



Epping Forest District Council

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Housing Repairs and Maintenance Business Plan

2006 - 2007

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INVESTOR IN PEOPLE

Page

Housing Services

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Purpose of the Plan

The Housing Revenue Account (HRA) Business Plan has been prepared under the guidelines of the HRA Resource Accounting regime, whose main objective is to promote more efficient use of housing assets. This covers all housing services in detail. Given that repairs and maintenance is the biggest single area of expenditure, and in line with a District Audit recommendation, this separate Repairs and Maintenance Business Plan has been produced to detail the Council's strategic approach to this work.

Both Plans have been produced annually since 2000. The 2002 Plan included a detailed analysis of the Authority's response to the Government's decent homes initiative, which is updated in this version.

In February 2004, the Report of the Best Value Service Review of Housing Services was produced. The report was considered by Overview and Scrutiny Committee (1) on 25 March 2004 and later approved by the Cabinet on 26 April 2004. This report also formed part of the Council's Comprehensive Performance Review in February 2004. This Plan includes an update of the action plan within the Review relating to Repairs and Maintenance activities.

In early 2005, Housing Services produced its Housing Risk Register, which identifies the strategic and operations risks affecting Housing Services. An additional section has been included in this year's Plan, which discusses the risks and how these are managed through risk management.

This version of the Plan also covers the way in which the Government's targets for efficiency gains are being addressed following Sir Peter Gershon's review of public sector efficiency, which identified the need to achieve value for money savings through better procurement in order to release resources to support the key policy objectives of the Government.

The Council already has set standards for most of its service provision, which can be found in various documents such as the Tenant's Handbook, Housing Strategy and Contract Conditions etc. However, it was felt that these documents should be brought together into a single Business Plan, which would assist the Council in planning and monitoring the delivery of the repairs and maintenance service. This Plan is therefore comprehensive in its coverage.

In preparing this Plan the Council's Tenants and Leaseholders Federation have been consulted in the same way as with the main HRA Business Plan and they have approved both Plans.

The Plan will be updated each year taking into account the latest Government Guidance, revised Council policies, updated financial information, the latest stock condition information and the views of tenants and leaseholders. The Action Plan will be monitored on a bi-monthly level to ensure appropriate progression of the initiatives included.

2. Introduction to the Repairs & Maintenance Business Plan

Epping Forest District Council is a major provider of housing. As at 1st April 2006, the Council owned and managed 6580 properties, 2914 garages, 1 homeless hostel and leased 892 properties. A number of these properties were transferred to the Council from the former Greater London Council (GLC) in 1980. There has been a general rate of decline in the number of properties owned by the Council over the years due to tenants purchasing their homes under the Right to Buy scheme. Since 1977, 6060 properties have been sold. The rate at which properties have been sold has varied over the years. However, over the last five years, an average of 85 per annum have been sold, which equates to approximately 1.4 % of the stock.

2.1 Housing Services within the context of other strategic Plans

Housing has a major impact on the quality of the people's lives, influencing health, educational achievement, employment opportunities and social cohesion.

The main responsibility for managing and maintaining the Council's housing stock is undertaken by the Council's Housing Services.

Housing Services strives to provide the highest quality advice, assistance and equality of opportunity to its customers in housing matters. It aims to be a responsible landlord, managing and maintaining the housing stock effectively, whilst continuing to charge reasonable rents.

The Council's Housing Strategy 2004/2007 sets out in detail how the Council will help to meet the District's current and future housing needs. The strategy was written in association with the Council's partners, external agencies and through consultation with tenants. It has now been declared fit for purpose and the Council was only the second in the Country to achieve this status. The themes relating to repairs and maintenance strategies have been incorporated in this Business Plan.

Housing Services also works within a number of other specific strategies. The main strategies influencing the direction of the Repairs and Maintenance Service include:

Tenant Participation Agreement – An agreement with the Tenants and Leaseholders Federation on consultation, provision of information and support for tenant organisations. The agreement has led to improved tenant consultation on repairs and maintenance programmes.

Home Energy Conservation Act and Fuel Poverty Strategies – Strategies designed to conserve energy use particularly for those on low incomes. This has for some time been targeting energy saving measures to those on low incomes through the Warm Front Scheme (previously known as the Home Energy Efficiency Scheme (HEES)) and the PVCu replacement window programme.

Crime Reduction – The Council has a local Crime Reduction Partnership comprising representatives from Police, Social Services Probation Service, which has produced a Crime Reduction Strategy 2005 - 2008 which have influenced programmes for the installation of CCTV and door entry security systems. The Partnership has a number of sub groups, which have influenced programmes for the installation of secure double-glazing, CCTV and door entry systems. This strategy is currently being updated in line with Home Office guidelines.

HRA Business Plan - the HRA Business Plan is a broad document, which covers the whole of the Housing Service. Given that repairs and maintenance is the biggest single area of expenditure, this Business Plan has been developed to provide more detail on the strategic approach to the repairs and maintenance.

Housing Services Best Value Review – The review was completed in February 2004 and contained a number of key improvements to repairs and maintenance functions as well as other housing services.

Housing Services Risk Register – A Risk Register, which identifies the strategic and operations risks affecting Housing Services.

2.2 Housing Services

Housing Services as a whole is divided into two main headings; Property & Resources and Operations, each with its own Assistant Head. The Head of Housing Services is responsible for all housing matters. Until 2004, the responsibilities of each of the two Assistant Heads reflected the need to split the client / contractor responsibilities in line with CCT. However, since CCT was abolished in 2001, for efficiency reasons it was appropriate to bring together all property and resource related functions under one Division and all management functions under another. At that time, the Maintenance Section was re-branded as Housing Assets to better reflect the differences between the day-to-day repairs of the Councils properties and the long-term planned improvements to these assets. The new responsibilities of each Assistant Head are listed out below.

(a) Property & Resources

The Property & Resources Division of Housing Services is responsible for issues such as, Budget Monitoring, Rent Accounting, Leasehold Services, House Sales, Information and Administration. Both Housing Repairs and Housing Assets now fall within the Property & Resources Division.

(b) Operations

The Operations Division of Housing Services is responsible for issues such as Housing Needs, Special Needs and Housing Management.

3. Repairs & Maintenance – Lines of Responsibility

There is a significant amount of maintenance work needed to keep the average home in good condition. Some occurs at short notice, some can be planned in advance, some is the responsibility of the Council and other work is the responsibility of the tenant. In order to clarify who is responsible for various maintenance items, the Council has produced within its 'Tenants Handbook' a leaflet entitled "Repairs And Improvements To Your Home".

The Tenants Handbook also includes information on programmed maintenance, day to day repairs, emergency repairs and gas leaks, adaptations for the disabled, making improvements to the home, asbestos in the home, the right to repair, home improvements compensation scheme and mutual exchange repairs.

