed with the quality of advice and service provided by CIH Consultancy at a competitive fee;

4. Accordingly, a three-year agreement with CIH Consulting has been signed.

5. CIH Consultancy has undertaken its Six-Month Review of the current HRA Financial Plan, to take account of the Council's current financial position and national and local policies. Their Six-Month Review Report, setting out the changes and current financial position, is attached as an Appendix.

6. The Scrutiny Panel is asked to consider the Six-Month Review Report and to provide any comments or concerns to the Housing Portfolio Holder and Director of Communities accordingly.



## Epping Forest District Council

### HRA Business Plan Financial Projections

#### October 2014 Review

#### 1. Introduction

- 1.1 CIH consultancy have been commissioned to regularly update the Council's HRA Business Plan and report on the latest projections arising and how the position has changed from the last review of the model.
- 1.2 It also provides an opportunity to discuss the impact to the plan of latest Government guidance and policy changes and potential changes to inflation assumptions.
- 1.3 This review makes reference to any significant changes to the previous version of the Business Plan model (February 2014) which was used for the publication of the HRA business plan document in April 2014.
- 1.4 This review of this model incorporates the original budgets for this financial year, which have not changed from the February 2014 version of the model. The plan still starts from 2013.14 and includes the out-turns for 2013.14, opening balances for 2014.15 for the HRA, Major Repairs Reserve, Repairs Fund and the Self-financing Reserve, as well as incorporating the Cabinet's decision to expand and enlarge the Council Housebuilding Programme. The changes are noted below:

	Feb 2014 HRA BP Projected Balances	Actual Opening Balances	Variance	Notes
HRA	£3.477m	£2.782m	-£0.695m	1
MRR	£10.039m	£11.372m	£1.333m	2
Repairs	£4.046m	£2.755m	£1.291m	3
Self-Financing	£6.513m	£6.513m	-	

- 1.5 Note 1: The variance is explained in section 2 below
- 1.6 Note 2: The final accounts for capital expenditure were £0.406million lower than forecast resulting in the reduced utilisation of the Major Repairs

Reserve. In addition as explained in section 2 an additional £0.839million was credited to the Reserve through an increase in the depreciation charge to the HRA. A greater amount of the Right to Buy 1-4-1 Receipts was utilised also having a beneficial effect on the Major Reserves Balance.

- 1.7 Note 3: Actual repairs expenditure was £0.832million higher than the last forecast for revenue repairs along with a lower opening balance of £0.459million for the repairs account.

## 2. HRA Out-turn and Variations with the Previous Plan

- 2.1 The model currently uses the out-turn for 2013.14 and original budgets for 2014.15 for forecasting expenditure and income forward whilst adding general RPI (inflation) increases. There are exceptions to these, which are detailed further in this report.

- 2.2 The table below details at summary level the HRA forecast and out-turn for **2013.14**

	<b>March HRA BP Forecast £m</b>	<b>2013.14 Out-turn £m</b>	<b>Variance £m</b>	<b>Note</b>
Net Rents	30.931	30.701	-0.230	1
Service Charges	1.666	1.647	-0.019	
Non Dwelling Income	0.877	0.870	-0.007	
Grants and Other Income	0.368	0.336	-0.032	
General Management	-4.362	-4.394	-0.032	
Special Management	-3.725	-3.725	-	
Other Management	-0.731	-0.401	0.330	2
Bad Debt Provision	-0.200	-0.115	0.085	
Responsive Repairs	-5.200	-5.200	-	
Interest Paid	-5.532	-5.526	0.006	
Interest Received	0.424	0.453	0.029	
Depreciation	-6.922	-7.761	-0.839	3
FRS 17 Adjustments	-0.142	-0.098	0.044	
RCCO	-4.200	-4.200	-	
Debt Repayment Reserve	-3.180	-3.180	-	
<b>Out-turn for Year</b>	<b>0.072</b>	<b>-0.593</b>	<b>-0.665</b>	

- 2.3 Note 1: The rental income budget was based on an average rent based on estimated stock level. Due to the re-ignitivation of right to buys the number of sales increased and their occurrence within the year has affected rental income. In addition the void rate was slightly higher than forecast.

- 2.4 Notes 2: The reason for the reduced expenditure is due to an under spend on service enhancements which have been carried over to the following year.



- 2.5 Note 3: The revised depreciation calculation resulted in an increased charge to the HRA, though the benefit of this is seen in the increase to the balances of the Major Repairs Reserve.
- 2.6 The other variances are considered minor and account for £0.074million of the overall variance of £0.665million.

### **3. Future Assumptions**

- 3.1 In this section of the report we briefly detail how the above expenditure and income will differ from any other variance than RPI (inflation being applied). We have applied an RPI of 2.5% throughout the plan.

#### Rental Income

- 3.2 As part of the business planning process, previously we have accurately forecast forward each individual property's rent to estimate future increases and assessed the impact of the £2 cap above RPI plus 0.5%. However the Government's recently produced Social Rent Policy, which commences from April 2015, now replaces RPI with CPI and the real increase of 0.5% is replaced by 1%. Furthermore, the final guidance confirmed the withdrawal of rent convergence from 2015, therefore suggesting that the rent levels set in April 2014 will form the basis for future inflationary increases of CPI plus 1%. The February 2014 Plan was based upon complying with the new guidance, as does this review.
- 3.3 At the time of writing, the September CPI and RPI indices had not been published and therefore we have used the August figures of 1.5% and 2.4% respectively. This has had a negative impact to the February 2014 Plan in that CPI was assumed at 2% with RPI at 2.5%. Therefore rental income for both 2015.16 and beyond will be reduced (c£6.99million) with only marginal reductions in operational costs.
- 3.4 Using an estimate of turnover of stock for new tenancies, it is assumed 6% (on a reducing balance) will move from actual to formula rent levels.
- 3.5 Void levels are estimated to remain at 1% throughout the Plan as a prudent assumption though 2014.15 has a rate of 0.9% budgeted for.
- 3.6 We have incorporated the additional week's rent which occurs every 6 years, commencing 2013.14 and then next in 2019.20.

#### Welfare Reform

- 3.7 The total impact of welfare reform to the Plan and how to profile it into future projections will be progressed with officers but for the time being we have increased the provision for bad debt from next year from 0.37% to 0.78% in line with the budget. In future years a prudent 1% assumption has been made.

## Treasury Management

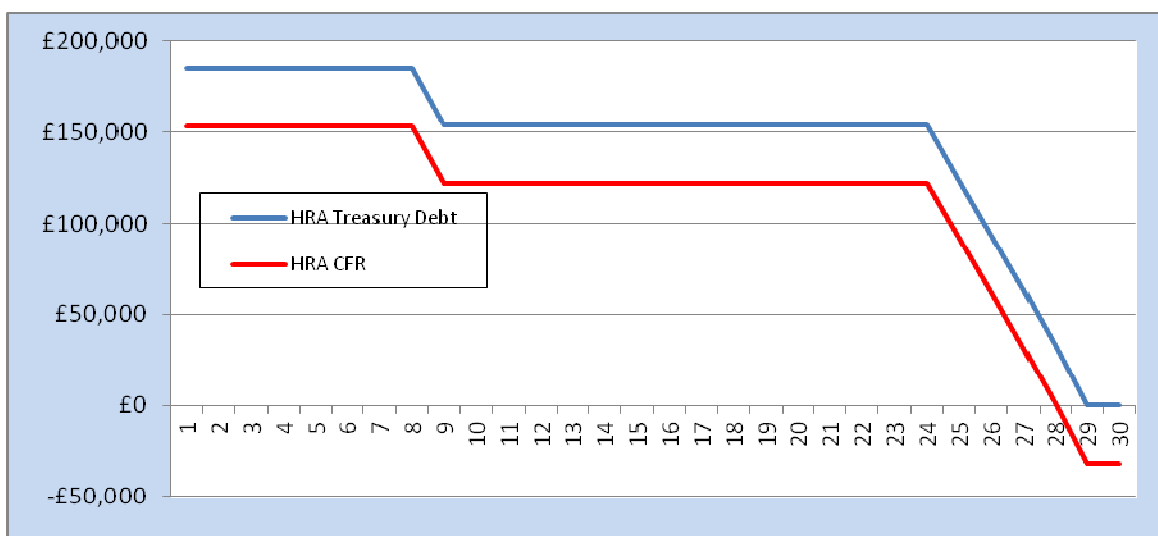
3.8 The loan portfolio remains unchanged and is detailed below for reference:

Loan £m	Interest Basis	Interest Rate	Maturity
31.800	Variable	0.62%	Mar 2022
30.000	Fixed	3.46%	Mar 2038
30.000	Fixed	3.47%	Mar 2039
30.000	Fixed	3.48%	Mar 2040
30.000	Fixed	3.49%	Mar 2041
33.656	Fixed	3.50%	Mar 2042

3.9 The interest on these loans will be charged directly to the HRA; since the vast majority have fixed rates the forecast interest projections will be accurate. We have estimated a gradual increase of interest rate for the variable rate loan up to 2.12% by Year 5 of the Plan.

3.10 Contributions are made to the Self-Financing reserve in order to maintain balances sufficient to repay loans when they mature, if so required at that point. Further on we explain the deviation from the annual contribution in order to fund additional new build from previously anticipated levels.

3.11 The graph below shows the financing position of the HRA remains unchanged from the previous visit to the Plan:



3.12 The graph shows the HRA loan portfolio (identified by the top blue line) starting at £185.456million and reducing as per the schedule in Section 3.8 above to complete repayment by Year 29. The actual accounting debt of the HRA (HRA CFR) is lower due to the Council's overall financing position and returns to its negative position in Year 29 as it was prior to self-financing.

#### 4. Capital Projections

- 4.1 The Council regularly updates its capital expenditure forecasts on a five-year basis.
- 4.2 The current and future years forecasts are summarised in the table below:

Description	2014.15 £m	2015.16 £m	2016.17 £m	2017.18 £m
Planned Maintenance	6.678	5.258	5.554	4.903
Other Capital Repairs	4.427	2.114	1.925	1.959
Kitchens & Bathrooms	3.285	4.031	4.088	4.352
Disabled Adaptations	0.402	0.450	0.450	0.450
<i>Service Improvements</i>	<i>0.399</i>	-	-	-
<i>New Build</i>	<i>1.934</i>	<i>6.494</i>	<i>8.257</i>	<i>4.928</i>
DLO Vehicle Purchase	0.068	0.050	0.050	0.050
Other Housing Devlp	0.621	0.013	-	-
<b>TOTAL</b>	<b>17.814</b>	<b>18.410</b>	<b>20.324</b>	<b>16.642</b>

- 4.3 The above costs are inclusive of fees. However there is no provision for inflation (with the exception of new build), but recent experience with contract renewals has demonstrated no price increases. This assumption may need revisiting when reviewing the Business Plan for later iterations. We have excluded the additional service enhancements over and above the original £0.770million allowance (which is accounted for in revenue costs). There is a net increase over the previous (February 2014) Plan of £0.555million for the period 2013.14 to 2017.18 (allowing for slippage).
- 4.4 Capital expenditure for the existing stock beyond Year 6 has been revised as follows based on information from the Council's asset database and allows for inflation but excludes service enhancements, new build and disabled adaptations:

£m / Yrs	6-10	11-15	16-20	21-25	26-30	TOTAL
Revised	70.365	103.641	118.997	142.462	175.836	613.300
Previous	82.788	103.762	127.916	148.727	184.471	647.664

- 4.5 Inclusive of inflation the savings to the Plan are in the region of £34.4million, of which £12.423million is in Years 6 to 10 of the Plan which provide additional finance towards the Council's new build aspirations over previous plans.

#### New Build

- 4.6 The previous model had expenditure totalling £20.731million (exclusive of inflation) for delivering a total of 123 homes up to and including 2020.21 (Phase 1:23, Phase 2:20 and Phases 3-6:20p/a).
- 4.7 In April 2014 members approved a revised plan to allow for an increased provision of homes for both Phases 2 and 3 to 6, providing a revised total of

195 homes. Members also agreed to extend the Housebuilding Programme by a further 4 years, to provide an additional 120 homes (see Section 7).

4.8 The table below shows the costs for Phases 1 and 2 and future phases over the next few years inclusive of inflation:

£m	Units	2013.14	2014.15	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	TOTAL
Phase1	23	0.071	1.750	2.315	0.065					4.200
Phase 2	52		0.184	3.952	4.675	0.183				8.994
Phases 3-6	120			0.197	3.517	4.745	4.871	4.746	1.235	19.312
TOTAL	195	0.071	1.934	6.464	8.257	4.928	4.871	4.746	1.235	32.506

The total expenditure over this period is £32.506million, some £11.775million more than originally forecast, which will have a detrimental effect to the Plan though offset partially by some additional resources detailed below agreed by members.

#### Right to Buy Receipts

4.9 With the reinvigoration of the right to buy policy the Council has seen sales in 2012.13 and 2013.14 exceed those witnessed over the past three years (and those assumed within the Government's self-financing settlement for the Council).

4.10 The result of the increased volume of sales affects the Plan not only with loss of income but also introduces the ability to retain the balance of the receipts (after some initial deductions).

4.11 Firstly, when sales exceed the number assumed within the settlement, the ability to retain some of the receipt is enabled and to date (30 June 2014) this totals £1.579million. This is termed "Allowable Debt". However with the changes made to the capital regulations in March 2014, the Government now has ability to recover around 70% from future receipts when sales fall below those assumed within the settlement, which they previously did not.

4.12 It is likely, given the number of sales in the pipeline and forecast, that this value for Allowable Debt could increase over the next three years to an estimated £1.734million.

4.13 Members in April 2014 approved plans to release 30% of these balances which are not considered 'at risk' to assist with the funding of the increased new build programme. We have scheduled the funding of this receipt as follows:

	2014.15	2015.16
Use of Allowable Debt	£0.518million	£0.003million

4.14 After all eligible deductions the Council currently has £4.071million of net receipts termed as "1-4-1" for the direct contribution for new build as at 30 June 2014. With the forecast sales, this is estimated to increase to £4.499million in 2014.15. Regulations state that this can be used for up to

30% of new build costs within 36 months of the receipt arising. These receipts will be reclaimed by DCLG if they are not utilised within 36 months.

- 4.15 We have allocated these receipts against the new build expenditure (and one acquisition) within the model as identified below:

	2013.14	2014.15	2015.16	2016.17	2017.18
1-4-1 Receipts	£0.102m	£0.543m	£1.141m	£1.514m	£1.199m

- 4.16 With the increase in sales resulting in a higher “1-4-1” balance and the use of 30% of the Allowable Debt the Plan has additional resources of £1.323million over the previous (February 2014) Business Plan.

#### HCA Funding

- 4.17 As part of the Government’s Affordable Homes Programme the Council submitted a bid on 35 homes for Phase 2 for £12,500 per unit, potentially providing an additional £0.438million of resources, which has been accounted for within this revised Plan split equally between 2015.16 and 2016.17. This has now been approved by the Homes and Communities Agency (HCA).

#### Other Capital Funding

- 4.18 As another resource to fund the additional new build, members agreed to reduce the minimum balance of the HRA from £3million to £2million thus releasing an additional £1million in 2014.15.
- 4.19 Other capital receipts available for funding both the capital and new build programme are listed below:

S106 McCarthy & Stone	£241,000
S106 BPI Poly Site	£103,000
S106 Bald Hind Pub	£102,000
S106 Millrite Engineering	£37,000
S106 Jennikings Nursery	£40,000
Millfield Land Sale	£83,000
Nine Ashes Farm	£21,000
Covenant of Lawton Road	£127,500
Area Growth Fund (1)	£90,000
Area Growth Fund (2)	£37,000
<b>TOTAL</b>	<b>£881,500</b>

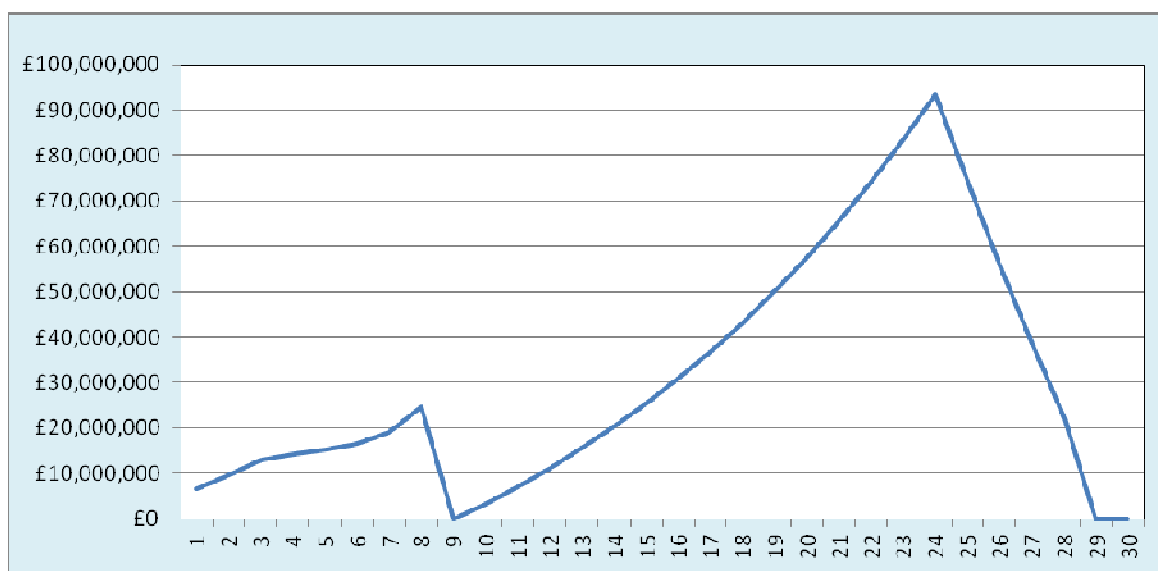
#### Self-Financing Reserve

- 4.20 Members approved, as part of funding the additional new build programme, a deviation away from the annual contribution of £3.180million to the Self-Financing Reserve in order to fund loan repayments when required.
- 4.21 In accordance with affordability we have restructured the contributions as follows instead of the annual £3.180m in the previous plan:

£m	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22
Contribution	3.180	1.250	1.250	1.250	2.500	5.500	7.177

4.22 These contributions ensure that balances in the Reserve will be sufficient to meet the loan repayment in 2021.22 of £31.8million.

4.23 The projected reserve balances are shown in the graph below:



### Service Enhancements

4.24 The last visit to the Plan identified future service enhancements (at today's prices) available to the HRA, in addition the £770,000 already accounted for within the HRA budgets, below:

Service Enhancements (February 2014)	Yrs 3-6 £m	Yrs 7-9 £m	Yrs 10-11 £m	Yrs 12-16 £m	Yrs 17-21 £m	Yrs 22-30 £m	Total £m
Per Year	0.850	3.300	3.300	7.000	8.000	9.000	175.900

The above values (without inflation) were reviewed in line with keeping the HRA with reasonably constant balances after taking into account the contributions to the Self-Financing Reserve. For clarity and ease of understanding we have increased the provisions within 5 year bands (except for Years 22-30, which covers 9 years and 10 to 11 for reasons explained below), with inflation applied within the model.

4.25 Due to the increases of new build expenditure, increased repair forecasts, reduced capital expenditure, revised opening balances and additional resources available we have revised the above assumptions (at today's prices) to ensure a balanced business plan.

Service Enhancements (Adjustments Stage 1 to February 2014 Plan)	Yrs 3-6 £m	Yrs 7-9 £m	Total £m
Original Service Enhancements	0.850	3.300	13.300
Adjustments to Balance the Plan (per year)	-0.075	-2.660	-8.280
Revised Service Enhancements (October 2014)	0.775	0.640	5.020

4.26 This demonstrates that in order to fund the new build programme of Phases 1 to 6, with a net increase of 72 homes, the forecast additional service enhancements of £0.85million for Years 3 to 6 and £3.3million for Years 7 to 9 of the Plan will need to be reduced. The reduction of £8.280million is higher than the original £6.73million identified on our April 2014 financing new build report to members due to the variances in outcome and assumptions noted in this review but principally the lower than anticipated rent increase for April 2015 and increases to new build expenditure.

4.27 As the Plan benefits from reduced capital expenditure from the revised projections and additional rental income from the 72 properties at affordable rent the future levels of service enhancements could be increased (at today's prices) as per the following table with a balanced Business Plan.

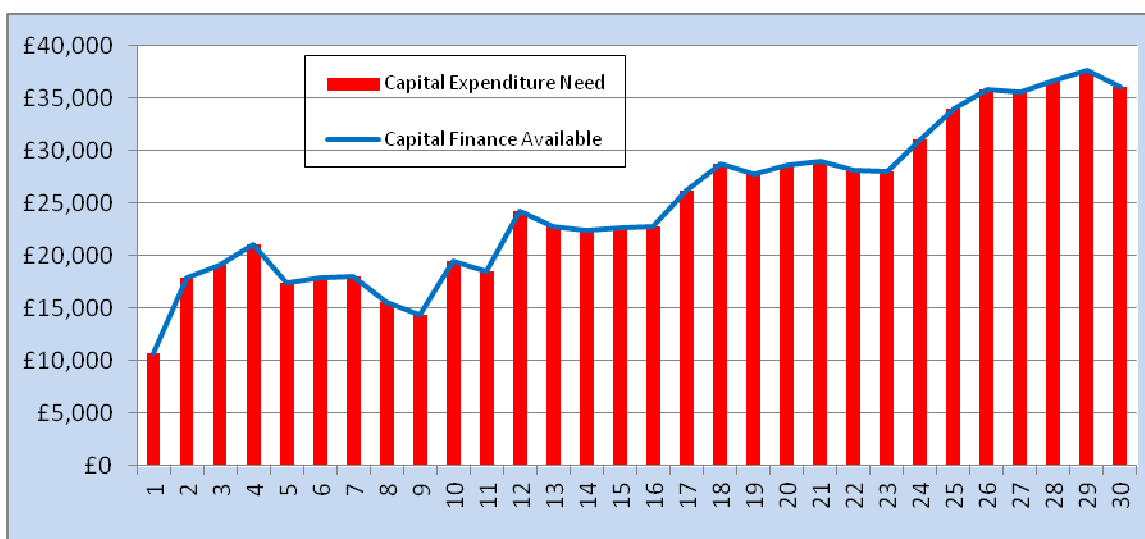
Service Enhancements (Adjustments Stage 2 to February 2014 Plan)	Yrs 3-6 £m	Yrs 7-9 £m	Yrs 10-11 £m	Yrs 12-16 £m	Yrs 17-21 £m	Yrs 22-30 £m	Total £m
Per Year	-	-	1.750	0.250	1.750	-	13.500

4.28 The total revised additional service enhancements is summarised in the table below:

Service Enhancements (October 2014 Revisions)	Yrs 3-6 £m	Yrs 7-9 £m	Yrs 10-11 £m	Yrs 12-16 £m	Yrs 17-21 £m	Yrs 22-30 £m	Total £m
Per Year	0.775	0.640	5.050	7.250	9.750	9.000	181.120

## 5. Funding the Capital Projections

5.1 The graph below demonstrates the capital expenditure (in the thick red vertical bars) for each year including inflation. The available resources are shown (using the thin blue horizontal line). As expected the expenditure identified in sections 4.2, 4.4 and new build and service enhancements can be fully funded.

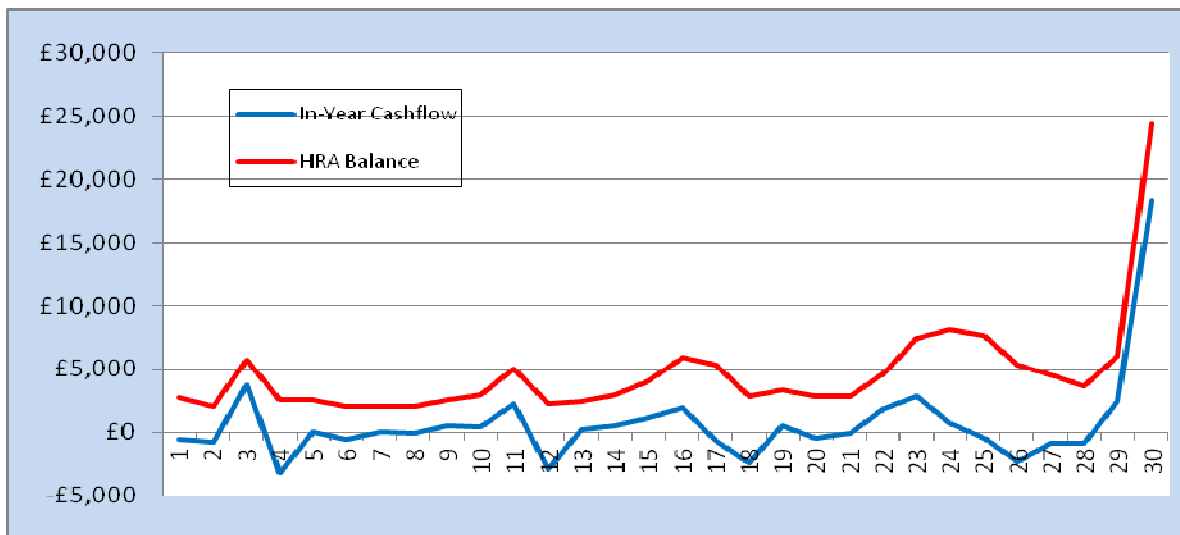




- 5.2 The key financial resources available for funding the capital expenditure have remained unchanged with the exception of accounting for the useable right to buy receipts into the following year as per the above assumptions and after other receipts identified in 4.19.
- 5.3 The right to buy sales will be closely monitored including those applications within the pipeline to continually update the potential receipts.
- 5.4 There are potentially further receipts in excess of £2million for a range of sites that could provide additional resource to the HRA that would fund additional service enhancements.

## 6. HRA Revenue Balance Projections

- 6.1 Within this report we have detailed that both reserve balances for major works and revenue repairs will be utilised over the first 5 years of the Plan. However the Business Plan model has appropriated monies to the Self Financing Reserve for debt repayment as per Sections 4.21 and 4.23 of this review.



- 6.2 The HRA is forecast to keep an average balance of £4million over the first 29 years with the lowest balance of £2million in Year 2.
- 6.3 The balance peaks at £8million in Year 24, but quickly reduces due to the increase of capital expenditure in Year 25 onwards noted in the graph in Section 5.1 above.
- 6.4 As contributions to the Self-Financing Reserve cease in Year 30, as the loan portfolio has been fully repaid, balances start accruing within the HRA - which could provide for additional service enhancements to those identified in Section 4.28.

## 7. Additional New Build



- 7.1 As part of our review of the potential for increasing the provision of affordable homes, further phases (7-10) were investigated using similar assumptions to those for Phases 3-6 above.
- 7.2 We have re-run these phases to the baseline plan above for these additional 120 homes delivered between Years 7 and 10.
- 7.3 In order to fund these additional homes the following adjustments would be required to the revised service enhancement levels in Section 4.28.

Service Enhancements (Adjustments Stage 3 to October 2014 Plan)	Yrs 3-6 £m	Yrs 7-9 £m	Total £m
Per Year	-0.775	-0.640	-5.020

- 7.4 With the complete reduction of additional service enhancements (over and above the £0.770million in revenue budgets) this will still leave a funding shortfall of £11.931million. This could be funded by short-term borrowing by reducing the additional service enhancements to nil in Years 10 and 11 and using a small element of revenue balances to enable the repayment of this borrowing.
- 7.5 Alternatively if the service enhancements were to remain at £0.775million until Year 9 the shortfall would be in the region of £16.09million and therefore any borrowing to fund this could be repaid by Year 13 by reducing the service enhancements to £0.775million from Years 10 to 13.

## 8. Summary

- 8.1 This review of the HRA Business Plan demonstrates that it remains viable over the 30 years with the ability to repay the loan portfolio upon maturity for each of the facilities.
- 8.2 However, due to increases to new build costs with additional homes and the effects of the right to buy levels and receipts its service enhancements need to be reduced in the early stages but can be increased later on in the Plan with a net gain of £5.12million over years 3 to 29. In the short-term the original additional forecast service enhancements will be reduced to £0.775million for years 3 to 6 and £0.640million years 7 to 9.
- 8.3 With the range of sensitivities modelled the HRA still remains fully viable though with reduced levels of resources to fund the level of service enhancements in section 4.28.