The main sections of the Council's Housing Services with responsibility for repairs and maintenance are:

Housing Repairs Section
Building Maintenance (Formally referred to as the Works Unit, or Building Maintenance DSO)
Housing Assets Section

3.1 Housing Repairs

The Housing Repairs Section is managed by the Housing Repairs Manager and is responsible for the day to day management of the repairs service, including:

- § The supervision of the responsive repairs service.
- § Testing customer satisfaction within the repairs service.
- § Monitoring contractor compliance with published response times.
- § Managing and monitoring the void property process and ensuring satisfactory turnaround times.

3.1.1 *The work of the Housing Repairs Section*

Housing Repairs can be broken down into two main areas of work:

- § Responsive Repairs, and
- § Voids (Empty properties)

(a) ***Responsive repairs***

Responsive repairs are received in a number of different ways, these are:

- § By telephone from tenants
- § By letter or fax from tenants
- § In person at any one of the Council's offices or surgeries
- § By electronic mail from tenants
- § From observations made by Housing Services staff during visits.
- § From Members on behalf of tenants
- § Through the Council's web site

Housing Services has a web site, which allows tenants to report repairs directly to the Council on-line 24 hours a day. The facility includes graphical information to assist tenants make specific repairs requests, which in turn helps officers to diagnose the problems reported. The Repairs Call Centre receives calls from all over the District. Whilst most repair requests are received during normal working hours, the Council operates an Out Of Hours Emergency Service. For out of hour's emergencies, a Duty Officer is on call, who authorises repairs for the Works Unit to deal with. Tenants who report a repair that is of a non-emergency nature are generally offered an appointment for the works contractor to visit and complete the repair. Similarly, appointments are made for inspectors to visit to assess the work required for more complex repairs. This is currently under review as part of the Council's plans to introduce a Corporate Contact Centre,

which is subject to Cabinet approval, with a view to commence in 2006, and phased in over 2 years.

Both responsive repairs and void maintenance work is largely undertaken by the Council's Works Unit. This was subject to CCT, whereby the Works Unit were awarded the contract, which commenced in 1997 initially for a 3-year contract period, with an option for a 2-year extension. The contract was based on a Schedule of Rates, which was updated every 12 months in line with the Dti National Statistics for Public Sector Construction Works using the Quarterly Building Price & Cost Indices. The arrangements for undertaking the work were reviewed following the Government's dissolution of CCT legislation and as part of the Housing Services Best Value Review. This is discussed in more detail in relation to the Works Unit. However, during 2006/7 a detailed review of the Repairs, Maintenance and Works Unit is due to take place, with particular emphasis on identifying efficiency savings and improvements in the management of the Repairs and Maintenance service.

(b) Void Property Maintenance

Following a detailed study into the voids and lettings process in 2001 voids works are now classified into to areas.

- Normal voids
- Accompanied viewing voids

When a tenant moves out of a property the keys are returned for re-letting, the property undergoes a basic safety and cleaning process before being re-let. During this process the Housing Needs Section identifies new tenants for the property.

The accompanied viewing process begins when prospective new tenants are advised that they can view a property before signing the tenancy agreement. This is also the first time that officers from the Housing Repairs Section view the property.

Accompanied viewings take place at most voids but properties that do not go through the process are treated as normal voids. A void officer will inspect the property, after the five basic checks have been completed, ascertain if any urgent repairs are required before re-letting and raise orders with the Building Maintenance DSO. On completion of the works the keys are returned to Housing Needs for the property to be re-let, either by accompanied viewing or a direct re-let.

At an accompanied viewing the void officer will show the prospective tenant around the property, inform them of repairs that are required and the priority given to those repairs. Only urgent works are completed prior to occupation, all other non-urgent works are carried out in occupation. The benefit is that at the viewing the tenant is able to express a preference for installing their own fixture and fittings. This reduces the amount of work required and the void costs.

As a result of the void study it was found that a large part of the voids repair work and time was taken up with decorating the property. To reduce the works period a system of offering an incentive to tenants to carry out their own decorating was implemented. New tenants are offered decoration vouchers for materials at a local DIY store.

Since the implementation of the findings of the voids study the number of visits to properties by an officer has been reduced to one and works carried out prior to occupation has been drastically reduced. As a result, the overall void period has been reduced from approx 12 ½ weeks to approx 6 ½ weeks, expenditure on voids has been halved, although additional expenditure has been incurred in responsive repairs costs.

3.1.2 Mobile Working

Having explored the options of improving its Repairs Service as part of the Housing Service Best Value Review through the introduction of a mobile working, the Council is working with Anite, who are the provider for IT solutions associated with the Integrated Housing Management System, in reviewing its working practices to get the most out of the software.

The benefits of mobile working is that it provides Officers with better and constant communications with the office, improving productivity and keeping mobile workers better informed and better able to respond to changes.

3.1.3 Generic Officers

Again, as part of the Housing Service Best Value Review, the Council explored the benefits of bringing together the roles of both repairs and voids inspectors, and creating generic posts and allocating each post to a specific area of the district to deal with both repairs and voids. The main benefit of generic working is that one officer deals with all aspects of responsive repairs and void properties within a smaller area. The officer becomes familiar with the property types and tenants and internal staff has one point of contact on all repairs and voids issues. This is due to be implemented in 2006/7.

3.2 Building Maintenance

Historically, Building Maintenance undertakes the majority of day-to-day ad hoc repairs to the Council's housing stock, including those to void properties, issued by Housing Services. The Building Maintenance DSO, as it was formally known, was originally within Housing Services but was separated on 1st January 1999 to form part of the Council's Works Unit.

Building Maintenance, located at its own depot site in Epping, employs between 44 and 54 craft employees at any one time, covering a wide variety of building trade activities including the provision of a small joinery workshop. The Unit is supported by 8 FTE management, supervisory and administrative staff. The annual turnover for the Works Unit relating to housing functions in respect of 2005/06 is expected to be in the region of £2.73M with the Housing Repairs Section being the major client.

The need for Local Authority Direct Service Organisations (DSO's) to comply with the Compulsory Competitive Tendering Regulations (CCT) ceased on 2nd January 2000. Following this the Service Review of Housing Services considered the implications and decided that the DSO Trading Account should be closed, and the client/contractor split should cease. As a consequence of this, the need to operate a Trading Account as opposed to a Budget ceased. Accordingly Building Maintenance, which forms part of the Works Unit, no longer operates a Trading Account but is now directly funded from the Housing Revenue Account (HRA). There is no longer a legal requirement for the service to be subject to Compulsory Competitive Tendering.

The future of the Building Maintenance was one of the key issues covered by the Best Value Review. Whilst the conclusion of the review was that the DSO should be re-incorporated into Housing Services, the decision has been taken by the Council's Management Board to retain the DSO as a standalone Service, in view of the possible creation of a Corporate Contact Centre. Now that the Customer Contact Centre is being considered, the roles undertaken by the Works Unit, Housing Repairs and Housing Assets are currently under review. The outcome of the review could see many of the management, supervisory and administrative functions reallocated to bring about efficiency savings and improvements in service.

3.3 Housing Assets

Whilst the Council continues to provide housing, its stock has to be managed and maintained. The purpose of the Housing Assets Section is to continue to keep the Council's Housing Stock in good condition by planning its maintenance based on condition, need, efficiency and value.

There are significant value for money opportunities that have both direct financial and management implications that ultimately lead to a more efficient use of resources. The framework of strategies laid out in this document, defines the way in which Housing Services will plan the future repairs and maintenance of the stock.

The introduction in April 1999 of the fully integrated housing computer system (referred to as OHMS) has already gone a long way towards a more effective management of repairs and maintenance works. For example, the Housing Repairs Section is automatically provided with earlier warning of planned contracts at the time of issuing works orders. This enables more control of repair work.

3.3.1 Legislative requirements and working practices

Although the provision of housing is not a statutory service, the Council has a statutory duty to maintain the stock it provides.

(a) Legislation

The work of the Housing Assets Section is guided by a complex set of legislation. To this end, housing assets working practices have to be both flexible, to accommodate multiple legislative requirements and any on-going changes to these requirements, and precise in following specific codes of practice, legal and contractual requirements.

(b) *Housing Policies*

In addition to legislative and contractual requirements, the Council has developed a number of housing policies that are set out in the Housing Policy Manual maintained by Housing Services.

(c) *Working Practices*

As a local authority, the Council is required to undertake its duties and conduct itself in a manner that is both fair and proper. Accountability in working practices is therefore important. In order to ensure this, Officers must also work in accordance with Standing Orders, Financial Regulations and CIPFA Guidelines.

To manage this complex set of legislation, working practices and housing policies, Housing Services have developed in-depth procedures. The procedures cover all aspects of the work of Housing Services including Housing Needs, Housing Management, Housing Repairs and Assets as well as customer care issues. The procedures are stored on the Council's Intranet, and are accessible to all Housing staff.

In addition, a Contractor's Code of Conduct has been developed to allow proper conduct and safe working by all contractors working for the Council.

Housing Services has achieved quality accreditation through ISO 9001/2000 for all services. Housing Assets was one of the first two sections to be awarded ISO 9001/2000 status in May 2002. An intensive re-assessment was carried out by an external auditor in May 2005, which resulted in the ISO 9001/2000 status being renewed for a further 3 years.

3.3.2 *Specific work of the Housing Maintenance Section*

i) Reinstatement of Pre-cast Reinforced Concrete (PRC) properties.

Works under the Council's PRC Reinstatement Programme, to properties designated as defective under the Housing Act 1985, commenced in April 1992 and was completed in 2003.

In total 255 properties have been reinstated by the Council at a cost of around £10m. In addition a number of properties were transferred to RSLs during the early 1990's to enable the redevelopment of two estates characterised by PRC problems.

ii) Refurbishment of houses and flats

In addition to the reinstatement of PRC properties, the Council also undertakes other major refurbishment works to Council properties. These can range from large improvement contracts such as the £4 million Springfields Improvement Scheme due to start on site later in 2006/07 to other works such as bathroom and kitchen refurbishments under the Decent Homes programme.

iii) External Repairs and Maintenance Contracts

In order to prolong the useful life of the external building components, the Council carries out regular inspections to identify and then carry out both repairs and preventative maintenance on sub-components. Every Council property is surveyed externally, and included on a planned maintenance contract for external repairs and redecoration, every 5 years.

The external repairs and redecoration contracts are prepared in conjunction with window replacement and re-roofing contracts in order to prevent different contractors returning to the same properties to erect scaffolding etc. This increases the value for money of such contracts.

In an attempt to achieve efficiency savings and added value through the use of alternative procurement methods, the Council piloted a partnership contract based on a schedule of rates contract linked to a performance specification and guaranteed maximum cost. Initial performance figures show improvements in tenant satisfaction and improvements in the quality of the finished product. The 2005/06 programme has been undertaken as a pilot scheme to establish benchmark performance figures prior to entering into a long-

term partnering arrangement.

Added benefits of long-term partnering agreements and tendering on a schedule of rates basis, based on preliminaries, overheads and profits only include:

- Fewer visits to properties by the contractors and Council Officers, therefore efficiency savings can be made, with less duplication in the work undertaken by each party.
- Less disruption to tenants.
- Increases in performance monitoring of the contractors.
- Early warning of poor contractor performance.
- Increased budget control, through the use of measured works and quantities against a tendered schedule of rates.
- Accurate records of decorating quantities, which will assist in any future Business Planning process.

iv) Replacement of Double Glazed Windows and Front Entrance Doors

The target set within previous editions of the Repairs and Maintenance Business Plan has been to install PVCu double-glazing in all council homes by 2008/9. However, by increasing the budget provision for replacement PVCu double-glazed windows to around £1m per annum in 2004/5 and £600,000 in 2005/6 this target was achieved early. As a result, every council dwelling that is capable of having replacement PVCu windows has had replacement double glazed windows installed. However, there are a very small number of properties where the tenant refused to be included in previous programmes, these properties will need to be identified and completed in future years.

The PVCu double-glazing programme has been included in the Capital Works programme since the mid eighties. Whilst these frames are PVCu, and regarded as low-maintenance, the raw materials and components were not to the same quality as newer modern materials and are proving to be difficult to repair and maintain. These windows will form the next priority group for replacement.

There are also properties that have double-glazing, but in timber frames, such those installed in the sheltered housing schemes when they were extended and refurbished. As they are relatively new installations, they can be maintained at a reasonable cost, and will therefore be retained until these frames are no longer economical to maintain.

In 2005/06 a number of new front entrance doors were replaced with 'Homesafe Composite' doors, which meet "Secure By Design" standards set by the Home Office, to properties occupied by venerable and elderly tenants. The advantages of installing this type of door are that they are low maintenance self coloured doors and frames, they have a wheelchair accessible low threshold, they can have suited ironmongery with a master key for emergency access and extended lever handles for easy operation. The priority by which properties were selected for replacement front entrance doors was based on the following criteria.