Simon Smith

October 2014

## Appendix 1

### Key Assumptions

1. General Inflation (RPI) 2.5% throughout (CPI) 2.0% from April 2016, RPI 2.4% and CPI 1.5% for April 2015
2. Rents increasing by CPI plus 1%
3. 6% of tenancies (on a reducing balance) moving to formula rent
4. Void levels 1% throughout
5. Bad Debts Provision increased from 0.39% to 1% from year 2
6. Right to Buy levels reduce from 20 to 7 year 6 onwards
7. Unpooled Right to Buy Receipt (up to Government cap) utilised by General Fund
8. 30% of the Allowable Debt element of receipt used to fund new homes
9. New Build of 195 properties years 2 to 8
10. Service Charge income increasing by RPI only
11. Non Dwelling Rents (Garages) increasing by RPI only
12. Norway House Rents increasing by RPI only
13. Contributions from the General Fund (for service) increasing by RPI only
14. Management Costs increasing by RPI only
15. Repair Costs increasing by RPI only
16. Capital Improvement Costs increasing by RPI plus 0.25% from year 6
17. Base rate for variable interest calculations increasing from 0.5% to 3.0% by year 5

## Appendix 2 HRA Projections

### HOUSING REVENUE ACCOUNT PROJECTIONS

Epping Forest DC

Year	2013.14	2014.15	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>INCOME:</b>															
Rental Income	31,199	31,988	33,045	34,619	35,710	37,159	39,376	40,224	41,841	43,150	44,499	45,884	48,166	48,771	50,275
Void Losses	-498	-287	-330	-345	-356	-371	-393	-401	-417	-430	-444	-458	-481	-487	-502
Service Charges	1,647	1,575	1,613	1,653	1,694	1,737	1,780	1,825	1,870	1,917	1,965	2,014	2,065	2,116	2,169
Non-Dwelling Income	870	875	896	918	941	965	989	1,014	1,039	1,065	1,092	1,119	1,147	1,176	1,205
Grants & Other Income	336	383	392	402	412	422	433	444	455	466	478	490	502	515	527
<b>Total Income</b>	<b>33,554</b>	<b>34,534</b>	<b>35,616</b>	<b>37,247</b>	<b>38,401</b>	<b>39,912</b>	<b>42,185</b>	<b>43,105</b>	<b>44,788</b>	<b>46,168</b>	<b>47,590</b>	<b>49,050</b>	<b>51,399</b>	<b>52,091</b>	<b>53,675</b>
<b>EXPENDITURE:</b>															
General Management	-4,344	-4,466	-4,573	-4,690	-4,813	-4,937	-5,064	-5,194	-5,327	-5,460	-5,597	-5,737	-5,880	-6,027	-6,178
Special Management	-3,725	-3,838	-3,930	-4,028	-4,129	-4,232	-4,338	-4,447	-4,558	-4,672	-4,788	-4,908	-5,031	-5,157	-5,286
Other Management	-401	-871	-1,075	-1,102	-1,129	-1,158	-1,187	-1,216	-1,247	-1,278	-1,310	-1,343	-1,376	-1,410	-1,446
Rent Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision	-115	-250	-328	-341	-352	-365	-385	-392	-406	-418	-432	-445	-467	-473	-488
Responsive & Cyclical Repairs	-5,200	-5,000	-4,200	-4,739	-5,638	-5,778	-5,923	-6,087	-6,278	-6,457	-6,641	-6,831	-7,026	-7,202	-7,382
<b>Total Revenue Expenditure</b>	<b>-13,785</b>	<b>-14,425</b>	<b>-14,107</b>	<b>-14,901</b>	<b>-16,061</b>	<b>-16,470</b>	<b>-16,896</b>	<b>-17,336</b>	<b>-17,815</b>	<b>-18,285</b>	<b>-18,768</b>	<b>-19,264</b>	<b>-19,781</b>	<b>-20,269</b>	<b>-20,779</b>
Interest Paid	-5,526	-5,532	-5,704	-5,863	-6,022	-6,022	-6,022	-6,022	-6,017	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348
Finance Administration	-50	-52	-53	-55	-56	-57	-59	-60	-62	-63	-65	-66	-68	-70	-72
Interest Received	453	409	761	981	1,215	1,239	1,279	1,377	1,147	896	1,017	1,105	1,176	1,297	1,439
Depreciation	-7,761	-7,045	-7,055	-7,271	-7,473	-7,681	-7,897	-8,119	-8,316	-8,518	-8,726	-8,938	-9,156	-9,379	-9,608
<b>Net Operating Income</b>	<b>6,885</b>	<b>7,889</b>	<b>9,458</b>	<b>10,139</b>	<b>10,004</b>	<b>10,921</b>	<b>12,590</b>	<b>12,945</b>	<b>13,725</b>	<b>14,850</b>	<b>15,700</b>	<b>16,539</b>	<b>18,222</b>	<b>18,322</b>	<b>19,308</b>
<b>APPROPRIATIONS:</b>															
FRS 17 /Other HRA Reserve Adj	-3,278	-3,208	-3,209	-1,279	-1,280	-1,281	-2,532	-5,532	-7,210	-3,462	-3,808	-4,103	-4,422	-4,765	-5,135
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	-4,200	-5,450	-2,547	-12,028	-8,697	-10,187	-10,053	-7,442	-6,015	-10,996	-9,703	-15,317	-13,607	-13,064	-13,015
<b>Total Appropriations</b>	<b>-7,478</b>	<b>-8,658</b>	<b>-5,755</b>	<b>-13,307</b>	<b>-9,977</b>	<b>-11,468</b>	<b>-12,585</b>	<b>-12,975</b>	<b>-13,225</b>	<b>-14,458</b>	<b>-13,511</b>	<b>-19,420</b>	<b>-18,029</b>	<b>-17,829</b>	<b>-18,150</b>
<b>ANNUAL CASHFLOW</b>	<b>-593</b>	<b>-769</b>	<b>3,703</b>	<b>-3,168</b>	<b>28</b>	<b>-547</b>	<b>5</b>	<b>-30</b>	<b>500</b>	<b>392</b>	<b>2,189</b>	<b>-2,881</b>	<b>194</b>	<b>493</b>	<b>1,159</b>
Opening Balance	3,375	2,782	2,013	5,716	2,548	2,576	2,029	2,034	2,004	2,505	2,896	5,085	2,204	2,397	2,891
<b>Closing Balance</b>	<b>2,782</b>	<b>2,013</b>	<b>5,716</b>	<b>2,548</b>	<b>2,576</b>	<b>2,029</b>	<b>2,034</b>	<b>2,004</b>	<b>2,505</b>	<b>2,896</b>	<b>5,085</b>	<b>2,204</b>	<b>2,397</b>	<b>2,891</b>	<b>4,049</b>
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	6,513	9,693	12,873	14,123	15,373	16,623	19,123	24,623	0	3,428	7,201	11,269	15,654	20,381	25,477
HRA New Build Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## HOUSING REVENUE ACCOUNT PROJECTIONS

Epping Forest DC

Year	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43
£'000	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
<b>INCOME:</b>															
Rental Income	51,821	53,410	55,043	57,751	58,449	60,225	62,051	63,928	65,859	69,076	69,888	71,989	74,150	76,373	78,661
Void Losses	-517	-533	-549	-576	-583	-601	-619	-638	-657	-689	-697	-718	-740	-762	-785
Service Charges	2,223	2,279	2,336	2,394	2,454	2,515	2,578	2,643	2,709	2,777	2,846	2,917	2,990	3,065	3,141
Non-Dwelling Income	1,235	1,266	1,298	1,330	1,363	1,397	1,432	1,468	1,505	1,543	1,581	1,621	1,661	1,703	1,745
Grants & Other Income	541	554	568	582	597	612	627	643	659	675	692	709	727	745	764
<b>Total Income</b>	<b>55,303</b>	<b>56,976</b>	<b>58,696</b>	<b>61,482</b>	<b>62,280</b>	<b>64,149</b>	<b>66,069</b>	<b>68,044</b>	<b>70,075</b>	<b>73,381</b>	<b>74,310</b>	<b>76,518</b>	<b>78,789</b>	<b>81,124</b>	<b>83,526</b>
<b>EXPENDITURE:</b>															
General Management	-6,332	-6,491	-6,653	-6,819	-6,990	-7,165	-7,344	-7,527	-7,715	-7,908	-8,106	-8,309	-8,516	-8,729	-8,948
Special Management	-5,418	-5,553	-5,692	-5,834	-5,980	-6,130	-6,283	-6,440	-6,601	-6,766	-6,935	-7,108	-7,286	-7,468	-7,655
Other Management	-1,482	-1,519	-1,557	-1,596	-1,636	-1,677	-1,719	-1,761	-1,806	-1,851	-1,897	-1,944	-1,993	-2,043	-2,094
Rent Rebates	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision	-503	-518	-534	-561	-567	-584	-602	-620	-639	-671	-678	-698	-719	-741	-763
Responsive & Cyclical Repairs	-7,566	-7,755	-7,949	-8,148	-8,352	-8,560	-8,774	-8,994	-9,219	-9,449	-9,685	-9,927	-10,176	-10,430	-10,691
<b>Total Revenue Expenditure</b>	<b>-21,301</b>	<b>-21,836</b>	<b>-22,385</b>	<b>-22,958</b>	<b>-23,524</b>	<b>-24,115</b>	<b>-24,721</b>	<b>-25,343</b>	<b>-25,979</b>	<b>-26,645</b>	<b>-27,301</b>	<b>-27,987</b>	<b>-28,691</b>	<b>-29,411</b>	<b>-30,150</b>
Interest Paid	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,339	-4,301	-3,260	-2,216	-1,168	0
Finance Administration	-73	-75	-77	-79	-81	-83	-85	-87	-89	-92	-94	-96	-99	-101	-104
Interest Received	1,608	1,764	1,878	2,018	2,194	2,378	2,604	2,882	3,164	3,054	2,556	2,075	1,636	1,179	1,162
Depreciation	-9,842	-10,082	-10,328	-10,579	-10,837	-11,101	-11,372	-11,649	-11,933	-12,224	-12,522	-12,827	-13,139	-13,459	-13,787
<b>Net Operating Income</b>	<b>20,347</b>	<b>21,399</b>	<b>22,436</b>	<b>24,535</b>	<b>24,684</b>	<b>25,878</b>	<b>27,147</b>	<b>28,499</b>	<b>29,889</b>	<b>32,135</b>	<b>32,647</b>	<b>34,422</b>	<b>36,279</b>	<b>38,163</b>	<b>40,647</b>
<b>APPROPRIATIONS:</b>															
FRS 17 /Other HRA Reserve Adj	-5,533	-5,963	-6,426	-6,925	-7,463	-8,044	-8,669	-9,343	-10,069	-10,853	-11,697	-12,607	-13,588	-14,652	-56
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	-12,878	-16,120	-18,431	-17,121	-17,726	-17,891	-16,685	-16,347	-19,118	-21,764	-23,230	-22,665	-23,559	-24,110	-22,264
<b>Total Appropriations</b>	<b>-18,411</b>	<b>-22,083</b>	<b>-24,858</b>	<b>-24,046</b>	<b>-25,189</b>	<b>-25,935</b>	<b>-25,354</b>	<b>-25,690</b>	<b>-29,187</b>	<b>-32,616</b>	<b>-34,927</b>	<b>-35,272</b>	<b>-37,147</b>	<b>-35,763</b>	<b>-22,320</b>
<b>ANNUAL CASHFLOW</b>															
Opening Balance	4,049	5,985	5,301	2,880	3,369	2,864	2,807	4,601	7,410	8,112	7,631	5,351	4,502	3,634	6,034
Closing Balance	5,985	5,301	2,880	3,369	2,864	2,807	4,601	7,410	8,112	7,631	5,351	4,502	3,634	6,034	24,361

Other HRA Reserve																
Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	30,971	36,893	43,277	50,160	57,580	65,579	74,202	83,498	93,519	74,322	55,968	38,524	22,058	0	0	
HRA New Build Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

## Appendix 3 Capital Projections

HOUSING CAPITAL PROJECTIONS  
Epping Forest DC

Year	2013.14	2014.15	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>EXPENDITURE:</b>															
Planned Variable Expenditure	0	0	0	0	0	0	0	-8	-27	-39	-52	-65	-85	-101	-112
Planned Fixed Expenditure	-9,757	-14,789	-12,197	-12,380	-12,048	-12,489	-12,683	-13,781	-13,752	-18,909	-17,797	-23,596	-22,069	-21,718	-21,871
Disabled Adaptations	-494	-402	-450	-450	-461	-473	-485	-497	-509	-522	-535	-548	-562	-576	-576
Other Capital Expenditure	-348	-689	-63	-50	-50	-51	-53	-54	-55	-57	-58	-59	-61	-62	-64
New Build Expenditure	-71	-1,934	-6,458	-8,249	-4,923	-4,866	-4,742	-1,234	0	0	0	0	0	0	0
Procurement Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Previous Year's B/F Shortfall	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Capital Expenditure</b>	<b>-10,670</b>	<b>-17,814</b>	<b>-19,168</b>	<b>-21,129</b>	<b>-17,471</b>	<b>-17,868</b>	<b>-17,950</b>	<b>-15,561</b>	<b>-14,331</b>	<b>-19,514</b>	<b>-18,428</b>	<b>-24,255</b>	<b>-22,763</b>	<b>-22,444</b>	<b>-22,623</b>
<b>FUNDING:</b>															
Major Repairs Reserve	6,135	10,322	15,159	7,271	7,473	7,681	7,897	8,119	8,316	8,518	8,726	8,938	9,156	9,379	9,608
Right to Buy Receipts	0	518	3	0	0	0	0	0	0	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Receipts/Grants	237	982	319	319	100	0	0	0	0	0	0	0	0	0	0
HRA Reserves	98	543	1,140	1,512	1,201	0	0	0	0	0	0	0	0	0	0
Revenue Contributions	4,200	5,450	2,547	12,028	8,697	10,187	10,053	7,442	6,015	10,996	9,703	15,317	13,607	13,064	13,015
<b>Total Capital Funding</b>	<b>10,670</b>	<b>17,814</b>	<b>19,168</b>	<b>21,129</b>	<b>17,471</b>	<b>17,868</b>	<b>17,950</b>	<b>15,561</b>	<b>14,331</b>	<b>19,514</b>	<b>18,428</b>	<b>24,255</b>	<b>22,763</b>	<b>22,444</b>	<b>22,623</b>
<b>In-Year Net Cashflow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cumulative Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MRR Account:</b>															
Opening Balance	9,755	11,381	8,104	0	0	0	0	0	0	0	0	0	0	0	0
Net Contribution (Depr)	7,761	7,045	7,055	7,271	7,473	7,681	7,897	8,119	8,316	8,518	8,726	8,938	9,156	9,379	9,608
Use of Reserve to Capital	-6,135	-10,322	-15,159	-7,271	-7,473	-7,681	-7,897	-8,119	-8,316	-8,518	-8,726	-8,938	-9,156	-9,379	-9,608
Contribution to HRACFR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>£11,381</b>	<b>£8,104</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>

HOUSING CAPITAL PROJECTIONS

Epping Forest DC

Year	2028.29	2029.30	2030.31	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	
£'000	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
<b>EXPENDITURE:</b>																
Planned Variable Expenditure	-124	-136	-152	-164	-172	-182	-191	-209	-233	-249	-267	-285	-304	-311	-319	
Planned Fixed Expenditure	-21,940	-25,394	-27,918	-26,830	-27,667	-28,068	-27,105	-27,007	-30,019	-32,919	-34,645	-34,346	-35,513	-36,354	-34,806	
Disabled Adaptations	-590	-605	-620	-636	-652	-668	-685	-702	-719	-737	-756	-775	-794	-814	-834	
Other Capital Expenditure	-66	-67	-69	-71	-72	-74	-76	-78	-80	-82	-84	-86	-88	-90	-93	
New Build Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Procurement Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Previous Year's B/F Shortfall	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Capital Expenditure</b>	<b>-22,720</b>	<b>-26,202</b>	<b>-28,759</b>	<b>-27,700</b>	<b>-28,563</b>	<b>-28,992</b>	<b>-28,057</b>	<b>-27,996</b>	<b>-31,051</b>	<b>-33,988</b>	<b>-35,752</b>	<b>-35,492</b>	<b>-36,699</b>	<b>-37,570</b>	<b>-36,052</b>	
<b>FUNDING:</b>																
Major Repairs Reserve	9,842	10,082	10,328	10,579	10,837	11,101	11,372	11,649	11,933	12,224	12,522	12,827	13,139	13,459	13,787	
Right to Buy Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HRA CFR Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Receipts/Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HRA Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Revenue Contributions	12,878	16,120	18,431	17,121	17,726	17,891	16,685	16,347	19,118	21,764	23,230	22,665	23,559	24,110	22,264	
<b>Total Capital Funding</b>	<b>22,720</b>	<b>26,202</b>	<b>28,759</b>	<b>27,700</b>	<b>28,563</b>	<b>28,992</b>	<b>28,057</b>	<b>27,996</b>	<b>31,051</b>	<b>33,988</b>	<b>35,752</b>	<b>35,492</b>	<b>36,699</b>	<b>37,570</b>	<b>36,052</b>	
<b>In-Year Net Cashflow</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Cumulative Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

MRR Account:																
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Contribution (Depr)	9,842	10,082	10,328	10,579	10,837	11,101	11,372	11,649	11,933	12,224	12,522	12,827	13,139	13,459	13,787	
Use of Reserve to Capital	-9,842	-10,082	-10,328	-10,579	-10,837	-11,101	-11,372	-11,649	-11,933	-12,224	-12,522	-12,827	-13,139	-13,459	-13,787	
Contribution to HRACFR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Closing Balance	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	

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## **Report to Housing Scrutiny Panel**

**Date of meeting: 16 October 2014**

**Portfolio: Housing – Cllr D. Stallan**

**Subject: Housing Strategy: 12-Month Progress Report on Key Action Plan 2013/14**

**Officer contact for further information:**

**Alan Hall – Director of Communities (01992 564004)**

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



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### **Recommendations:**

**(1) That the 12-Month Progress Report on the Housing Strategy Key Action Plan 2013/14, attached as an Appendix, be considered, with any comments passed to the Housing Portfolio Holder and Director of Communities accordingly; and**

**(2) That a new Housing Strategy Key Action Plan for 2015 be considered by the Housing Scrutiny Panel at its meeting in January 2015, for recommendation to the Housing Portfolio Holder for adoption.**

### **Report:**

1. At its meeting in September 2009, the Council's Cabinet adopted the Housing Strategy 2009-2012. The Housing Strategy 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.

3. 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 for approval by the Cabinet.

4. The Housing Strategy itself was due to be updated in 2013, for a further three-year period. However, the Housing Portfolio Holder agreed that the production of the next Housing Strategy should be deferred until the completion of the Preferred Options for the Council's new Local Plan, since much of the Housing Strategy is dependent on the Local Plan. In the meantime, the Housing Portfolio Holder agreed a further Housing Strategy Key Action Plan for 2013/14.

5. The Cabinet has previously agreed that progress with the Key Action Plans should be monitored on a 6-monthly basis by the Housing Scrutiny Panel, in accordance with its Terms of Reference. The Housing Scrutiny Panel has previously considered a 6-Month Progress Report for the current Key Action Plan for 2013/14, and the 12-Month Progress Report is attached as an Appendix, which the Scrutiny Panel is asked to consider and to provide any comments to the Housing Portfolio Holder and Director of Communities.

6. It is proposed that a new Housing Strategy Key Action Plan for 2015 be considered by the Housing Scrutiny Panel at its meeting in January 2015, for recommendation to the Housing Portfolio Holder for adoption.

**Housing Strategy Key Action Plan 2013-14  
(October 2014)**

No	Category	Action	Responsibility	Timescale	Progress Report (as at October 2014)
1	General	Review the Housing Strategy 2009-2012 and produce an updated Housing Strategy for 2014-2017, following a consultation exercise on a Draft Housing Strategy	Director of Communities	<del>Sept 2014</del> June 2015	<b>Delayed</b> – The Housing Portfolio Holder has decided that that production of the next Housing Strategy should be deferred until the completion of the Local Plan’s Preferred Options, since much of the Housing Strategy is dependent on the Local Plan.  <b>(Carry forward to the 2015-16 Action Plan)</b>
2	Housing Market	Complete the supplementary report on the accommodation needs of older people, for the Strategic Housing Market Assessment (SHMA), to inform the Draft Local Plan	Asst. Director (Planning Policy)	<del>Sept 2013</del> March 2014	<b>Achieved</b> – The final version was received in Spring 2014.
3	Housing Market	Consider the formation of a Harlow and Epping Forest Joint Strategic Housing and Infrastructure Delivery Board, comprising elected members from Harlow DC and Epping Forest DC, to oversee the strategic delivery of housing and associated infrastructure affecting the two local authorities, in order to ensure the proper planning of the area and fulfilment of the “Duty to Co-operate”	Director of Neighbourhoods	<del>Oct 2013</del> March 2014	<b>Achieved</b> – Following discussions with neighbouring local authorities, an officer “Co-operative Group” has been established and is working well.  In addition, EFDC members have been meeting informally with members from Harlow DC and East Herts DC to discuss cross-border issues.
4	Housing Market	Produce a Draft Local Plan, taking account of the responses to the Issues and Options Paper, including a proposed target for the delivery of new homes to 2031.	Asst. Director (Planning Policy)	<del>April 2014</del> Under Review	<b>In Progress</b> – The Council is currently determining its Objectively Assessed Housing Need.  <b>(Carry forward to the 2015-16 Action Plan)</b>

5	Housing Market	Undertake a Consultation Exercise on the Draft Local Plan and process the responses	Asst. Director (Planning Policy)	<del>May 2014</del> Under Review	<b>Not yet due</b> – The Consultation Exercise will commence in 2015, following which the responses will need to be processed and then reported to Cabinet.  <b>(Carry forward to the 2015-16 Action Plan)</b>
6	Housing Market	Submit the final version of the Local Plan for an Examination in Public	Asst. Director (Planning Policy)	<del>Oct 2015</del> Under Review	<b>Not yet due</b> - Following consultation on the Draft Plan, further work will need to be undertaken to take account of the responses to the Draft Plan and preparation of the Plan to be submitted for examination. Prior to submission there is a requirement under the regulations for pre-submission publication and representations to be sought on soundness for a minimum of 6 weeks.  <b>(Carry forward to the 2015-16 Action Plan)</b>
7	Housing Market	Consider subscribing to the Hometrack Service, in partnership with neighbouring councils, to provide ongoing housing market intelligence for planning and housing purposes	Director of Communities / Asst. Director (Planning Policy)	<del>Oct 2013</del> Apr 2015	<b>No progress</b> – Due to other priorities within both the Communities and Neighbourhoods Directorates, this Service has not yet been evaluated  <b>(Carry forward to the 2015-16 Action Plan)</b>
8	Housing Market	Work with partners to produce an Infrastructure Delivery Plan in preparation for the Council's proposals for the introduction of Community Infrastructure Levies (CILs)	Asst. Director (Planning Policy)	<del>May 2014</del> Mar 2015	<b>In Progress</b> – Consultants have been appointed to formulate the required District-wide Viability Assessment for the Local Plan. This will determine whether or not the introduction of a CIL would be viable, whilst also ensuring the adequate provision of affordable housing on large sites. The early signs are that a CIL would be viable in some parts of the District.  Once this has been established, further work will be undertaken on the formulation of an Infrastructure Delivery Plan.  <b>(Carry forward to the 2015-16 Action Plan)</b>

9	Regeneration	Work in partnership with Essex County Council, Epping Town Council and other partners to develop a sustainable regeneration scheme for the St Johns Area of Epping, in accordance with the adopted Design and Development Brief, which includes an appropriate amount of market and affordable housing	Interim Asst. Director (Estates and Economic Devt.)	Sept 2014	<p><b>In Progress</b> – Expressions of interest from potential developers to undertake a comprehensive redevelopment of the site were received in Autumn 2013, and a preferred partner has been selected.</p> <p>At its meeting on 6<sup>th</sup> October 2014, the Cabinet is due to consider the next steps for the regeneration proposals.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>
10	Regeneration	Appoint one of the Council's Preferred Housing Association Partners to develop the Council's land at The Broadway, Loughton, in accordance with the approved Broadway Regeneration Action Plan and Development and Design Brief, including the provision of significant levels of affordable housing	Director of Communities	<del>March 2014</del> Feb 2014	<p><b>Alternative action being pursued</b> – The Council Housebuilding Cabinet Committee has agreed that, subject to planning permission, the Council should now develop the land itself to provide 52 new affordable rented homes, as Phase 2 of the Council Housebuilding Programme</p>
11	Affordable Housing Provision	<p>Work with housing associations and developers to provide 80 new affordable homes for rent and shared ownership by March 2015 and a further 27 new affordable homes by March 2016, at the following sites with planning permission:</p> <p>(a) Jennikings Nursery, Chigwell – 52 new homes</p> <p>(b) Manor Road Garden Centre, Chigwell – 17 new homes</p> <p>(c) St. Johns School – 38 new homes</p>	Director of Communities	<del>March 2015</del> Feb 2015	<p><b>In progress</b> – The two developments in Chigwell commenced on site in March and April 2013, and are due for completion in late 2014 and February 2015.</p> <p>Phase 1 of the development at St Johns School, Epping commenced in Feb 2014.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>

12	Affordable Housing Provision	Complete Phase 2 of the Open Market Home Ownership Scheme with B3Living Housing Association (BHA) - to enable first-time buyers in the District to purchase a property of their choice from the open market through shared ownership, funded jointly by the Council, B3Living and the applicant	Director of Communities	<del>March 2014</del> March 2015	<p><b>In Progress</b> – Following the successful completion of Phase 1 - which assisted 8 local residents into low cost home ownership - a further 2 local residents have purchased properties from the open market for shared ownership under Phase 2. A further 2 applicants have been approved, selected properties and are waiting to exchange contracts.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>
13	Affordable Housing Provision	Prior to completion of Phase 2 of the Open Market Shared Ownership Scheme, consider whether to provide additional resources to assist more first-time buyers by undertaking a Phase 3 of the Scheme	Director of Communities	<del>Jan 2014</del> April 2015	<p><b>Not yet due</b> – Consideration will be given to whether or not to undertake a Phase 3, once all purchases under Phase 2 have been processed.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>
14	Affordable Housing Provision	Seek planning permission for residential development at the Council's Pyrles Lane Nursery site, Loughton, including the provision of at least 40% affordable housing, by addressing the issues resulting in the previous planning permission refusal	Interim Asst. Director (Estates and Economic Devt.)	<del>Dec 2013</del> Jan 2015	<p><b>In Progress</b> - An outline planning application was refused in 2013. The private property adjacent to the site has been purchased by the Council, which will assist with the provision of a better access to the site.</p> <p>Consideration is being given to addressing the other issues identified, in order for a revised planning application to be submitted.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>
15	Affordable Housing Provision	Work with the Parish of Loughton to facilitate its strategic review of its landholdings, with a view to new affordable housing being provided on surplus Church land	Director of Communities	<del>July 2014</del> July 2015	<p><b>Delayed</b> – Although the Parish has appointed Hastoe Housing Association as its preferred development partner to undertake an assessment of each of the sites to provide indicative layouts to the Parish's Development Adviser for consideration, progress by the Church has been very slow.</p>

16	Affordable Housing Provision	Undertake a competitive exercise to appoint an affordable housing viability consultant for a 3-year period in order to provide specialist advice and undertake the validation of viability appraisals submitted by developers: (a) Asserting that the Council's expected level of affordable housing provision is unviable; (b) Proposing a financial contribution in lieu of the provision of on-site affordable housing; or (c) Applying to renegotiate previously agreed planning obligations on the grounds of viability	Director of Communities	<del>Dec 2013</del> April 2015	<b>No Progress</b> – Due to other workload and priorities.  <b>(Carry forward to the 2015-16 Action Plan)</b>
17	Council Housebuilding Programme	Adopt a Development Strategy for the Council Housebuilding Programme	Asst. Director (Property & Devt.)	Sept 2013	<b>Achieved</b> – The Development Strategy was adopted by the Cabinet in September 2013. It is due to be updated by February 2015.
18	Council Housebuilding Programme	Obtain planning permission, procure a works contractor and start on site with the Year 1 Development Package of sites, comprising around 25 new affordable rented homes	Asst. Director (Property & Devt.)	<del>March 2014</del> April 2014	<b>In Progress</b> – Planning permission has been obtained for all of the Year 1 sites (now comprising 23 new homes) and the start on site is planned for November 2014.
19	Council Housebuilding Programme	Seek Development Partner status for the Council with the Homes and Communities Agency, to enable the Council to bid for future HCA funding	Asst. Director (Property & Devt.)	<del>Dec 2013</del> Dec 2014	<b>In Progress</b> – The Council was successful with its £0.5 million bid to the HCA for Phase 2 of the Housebuilding Programme.  East Thames (the Council's development agent) is now in the process of seeking Investment Partner status for the Council with the HCA.
20	Council Housebuilding Programme	Complete development and financial appraisals for around 50% of the identified potential development sites and formulate a Pipeline Programme	Asst. Director (Property & Devt.)	<del>July 2014</del> Dec 2014	<b>In Progress</b> – The Council Housebuilding Cabinet Committee will be meeting monthly between October and December 2015, to consider appraisals for many potential development sites.

		of developments for at least Years 2-4 of the Programme			
21	Council and Housing Association Accommodation	Implement the Council's new Allocations Scheme, including the introduction of a Local Eligibility Criteria and new Banding Criteria	Asst. Director (Housing Operations)	Sept 2013	<b>Achieved</b> – The new Allocations Scheme was successfully introduced in September 2013, as planned.
22	Council and Housing Association Accommodation	Review the new Housing Allocations Scheme and make any required revisions to the Scheme in the light of the first year's experience	Asst. Director (Housing Operations)	Oct 2014	<b>In Progress</b> - The 12-Month Review of the Allocations Scheme is being considered by the Housing Scrutiny Panel at its meeting in October 2014.
23	Council and Housing Association Accommodation	Update the existing 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 formulate new District-wide Nominations Agreements for shared ownership properties with the same partners.	Director of Communities	<del>Nov 2013</del> March 2015	<b>No Progress</b> – Due to other workload and priorities.  <b>(Carry forward to the 2015-16 Action Plan)</b>
24	Council Housing	Commence a major conversion scheme to convert 20 unpopular bedsits at Marden Close, Chigwell Row to provide 10 self-contained one-bedroomed rented flats for Housing Register applicants	Asst. Director (Property & Devt.)	Mar 2014	<b>Achieved</b> – The scheme commence on site in September 2014, together with the conversion of the ground floor of Faversham Hall to provide an additional two self-contained flats.
25	Council Housing	Implement the Council's new Tenancy Policy, through the introduction of flexible (fixed term) tenancies for 10 year periods (including an introductory tenancy period) for all Council properties with 3 or more bedrooms	Asst. Director (Housing Operations)	Sept 2013	<b>Achieved</b> – The new Tenancy Policy was successfully introduced in September 2013, as planned.



26	Council Housing	Consult all existing Council tenants on proposed changes to their new tenancy conditions - to bring them up to date to reflect current legislation, Council policies and good practice – and issue new tenancy conditions to all tenants, having regard to the outcome of the consultation exercise.	Asst. Director (Housing Operations)	March 2014	<b>Achieved</b> – A report on the outcome of the consultation was considered by the Cabinet in February 2014, and the new tenancy agreement was introduced in April 2014.
27	Council Housing	Review the Council's new Tenancy Policy to consider: (a) Whether flexible (fixed term) tenancies should be provided for 2 bedroomed properties; (b) Whether to introduce a means test as part of the Assessment Criteria at the prior to the end of the tenancy; and (c) Any required revisions to the Policy in the light of the first year's experience	Asst. Director (Housing Operations)	Oct 2014	<b>In Progress</b> - The 12-Month Review of the Tenancy Policy is being considered by the Housing Scrutiny Panel at its meeting in October 2014.
28	Council Housing	Introduce and publicise a new Social Housing Fraud Hotline to obtain leads on potential social housing fraud.	Asst. Director (Housing Operations)	<del>Oct 2013</del> Dec 2014	<b>In Progress</b> – Preparations are underway. The campaign will now be led by the Council's Chief Internal Officer, who will shortly be responsible for the new Corporate Fraud Team (see (16) below)  <b>(Carry forward to the 2015-16 Action Plan)</b>
29	Council Housing	Bring together all the Council's fraud functions, including social housing fraud into one corporate team, to provide synergy, consistent working practices and shared intelligence	Chief Internal Auditor	<del>Oct 2013</del> Dec 2014	<b>In Progress</b> – The Chief Internal Auditor has nearly formulated his proposals, which he intends to report to the Cabinet meeting in November 2014.  <b>(Carry forward to the 2015-16 Action Plan)</b>
30	Council Housing	Produce and submit to the Housing Scrutiny Panel a progress report on the success of the new Housing	Asst. Director (Housing Operations)	July 2014	<b>Achieved</b> – The Housing Scrutiny Panel received a report on progress in July 2014.

		Under-occupation Officer post, and the assistance provided to under-occupying older tenants to transfer to smaller accommodation			
31	Council Housing	Deliver the remaining actions within the Council's Welfare Reform Mitigation Action Plan, particularly the preparations for the Government's introduction of direct payments of Universal Credit, including the housing element, to claimants	Director of Communities	<del>July 2014</del> Dec 2015	<p><b>In Progress</b> – 70% of all the 59 tasks on the Action Plan have now been achieved, with only one other task that is able to be undertaken now, not yet achieved.</p> <p>There are now no further actions that can be progressed, until the Government progresses its plans for the introduction of Universal Credit.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>
32	Council Housing	Implement the Council's new Modern Home Standard through programmes of work to the Council's housing stock, whilst ensuring that the Decent Homes Standard continues to be met for all properties.	Housing Assets Manager	March 2014	<b>Achieved</b> – The programme of work to achieve the Council's new Modern Home Standard has been formulated, and is now being implemented.
33	Homelessness	Implement the provisions within the new Housing Allocations Scheme to place homeless families with less than 3 years' residence in the District in private rented accommodation	Asst. Director (Housing Operations)	<del>Sept 2013</del> Mar 2015	<b>Limited Progress</b> – Very few private rented properties have been able to be sourced from local landlords, to effectively deliver this policy objective. However, officers continue to secure private lets when they can.
34	Homelessness	To consider whether to work in partnership with a third party to lease private rented properties to let at market rents to homeless families with less than 3 years' residence in the District, for a management fee, in order to increase the number of such properties available to the this client group.	Asst. Director (Housing Operations)	Oct 2013	<b>No longer required</b> – Officers have determined that the required management fee for such an arrangement would be too high, and cannot be justified.