- § Sheltered accommodation
- § Groups of dwellings 'designated' for occupation by the elderly

Around 156 properties had 'Homesafe' Composite doors installed in 2005/06.

v) Energy efficiency measures

There are a number of objectives included within the Housing Strategy and the Council Plan, which relate to improving the energy efficiency of our stock. Improving energy efficiency is not limited to a single programme, but a range of measures, which include:

- § Cavity wall insulation
- § Overcladding
- § Loft, pipework and tank insulation
- § PVCu double glazing
- § Boiler replacement works
- § New heating installation and heating upgrades
- § Ventilation extract fans with heat recovery units
- § Draught proofing

On an annual basis, an Energy Audit is undertaken to establish the change in Standard Assessment Procedure (SAP) The Council had established a target of a SAP rating of 38.5 by April 2004. However, this was achieved in 2002, two years early. A more challenging target of 62 was set in 2004/5. This was subsequently met. The target for 2006/7 is 66 and 67 for 2007/8 respectively.

As of 1st April 2005, the Best Value Performance Indicator for Energy Efficiency changed, whereby the SAP rating is measured on a scale of 1 (highly inefficient) to 120 (highly efficient) in line with HM Government's Standard Assessment Procedure for Energy Rating of Dwellings' 2001 edition rather than on a scale of 1 to 100 as it was previously. This meant that the SAP rating for each property had to be re-assessed, and a new target of 65 was created for 2005/6, which was achieved.

The Council is currently working in partnership with Essex Energy Efficiency Advice Center (EEEAC) who are the Managing Agents for energy efficiency works carried out on Council properties. EEEAC contact Funding Partners in order to bring in additional funding for energy efficiency works and monitor the works carried out by energy efficiency contractors. During the financial year 2005/06 energy efficiency measures were carried out on over 250 properties at a cost of around £125,000. Through working with EEEAC, they have been able to claw back around £60,000 from funding partners.

During 2005/6 two existing staff within Housing Assets have completed the NHER training and are now qualified to collect energy efficiency data that once it is entered into the NHER software it will enable the council to produce NHER Certificated Energy Ratings on individual properties.

Much of the work on energy efficiency in Council properties taking place through a multi-agency Affordable Warmth Steering Group, which is currently in the process of preparing a Corporate Affordable Warmth strategy. This will present a number of strategies across all housing sectors and will be prepared in conjunction with local energy providers. These strategies will feed into future versions of this Business Plan.

vi) Central heating installation

There has been an ongoing programme to install central heating in all Council-owned properties since the 1980's. However, in January 2000, the Council undertook to ensure that central heating was installed within all the Council's remaining properties, which have access to a gas supply by March 2001. Sufficient funding was allocated to achieve this objective. The current position is that 5,899 homes (85.5%) now have gas central heating installed. All other properties have some form of central heating, mainly via electric storage radiators.

In addition to new installations, the Housing Assets Section programmes and undertakes the following other types of heating contracts:

- § Replacing old defective and obsolete warm air heating systems with traditional radiator systems
- § Replacing old defective and obsolete boilers or boilers that are no longer economical to repair
- § Upgrading older/partial central heating systems.

Due to the specialist nature, new installation contracts are let in the form of design and build, based on a comprehensive performance design specification. These contracts are programmed and managed by external consultants through the Partnered Consultants initiative.

The Heating Programme for 2004/05 and 2005/06 has concentrated on the replacement of old defective and obsolete warm air heating systems with traditional radiator systems. During the 2005/06 around 145 old defective and obsolete warm air heating systems were replaced with traditional radiator systems and 192 old boilers were replaced that were no longer economical to repair. It is anticipated that the programme for replacing old defective and obsolete warm air heating systems with traditional radiator systems will be completed by 2010/11.

The budget for replacement heating and boilers in 2005/06 was £800,000. Within the 5-year capital programme, this level of funding is maintained at £800,000 per annum until 2009/10. This is to ensure the Decent Homes targets are met. The Heating Programme for 2006/07 will focus on the replacement of the old and obsolete boilers at Springfields, Waltham Abbey in advance of the major improvement scheme planned to commence later in the year.

vii) Welfare heating installation

Welfare heating is a programme for installing heating in Council properties based on applications from

tenants on medical grounds. In the past this has provided new heating where no heating previously existed, as well as changing warm air heating to traditional radiator systems, and upgrading partial heating systems to full systems.

Until 1999/00, the annual budget for Welfare Heating was £150,000. However, once the Council achieved its target to install full central heating into all of the Council's properties, and upgrade all partial heating systems to full central heating, the Welfare Heating programme has now been reduced to £50,000 per annum and is now limited to mainly replacement of warm air heating with traditional radiator systems where medical conditions dictate.

During the 2005/06 around 10 new heating systems and 10 heating upgrades were carried out.

viii) Adaptations for the disabled

The Council has a duty to endeavor to adapt its properties to meet the need of disabled users, which is reflected by Council policy. The Council does not employ Occupational Therapists (OT's) itself to assess the needs of tenants and make recommendations accordingly. This service is provided by Essex County Council Social Services OT's.

Adaptations include both minor and major works and include the following types of work:

- § Extensions to properties
- § Through floor lifts
- § Level access showers
- § Over-bath showers
- § Ramps
- § Kitchens
- § Stairlifts
- § Hardstandings
- § Minor adaptations inc. hand rails, half steps, grab rails etc.

Depending on the type of adaptation, target times have been introduced for processing applications. These target times vary depending on the work involved but current performance is well within target.

Where adaptations are estimated to cost in excess of £5,000 these cases are referred to a Disabled Needs Panel. This consists of both Council Officers and Social Services Occupational Therapists. The Panel discusses the individual needs of the tenants to establish if there are more cost effective options available, such as re-housing into more suitable accommodation.

The Council's approach to disabled adaptations was reviewed in 2004/05 under the Best Value Service Review. The main outcomes were to increase the annual budget to £300,000 and apply a ceiling for any one application equivalent to the maximum disabled facilities grant (currently £30,000). The Council has had concerns over its ability to fund all necessary adaptations and as a result Members again reviewed the annual budget for major adaptations at the Cabinet meeting in April 2006, where an additional £30,000 per annum was agreed bringing the annual budget for adaptations to £330,000.

In 2005/6 the Council received 135 recommendations for adaptations from Social Services in addition to 46 recommendations held over from the previous year where there was insufficient budget. Of those, the Council was able to undertake works to 132 properties. This means 49 adaptations are currently held on a waiting list for 2006/7. As part of the budget monitoring process, an additional one off sum of £150,000 was allocated in 2005/6, which will be used to clear the backlog of adaptations.

The number of adaptation recommendations received each year has steadily increased from 87 minor adaptations and 27 major adaptations in 1998/99 rising to 425 minor adaptations and 126 major adaptations in 2004/05. During 2005/6, 246 minor adaptations and 139 major adaptations recommendations were received.

ix) Servicing and repair of gas appliances

The Council has a statutory duty under the Gas Safety (Installation and Use) Regulations 1996 to service and maintain all Council-owned gas appliances, and to inspect all non-Council owned gas appliances within Council properties on an annual basis. The service and maintenance of non Council-owned appliances

remains the responsibility of the tenant.