35	Homelessness	Undertake a promotion campaign to inform existing tenants of flats that they can seek transfers to houses under the new Housing Allocations Scheme, in order to increase the number of suitable vacant flats available to offer to homeless families temporarily accommodated in the Council's Homeless Persons Hostel	Housing Options Manager	<del>Dec 2013</del> Jan 2014	<b>Achieved</b> – Letters were sent to all tenants of flats informing them of the provisions of the new Scheme.
36	Diversity	Undertake a Census of all Council tenants in order to collect information about the protected characteristics (as defined by the Equality Act) and their household members, and undertake an analysis of the results to understand the profile of the Council's tenants, for presentation to the Housing Scrutiny Panel	Asst. Director (Private Housing and Communities Support)	March 2014	<b>Achieved</b> – The Census has been completed, with an exceptional return rate of over 50% from tenants achieved.  The results were reported to the Housing Scrutiny Panel in July 2014.
37	Diversity	Collect information from all housing applicants about their protected characteristics in order to understand the profile of the Council's housing applicants	Asst. Director (Private Housing and Communities Support)	Oct 2013	<b>Achieved</b> - This information was collected as part of the on-line re-application process for all housing applicants.
38	Diversity	Compare the protected characteristics of housing applicants provided with Council accommodation with the protected characteristics of all Housing Register applicants, to ensure that the Housing Allocation Scheme does not materially discriminate against any groups of local residents	Housing Options Manager	<del>Sept 2014</del> Oct 2014	<b>In Progress</b> – A report comparing the protected characteristics of housing applicants provided with Council accommodation with the protected characteristics of all Housing Register applicants is due to be considered by the Housing Scrutiny Panel in October 2014.  <b>(Carry forward to the 2015-16 Action Plan)</b>

39	Diversity	Complete an Accommodation Assessment for Gypsy Roma and Travellers (GRT), in order to inform the Local Plan in respect of the accommodation requirements for the GRT community	Asst. Director (Planning Policy)	<del>Dec 2013</del> June 2014	<p><b>Achieved</b> – The Essex Planning Officers Association (EPOA) commissioned consultants, ORS, to undertake a county-wide assessment.</p> <p>The report by ORS was considered by the Cabinet in September 2014, and accepted into the Evidence Base for the Local Plan.</p>
40	Supported Housing – Older and Other Vulnerable People	Include a requirement in the Draft Local Plan that all new housing developments in the District should meet the Lifetime Homes Standard	Asst. Director (Planning Policy)	Under Review	<p><b>In Progress</b> – The existing Local Plan policy requires that a proportion of new dwellings are constructed to the Lifetime Homes Standard, and any revised policy will consider whether this proportion should be increased.</p> <p><b>(Carry forward to the 2015-16 Action Plan)</b></p>
41	Supported Housing – Older and Other Vulnerable People	Agree the Council's approach for the delivery of its Careline Service, following the outcome of the County Council's considerations of the possible introduction of a new county-wide Telecare Contract	Asst. Director (Housing Operations)	<del>Dec 2013</del> Apr 2015	<p><b>No Progress</b> – The Council is awaiting the intentions of Essex County Council, which has been delayed due to the introduction of the County Council's new officer structure.</p> <p>However, it is understood that Essex CC officers intend to meet with Essex telecare providers to discuss the possibility of new negotiated arrangements with all providers which, if successful, would obviate the need for Essex CC to procure a County-wide contract in the short term.</p>
42	Supported Housing – Older and Other Vulnerable People	Review the success of the in-house Handyperson Scheme and VAEF Handyperson Scheme around 12 months after their introduction	Asst. Director (Housing Property & Devt.)	<del>Oct 2013</del> Jan 2014	<p><b>Achieved</b> – A report on the success of the Handyperson Scheme was considered by the Housing Scrutiny Panel at its January 2014 meeting.</p>

43	Supported Housing – Older and Other Vulnerable People	Provide the remainder of the £30,000 General Fund and HRA grants allocated to Epping Forest Re-Use, to assist residents on low incomes purchase good quality second hand furniture at affordable prices.	Director of Communities	May 2014	<b>Achieved</b> – Quarterly payments for the grants from both the General Fund and HRA have been paid to Epping Forest Re-Use.
44	Supported Housing – Older and Other Vulnerable People	Work in partnership with other organisations to introduce a multi-agency Family Solutions Team for Harlow and Brentwood, to identify and meet the needs of “troubled” families with complex needs	Asst. Director (Housing Operations)	<del>Dec 2013</del> Mar 2014	<b>Achieved</b> – Officers have worked with the County Council on the liaison arrangements between the Council and the new Team.
45	Supported Housing – Older and Other Vulnerable People	Investigate the feasibility of the Council itself undertaking occupational therapy assessments for disabled adaptations to Council properties and required adaptations to private sector homes (through the provision of disabled facilities grants), in order to reduce the waiting time for assessments.	Asst. Director (Private Housing and Communities Support)	July 2014	<b>No longer required</b> – Following the introduction of a new approach by the County Council to undertaking OT assessments, using private OTs to supplement the work of its own OTs, there is no longer any backlog of assessments, which are now being undertaken within 28 days. There is therefore no need to investigate the feasibility of the Council itself undertaking occupational therapy assessments.
46	Empty Homes	Bring at least 40 long-term empty properties back into use by Council intervention, including the continued use of the PLACE Scheme	Private Housing Manager (Technical)	March 2014	<b>Achieved</b> – 55 long-term empty properties were brought back into use by Council intervention in 2013/14.  <b>(Carry forward to the 2015-16 Action Plan)</b>
47	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	<del>July 2014</del> Dec 2015	<b>Little Progress</b> – Although Hastoe is willing to work with parish councils to investigate the development potential for rural housing schemes in villages, very little interest has been shown by parish councils.  The most recent interest was shown by Moreton, Bobbingworth and the Lavers Parish Council, but this project is being held in abeyance, pending the Parish

					Council undertaking its proposed new Neighbourhood Plan.  <b>(Carry forward to the 2015-16 Action Plan)</b>
48	Decent Homes – Private Sector	Review the implementation of the new Private Sector Housing Strategy 2012, to identify if any required refinements, and report to the Housing Scrutiny Panel on the outcome	Asst. Director (Private Housing and Communities Support)	Oct 2013	<b>Achieved</b> – A presentation on the implementation of the new Private Sector Housing Strategy was given to the Housing Scrutiny Panel in October 2013, when it was identified that no changes were required.  A further progress report is due to be considered by the Housing Scrutiny Panel in October 2014
49	Decent Homes – Private Sector	Consider and consult upon whether or not charges should be made for the licensing of permanent residential and holiday park home sites in the District, and the enforcement of licence conditions and determine a charging regime if appropriate	Private Housing Manager (Technical)	July 2014	<b>Achieved</b> – Following a consultation exercise being undertaken with all park home residents, the Cabinet agreed a proposal to charge for park home licensing at its meeting in March 2014.
50	Decent Homes – Private Sector	Introduce new licence conditions for existing and new gypsy roma and traveller sites in the District, following consultation with site residents and statutory agencies	Private Housing Manager (Technical)	July 2014	<b>Achieved</b> – The Cabinet approved new licence conditions for all gypsy roma and traveller sites in the District, following consultation with site residents and statutory agencies.
51	Decent Homes – Private Sector	Introduce a Landlords Accreditation Scheme to promote good practice for the management of privately rented homes and the provision of good quality homes	Private Housing Manager (Technical)	Oct 2014	<b>Achieved</b> – The Landlords Accreditation Scheme has been successfully introduced.
52	Decent Homes – Private Sector	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)	<del>March 2014</del> Sept 2015	<b>No Progress</b> – Due to other workload and other priorities.  <b>(Carry forward to the 2015-16 Action Plan)</b>

53	Decent Homes – Private Sector	Review the charging policy for the CARE Handyperson Service, to safeguard the future viability of the Service and to ensure that it is appropriately targeted at those in need of the Service	Private Housing Manager (Grants & CARE)	Sept 2013	<b>Achieved</b> – The Housing Portfolio Holder has introduced a new charging policy, on the recommendation of the CARE Advisory Group.
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## SCRUTINY



Epping Forest District Council

### **Report to: Housing Scrutiny Panel 16 October 2014**

**Portfolio:** All Portfolios (Cabinet)

**Subject:** Key Performance Indicators 2014/15 - Quarter 1 Performance

**Officer contact for further information:** S. Tautz (01992 564180)

**Democratic Services Officer:** M. Jenkins (01992 564607)

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

**That the Scrutiny Panel review performance in relation to the key performance indicators within its areas of responsibility, for the first quarter of the year.**

#### **Executive Summary:**

1. Pursuant to the Local Government Act 1999, the Council is required to 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.
2. 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. Performance against the majority of KPIs is monitored on a quarterly basis, and has previously been a focus of inspection in external assessments and judgements of the overall progress of the authority.

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

3. 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.
4. A number of KPIs are used as performance measures for the Council's key objectives for each year. It is important that relevant performance management processes are in place to review and monitor performance 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.

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

5. 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. The Council has agreed new arrangements for the member review of performance against the KPIs from the 2014/15 municipal year.

## **Report:**

6. A range of thirty-six Key Performance Indicators (KPI) for 2014/15 was adopted by the Finance and Performance Management Cabinet Committee in March 2014. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, 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, that are the focus of the key objectives.
7. 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. In order to enhance the value of the on-going review of KPI performance throughout each year, no indicators are subject to scrutiny or performance reporting at year-end only.
8. Improvement plans are produced for all of the KPIs each year, setting out actions to be implemented in order to achieve target performance, and to reflect changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans are agreed by Management Board and are also subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year.
9. As part of the overview and scrutiny review undertaken in 2013/14, changes have been made to arrangements for the quarterly review of KPI performance with effect from the current municipal year. From this first quarter of the year, the existing scrutiny panels (Finance and Performance Management, Housing, Planning Services, Safer, Greener, Cleaner) are now each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility, rather than all indicators being considered by the Finance and Performance Management Scrutiny Panel as previously.

## **Key Performance Indicators 2014/15 - Quarter 1 Performance**

10. The overall position with regard to the achievement of target performance for all of the KPIs at the end of the first quarter (1 April to 30 June 2014) of the year, was as follows:
  - (a) 22 (60%) indicators achieved the cumulative third-quarter target; and
  - (b) 14 (39%) indicators did not achieve the cumulative third-quarter target, although 4 (11%) of these KPI performed within the agreed tolerance for the indicator.
11. A headline third-quarter performance summary in respect of each of the KPIs for 2014/15 is attached as Appendix 1 to this agenda together with details of the specific three-month performance for each indicator.
12. The 'amber' performance status used in the KPI report 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 2014, or were subsequently determined by the appropriate service directors. Of the thirty-six KPI, 80% indicators are currently anticipated to achieve the cumulative year-end target.
13. In order to avoid the generation of multiple reports, the new arrangements for the quarterly review of KPI performance are intended to be achieved through the production of a single quarterly report for consideration by each of the scrutiny panels. The designated lead officer for each panel will focus member attention on relevant indicators from the report at the respective meetings, as follows:

KPI	Description	Scrutiny Panel
GOV001	Website satisfaction	Finance & Performance Management
GOV002	Commercial premises (Rent)	Finance & Performance Management
GOV003	Commercial premises (Occupancy)	Finance & Performance Management
RES001	Sickness absence	Finance & Performance Management
RES002	Invoices paid	Finance & Performance Management
RES003	Council Tax collection	Finance & Performance Management
RES004	NNDR collection	Finance & Performance Management
RES005	New benefit claims	Finance & Performance Management
RES006	Changes of circumstance	Finance & Performance Management
RES007	Fraud (Investigations)	Finance & Performance Management
RES008	Fraud (Proven)	Finance & Performance Management
COM001	Percentage of rent paid	Housing
COM002	Re-letting of Council properties	Housing
COM003	Tenant satisfaction	Housing
COM004	Temporary accommodation	Housing
COM005	Homes in decent condition	Housing
COM006	Modern Homes Standard	Housing
COM007	Emergency repairs	Housing
COM008	Responsive repairs	Housing
COM009	Repairs appointments	Housing
COM010	Call response (Careline)	Housing
NEI010	Increase in homes	Planning Services
GOV004	Major planning applications	Planning Services
GOV005	Minor planning applications	Planning Services
GOV006	Other planning applications	Planning Services
GOV007	Planning appeals	Planning Services
GOV008	Planning appeals (Members)	Planning Services
NEI001	Non-recycled waste (kg)	Safer, Greener, Cleaner
NEI002	Non-recycled waste (%)	Safer, Greener, Cleaner
NEI003	Litter	Safer, Greener, Cleaner
NEI004	Detritus	Safer, Greener, Cleaner
NEI005	Neighbourhood complaints	Safer, Greener, Cleaner
NEI006	Fly-tipping (Investigations)	Safer, Greener, Cleaner
NEI007	Fly-tipping (Contract)	Safer, Greener, Cleaner
NEI008	Fly-tipping (Non-contract)	Safer, Greener, Cleaner
NEI009	Noise complaints	Safer, Greener, Cleaner

14. Appropriate officers will be available to address concerns or questions in respect of current performance in areas within the responsibility of the panel. The success of this arrangement will be reviewed at year-end.
15. The Scrutiny Panel is requested to review three-month performance in relation to the KPIs for 2014/15 within its areas of responsibility.

#### **Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

#### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for

2014/15 will have been identified by the responsible service director/chief officer.

**Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

**Consultation Undertaken:**

The performance information and targets set out in this report have been submitted by each appropriate service director and have been reviewed by Management Board. The individual KPI improvement plans for 2014/15 will be agreed by the Board.

**Background Papers:**

First-quarter KPI submissions held by the Performance Improvement Unit. KPI calculations and supporting documentation held by respective service directorates

**Impact Assessments:**

***Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

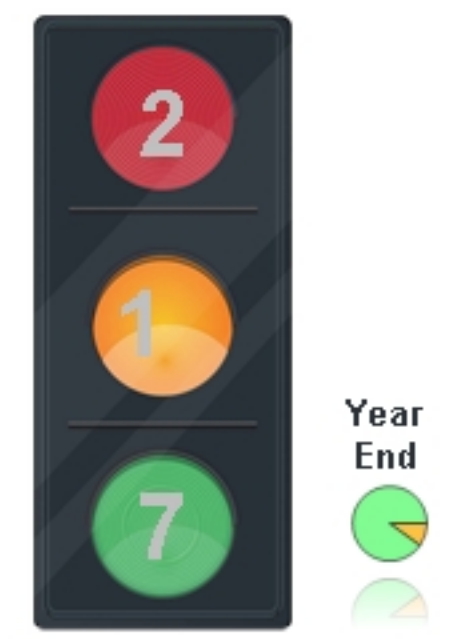
***Equality:***

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

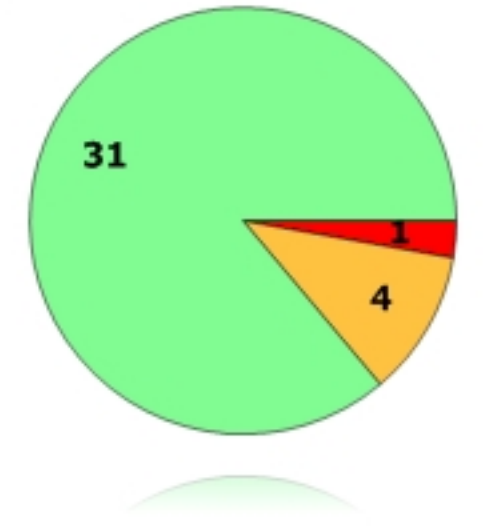
Overall summary of KPIs achieving target



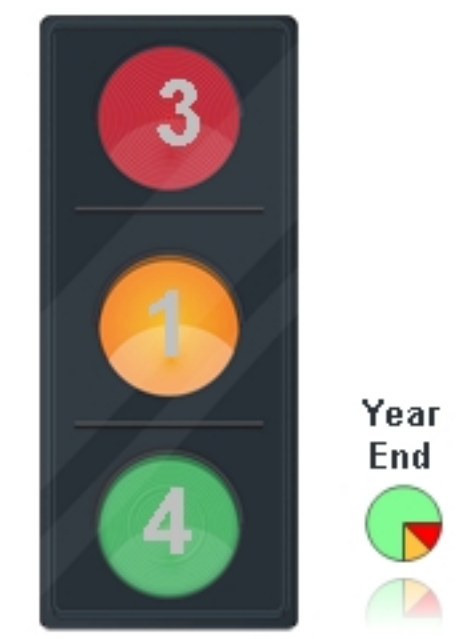
Communities Directorate



Predicted Level of Year End Target Achievement (All KPIs)



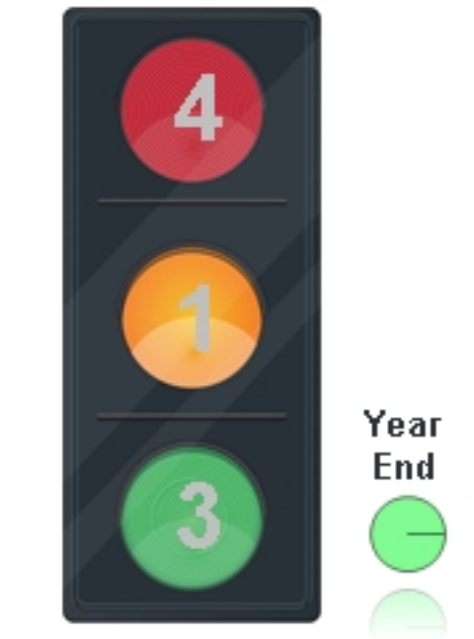
Governance Directorate



Neighbourhoods Directorate



Resources Directorate



Headlines - Reflecting on our performance

Q1 2014/15  
 22 out of 36 Key Performance Indicators have achieved target in Q1, representing 61% of the full set.

Of the 14 KPIs missing their target 4 missed within their tolerated amber margin.

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) (%)	96.00%	94.66%		96.00%		96.00%		96.00%	Yes
COM002	(Void re-lets) (days)	37.0	39.0		37.0		37.0		37.0	Uncertain
COM003	(Tenant satisfaction) (%)	98.00%	99.00%		98.00%		98.00%		98.00%	Yes
COM004	(Temp. accommodation) (no.)	65	51		65		65		65	Yes
COM005	(Non-decent homes) (%)	0.00%	0.00%		0.00%		0.00%		0.00%	Yes
COM006	(Modern Homes Std) (%)	825	1,244		1,650		2,475		3,300	Yes
COM007	(Emergency repairs) (%)	99%	99%		99%		99%		99%	Yes
COM008	(Responsive repairs) (days)	7.0	7.7		7.0		7.0		7.0	Yes
COM009	(Emergency repairs) (%)	98%	99%		98%		98%		98%	Yes
COM010	(Calls to Careline) (%)	97.5%	99.7%		97.5%		97.5%		97.5%	Yes
<b>Governance Quarterly KPIs</b>										
GOV001	(Website Satisfaction) (Stars)	3.0	2.7		3.0		3.0		30.0	Yes
GOV002	(Commercial rent arrears) (%)	3.00%	4.73%		3.00%		3.00%		3.00%	No
GOV003	(Commercial premises let) (%)	98.00%	97.97%		98.00%		98.00%		98.00%	Yes
GOV004	(Major planning) (%)	75.00%	100.00%		75.00%		75.00%		75.00%	Yes
GOV005	(Minor planning) (%)	90.00%	95.83%		90.00%		90.00%		90.00%	Yes
GOV006	(Other planning) (%)	94.00%	95.90%		94.00%		94.00%		94.00%	Yes
GOV007	(Appeals - officers) (%)	19.00%	18.20%		19.00%		19.00%		19.00%	Yes
GOV008	(Appeals - members) (%)	50.00%	66.67%		50.00%		50.00%		50.00%	Uncertain
<b>Neighbourhoods Quarterly KPIs</b>										
NEI001	(Non-recycled waste) (kg)	101	98		199		298		400	Uncertain
NEI002	(Household recycling) (%)	60.95%	63.00%		62.03%		61.02%		60.00%	Uncertain
NEI003	(Litter) (%)	8%	2%		8%		8%		8%	Yes
NEI004	(Detritus) (%)	10%	7%		10%		10%		10%	Yes
NEI005	(Neighbourhood issues) (%)	95.00%	96.03%		95.00%		95.00%		95.00%	Yes
NEI006	(Fly-tip investigations) (%)	90%	93%		90%		90%		90%	Yes
NEI007	(Fly-tip: contract) (%)	90%	90%		90%		90%		90%	Yes
NEI008	(Fly-tip: non-contract) (%)	90%	97%		90%		90%		90%	Yes
NEI009	(Noise investigations) (%)	90%	85%		90%		90%		90%	Yes
NEI010	(Increase in homes) (no.)	68	65		187		218		230	Yes
<b>Resources Quarterly KPIs</b>										
RES001	(Sickness absence) (days)	1.69	2.03		3.05		4.82		7.00	Yes
RES002	(Invoice payments) (%)	97%	96%		97%		97%		97%	Yes
RES003	(Council Tax collection) (%)	27.03%	27.32%		51.94%		77.56%		97.00%	Yes
RES004	(NNDR Collection) (%)	29.68%	28.43%		55.97%		82.33%		97.70%	Yes
RES005	(New benefit claims) (days)	25.00	23.06		25.00		25.00		25.00	Yes
RES006	(Benefits changes) (days)	10.00	8.36		10.00		10.00		6.00	Yes
RES007	(Benefit fraud) (no.)	47	32		125		169		250	Yes
RES008	(Proven fraud) (%)	35%	28%		35%		35%		35%	Yes

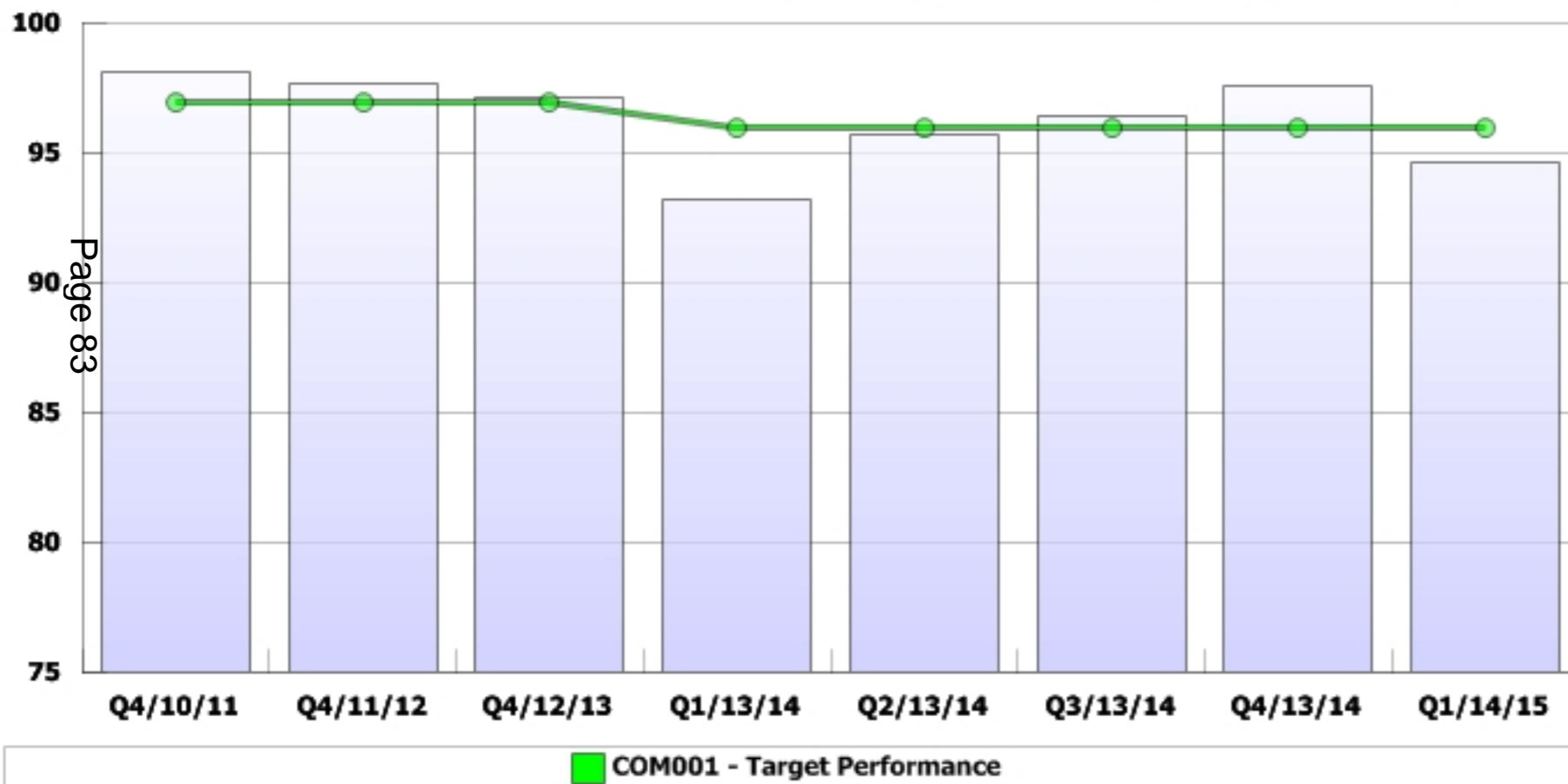


# COM001 What percentage of the rent due from our council home tenants was paid?

**Additional Information: This indicator is a measure of a local authority's rent collection and arrears recovery service**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	96.00%	94.66%	✗
Q4/13/14	96.00%	97.60%	✓
Q3/13/14	96.00%	96.45%	✓
Q2/13/14	96.00%	95.77%	✗
Q1/13/14	96.00%	93.27%	✗

Annual Target: 2014/15 - 96.00%  
 Target: 2013/14 - 96.00%

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):

(Q1 2014/15) - Although the target has not been met in Q1, it is expected that it will be met by the end of Q4, as the end of year figure is always the highest by far.

As in previous years, it has proved difficult to measure performance on a quarterly basis due to the complicated calculation. This is because at the end of each quarter rent paid by direct debit is not always able to be included, especially now there are so many payment dates available to customers. Furthermore, amounts paid by tenants at the cash desk by cheque may not have reached their accounts.

### Corrective action proposed (if required):

(Q1 2014/15) - A project is underway, in conjunction with Finance and Audit, to carry out monthly reconciliations of the rent accounts. One of the purposes of this project is to improve the performance figure on a quarterly basis.

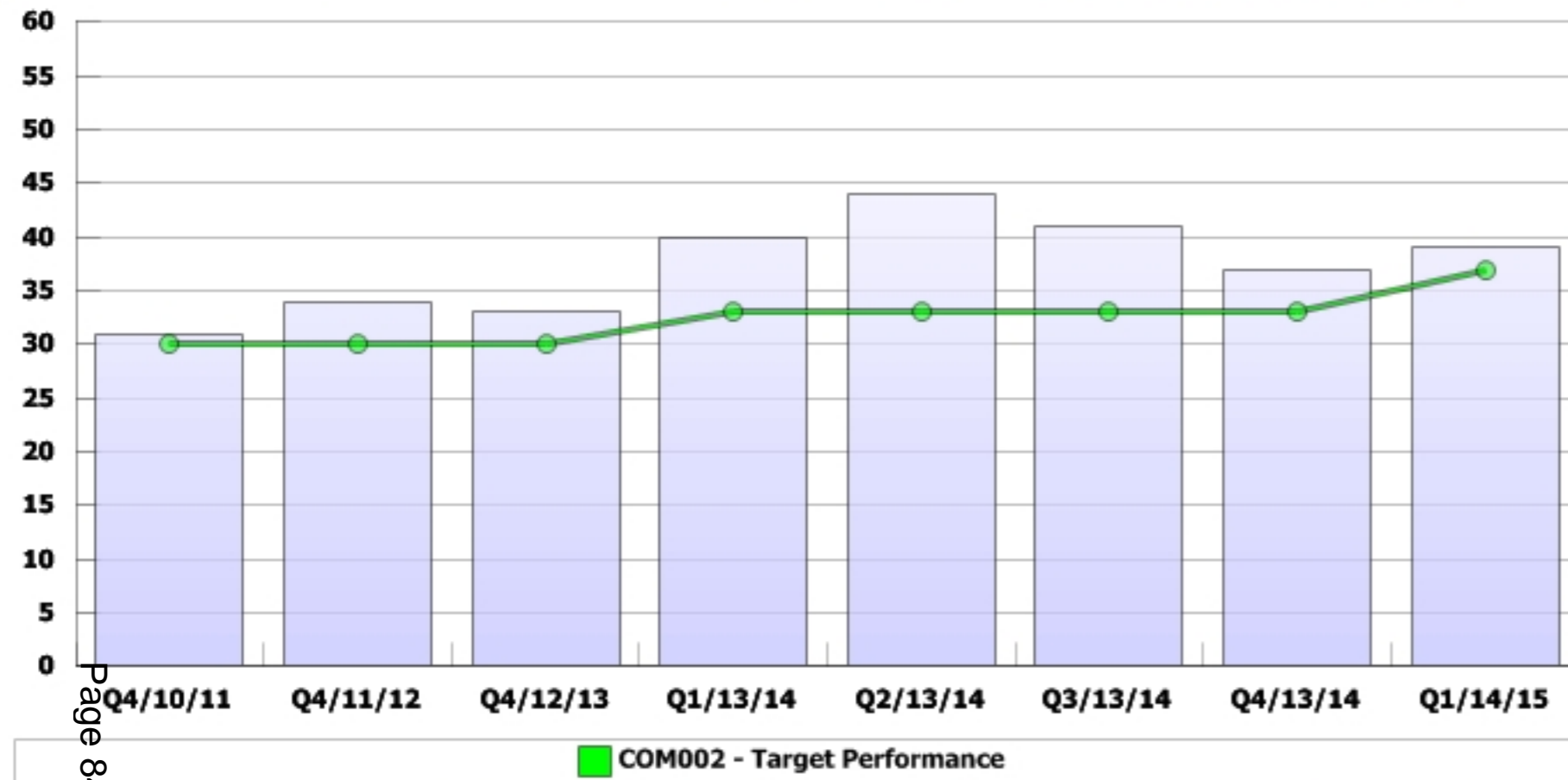
**COM002 On average, how many days did it take us to re-let a Council property?**

**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 564472



**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	37.0	39.0	✗
Q4/13/14	33.0	37.0	✗
Q3/13/14	33.0	41.0	✗
Q2/13/14	33.0	44.0	✗
Q1/13/14	33.0	40.0	✗

**Annual 2014/15 - 37 days**  
**Target: 2013/14 - 33 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?**

Uncertain

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

(Q1 2014/15) - The Housing Allocation Team have begun undertaking pre-verification checks on bidders to reduce time at point of allocation. In addition, it is planned to undertake a detailed void study to identify ways of improving performance.

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

(Q1 2014/15) - The following corrective actions are being considered as part of the ongoing process of improving relet times:

- Possible re-introduction of pre-inspections prior to tenants transferring. Permissions will be withheld where properties are in a poor state of repair. This will avoid undertaking extensive works following vacation thereby extending the void period.
- Reducing bidding cycles from fortnightly to weekly to reduce the period between the keys being returned to Housing Options and the property being let.
- Introducing multiple viewings for general needs difficult to let properties which should reduce the time between offers.