Gas safety is one of, if not the most important issue in Housing Assets, and as such a new Gas Safety Strategy was produced in April 2004.

The performance of the Gas Servicing contractor is subject to close monitoring and supervision by Council Officers. If the Contractors performance does not meet with the Councils expectations, then action is taken against that contractor, as was the case in 2003/4 when the Council determined the contract due to breaches in the Contractors contractual and legal obligations.

Following the determination of the gas contract in 2004 the Council split the district into two areas north and south, and temporarily appointed two contractors through a negotiated schedule of rates. This temporary appointment was to continue until the tendering process was completed on a new Gas Servicing and Maintenance Term Partnering Agreement was in place in July 2005.

The tendering process for the Gas Servicing and Maintenance Term Partnering Agreement was based on both quality and price. Members considered the tenders in April 2005, and the contract was awarded in July 2005 for a period of 5-years with an option to extend the period for a further 5-years depending on performance.

The Council has been closely monitoring and benchmarking the performance of the two gas contractors in a number of areas. Both contractors have recorded excellent performance and tenant satisfaction figures. More importantly the Council monitor the percentage of properties that have a current CP12 certificate and in the first year the contractors have achieved a 97.5% success rate.

There are currently around 5,900 Council properties included on the gas service contract. Some properties have more than one gas appliance, and as such there are around 8,290 gas appliances in total.

x) Communal Cold-water Storage Tank Replacement.

In October 2003 the Council commissioned a condition survey of the communal and individual cold-water storage tanks installed in various blocks of flats throughout the district. The condition survey prioritised the replacement of the cold-water storage tanks based on which year they would need to be replaced.

As a result, an ongoing renewal programme has been included in the Capital Programme in 2004/05. The programme prioritised communal cold water storage tanks in need of immediate replacement or replacement within 6 months. This meant that in 2004/05 the communal storage tanks in 23 blocks were upgraded and in 2005/06 the communal storage tanks in 21 blocks were upgraded.

In 2006/07 it is proposed to upgrade around 31 communal and individual cold-water storage tanks.

xi) Re-roofing contracts

Re-roofing has, in the past, comprised a combination of the replacement of old flat or pitched roof coverings with new coverings, and the elimination of flat roofs in favour of more traditional pitched roofs.

Between 1993 and 2000/01, re-roofing was limited to just responsive repairs to flat roofs as a result of leaks or replacement as part of more major improvement schemes such as the PRC programme.

In 2000/01 the re-roofing programme was re-introduced, with financial resources allocated in the Capital Programme. Priorities are based on information from the latest stock condition survey. Based on the stock condition survey as of 2005/06, 779 roofs were identified as being in need of renewal before 2010 under the decent homes definition.

As a result of the 2005/06 re-roofing programme, pitched roofs were renewed or refurbished to around 134 properties at a cost of around £560,000, with a further 53 roof undergoing less expensive repairs. This meant that the number of roofs in need of renewal before 2010 was reduced by 187 properties, leaving 592 properties in need of renewal before 2010 under the decent homes definition.

xii) Rewiring contracts

Electrical installations deteriorate with usage and age, and as such it is important that the Council ensures that the installations continue to be safe and in a serviceable condition. There are currently no statutory requirements for electrical testing or the inspecting of electrical installations in tenanted properties. However,

this may change in the future.

Currently, when properties become void the electrical installations are tested and inspected for safety in accordance with the relevant British Standards and Regulations. This regime of inspection is now extended to all properties inspected as part of the Stock Condition Survey. The survey report identifies what works are necessary to bring the electrical installation up to the current Building Regulations, and when the installation will next need to be inspected. Any work identified is categorised as being in need of a full rewire, urgent remedial work or corrective action to certain identified items.

All new electrical installations have to be carried out to the current IEE Regulations as appropriate at the time. As of 1st January 2005, the vast majority of alterations to an electrical installation are subject to Building Regulation approval.

Tenants have not in the past welcomed re-wiring works in their homes due to the high level of disruption it causes. In response to this, it was decided to link this unpopular, but essential, programme of work with other works, such as new heating installations, or kitchen and bathroom renewals, which are more acceptable to tenants.

At the start of the 2005/06 the stock condition survey identified around 1,035 properties were in need of rewiring or electrical upgrades. In completing the Heating and Rewiring programme and the Kitchen, Bathroom and Rewiring programmes for 2006/07 a total of 350 properties had full electrical rewiring or electrical upgrades carried out at a cost of around £1.21 million, which leaves around 685 properties in need of electrical works as of 2006/7.

xiii) Door entry system installation

In order to protect both Council property and afford tenants with the confidence of security, the Council has introduced a policy to install door entry security systems, where appropriate, in blocks of flats and to replace older door entry systems where it is no longer economically viable to repair them. Where blocks contain leaseholders the Council will consider the blocks for inclusion in programmes of work subject to leaseholders paying a proportion of the costs.

The order in which door entry security is installed in blocks is determined by reference to the current priority criteria, as agreed by the Council, which is as follows:

- § The number of reported incidents of crime
- § The number of reported nuisance complaints
- § The level of damage / vandalism to Council and residents' property, and
- § Appropriate housing management considerations.

Following an extensive consultation process with the Police and Management Officers, the Housing Portfolio Holder agreed an updated 7-year programme in April 2005. As a result, new door entry systems were fitted to a further 13 blocks containing 52 individual dwellings during 2005/06 at a cost of around £76,000.

There are still around 55 blocks throughout the district without the benefit of a door entry security system. With the current level of funding, it is anticipated that the installation programme of new security door entry systems will be completed in 2010/11. After 2011 a modernisation and improvement programme will need to be implemented to tackle those installations that are no longer economical to maintain.

In terms of repairs to existing door entry systems, a specialist maintenance contract has been prepared to ensure the existing systems are repaired in the most cost effective manner.

xiv) Internal redecorations for elderly and disabled tenants

Generally, internal redecorations are the tenant's responsibility, as listed in the Conditions of Tenancy and the Tenants Handbook. However, a limited budget of around £75,000 is allocated each year to offer a redecoration service to certain qualifying tenants (mainly elderly). This permits one room of the tenant's choice to be decorated no more than every four years.

This service is a further area that was examined as part of the Best Value Review. The exercise recommended that the internal decoration service should, in future, only be offered to residents of properties designated for use by the elderly or one bedroomed accommodation occupied by an elderly person. The

rationale behind this recommendation was to target the services for those elderly people living in properties deemed especially suitable for them. The Council wants to encourage older tenants who are under occupying larger properties to transfer to properties, which better meet their housing needs. This recommendation was seen as being consistent with this approach.

Prior to the Housing Services Best Value Review, the Council were undertaking around 172 jobs as part of the internal decoration service for the elderly in 2004/05. In recent years, and following the Council's decision to only undertake the decoration service to elderly residents living in sheltered accommodation or 1-bed flats, the Council has declined around 45 requests for help under the redecoration service. However, a total of 97 internal redecorating requests were completed at a cost of £48,670.