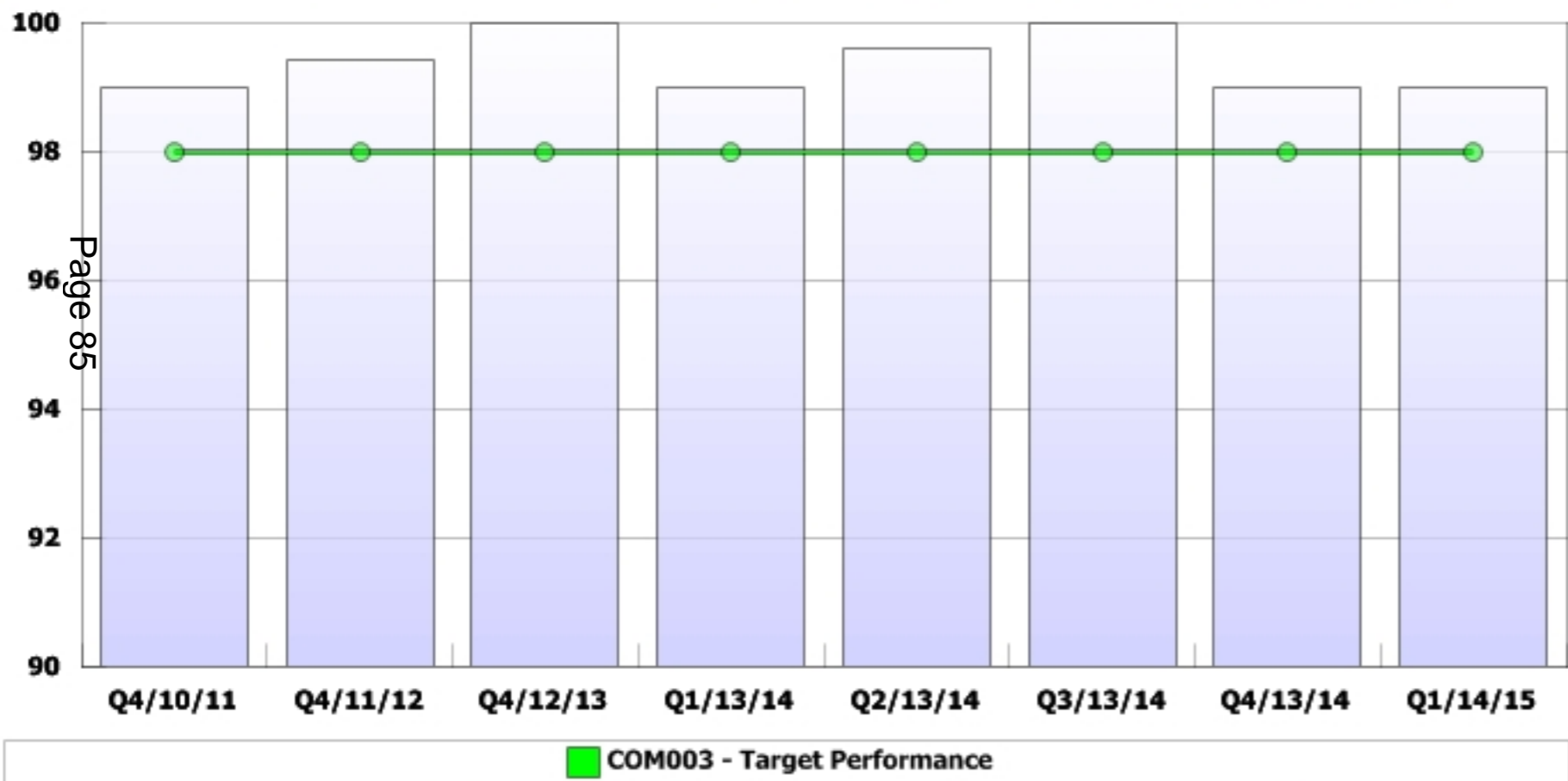


**COM003 How satisfied were our tenants with the standard of the repairs service they received?**

**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 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	98.00%	99.00%
Q4/13/14	98.00%	99.00%
Q3/13/14	98.00%	100.00%
Q2/13/14	98.00%	99.61%
Q1/13/14	98.00%	99.00%



**Annual 2014/15 - 98.00%**  
**Target: 2013/14 - 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):**

(Q1 2014/15) - Satisfaction continues to achieve target.

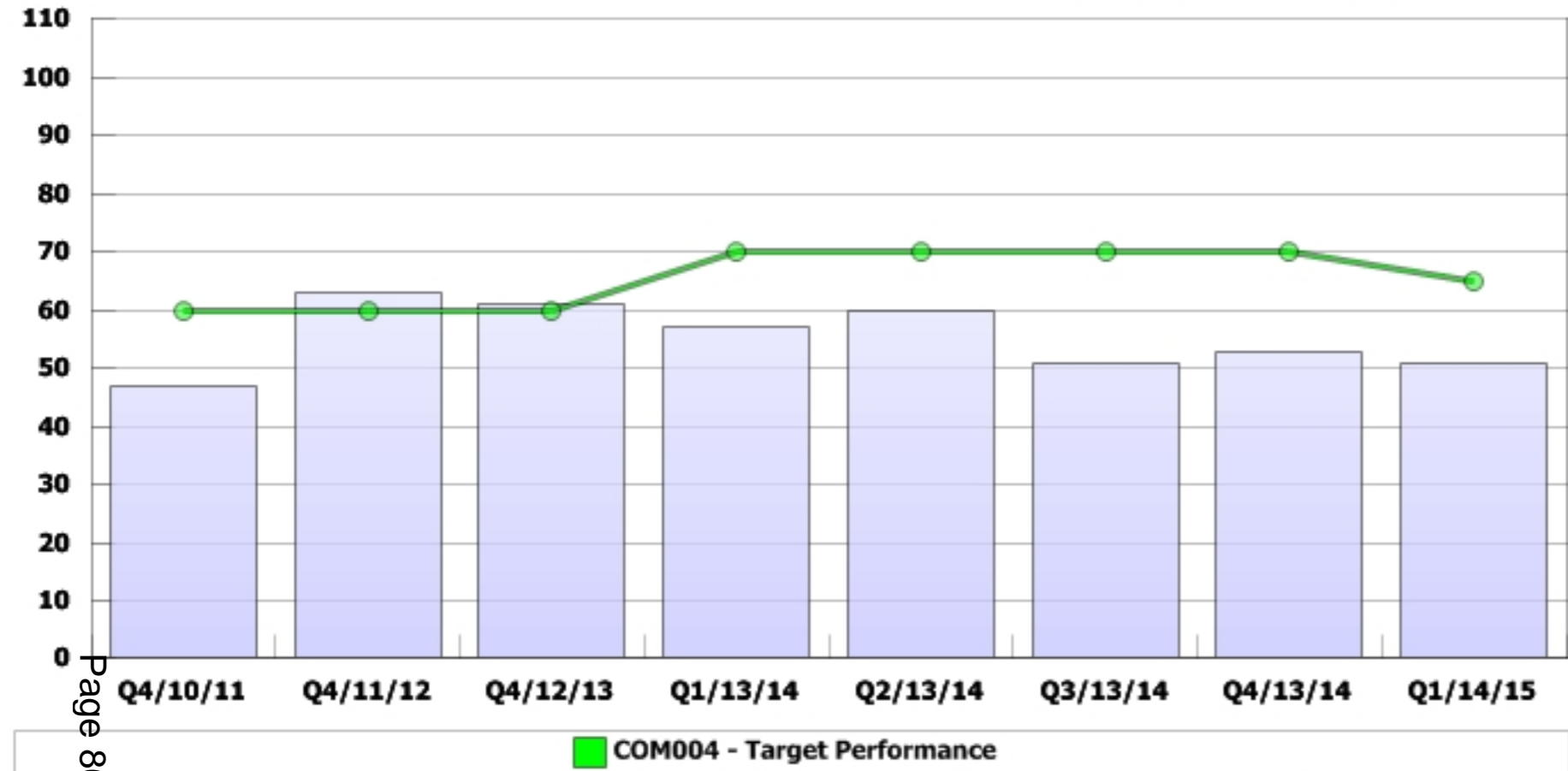
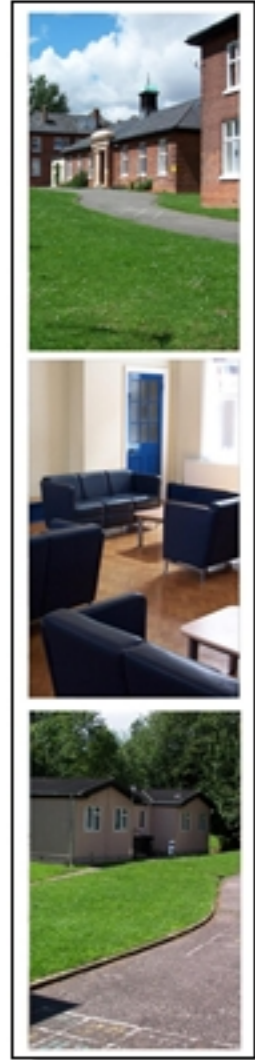
**Corrective action proposed (if required):**

**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 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	65	51	✓
Q4/13/14	70	53	✓
Q3/13/14	70	51	✓
Q2/13/14	70	60	✓
Q1/13/14	70	57	✓

**Annual 2014/15 - 65**  
**Target: 2013/14 - 70**  
**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?**  
 Yes

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

(Q1 2014/15) - The target has been achieved.

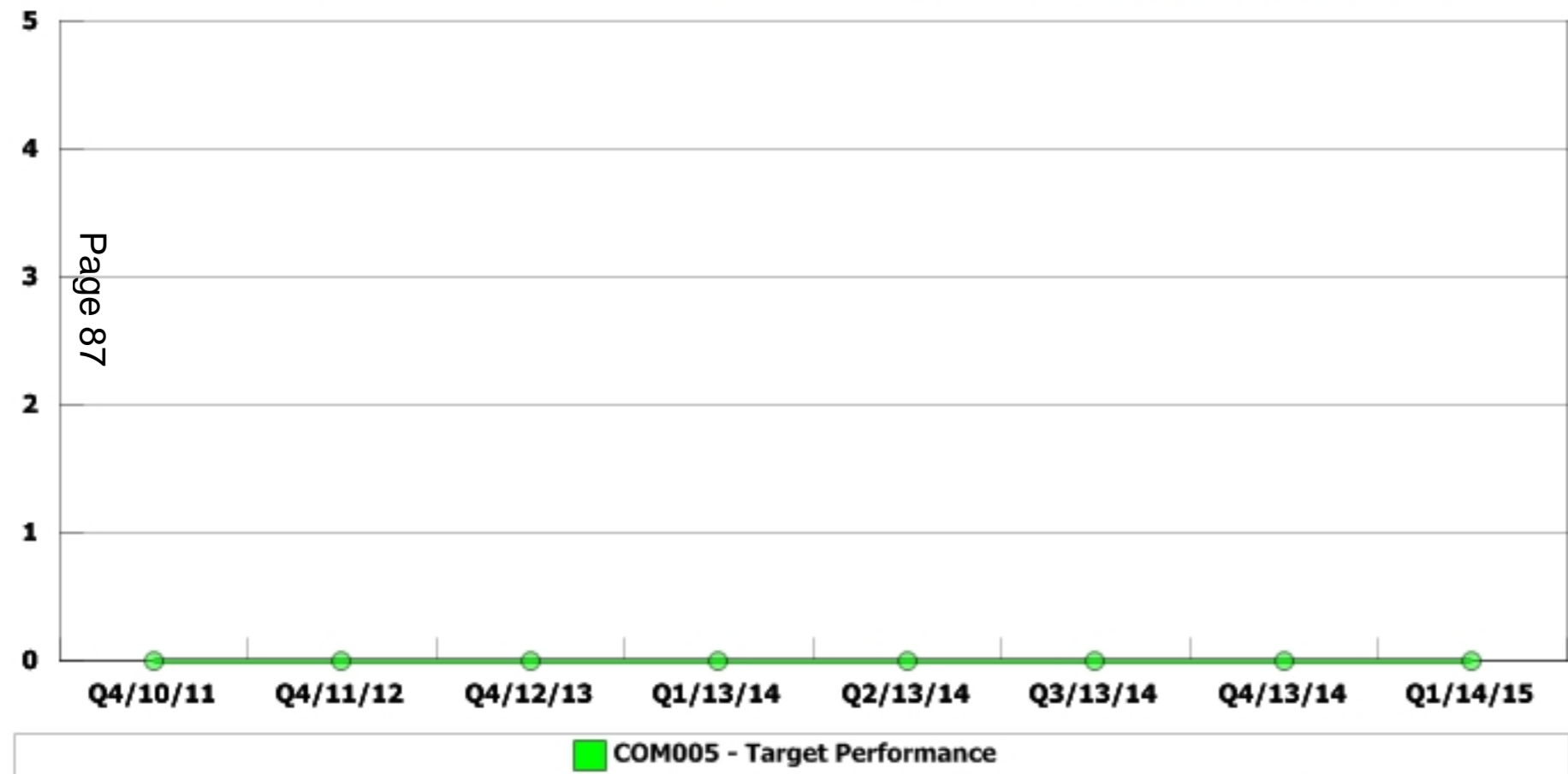
**Corrective action proposed (if required):**

**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 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	0.00%	0.00%
Q4/13/14	0.00%	0.00%
Q3/13/14	0.00%	0.00%
Q2/13/14	0.00%	0.00%
Q1/13/14	0.00%	0.00%



**Annual Target:** 2014/15 - 0.00%  
 2013/14 - 0.00%  
**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):**

(Q1 2014/15) - Potential building element failures have been identified from Stock Condition Survey Address List and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into Non-Decent category.

During 2013-14 over 998 Stock Condition Surveys were completed and during 2014-15 the same number of surveys are planned to ensure no properties fall into the Non-Decent category.

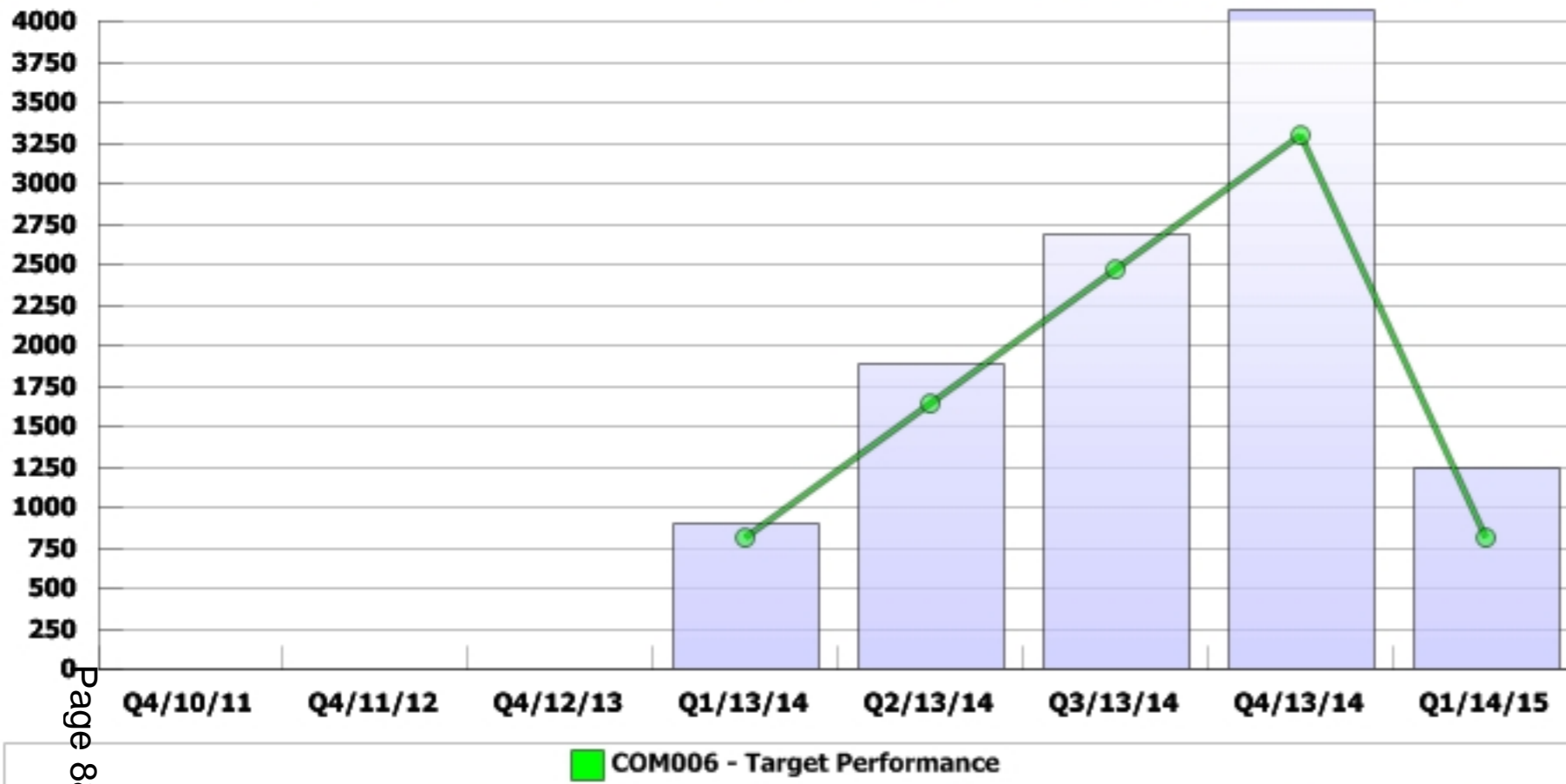
**Corrective action proposed (if required):**

**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 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	825	1,244
Q4/13/14	3,300	4,076
Q3/13/14	2,475	2,689
Q2/13/14	1,650	1,898
Q1/13/14	825	905



Annual Target: 2014/15 - 3,300  
2013/14 - 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):**

(Q1 2014/15) - Potential building element failures have been identified from Stock Condition Survey Address List and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category.

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

Empty box for corrective action proposed.

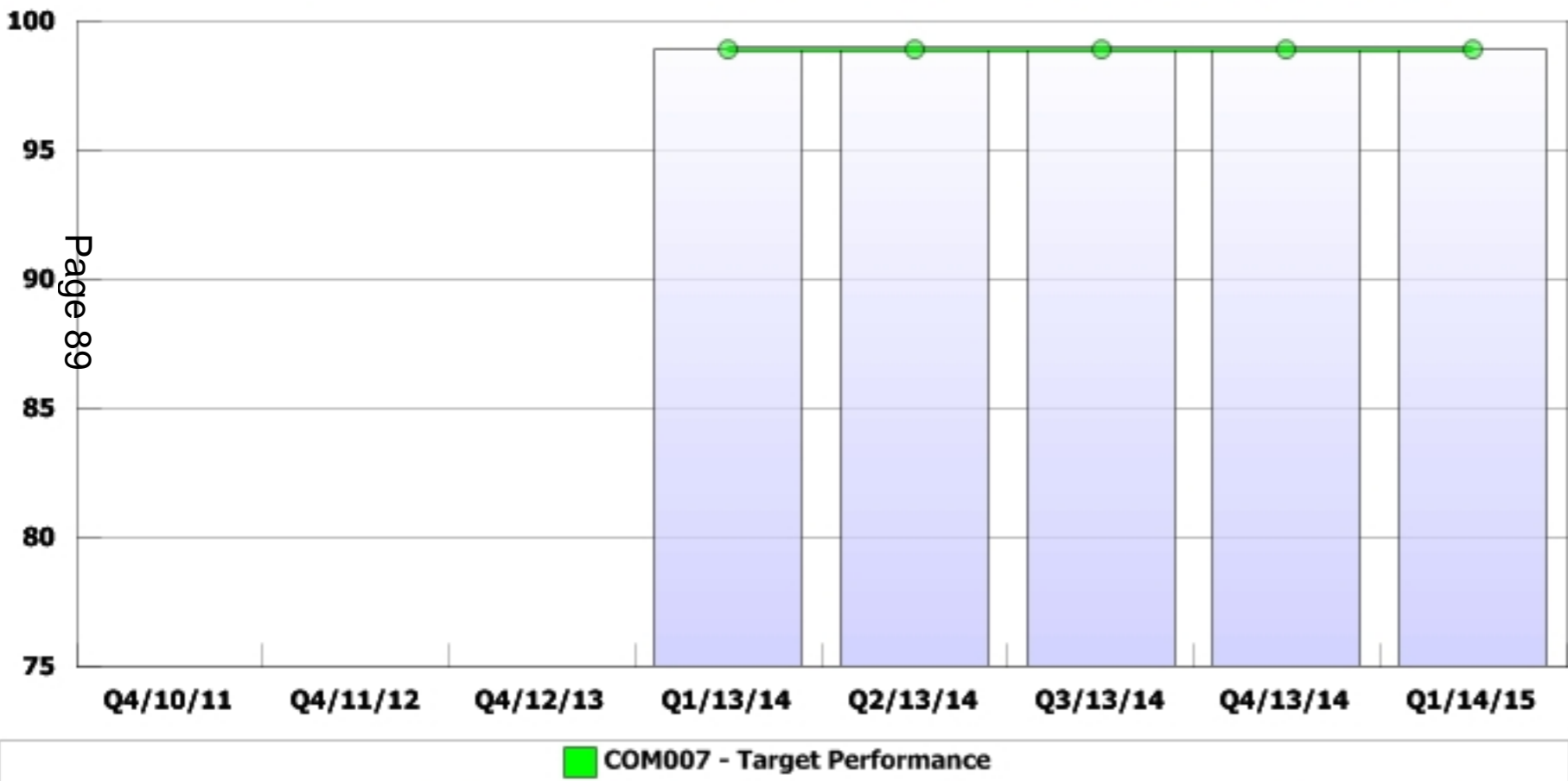


**COM007 What percentage of all emergency repairs are attended to within 4 working hours?**

**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	99%	99%
Q4/13/14	99%	99%
Q3/13/14	99%	99%
Q2/13/14	99%	99%
Q1/13/14	99%	99%

Annual Target: 2014/15 - 99%  
 Target: 2013/14 - 99%

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):**

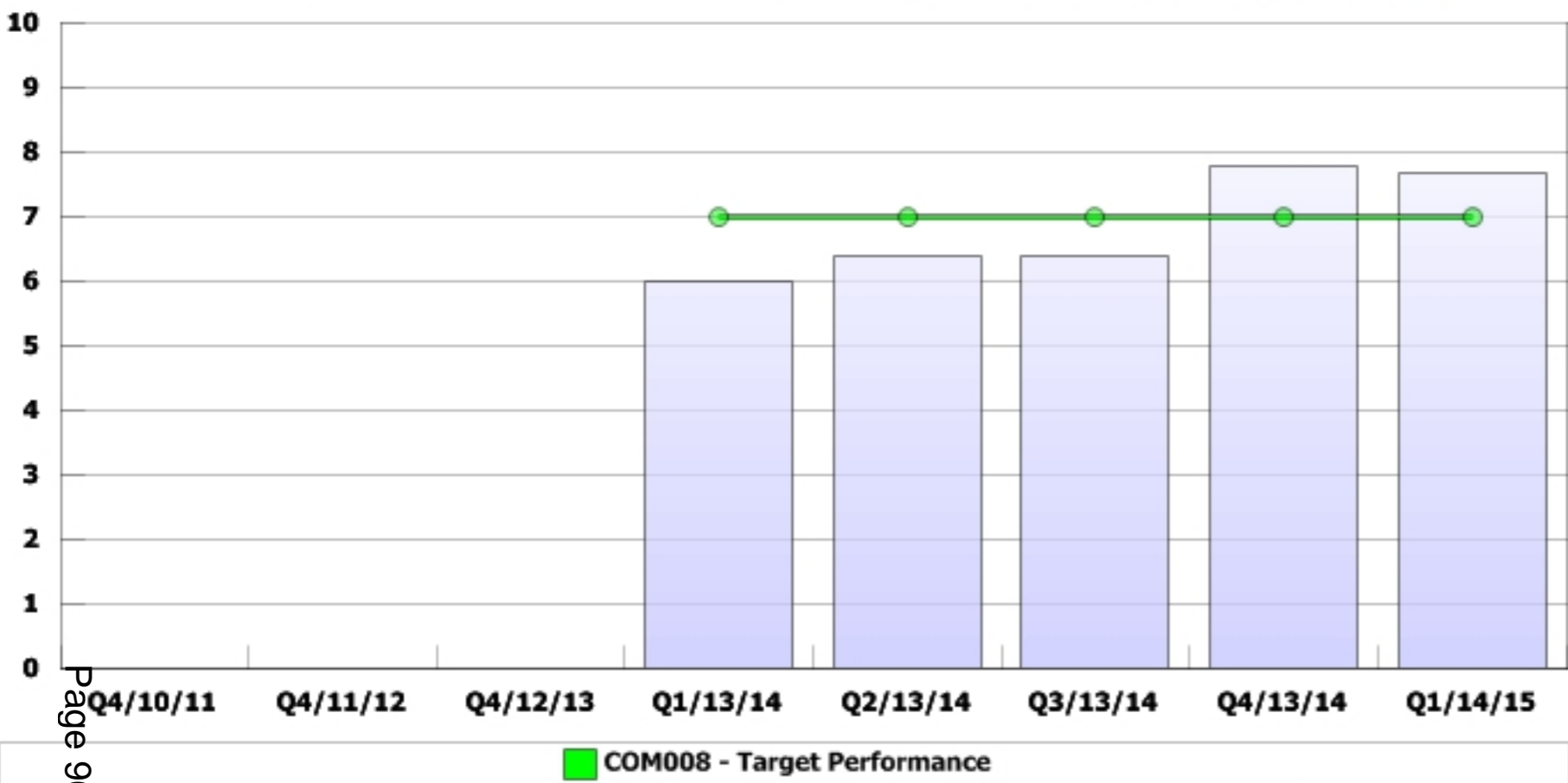
(Q1 2014/15) - Performance target achieved, average attendance performance is 1 hour 37 minutes.

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

**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	7.0	7.7	✗
Q4/13/14	7.0	7.8	✗
Q3/13/14	7.0	6.4	✓
Q2/13/14	7.0	6.4	✓
Q1/13/14	7.0	6.0	✓

**Annual 2014/15 - 7 working days**  
**Target: 2013/14 - 7 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

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

(Q1 2014/15) - Performance has failed to achieve target for Q1. This indicator has been affected by the number of fencing jobs reported following the storms in the earlier part of the year. This was further impacted by a national shortage of fencing timber to complete these repairs. Current performance for jobs reported since 1 April 2014 to date has this performance at 5.91 working days.

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

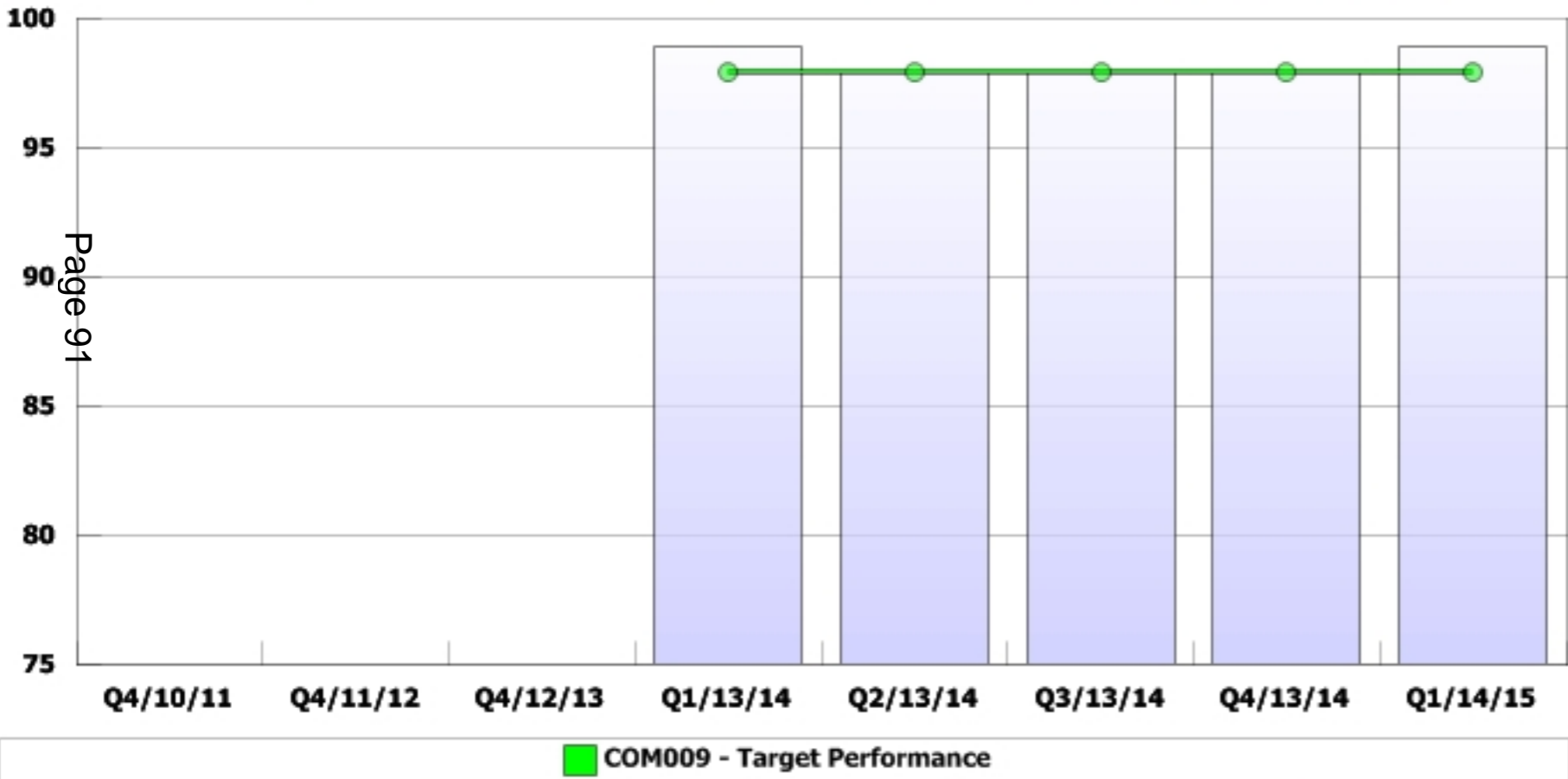
(Q1 2014/15) - The Housing Repairs Service will drive performance in Q2 through to Q4 to reduce the full year performance back down to 7 working days by the end of March 2015. By keeping performance under 6 working days this should have the effect of reducing the 0.71 working day average increase over the full year.

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

**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	98%	99%
Q4/13/14	98%	98%
Q3/13/14	98%	98%
Q2/13/14	98%	98%
Q1/13/14	98%	99%

Annual Target: 2014/15 - 98%  
 Target: 2013/14 - 98%

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):**

(Q1 2014/15) - Performance has achieved target.

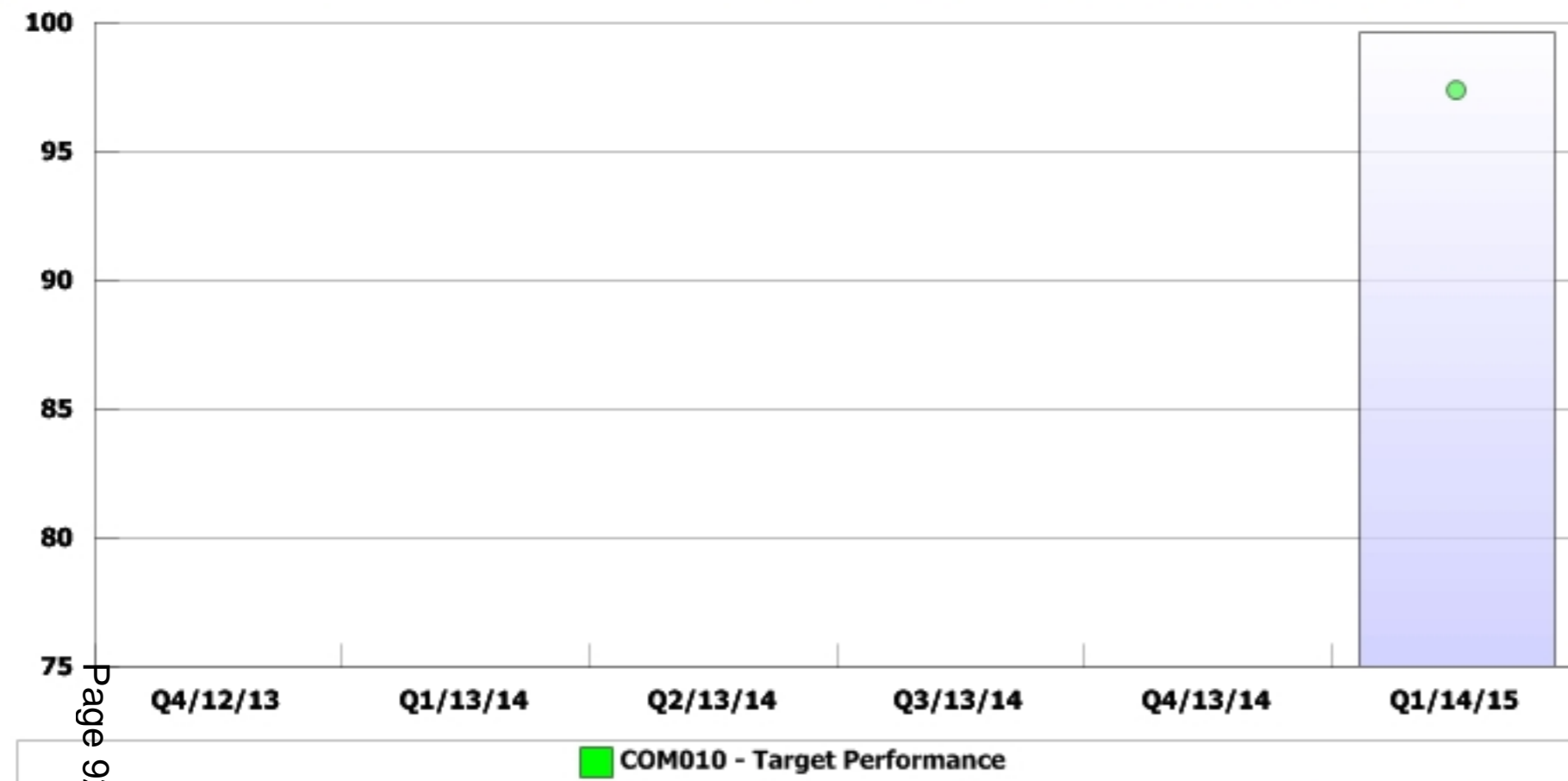
**Corrective action proposed (if required):**

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

**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	97.5%	99.7%
Q4/13/14	97.5%	0.0%
Q3/13/14	97.5%	0.0%
Q2/13/14	97.5%	0.0%
Q1/13/14	97.5%	0.0%



**Annual Target:** 2014/15 - 97.50%  
2013/14 - N/A

**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):**

(Q1 2014/15) - The target has been achieved.

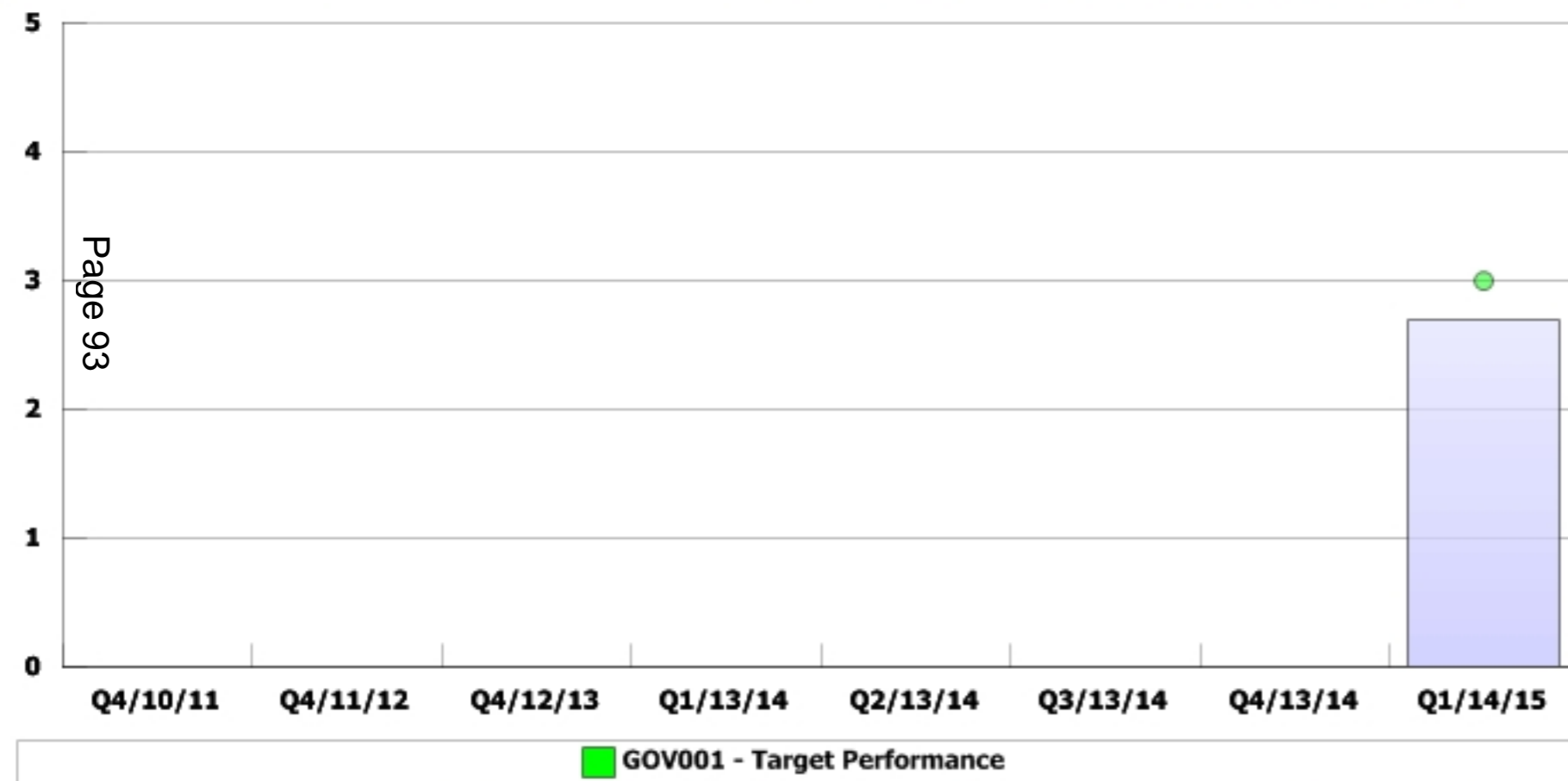
**Corrective action proposed (if required):**



**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

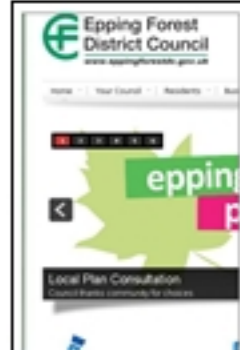
**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	3.0	2.7
Q4/13/14		0.0
Q3/13/14		0.0
Q2/13/14		0.0
Q1/13/14		0.0

**Annual** 2014/15 - 3 Stars  
**Target:** 2013/14 - N/A  
**Indicator of good performance:**  
 A higher level 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):**

(Q1 2014/15) - The new user feedback tool was implemented in April 2014. The user can select a happy, neutral or sad face and leave comments which are linked to the page. There were 23 replies in the first 3 months consisting of 7 happy, 6 neutral and 10 sad giving an average of 2.7.

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

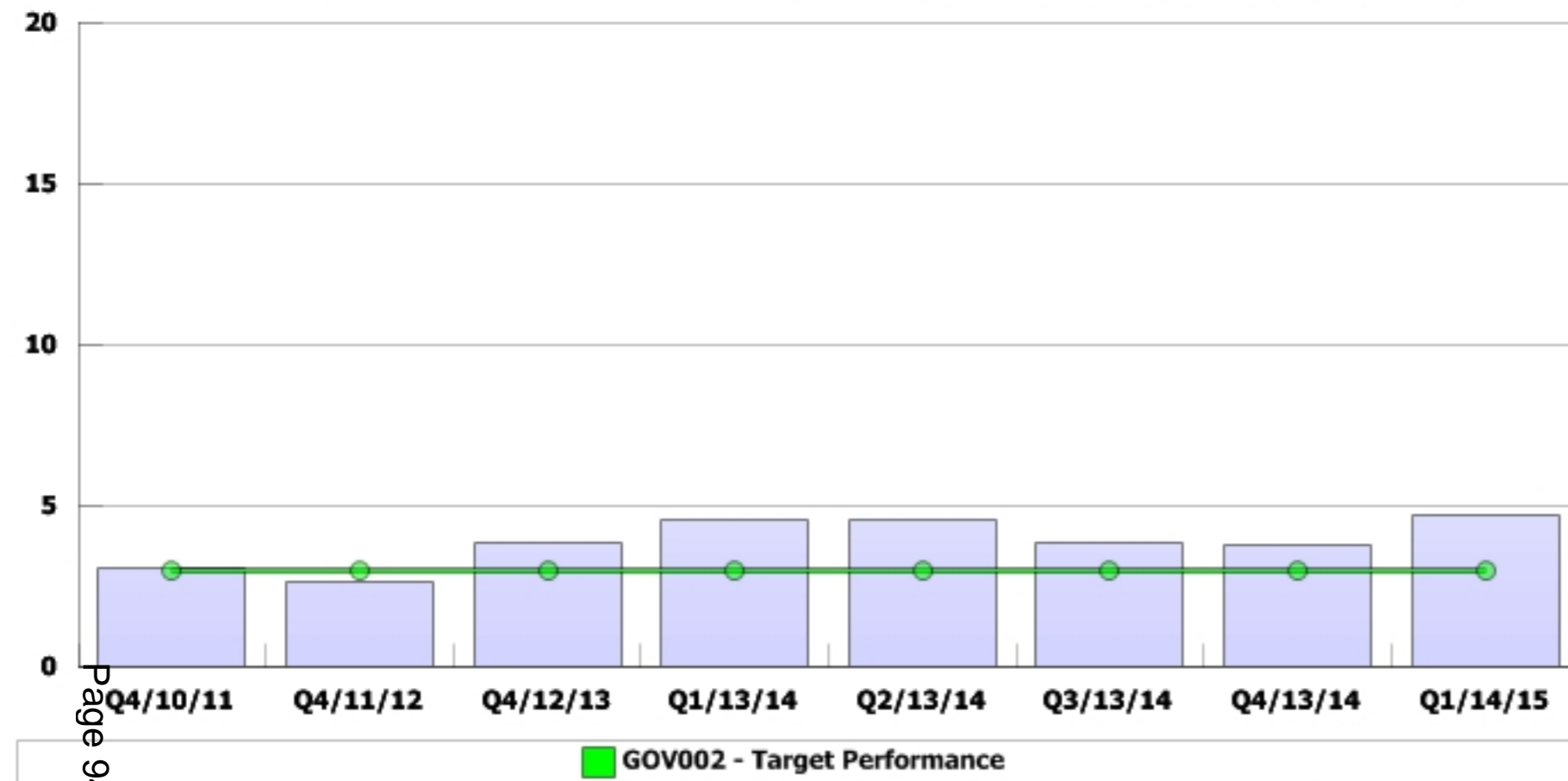
(Q1 2014/15) - The comments have enabled us to make specific changes to benefit users which cannot be gained from statistics alone.

**GOV002 What percentage of the rent we were due to be paid for our commercial premises was not paid?**

**Additional Information:** This indicator is a measure of a local authority's rent collection and arrears recovery service for its property portfolio and assists in monitoring the collection of important income to the Council. Performance against this indicator is reported on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	3.00%	4.73%	✗
Q4/13/14	3.00%	3.80%	✗
Q3/13/14	3.00%	3.90%	✗
Q2/13/14	3.00%	4.60%	✗
Q1/13/14	3.00%	4.60%	✗

**Annual Target:** 2014/15 - 3.00%  
2013/14 - 3.00%

**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?**

No

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

(Q1 2014/15) Arrears are slightly higher than the target but still quite low in the present economic climate.

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

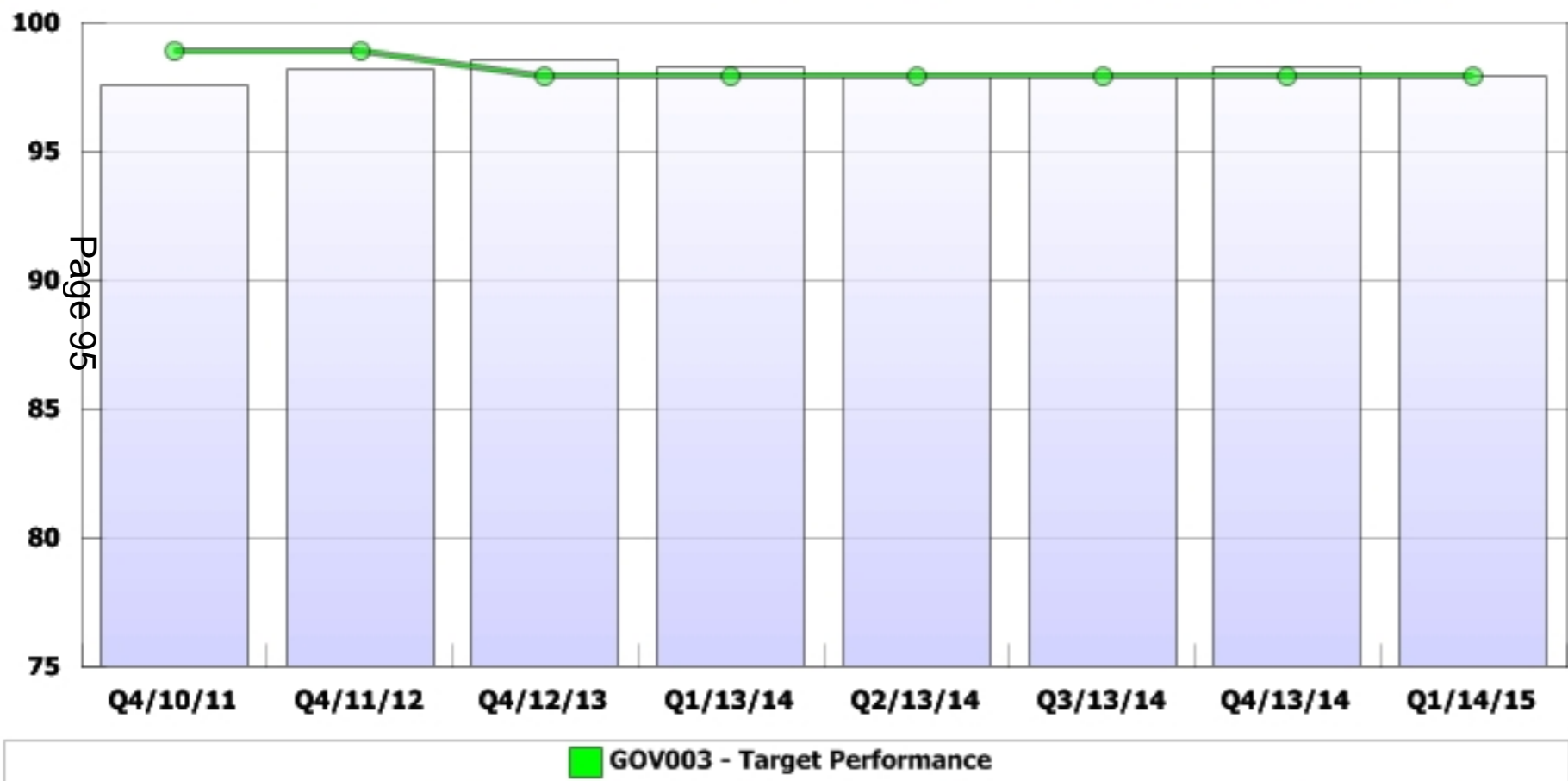
(Q1 2014/15) It is hoped to start arrears meetings with Finance and Legal Services again in the near future.

**GOV003 What percentage of our commercial premises was let to tenants?**

**Additional Information:** This indicator monitors the effectiveness of the local authority's asset management function and helps to monitor the vitality of the Council's commercial and industrial portfolio. Performance against this indicator is reported on a quarterly basis.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	98.00%	97.97%	✗
Q4/13/14	98.00%	98.31%	✓
Q3/13/14	98.00%	97.97%	✗
Q2/13/14	98.00%	97.97%	✗
Q1/13/14	98.00%	98.31%	✓

Annual 2014/15 - 98.00%  
 Target: 2013/14 - 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):**

(Q1 2014/15) The target was almost met.

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

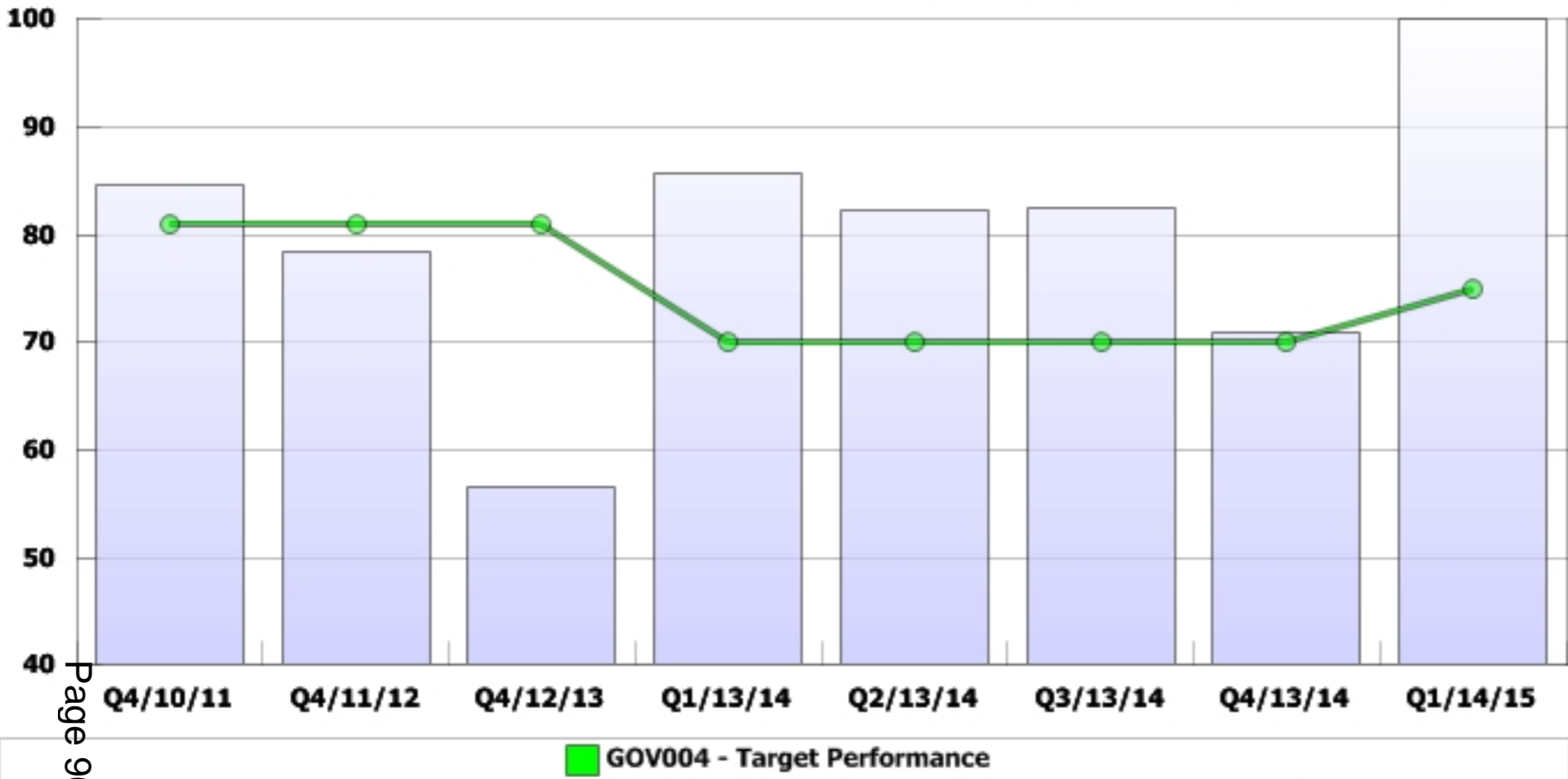


**GOV004 What percentage of major planning applications were processed within 13 weeks?**

**Additional Information: This indicator ensures that local planning authorities determine major planning applications in a timely manner (within thirteen weeks).**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	75.00%	100.00%	✓
Q4/13/14	70.00%	70.97%	✓
Q3/13/14	70.00%	82.61%	✓
Q2/13/14	70.00%	82.35%	✓
Q1/13/14	70.00%	85.71%	✓

**Annual Target: 2014/15 - 75.00%**  
**Target: 2013/14 - 70.00%**

**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):**

(Q1 2014/15) - Major type applications represent only a small number of the overall number of planning applications received, but they are more complex and generally are reported to planning committees, so deadlines for decisions are tight. Because of this, the performance can be volatile, but with 6 out of 6 decided in time, the target has been achieved.

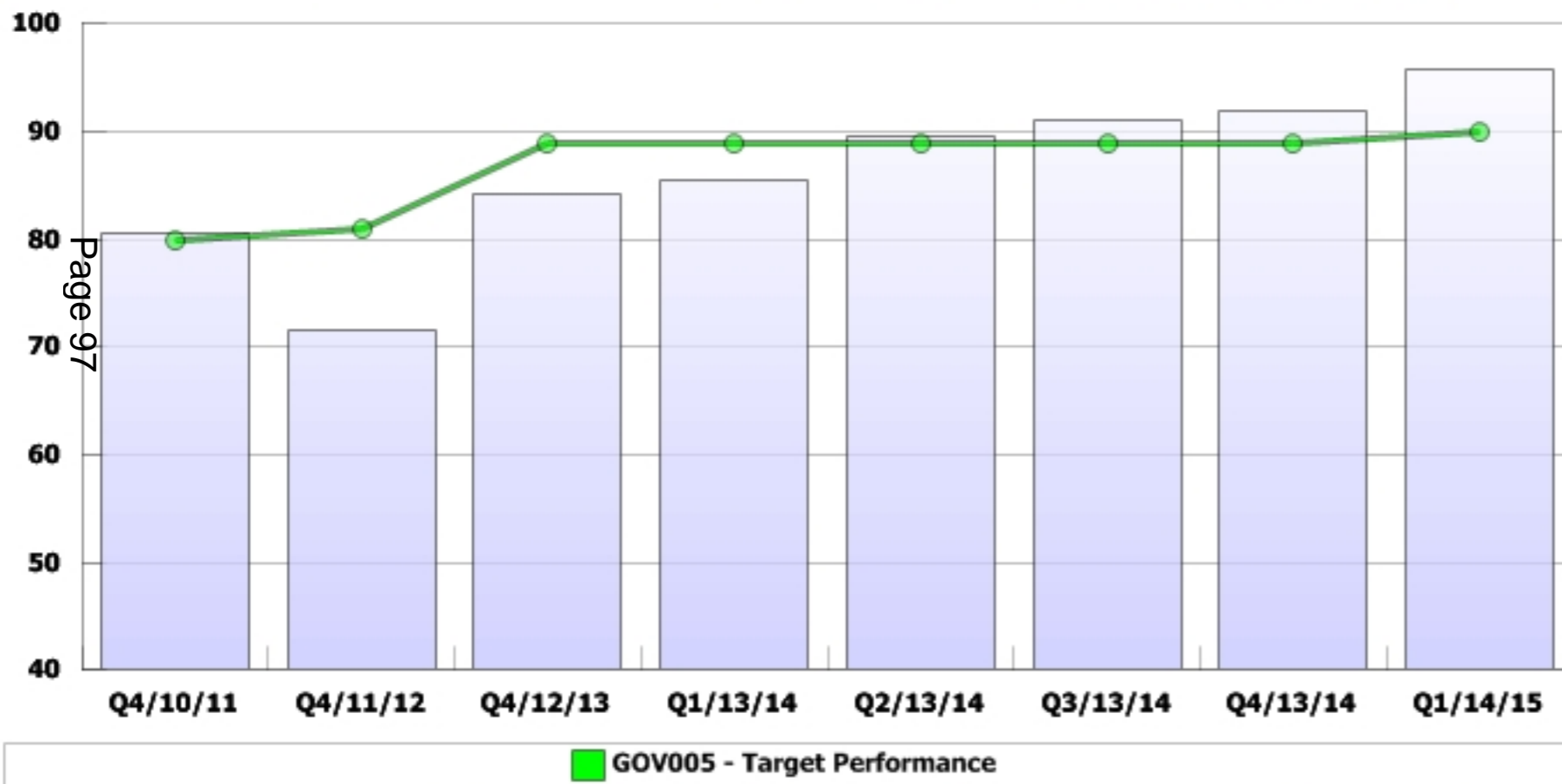
**Corrective action proposed (if required):**

**GOV005 What percentage of minor planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

**Additional Information: This indicator ensures that local planning authorities determine 'minor' planning applications in a timely manner (within eight weeks). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	90.00%	95.83%	✓
Q4/13/14	89.00%	91.97%	✓
Q3/13/14	89.00%	91.04%	✓
Q2/13/14	89.00%	89.66%	✓
Q1/13/14	89.00%	85.51%	✗

**Annual 2014/15 - 90.00% (delegated)**  
**Target: 2013/14 - 89.00% (delegated)**  
**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):**

(Q1 2014/15) - This covers planning applications that include 1 to 9 dwellings/ pitches per application as well as offices, light industry, general industry, storage, warehousing or retail floorspace under 10,000sq m or 1 hectare and other minor developments. Only 4 out of 96 applications in this category were outside the target time, which shows continued performance improvement on previous years, primarily because the Development Control team has been fully staffed and officers are making a concerted effort to hit the target.

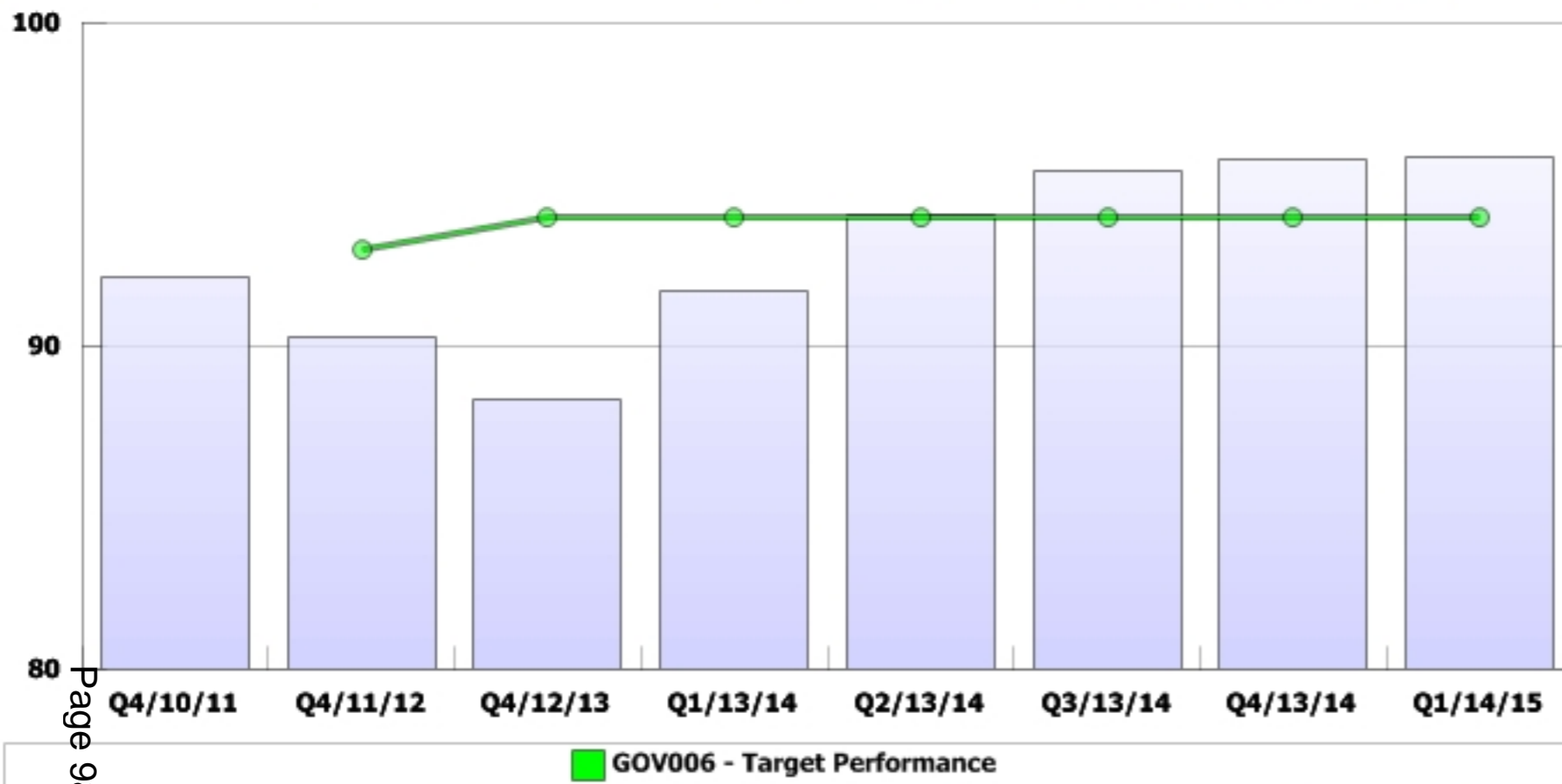
**Corrective action proposed (if required):**

**GOV006 What percentage of other planning applications were processed within 8 weeks (Delegated decisions only from 2012/13)?**

**Additional Information: This indicator ensures that local planning authorities determine 'other' planning applications in a timely manner (within eight weeks). With effect from Q1 2012/13 this indicator will measure performance on delegated decisions only. Historical performance figures will remain unchanged.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	94.00%	95.90%	✓
Q4/13/14	94.00%	95.84%	✓
Q3/13/14	94.00%	95.44%	✓
Q2/13/14	94.00%	94.12%	✓
Q1/13/14	94.00%	91.74%	✗

**Annual Target: 2014/15 - 94.00% (delegated)**  
**Target: 2013/14 - 94.00% (delegated)**  
**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):**

(Q1 2014/15) - Other Applications represents the highest number out of all planning application types decided under delegated powers. 281 out of 293 applications were decided in time in this category. Full complement of staff together with regular managing of workload has achieved this good performance.