The works for future years will be issued with priority given to the length of time the resident has been on the waiting list, in line with policy.

xv) *Structural repairs*

The Council does not insure against damage to property caused by subsidence, heave or landslip following a risk assessment that established the cost of premiums would be higher than the likely cost of works. Most properties in the district are built on clay, which is the underlying stratum in this area. In addition to this, the Epping Forest District is a very green area with a large number of trees.

Most of the Council's stock was built at a time when foundation depths did not take account of tree roots or even clay heave and shrinkage. This does, from time to time, result in structural movement to properties, which must be monitored and remedied. Housing assets currently have 25 properties included on the structural register, which are being monitored.

The monitoring process lasts for at least twelve-months, to take account of ground movement in all four seasons. Any properties that show signs of movement or distress will require the appointment of specialist structural engineer. The structural engineer will identify the cause of the structural movement, specify a repairs scheme, and in some cases supervise the works and monitor the recovery.

Until 2003/4, the structural monitoring service was carried out by consultant Structural Engineers, which cost around £100 per property, per visit. With visits required every 3 months, this was costing around £10,000 in fees per annum.

In 2004/5, Officers have received training, and are now monitoring the structural movement themselves, which has generated savings in external consultants fees. Since the monitoring of structural movement has been carried out in house 20 properties are currently being monitored, 4 properties have been identified where underpinning works are required, 13 properties have been monitored for a 12-month period and show no signs of movement, these properties will continue to be monitored annually and 10 properties where works have been completed in accordance with the recommendations of a structural report.

xvi) *Any other maintenance works in excess of £5,000*

All major repairs, which cost in excess of £5,000, should be dealt with by the Housing Assets Section rather than the Repairs Section. This could cover any type of building maintenance work in a Council property. However, in a number of cases, the Housing Repairs Section will undertake works in excess of £5,000 on behalf of the Housing Assets Section.

xvii) *Asbestos Removal*

The Council treats the issue of asbestos extremely seriously. An Asbestos Control Project Team has been established to develop the Council's strategy and this has overseen the introduction of an asbestos survey, database and Asbestos Protocol. The database was established during 2002/3 and is useful in informing the Council and residents of asbestos hazards in properties. The information also helps the Council determine priorities in the removal of asbestos and an asbestos removal budget has been created for this purpose.

One outcome of the Asbestos Project Team was to produce a comprehensive Asbestos leaflet, which gives advice to tenants on what to do if they suspect there may be asbestos in their home, and what measures to take when carrying out DIY in their homes. The leaflet is due to be issued to all tenants in April 2005, and is designed to be inserted into their tenants handbook.

Until 2003/4, any suspected asbestos containing materials were removed and analysed by specialist contractors. The annual budget for asbestos sampling was around £60,000. However, in March 2004, a

number of Repairs and Assets Officers received training on how to remove samples for analysis. Since April 2004, all samples have been taken by Officers and then sent away for analysis. This has resulted in savings of around £50,000 per annum.

xviii) Estate Enhancements

The Estate Enhancement programme is a new capital programme, which was introduced in 2005/6 specifically to look at remedial works required to footpaths, garage forecourts, drives, communal and recreation areas of housing owned land. In 2005/06 an annual budget for estate environment works was £150,000, with £50,000 funded from the Housing Repairs Fund and £100,000 from the Housing Capital Programme depending on the type of work that is identified and carried out. A list of estate enhancements based on recommendations from a number of sources is maintained, with works identified on the list in priority order based on the urgency of the repair, the potential hazard and condition of the existing area.

In January 2006, a report was agreed by the Housing Portfolio Holder to award of a schedule of rates contract for the estate environmental repair works, on an annual basis for up to a maximum of 5 years. The Housing Assets team manages this work.

xix) Off Street Parking

With the Highways Agency returning to Essex County Council in April 2005, it has been necessary to set out some new procedures for logging, assessing, prioritising and recommending all future off street parking provision on Council estates where there are particular parking difficulties. As a result, Housing Assets now maintain the list of sites for new off street parking, and undertake the consultation exercise, while Consultants are to be appointed to undertake the technical feasibility, design and implementation works. The annual budget for off street parking is £80,000, which is funded in part from the Housing Capital Programme and the Civil Engineering & Maintenance Capital Programme.

xx) Digital TV

For some time now, the Government has set out its intention to withdraw the analogue frequencies used for the distribution of terrestrial television channels during 2010 to 2012. Over the past 3 years, the Council has been exploring the options available for the digital conversion. The Council maintains approximately 88 communal aerial distribution systems, the largest being on the Roundhills, Parklands, Ninefields and Springfields Housing Estates with the total number of outlets being approximately 5,680.

The cost of converting the television aerials is estimated to be around £150,000. However, television services are not included in the Government's Decent Homes Standard. The Cabinet, at its meeting in April 2005 agreed to the introduction a "Freeview" TV system to the blocks of flats, which is currently being procured by the Council's Engineering Services within Environmental Services.

4. Stock Condition Survey

4.1 Stock Condition Survey

An effective plan for the repairs and improvement works to the Council's stock is dependent on the outputs of a stock condition survey. The Council's previous stock condition survey was carried out in 2000/2001, and was based on a 100% external survey and a 20% internal sample. Data collected was then cloned based on types and ages of properties to present a full assessment of the condition of the Council's stock.

In summary:

a) the total level of catch up repairs identified by the survey amounted to £33,334,274.

b) The total cost of maintenance over the next 30 years was calculated at £144,366,887 .

The Council has undertaken a stock options appraisal and the information obtained from the survey was used to inform the recommendations resulting from this exercise.

The information has also been used as the baseline for the calculation of the number of non-decent homes and the resulting investment strategy is devised around the findings of the survey.

The stock condition survey has been updated with work undertaken by the Council since the survey was undertaken to ensure that it is currently accurate. However, the process of interrogating the stock condition database to ascertain the information on non-decent homes has been very time consuming. For this reason the Council purchased the "Codeman" system from Anite, which is the main source of data on stock condition. Officers are now issued with handheld PCs to undertake surveys on an ongoing basis as part of their normal visits to properties. The main advantage of this is that the accuracy of the database is enhanced because officers are undertaking regular internal inspections over and above the 20% covered by the previous stock condition survey.

The Codeman system is very versatile, and is being utilised to capture a variety of stock information, which is used for the following purposes:

- § Decent Homes
- § Stock Condition and future asset management
- § Asbestos Register
- § Energy Efficiency

Currently officers are capturing enough information to complete the Decent Homes Surveys, including the new Housing Health and Safety Rating System, which in April 2006 replaces the Fitness Standards used by Environmental Health Officers, and information on any asbestos containing material. Any property that fails the Decent Homes Survey is included on the appropriate works programme to bring the property up to the required standard. It is anticipated that around 650 properties will be surveyed each year.