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

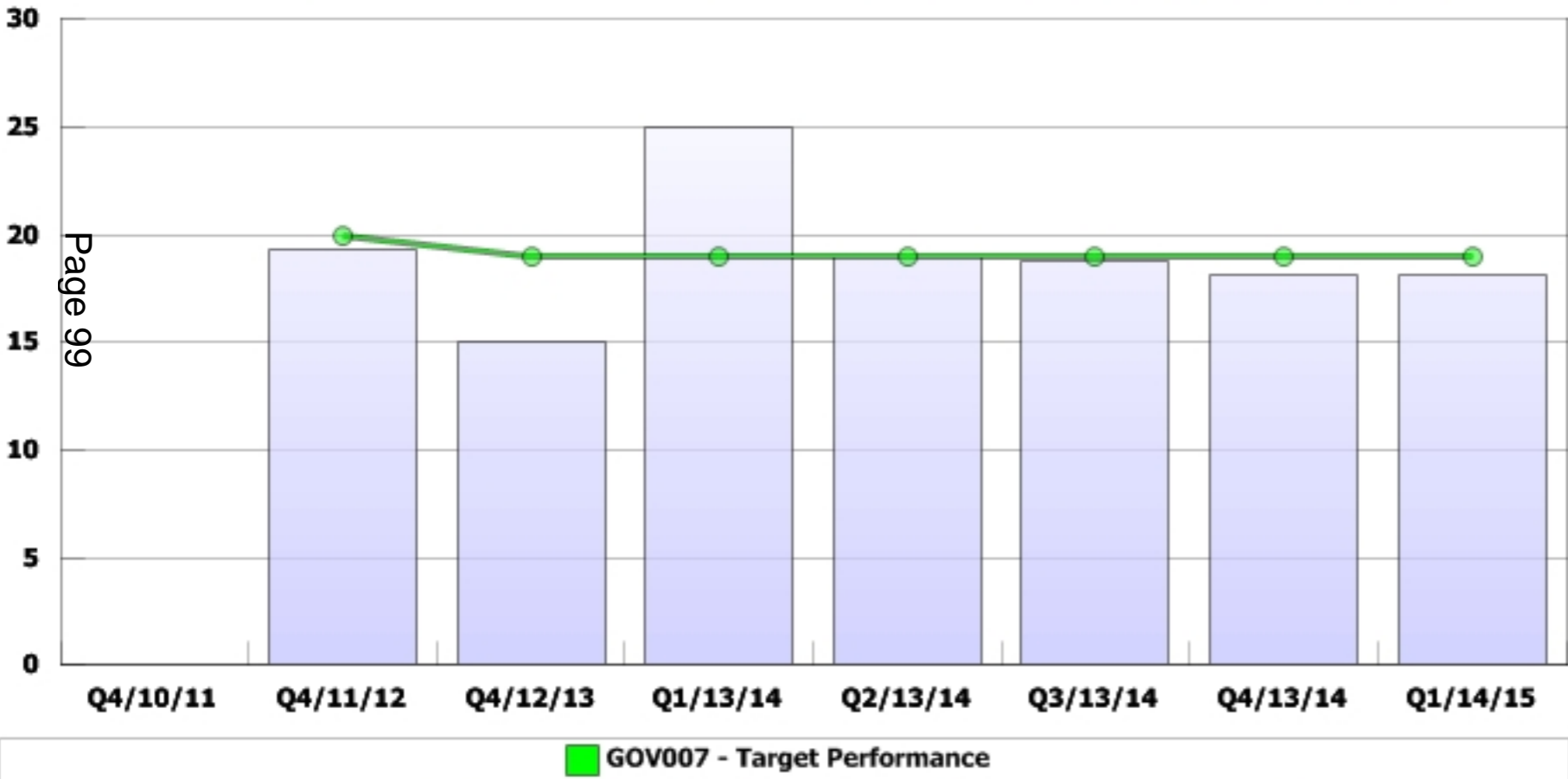


**GOV007 What percentage of planning applications recommended by planning officers for refusal were overturned and granted permission following an appeal?**

**Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	19.00%	18.20%	✓
Q4/13/14	19.00%	18.18%	✓
Q3/13/14	19.00%	18.75%	✓
Q2/13/14	19.00%	19.05%	✗
Q1/13/14	19.00%	25.00%	✗

Annual Target: 2014/15 - 19.00%  
 Target: 2013/14 - 19.00%

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):**

(Q1 2014/15) - Of the 11 appeal decisions, resulting from officer delegated refusals, received in total, only 2 have been allowed. The target of 19% is currently being achieved, implying that Officers professional judgement on planning application is generally in line with national planning guidance.

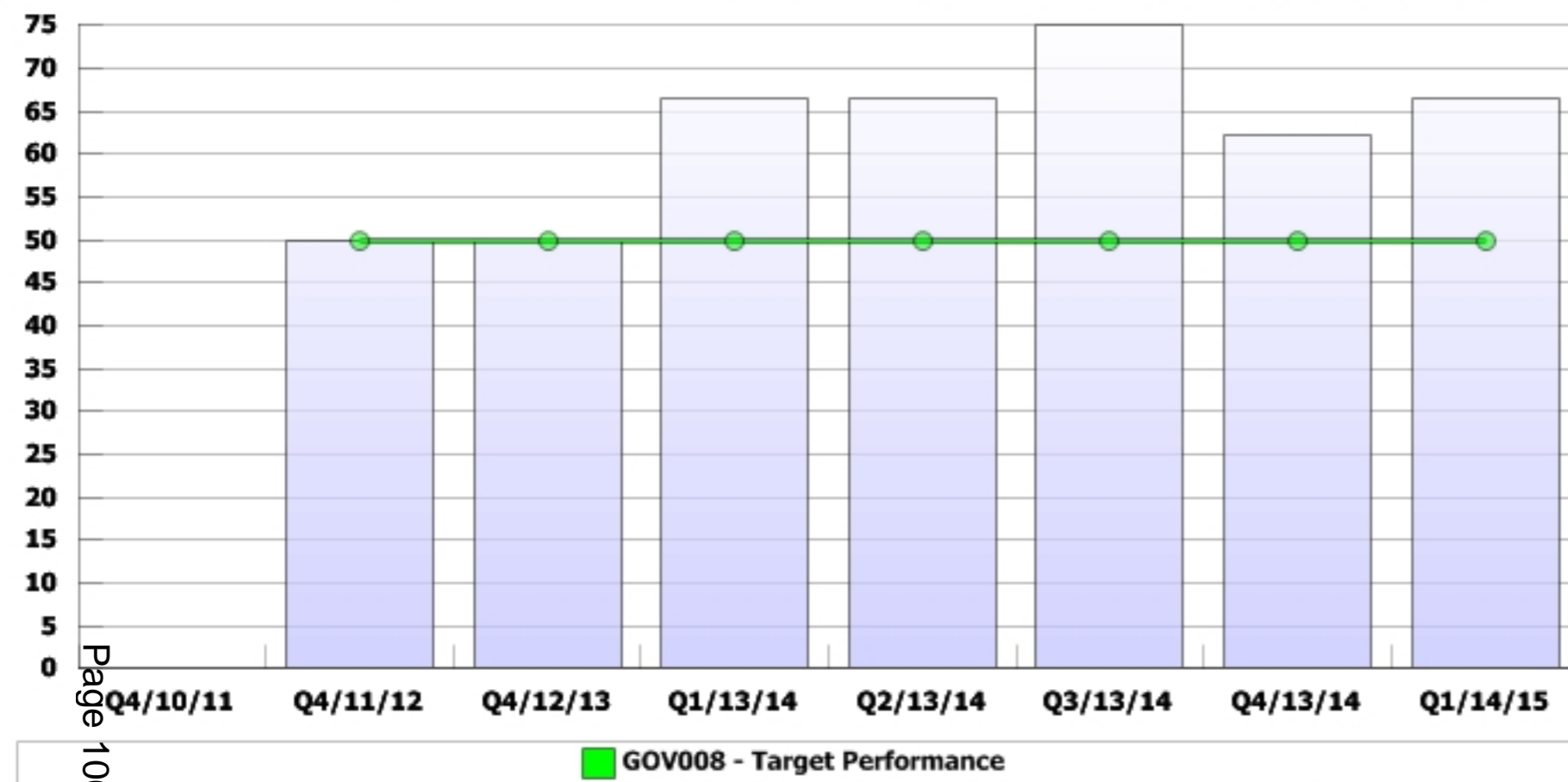
**Corrective action proposed (if required):**

**GOV008 What percentage of planning applications, refused by Council Members against the planning officer's recommendation, were granted permission on appeal?**

**Additional Information: This indicator is expressed as a percentage of the no. of appeals determined and seeks to assess the levels of applications that may be refused in order to meet development control performance targets. It measures the performance of only Officer Recommendations for refusal of planning permission**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	50.00%	66.67%
Q4/13/14	50.00%	62.20%
Q3/13/14	50.00%	75.00%
Q2/13/14	50.00%	66.67%
Q1/13/14	50.00%	66.67%



**Annual Target:** 2014/15 - 50.00%  
2013/14 - 50.00%

**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?**

Uncertain

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

(Q1 2014/15) - Members decisions to refuse planning permission by reversing officer recommendations on planning applications were supported on appeal in 1 out of 3 cases, so that 66.67% (2) were allowed. However, this is a small number of appeal cases, so the performance swing is going to be very volatile.

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

(Q1 2014/15) - Training has taken place recently for new Members so this needs time to bed in and will not affect the next couple of quarters performance. iOf the two appeals allowed, one was a parking refusal, which is notoriously difficult to persuade the Planning Inspectorate to support the Council's refusal. Members need to take this on board when deciding other similar type of applications.

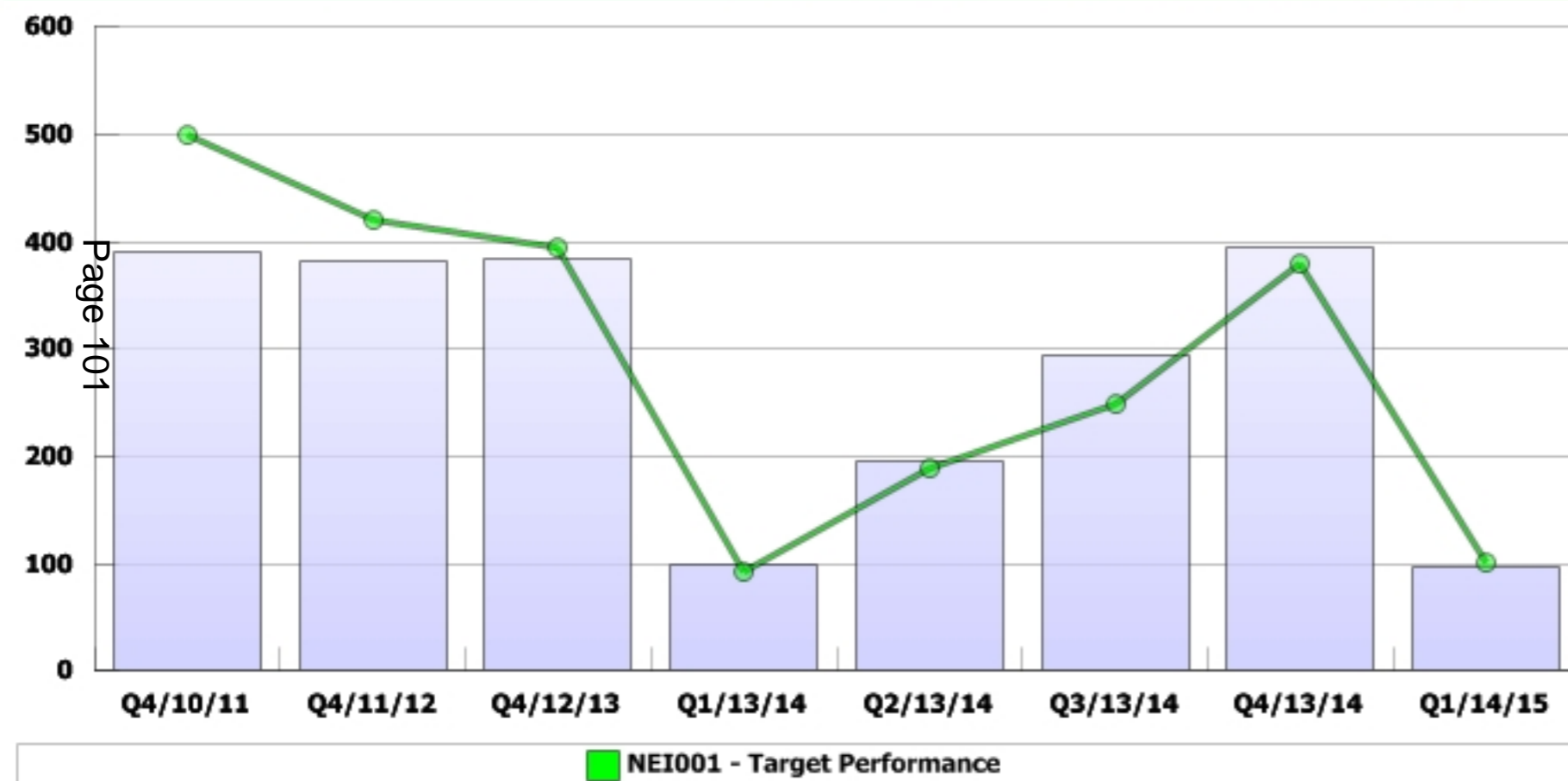


# NEI001 How much non-recycled waste was collected for every household in the district?

**Additional Information:** This indicator supports reductions in the amount of residual waste collected, through less overall waste and more reuse, recycling and composting. Quarterly targets and performance details for this indicator are measured in kilograms per household, and represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	101	98	✓
Q4/13/14	380	396	✗
Q3/13/14	249	295	✗
Q2/13/14	190	197	✗
Q1/13/14	94	100	✗

Annual Target: 2014/15 - 400 kg  
 Target: 2013/14 - 380 kg

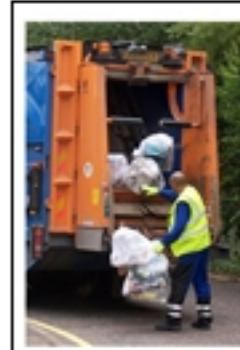
Indicator of good performance:  
 A lower waste figure is good

↓ is the direction of improvement



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

Uncertain



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

(Q1 2014/15) - 1st quarter target achieved - trends for the remaining quarters to be monitored

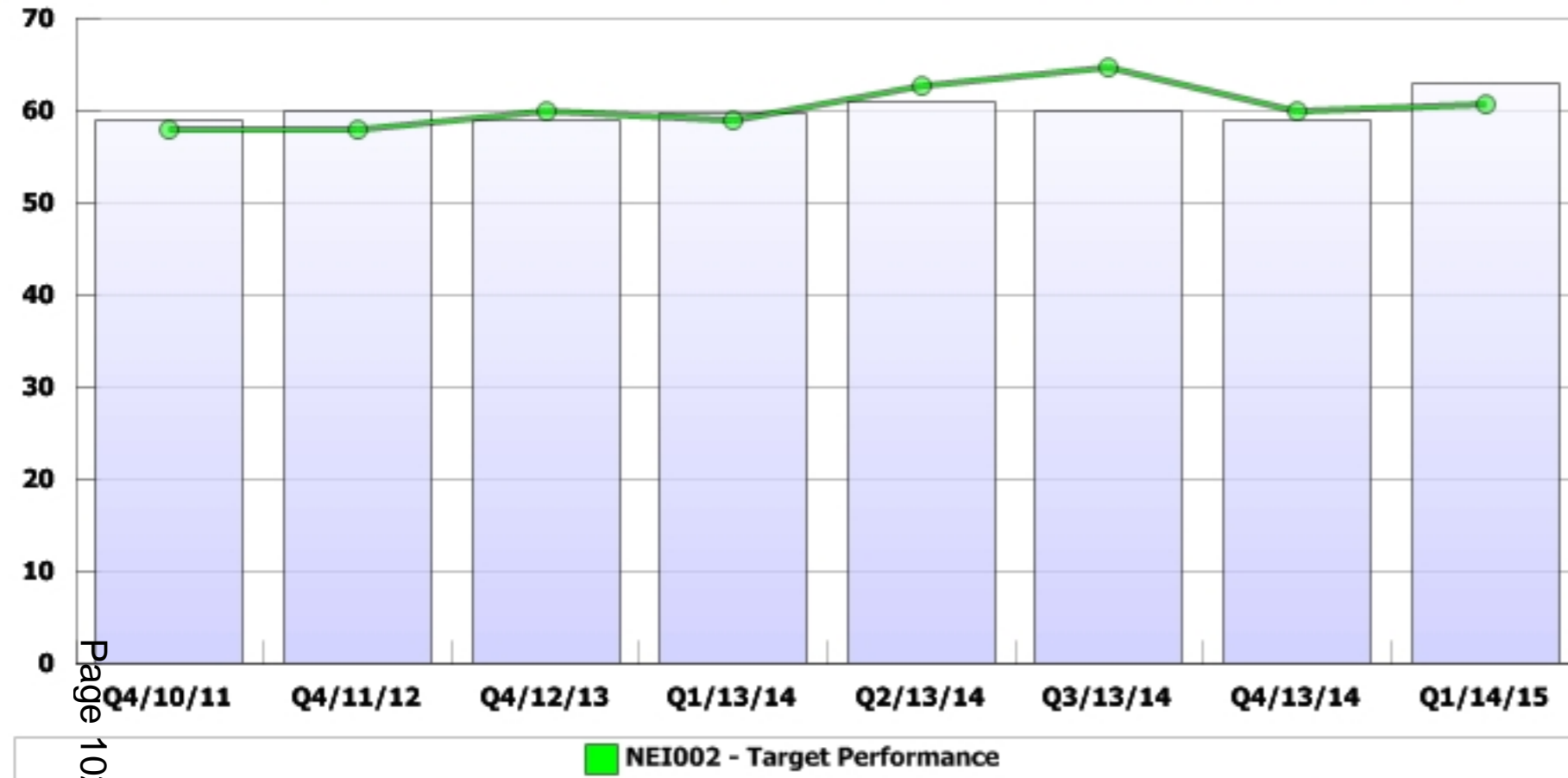
### Corrective action proposed (if required):

**NEI002 What percentage of all household waste was sent to be recycled, reused or composted?**

**Additional Information:** This indicator supports year on year reductions in the amount of residual waste collected, and measures the percentage of household waste arisings sent for reuse, recycling, composting or anaerobic digestion.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	60.95%	63.00%	✓
Q4/13/14	60.00%	59.00%	✗
Q3/13/14	64.80%	60.00%	✗
Q2/13/14	62.90%	61.00%	✗
Q1/13/14	59.01%	59.93%	✓

**Annual Target:** 2014/15 - 60.00%  
**Annual Target:** 2013/14 - 60.00%

**Indicator of good performance:**  
 A higher percentage recycled is good

↑ is the direction of improvement

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

□ Uncertain



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

(Q1 2014/15) - The performance for this quarter is as expected due to the high volumes of green waste put out for collection during this growing season.

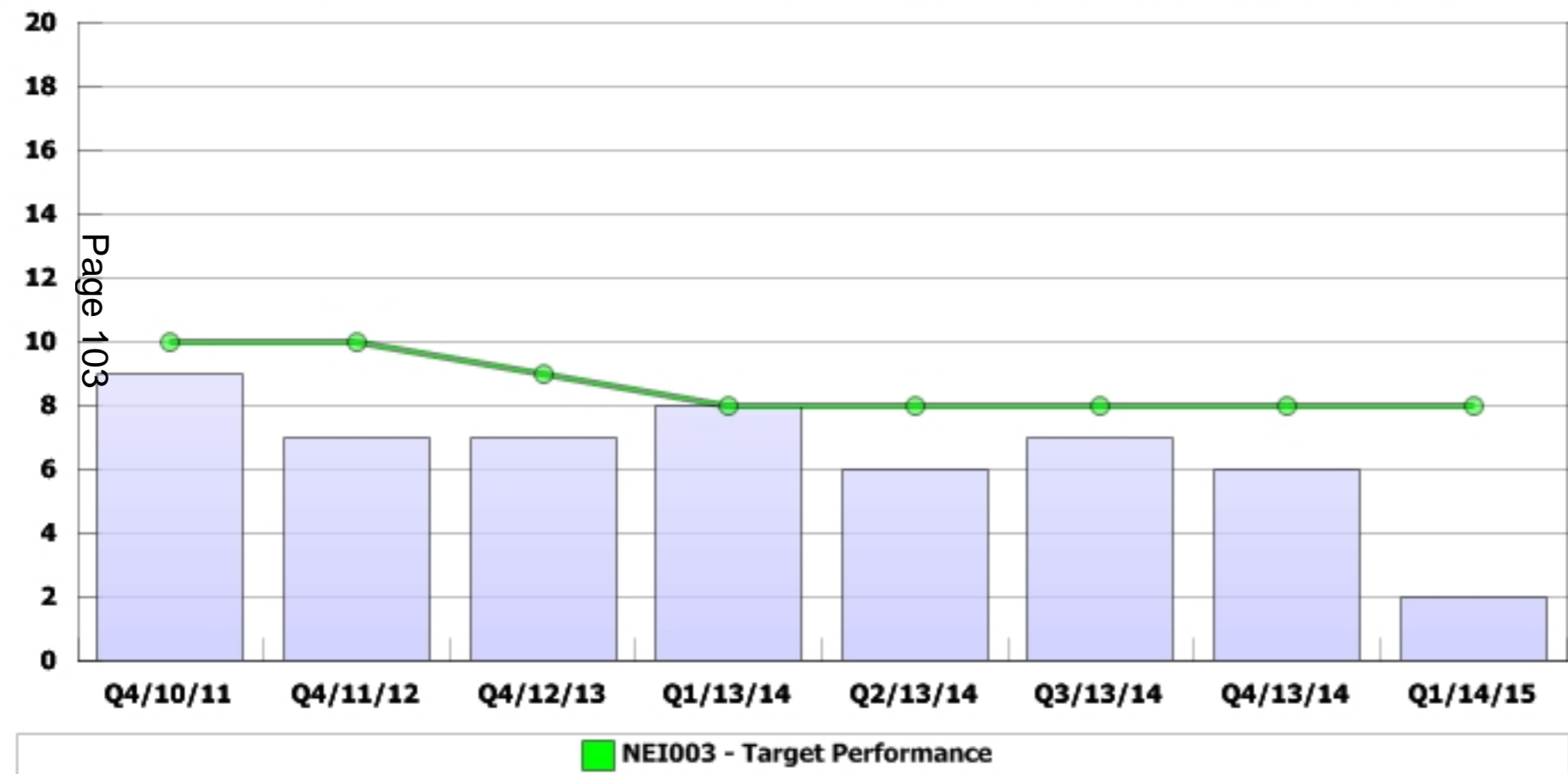
**Corrective action proposed (if required):**

**NEI003 What percentage of our district had unacceptable levels of litter?**

**Additional Information:** This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Direction of Improvement
Q1/14/15	8%	2%	↓
Q4/13/14	8%	6%	↓
Q3/13/14	8%	7%	↓
Q2/13/14	8%	6%	↓
Q1/13/14	8%	8%	↔

**Annual 2014/15 - 8%**  
**Target: 2013/14 - 8%**  
**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):**

(Q1 2014/15) - Current performance for this quarter was very good, this was due to a number of reasons including the areas surveyed. This is an unrealistic level for the standard to be constantly maintained and expect it to be closer to 6% in the future.

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

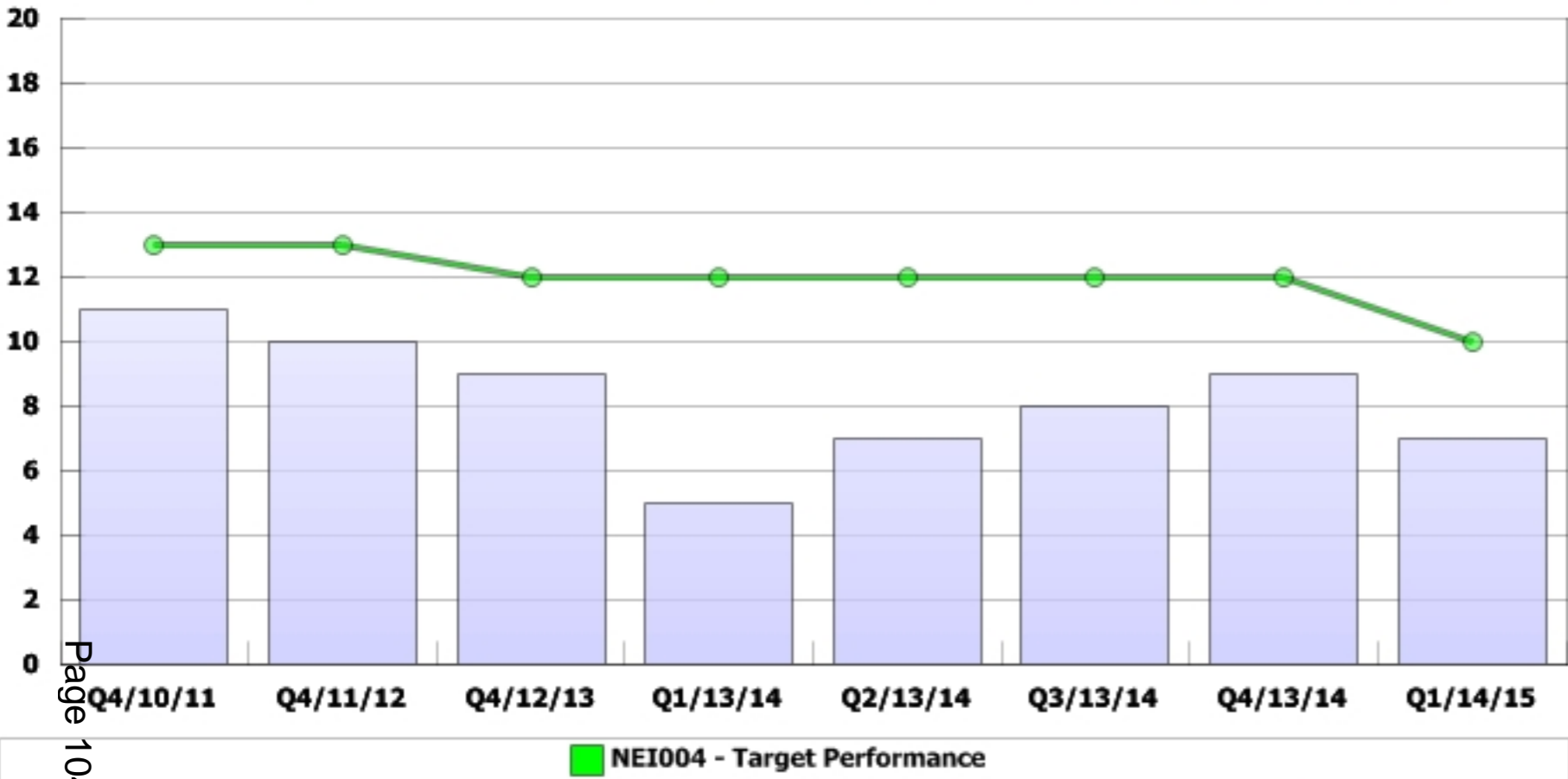


**NEI004 What percentage of our district had unacceptable levels of detritus (dust, mud, stones, rotted leaves, glass, plastic etc.)?**

**Additional Information:** This indicator seeks to reduce unacceptable levels of detritus. Performance is based on surveys of prescribed sites carried out over the four quarterly periods each year, and represents the percentage of relevant land with deposits of detritus which exceed the acceptable level.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	10%	7%
Q4/13/14	12%	9%
Q3/13/14	12%	8%
Q2/13/14	12%	7%
Q1/13/14	12%	5%

Annual Target: 2014/15 - 10%  
 Target: 2013/14 - 12%  
 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):**

(Q1 2014/15) - This result was acceptable and some of the previous problems on detritus have been resolved.

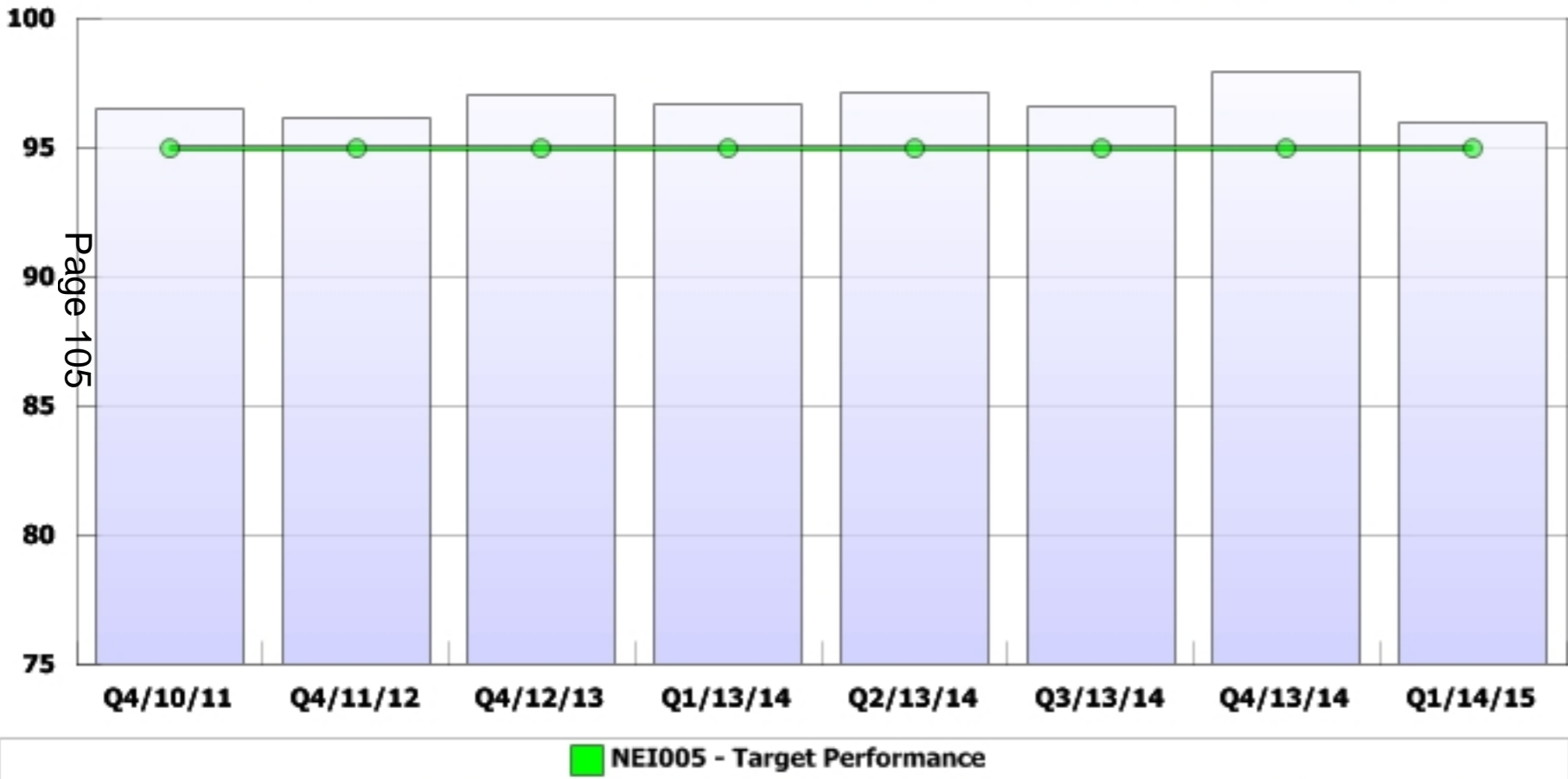
**Corrective action proposed (if required):**

**NEI005 What percentage of the issues and complaints received by the Environment & Neighbourhoods Team received an initial response within 3 days?**

**Additional Information: Dealing with 'enviro-crime' is a key element of the 'Safer, Cleaner, Greener' initiative, and this indicator measures the percentage of issues raised and complaints received by the Environment and Neighbourhoods Team that are responded to within three working days**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Visual
Q1/14/15	95.00%	96.03%	✓
Q4/13/14	95.00%	98.00%	✓
Q3/13/14	95.00%	96.66%	✓
Q2/13/14	95.00%	97.23%	✓
Q1/13/14	95.00%	96.76%	✓

Annual 2014/15 - 95.00%  
 Target: 2013/14 - 95.00%  
 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):**

(Q1 2014/15) - Target achieved.

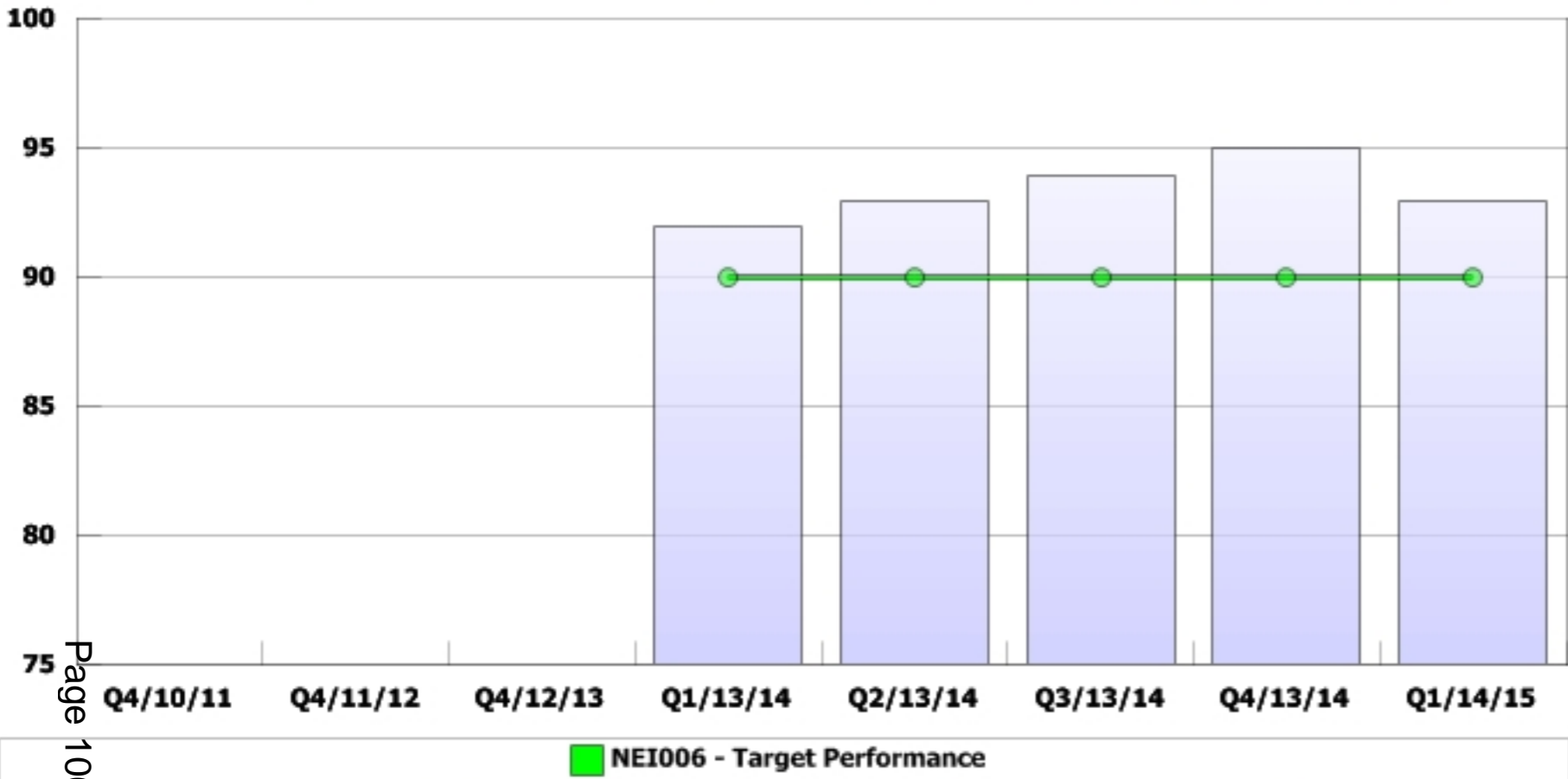
**Corrective action proposed (if required):**

**NEI006 What percentage of the recorded incidences of fly-tipping are investigated within 3 working days of being recorded?**

**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	90%	93%
Q4/13/14	90%	95%
Q3/13/14	90%	94%
Q2/13/14	90%	93%
Q1/13/14	90%	92%

**Annual Target:** 2014/15 - 90%  
2013/14 - 90%

**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):**

(Q1 2014/15) - Target achieved

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

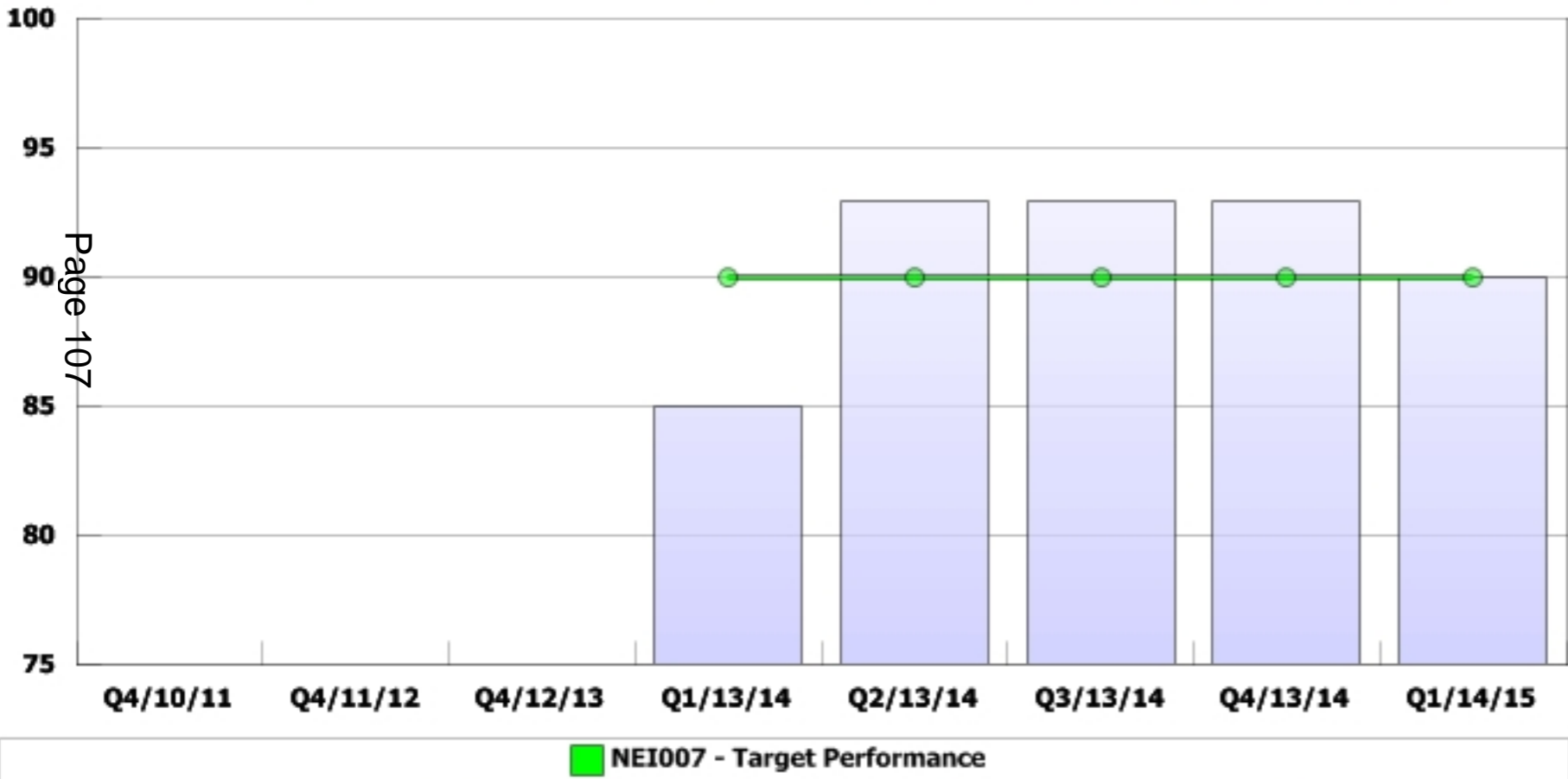


**NEI007 What percentage of the recorded incidences of fly-tipping (contract cleared) are removed within 5 working days of being recorded?**

**Additional Information: This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which can be cleared under the existing waste contract.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	90%	90%	✓
Q4/13/14	90%	93%	✓
Q3/13/14	90%	93%	✓
Q2/13/14	90%	93%	✓
Q1/13/14	90%	85%	✗

**Annual Target: 2014/15 - 90%**  
**Target: 2013/14 - 90%**

**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):**

(Q1 2014/15) - Target achieved. An analysis of the incidents that have failed to meet the criteria has established that there are legitimate reasons for the delayed clearance in some of the cases. For example, clearance has been delayed in one case whilst the alleged perpetrator was persuaded to remove the waste. In some other cases, clearance has taken longer than expected due to difficulties establishing the landowner and/or whether or not a variation order is required. It is envisaged that the target will be met in the next quarter, but it is difficult to predict if the change to a new contractor will affect performance, as we reach the end of the contract with SITA.

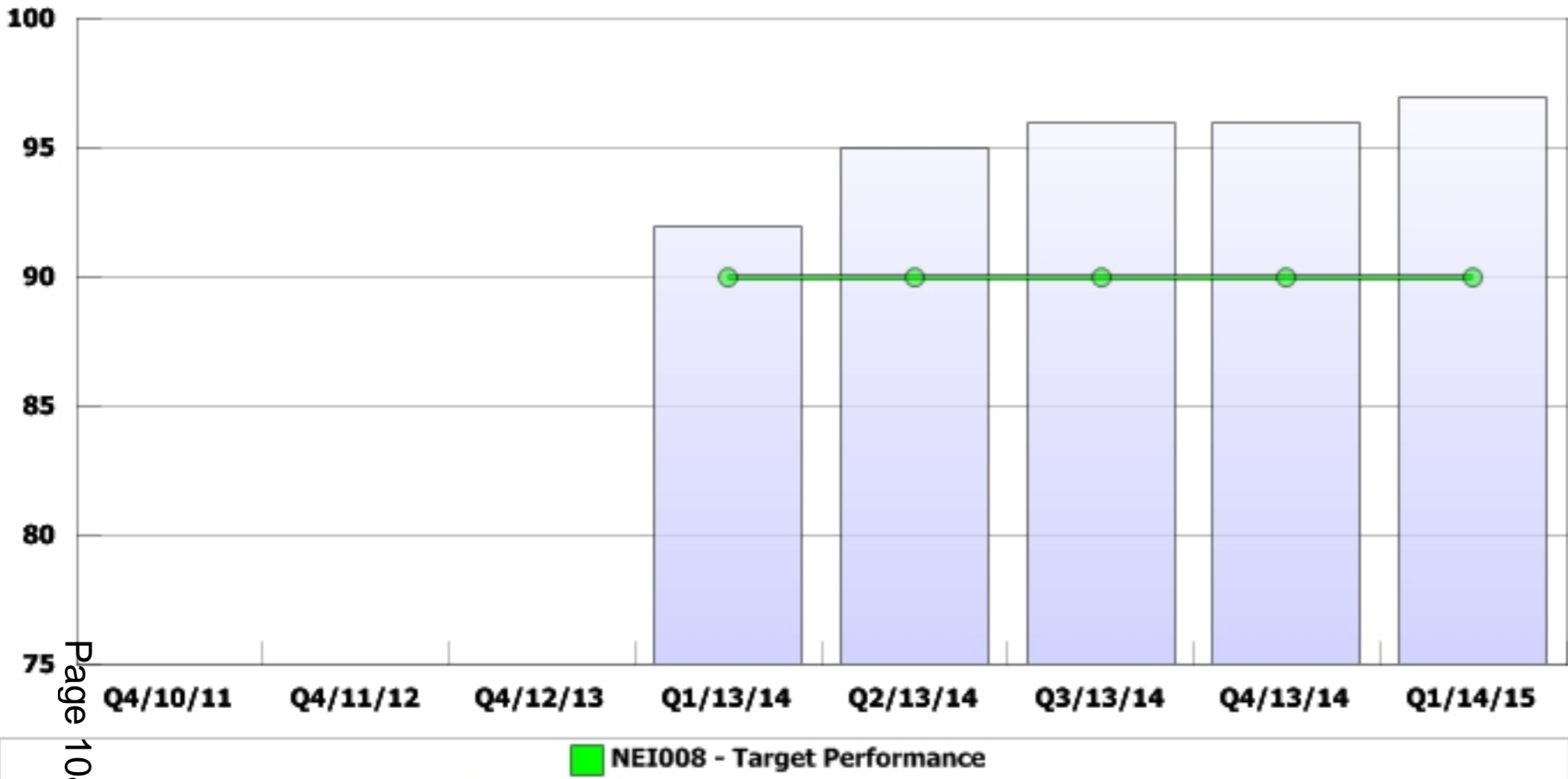
**Corrective action proposed (if required):**

**NEI008 What percentage of the recorded incidences of fly-tipping (variation order / non-contract) are removed within 10 working days of being recorded?**

**Additional Information:** This indicator specifically considers fly-tip incidents which occur on land which the council is responsible for clearing and which require an additional variation order or other non-contract clearance.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	90%	97%
Q4/13/14	90%	96%
Q3/13/14	90%	96%
Q2/13/14	90%	95%
Q1/13/14	90%	92%

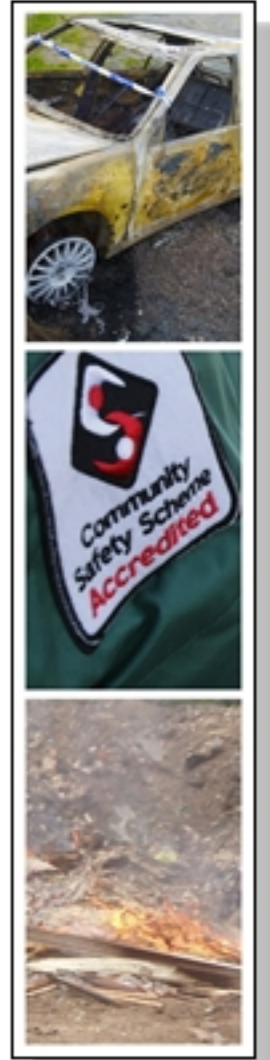
**Annual Target:** 2014/15 - 90%  
 2013/14 - 90%

**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):**

(Q1 2014/15) - Target achieved, no further action planned.

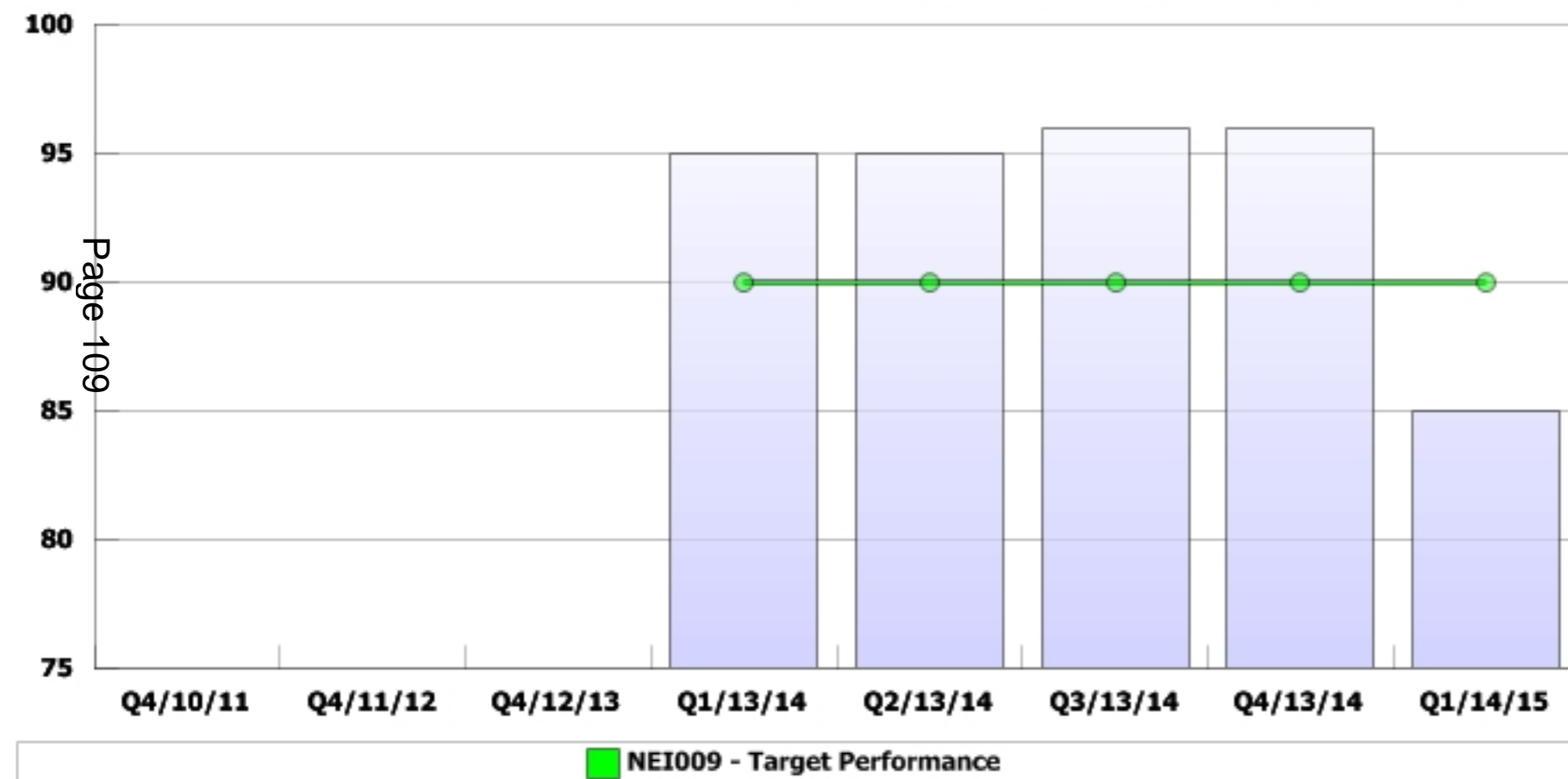
**Corrective action proposed (if required):**



**Additional Information:**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	90%	85%
Q4/13/14	90%	96%
Q3/13/14	90%	96%
Q2/13/14	90%	95%
Q1/13/14	90%	95%



**Annual Target:** 2014/15 - 90%  
2013/14 - 90%

**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):**

(Q1 2014/15) - This was a new performance indicator in 2013/14, which was achieved throughout that year. The responsibility for recording and passing the details of complaints to the duty noise officer changed to a contractor Mears at the start of this quarter. The duty noise officers initially experienced some delays in obtaining the details of the complainant from Mears. This has been reflected in the number of responses that have failed to meet the target. Officers have met with Mears and steps have been taken to clarify and speed up the process. It is envisaged that the target will be achieved in the next quarter.

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

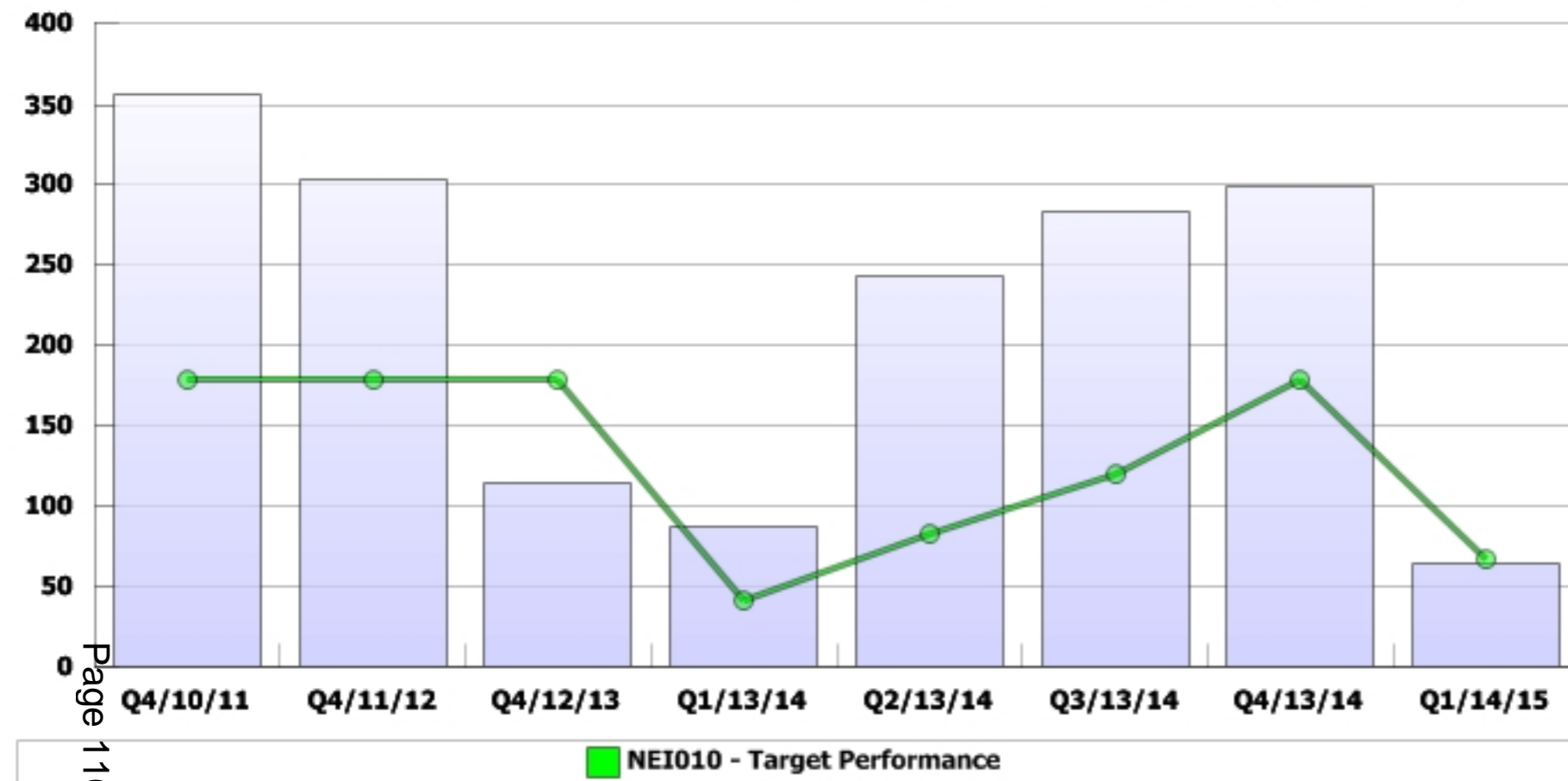
(Q1 2014/15) - Officers have met with Mears and steps have been taken to clarify and speed up the process at the Mears operating centre.

**NEI010 What was the net increase or decrease in the number of homes in the district?**

**Additional Information:** This indicator encourages a greater supply of new homes to address long-term housing affordability issues, and measures the net increase in dwelling stock over one year. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	68	65	✗
Q4/13/14	180	299	✓
Q3/13/14	121	284	✓
Q2/13/14	83	243	✓
Q1/13/14	42	88	✓

**Annual Target:** 2014/15 - 230  
2013/14 - 180

**Indicator of good performance:**  
A higher number 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):**

(Q1 2014/15) - The quarterly target figure is 68 and our Q1 figure of 65 is slightly below it. However, our Q1 figure is very close (within Amber tolerances) Therefore at this stage, it is most likely that the annual Housing Completions target for 2014-15 will be met. Provision for future housing development will be made through new housing designations in the emerging Local Plan.

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

(Q1 2014/15) - None proposed at this time

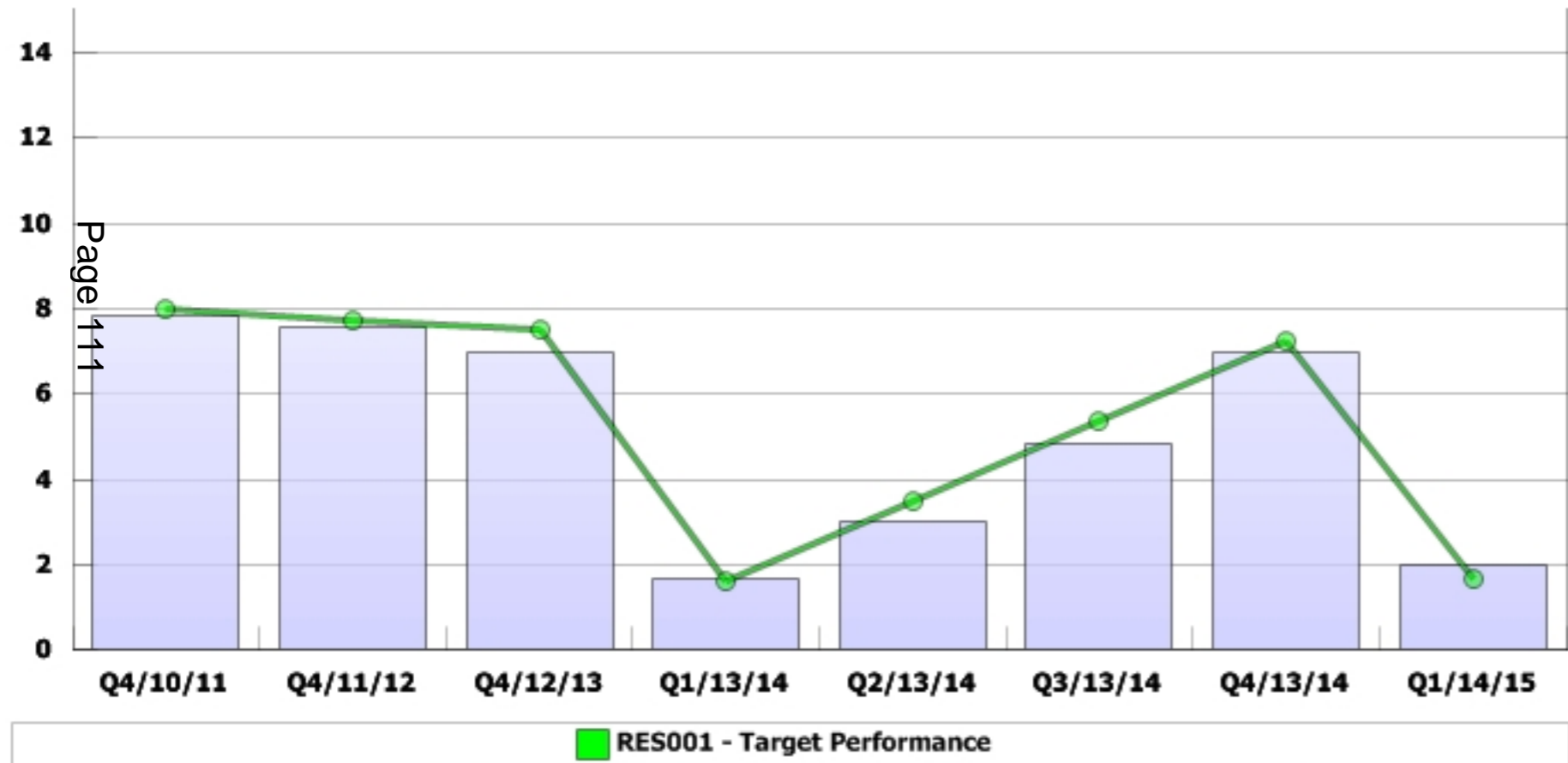
# RES001 How many working days did we lose due to sickness absence?

**Additional Information:** This indicator monitors the level of staff sickness absence across the authority, and supports the implementation of the Council's Managing Absence Policy. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472



## Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	1.69	2.03	Fail (X)
Q4/13/14	7.25	7.01	Pass (✓)
Q3/13/14	5.40	4.83	Pass (✓)
Q2/13/14	3.51	3.05	Pass (✓)
Q1/13/14	1.66	1.69	Fail (X)

**Annual Target:** 2014/15 - 7.00 days  
 2013/14 - 7.25 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):

(Q1 2014/15) - The figure is above the target for this quarter (0.34 days).

### Corrective action proposed (if required):

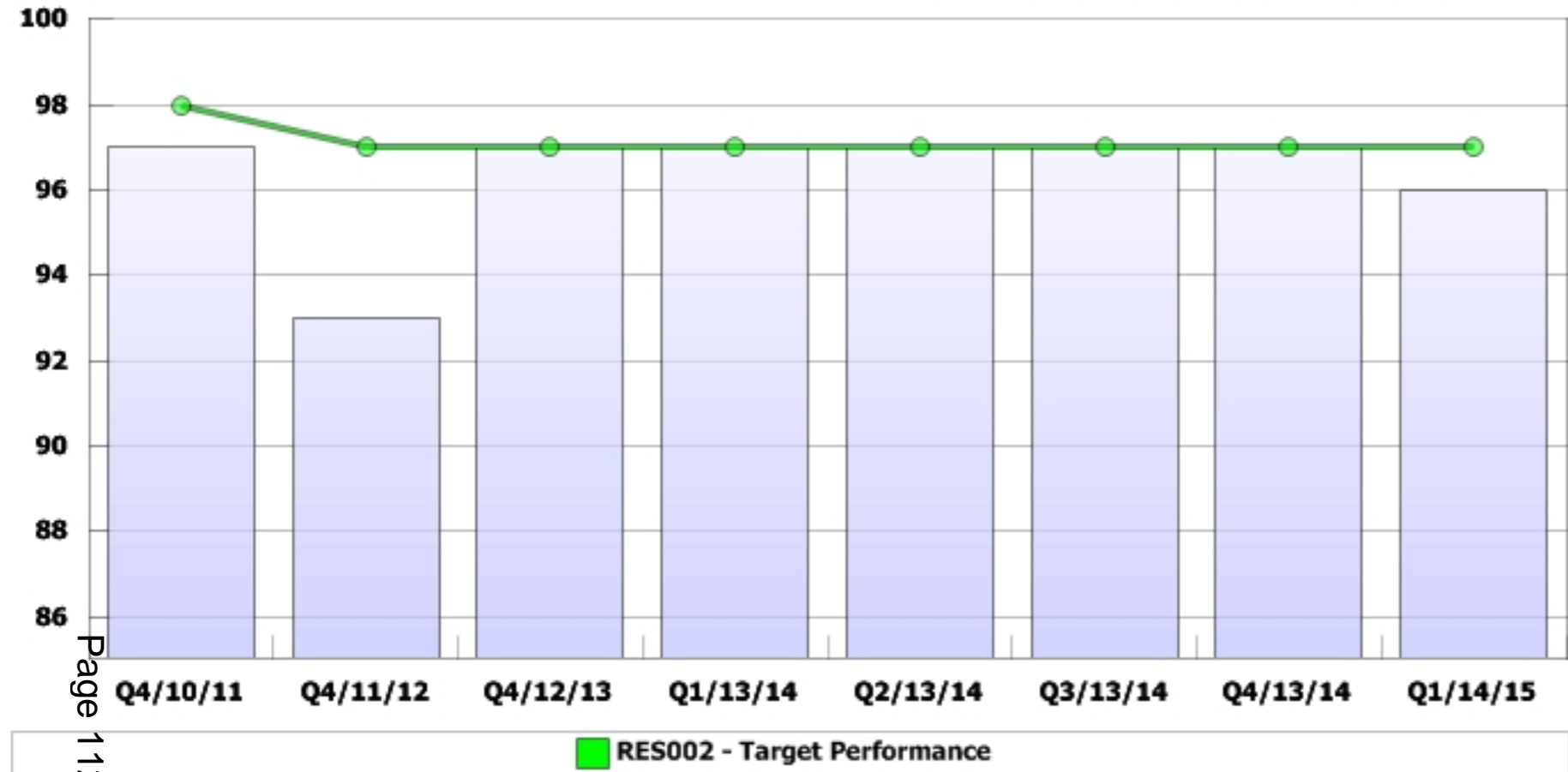
(Q1 2014/15) - HR will be analysing sickness absence on a monthly basis to ensure that those who meet the trigger levels are evaluated and appropriately managed as soon as possible. HR will also be working with managers to deal with long term absences in a timely but sensitive way.