The new Housing Health & Safety Rating System, which replaced the fitness standard used by Environmental Health Officers to assess the condition of dwellings in April 2006, relates to the condition of the property and the risks associated with the individual tenants living in the dwelling will be collected as part of the on-going stock condition survey.

As a result of using a partnering contract for the External Repairs and Redecorations efficiency savings in staffing resources have been realised amounting to 1.5 FTE Officers, which is allowing more time to collect stock condition survey information amongst other duties.

4.2 Integrated Housing Database

The introduction of the Anite Open Housing Management System (OHMS) integrated computer database in 1998/9, and its ongoing development, has enabled a comprehensive property database to be compiled, including basic information such as unique property reference number (UPRN), dwelling type, age, size. In addition it provides details on design features, built form characteristics, repairs history and works undertaken.

5. Expected trends

This section is a summary of the major issues taken into consideration when framing the investment programme for the Council's housing stock.

5.1 Expenditure

Expected expenditure trends over can be summarised as follows:

Decent Homes – The Government's Decent Homes initiative is now the key factor in planning the investment programme for the Council's stock. A separate section of this Business Plan is devoted to how the Council will meet the challenge set down by the new requirements.

Declining levels of stock by approximately 1.4% per annum – The Council has sold approximately 85 houses and flats each year over the last 5 years. This has the effect of reducing the need for maintenance expenditure (although for leasehold properties the Council retains responsibility for structural issues) and reducing income into the HRA.

Increases in building maintenance costs – Building costs are increasing by approximately 5-6% per annum, which is more than double the GDP inflation rate. However, given the effect of investment through planned maintenance, expenditure has been falling on an annual basis.

Uncertain levels of demand for responsive repairs and voids expenditure – Between 1997/8 and 2003/4 responsive repairs and voids expenditure decreased by around 38%. Generally, adequate investment in planned maintenance should lead to a reduction in responsive repairs and voids expenditure. However, these are always the most difficult areas within the Housing Repairs Fund (HRF) to estimate given they are responsive to demand. The District has experienced relatively mild winters in recent times and a harsh winter would increase expenditure significantly beyond current budgeted levels.

Continued demand for structural repairs – Expenditure on structural repairs has increased significantly in recent years. A number of Council properties were constructed using non-traditional building methods during the 1960's and now require additional levels of maintenance above traditional properties. A number of structural repairs have been completed and there are likely to be other parts of the Council's stock also requiring similar levels of investment.

The Council is not insured for subsidence, heave and landslip as estimates showed that premiums were likely to be higher than expenditure.

Increasing costs for servicing and improvement/replacement of existing central heating – All Council tenants requesting central heating now have heating installed. Likely resultant trends include: increasing servicing and repair costs; increased costs to replace existing systems when beyond repair; the need to upgrade partial central heating systems; reduction in demand for welfare heating; and the ongoing need to replace warm air heating systems with 'wet' central heating systems.

Continued demand for planned maintenance expenditure – An ageing stock will require increased levels of repairs although this can be offset by a planned maintenance programme. Nationally there is a trend for higher standards in social housing (as demonstrated by the decent homes initiative) and the Council must ensure that the requirements of decent homes are balanced against the need for ongoing investment in its stock to protect its value and long-term let-ability.

Need to adapt communal aerial schemes to the requirements of digital television – Existing communal television systems will become redundant unless they can be converted to meet the requirements of digital television. This will affect approximately 5,700 tenants and private residents. Provision has been made within the investment programme to upgrade the aerials in Council blocks to receive digital signals. No allowance has been made for the introduction of High Definition TV, which is soon to be launched.

Need to tackle anti-social behavior through the use of CCTV – With an increase in anti-social behavior, which results in an increase in the amount of expenditure on repairing damage caused through vandalism, consideration needs to be given to combating this growing problem. Work is on-going between the Council

and the Police Service, which has resulted in a CCTV Policy being drawn up by the Head of Environmental Services. A small on-going budget for the installation of CCTV surveillance systems has been included within the investment programme.

5.2 Investment Needs

This section provides a summary of the main areas of investment identified by the stock condition survey. A separate section deals with needs arising from the decent homes initiative. These are broken into the same categories used in Appendices A (summary of expenditure over a 5 year period) and B (summary of expenditure over the next 30 years).

(a) Future Planned Maintenance

There are a number of major works that can be identified from the stock condition survey. These have been prioritised taking into account the decent homes criteria and Appendix A details the investment strategy over the next five years. Appendix B shows this same information over the next 30 years.

(b) Structural Repairs

This heading covers the work undertaken to preserve the structural integrity of buildings such as underpinning. The authority has regularly had to undertake structural work to properties to control problems such as subsidence and around £2.8 million has been set-aside over the next five years for this purpose.

(c) Cyclical Maintenance

In order to prolong the useful life of components, it is necessary to carry out regular inspections, instigate repairs and undertake preventative maintenance on sub-components e.g. replacement boiler parts.

It is likely that further inspections will be required to building components not currently covered by cyclical maintenance. This is most likely to affect the inspection of all electrical systems in Council properties on an annual basis. However, until this happens the Council will continue to inspect the electrical systems as part of the void inspections and the stock condition survey.

Around £2.8 million is spent per year on cyclical maintenance, which includes: the repair and redecoration of every property and garage every 5 years; the maintenance, service and repair of all Council owned gas appliances; the replacement of old inefficient boilers every 25 years; the annual inspection and service of all Council owned hydro-mechanical lifts.

(d) Responsive Repairs

The current ratio of maintenance to repair expenditure is approximately 70: 30, which is the Audit Commission's recommended balance.

This is maintained by monitoring the expenditure for day-to-day repairs by types of work and then developing maintenance programmes which would obtain better value for money. This process is currently being carried out at 6 monthly intervals, in September and March each year.

The Housing Repairs Fund makes allowance for around £13.5 million over the next five years, taking into account a 5% increase per annum in Building Cost Indices and a reduction of 1.4% for the rate of decline in stock numbers as a result of the Right to Buy scheme. The Capital programme includes around £1.75m over the next 5 years for small capital repairs.

(e) Voids Refurbishment

This area of expenditure is also mainly funded from revenue and as such the comments regarding the split between capital and revenue apply. It is expected that the authority will spend approximately £2.25m over the next five years on void refurbishment.

(f) Cost Reflective Improvements

Until the introduction of the Repairs and Maintenance Business Plan "Cost reflective" improvements had not

previously been considered a separate category of works, since the Council's rent structure was not based on a points system which takes account of individual attributes. Cost reflective improvements, such as kitchen and bathroom modernisations, have in the past not previously been considered as essential. However, they were inspected as part of the void process.