**RES002 What percentage of the invoices we received were paid within 30 days?**

**Additional Information: This indicator encourages the prompt payment of undisputed invoices for commercial goods and services**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	97%	96%	✗
Q4/13/14	97%	97%	✓
Q3/13/14	97%	97%	✓
Q2/13/14	97%	97%	✓
Q1/13/14	97%	97%	✓

Annual 2014/15 - 97.00%  
 Target: 2013/14 - 97.00%

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):**

(Q1 2014/15) - Performance for quarter 1 has dipped below the target with Communities showing 94%. Because over half of the total invoices processed relate to communities any under performance there tends to translate to an overall under performance

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

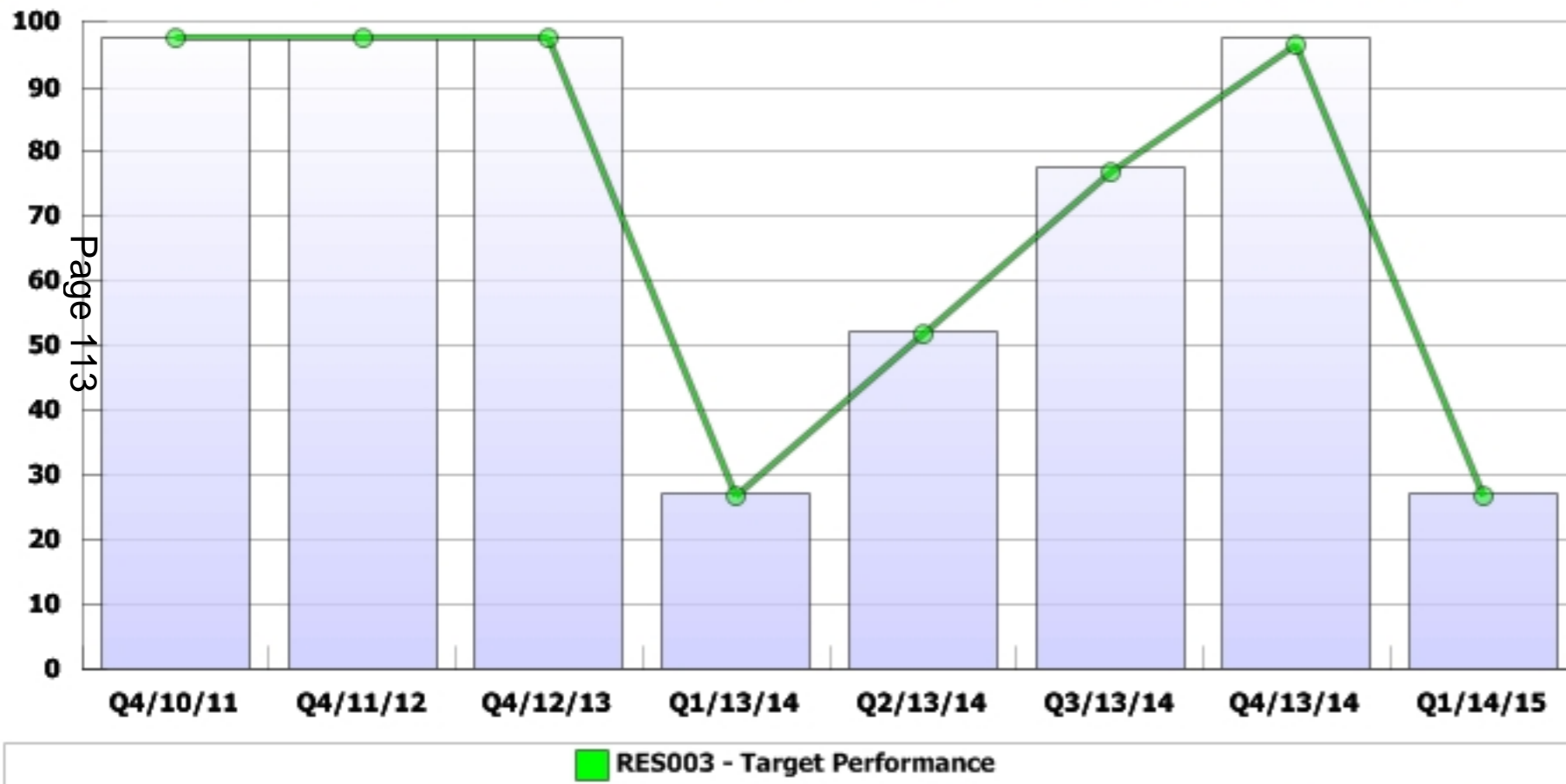
(Q1 2014/15) - Additional monitoring can be introduced but the key is really ensuring all disputed invoices are registered as such and encouraging service areas to pass invoices in a timely fashion.



**Additional Information:** This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	27.03%	27.32%
Q4/13/14	96.60%	97.62%
Q3/13/14	76.90%	77.55%
Q2/13/14	51.87%	52.27%
Q1/13/14	27.06%	27.20%

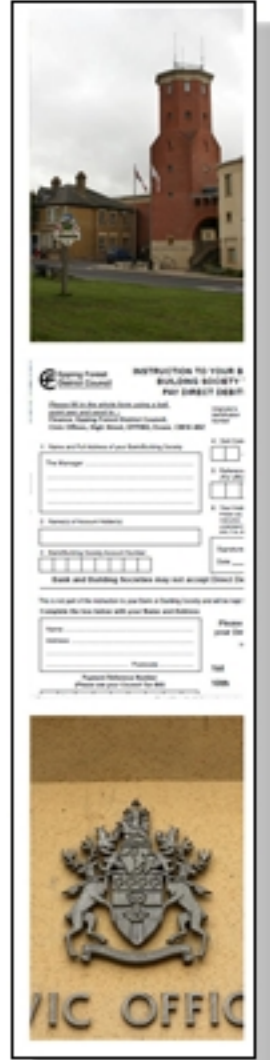
Annual Target: 2014/15 - 97.00%  
 2013/14 - 96.60%

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):

(Q1 2014/15) The collection performance is 0.12% up on the same stage last year

Corrective action proposed (if required):

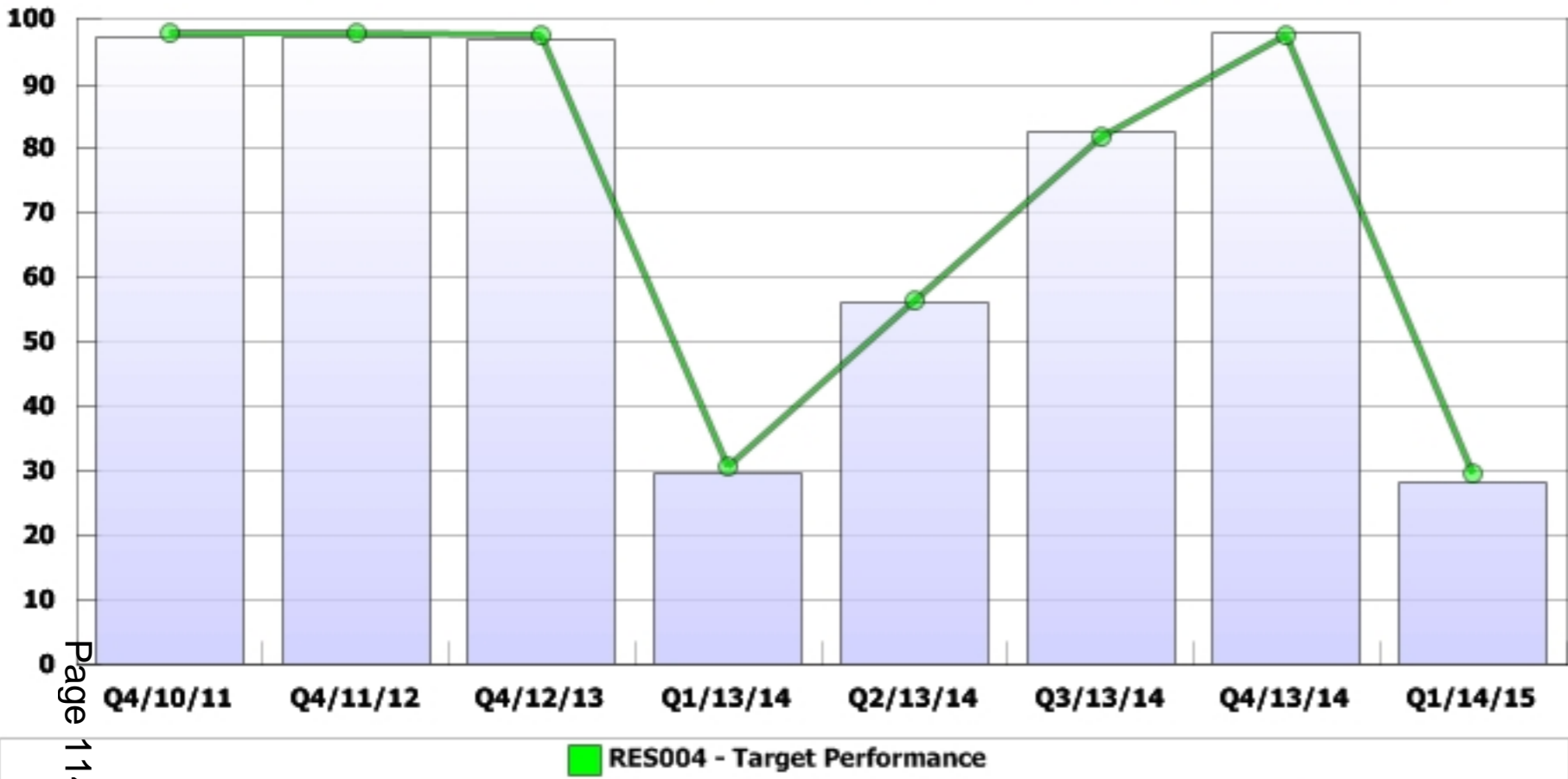
(Q1 2014/15) Collection and recovery procedures are in place for outstanding debts.

# RES004 What percentage of the district's annual business rates was collected?

**Additional Information:** This indicator monitors the rate of collection of National Non-Domestic rates. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

## Current and previous quarters performance



Quarter	Target	Actual	Status
Q1/14/15	29.68%	28.43%	✗
Q4/13/14	97.50%	98.09%	✓
Q3/13/14	81.88%	82.66%	✓
Q2/13/14	56.70%	56.19%	✗
Q1/13/14	31.04%	29.80%	✗

**Annual Target:** 2014/15 - 97.70%  
 2013/14 - 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):

(Q1 2014/15) The collection performance is 1.37% down on the same stage last year. With effect from 2014/15 all ratepayers have the option to spread their instalments over the 12 months of the year (April to March), rather than the statutory 10 instalments in previous years (April to January). Most of the Council's principal ratepayers have taken up this option and an analysis of the effect of these changes has shown this to be the reason for the current lower rate. The reduction is therefore a change in the instalment profiles rather than non-collection.

### Corrective action proposed (if required):

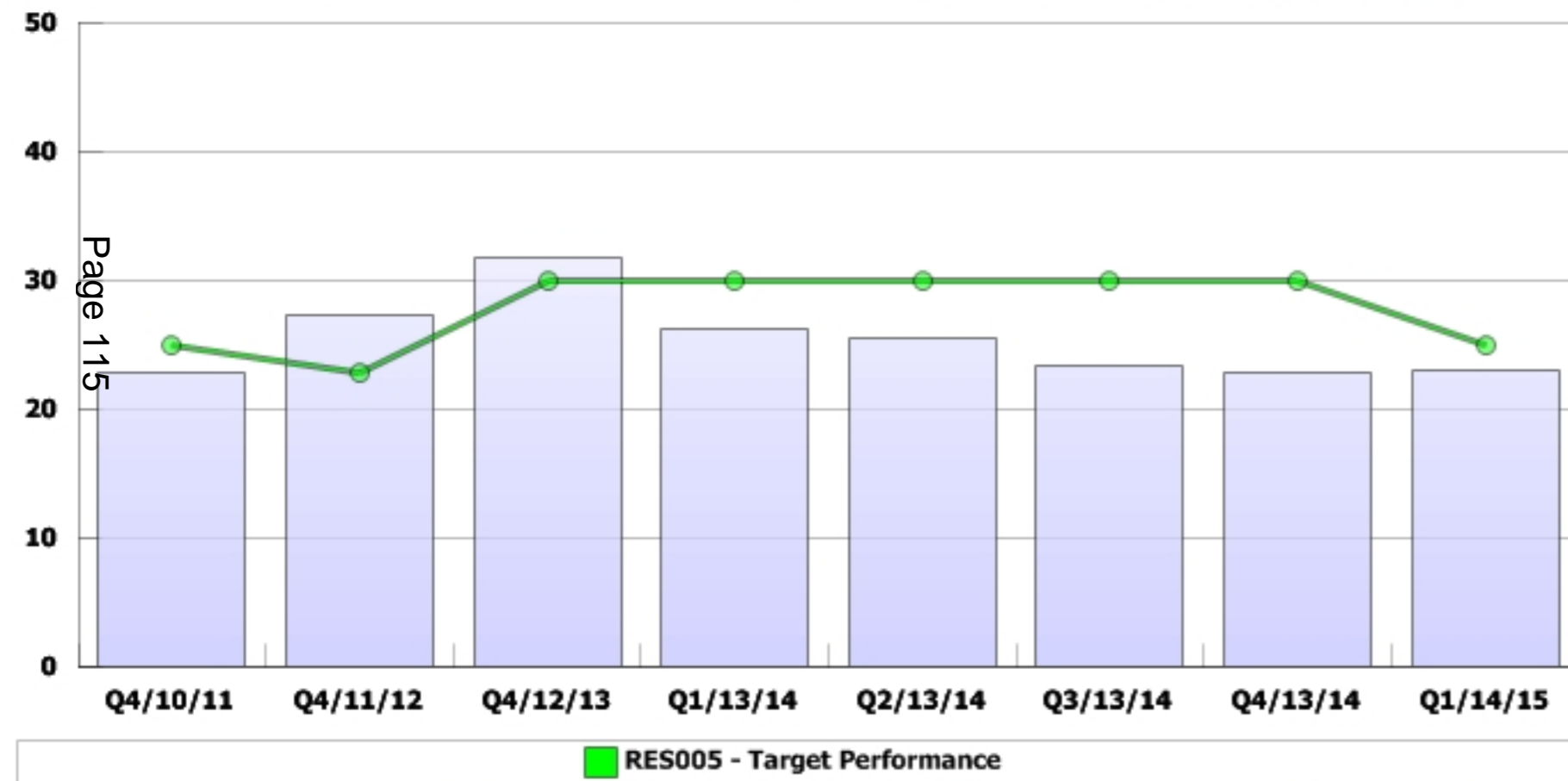
(Q1 2014/15) The Council is taking recovery action to collect the outstanding debts and the position is being closely monitored.

**RES005 On average, how many days did it take us to process new benefit claims?**

**Additional Information: This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	25.00	23.06
Q4/13/14	30.00	23.00
Q3/13/14	30.00	23.44
Q2/13/14	30.00	25.59
Q1/13/14	30.00	26.42

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

Annual 2014/15 - 25.00 days  
 Target: 2013/14 - 30.00 days  
 Indicator of good performance: A lower number of days is good  
 ↓ is the direction of improvement

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

(Q1 2014/15) - Performance is on course to achieve the target. The first quarter generally has longer processing times due to the large number of changes of circumstances that occur in March and April. However, performance has improved on the quarter 1 performance in 2013/14 of 26.42 days.

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

(Q1 2014/15) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

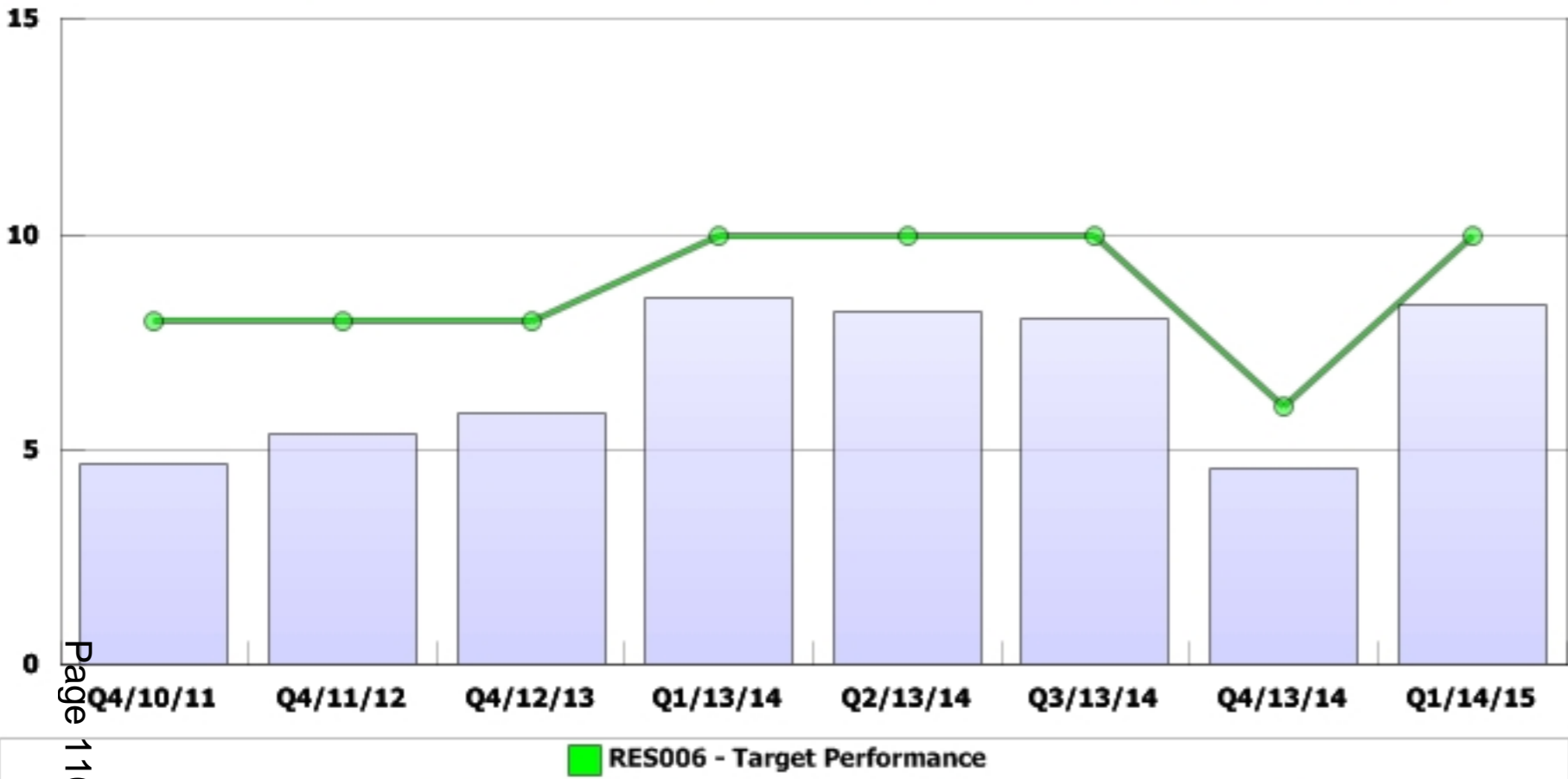


**RES006 On average, how many days did it take us to process notices of a change in a benefit claimant's circumstances?**

**Additional Information: This indicator monitors the administration of Housing and Council Tax Benefit. Targets and performance are measured in days.**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual
Q1/14/15	10.00	8.36
Q4/13/14	6.00	4.58
Q3/13/14	10.00	8.07
Q2/13/14	10.00	8.23
Q1/13/14	10.00	8.53

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

Annual 2014/15 - 6.00 days  
 Target: 2013/14 - 6.00 days  
 Indicator of good performance: A lower number of days is good  
 ↓ is the direction of improvement

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

(Q1 2014/15) - Performance is on course to achieve the target. The first quarter generally has longer processing times due to the large number of changes of circumstances that occur in March and April. However, performance has improved on the quarter 1 performance in 2013/14 of 8.53 days.

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

(Q1 2014/15) - Performance is monitored on a weekly basis and improvements to processes are made when appropriate.

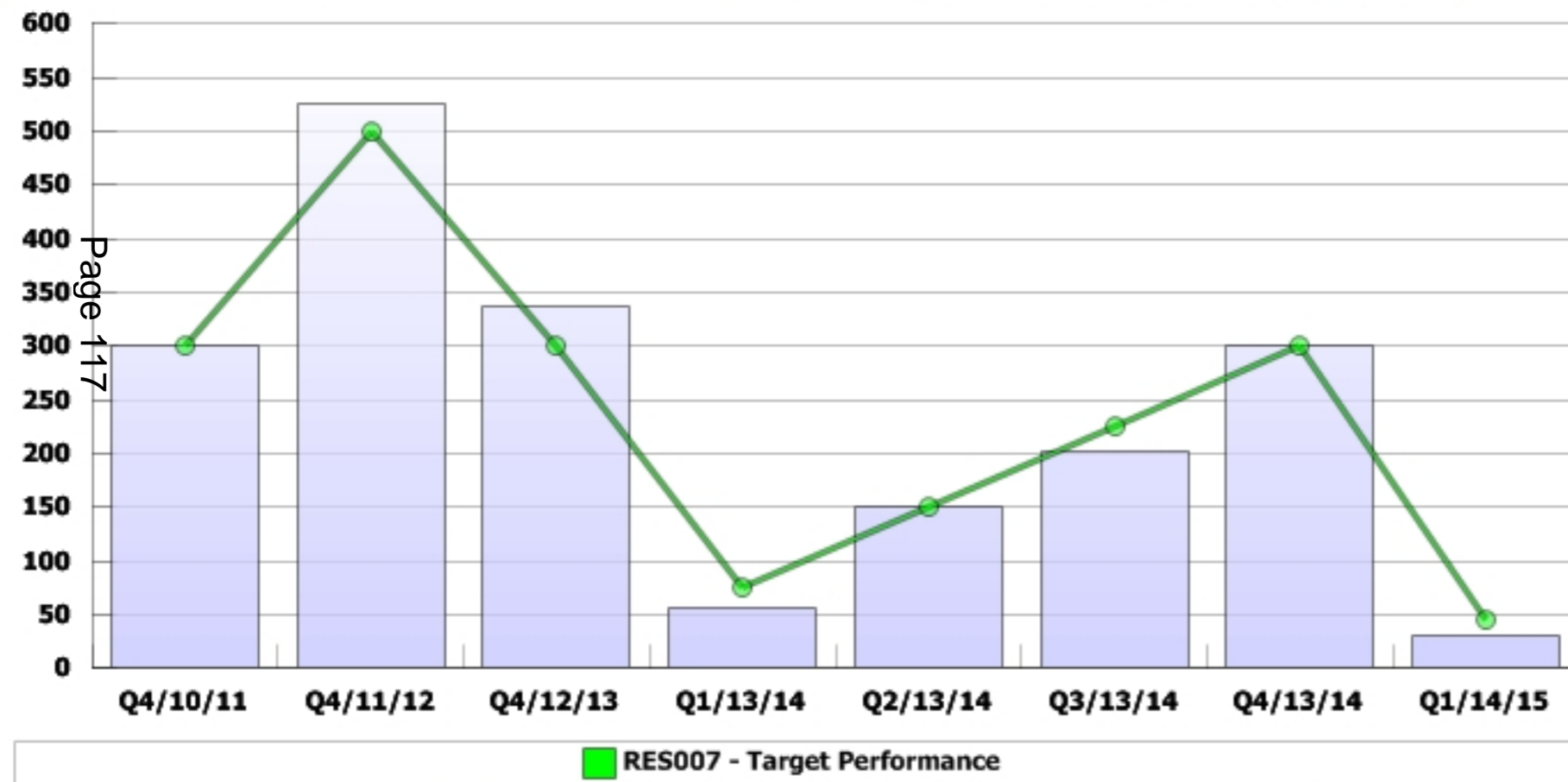


**RES007 How many benefits fraud investigations were completed by the Council?**

**Additional Information: This indicator monitors the effectiveness of the Benefit Fraud Team**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564472

**Current and previous quarters performance**



Quarter	Target	Actual	Status
Q1/14/15	47	32	✗
Q4/13/14	300	301	✓
Q3/13/14	225	203	✗
Q2/13/14	150	151	✓
Q1/13/14	75	56	✗

Annual Target: 2014/15 - 250  
 2013/14 - 300  
 Indicator of good performance: A higher number 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):**

(Q1 2014/15) - The target for quarter 1 of 47 has not been met, primarily due to long term sickness absence of one Investigator and the other Investigation Officers concentrating on cases that have been very time consuming. There is also the uncertainty of the future as the Investigation Officers do not know whether they will move to a Corporate Fraud team or whether they will be transferred to the Department of Work and Pensions next year as part of the Single Fraud Investigation Service.

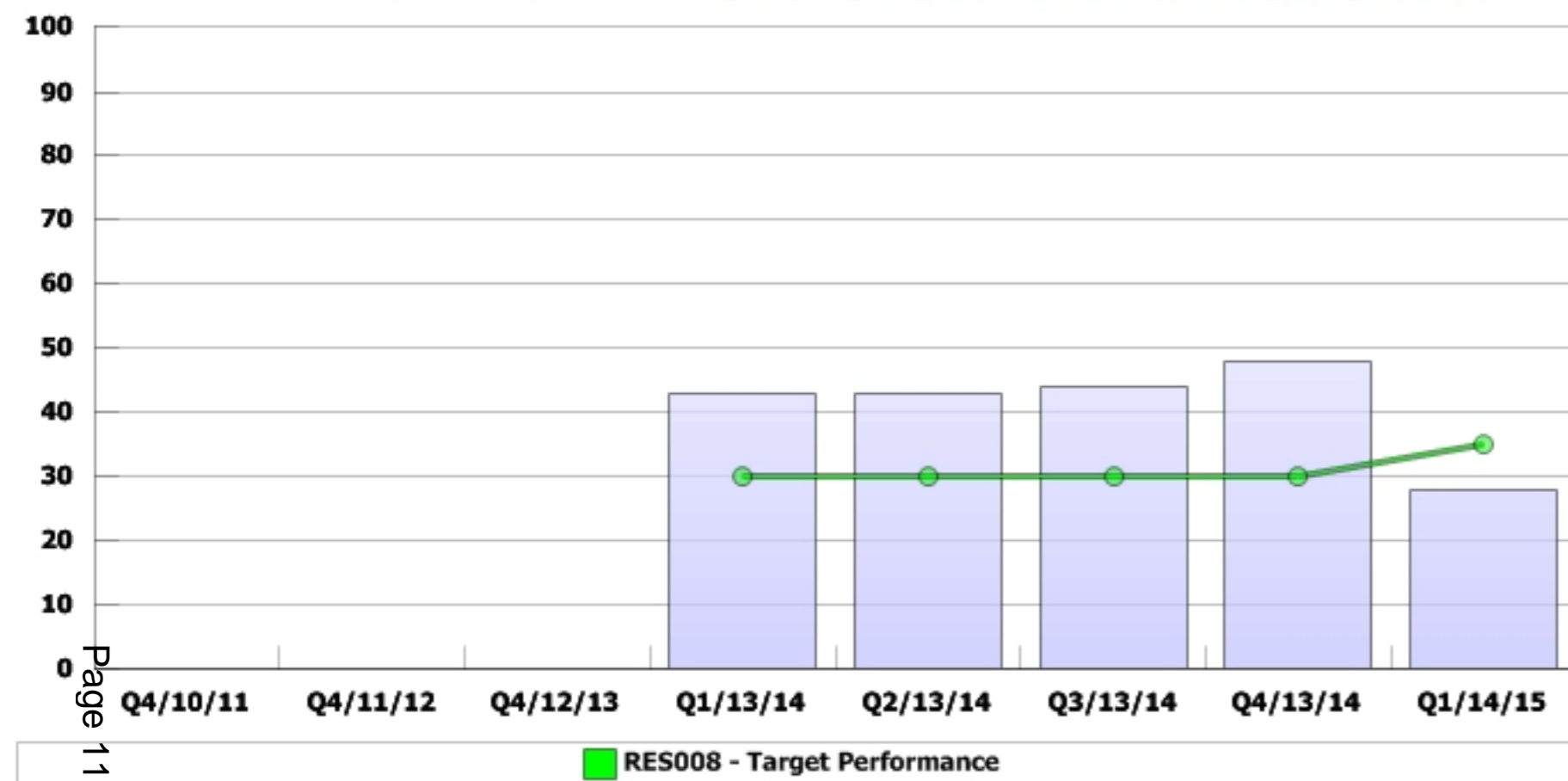
**Corrective action proposed (if required):**

(Q1 2014/15) - The risk assessment criteria for fraud referrals has been changed and it is planned to make up the shortfall in quarter 2 by carrying out some types of investigations that are generally quick to finalise.

**Additional Information: This indicator monitors the effectiveness of the Benefit Fraud Team**

For enquiries regarding this indicator contact the Performance Improvement Unit by email on [performance@eppingforestdc.gov.uk](mailto:performance@eppingforestdc.gov.uk) or by telephone on 01992 564472

### Current and previous quarters performance



Quarter	Target	Actual
Q1/14/15	35%	28%
Q4/13/14	30%	48%
Q3/13/14	30%	44%
Q2/13/14	30%	43%
Q1/13/14	30%	43%

**Annual Target:** 2014/15 - 35%  
2013/14 - 30%

**Indicator of good performance:**  
A higher number 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):

(Q1 2014/15) - The target for quarter 1 has not been met, primarily due to the Investigation Officers concentrating on a few cases that have been very time consuming and not very productive in establishing fraud. There is also the uncertainty of the future as the Investigation Officers do not know whether they will move to a Corporate Fraud team or whether they will be transferred to the Department of Work and Pensions next year as part of the Single Fraud Investigation Service. This uncertainty means that morale is low.

### Corrective action proposed (if required):

(Q1 2014/15) - The risk assessment criteria for fraud referrals has been changed and it is planned to make an improvement in performance in quarter 2.