Feedback from tenants has established that they feel the Council should make its properties more attractive and desirable by introducing programmes such as kitchen and bathroom replacements. This has since been supported by the decent homes guidance, which requires authorities to have reasonable modern kitchen and bathroom facilities. In order to meet the requirements of the Decent Homes Standard, substantial investment is required in this area. The Council intends to use this opportunity to offer tenants a choice on the type and layout to suit individuals' tastes and needs.

The table in Appendix A makes allowances for approximately £2.5 million over the next 5 years split between kitchen replacements and bathroom replacement.

(g) Non-Cost Reflective Improvements

Under this heading, the Council provides an environmental improvement scheme for improving parking provision on its estates by carrying out a jointly funded initiative between the HRA and the General Fund to provide off street parking.

The table in Appendix A makes allowances for £1.59 million over the next 5 years. This has been allocated towards improvements to estate footpaths, communal refuse facilities, off street parking and new and enhanced external lighting.

(h) Disabled Adaptations

The Council endeavours to carry out adaptations to properties to meet the reasonable needs of disabled tenants. This is based on assessments and recommendations from Social Services Occupational Therapists.

The Best Value Review examined the Disabled Adaptations Service and concluded that current levels of investment were inadequate.

The Council's previous commitment was to spend at least £300,000 per annum over the next 5 years on disabled adaptations. However, this was recently increased by £30,000. Appendix A shows that an annual budget of £330,000 over the next 5-years.

(i) Other Maintenance and Repairs

Other types of maintenance and repairs include: decoration allowances for new tenants when they move into a home; internal decorations for elderly and disabled tenants; internal decorations to the common areas within the Council's sheltered housing schemes; and compensation payments to tenants who undertake improvements to their homes themselves and subsequently move out leaving behind the improvements they have carried out.

6. Decent Homes Initiative

6.1 Background

In July 2000, following its spending review the Government announced a significant increase in resources for housing, especially social housing. This was on top of substantial increases announced in 1998. As part of its desire to link increased spending to better outcomes, the Government has established a target to:

“ensure that all social housing meets standards of decency by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004 with most of the improvement taking place in the most deprived local authority areas.”

Under the Government's Decent homes initiative a decent home meets the following criteria:

a) *Any residential premises should have a safe and healthy environment for any potential occupier or visitor (Formally the statutory minimum standard for housing)*

b) *It is in a reasonable state of repair*

Dwellings which fail to meet this criterion are those where either:

One or more key building components are old and because of their condition need replacing or major repairs: or

Two or more of the other building components are old and because of their condition need replacing or major repair.

c) *It has reasonable modern facilities and services*

Dwellings which fail to meet this criterion are those which lack three or more of the following:

A reasonably modern kitchen (less than 20 years old)

A kitchen with adequate space and layout

A reasonably modern bathroom (30 years old or less)

An appropriately located bathroom and WC

Adequate insulation against external noise (where external noise is a problem)

Adequate size and layout of common areas for blocks of flats.

d) *It provides a reasonable degree of thermal comfort*

This criterion requires dwellings to have both effective insulation and efficient heating.

To deliver against the targets the Council needs to:

quantify the level of non decent housing both now and arising by 2010, in its stock;

develop an investment strategy to tackle this; and

measure progress towards its elimination.

6.2 Quantifying the level of non-decent homes

Since the start of 2002 the Council has been able to begin the process of analysing the data contained within the stock condition survey. The process used to extract the relevant information has been as follows:

- 1) Confirm the validity of the information contained within the stock condition survey using separate consultants to undertake a sample survey of the results.
- 2) Define the characteristics that render a property non-decent using the criteria set out above.
- 3) Develop a suite of programs to interrogate the database to collect information on the number of properties with the identified characteristics.
- 4) Interrogate the database to reveal the number of non-decent homes on an annual basis.
- 5) Calculate the average rate of properties becoming non-decent each year using these two figures.

This exercise was first conducted in 2001, which revealed a total number of 1,627 homes, which were non-decent. This equated to 22% of all the Council's housing stock. If the Council were not to have undertaken any further investment in the stock this number would have increased to 4,127 (67%) by the year 2010. There were therefore 2,500 properties that were potentially non-decent in addition to those non-decent at the time.

Based on this information it was anticipated that there could be 2,480 non-decent homes by 2004 if the Council did not adopt an investment programme. In fact, as a result of the Council's strategies, the actual number was 590, which represented 8.6% of the housing stock. This meant that between 2001 and 2004, the percentage change in the number of non-decent homes was a reduced by 64%, which was well within the government's target of a one third reduction. The level of non-decent homes as at 1 April 2006 is 5.93% of the Council's housing stock, which amounts to 393 homes.

One area, which requires significant investment to achieve the decent homes standard, relates to bathrooms and kitchens under the 'Reasonably Modern Facilities' category. Since 2002, the Council has already invested £2.1 million to improve the quality and layout of bathrooms and kitchens in properties where facilities are seen as being in the worst condition.

The main area for investment arising from the decent homes standard concerns the Reasonable State of Repair category. Properties failing under the Reasonable State of Repair criteria will generally be addressed as part of the existing cyclical maintenance programme which already covers most of the repairs identified, such as re-pointing, repairs to chimneystacks, doors and windows etc. However, there is a significant requirement to invest in replacement heating systems and electrical re-wiring, where around £XXX has been spent on replacement heating and boiler replacement, and around £XXX on electrical rewiring since 2002.

The Council also acknowledges that the thermal comfort of some properties needs to be addressed. Generally, the Council has a good track record in improving heating in properties and 5,899 already have gas central heating installed. There are however, some properties (particularly in the rural areas) which do not have access to mains gas and which require heating and insulation improvements. These have been identified within the non-decent homes figures and will be addressed over the next 4 years. Appendix C of this Business Plan sets out the Council's position regarding the Decent Homes Targets.

6.3 Investment Strategy

The stock condition database can be interrogated in such a way that lists of all the properties that fail or potentially fail the criteria can be produced. Using this information a programme of work has been developed without having to undertake additional survey work.

The key strategy which has been employed to develop programmes of work is to look at where properties are failing and then only undertake work which will ensure that they are not caught by the criteria. For example, where properties fail on three or more categories under the Reasonably Modern Facilities heading just one category of work will be improved so that they no longer become non decent. Under this heading the standard says that properties must fail on three or more of the categories listed to become non-decent. In this way, although additional investment would still be required, the number of non-decent homes can be reduced.

Using this approach, as of 2001 a total of £14m was required to eliminate non-decent homes by 2010.

However, this does not include the resources necessary to prevent properties becoming non-decent, although Appendix C shows the expenditure required taking into account properties likely to fail the standard before 2010. The first column in the table shows all the failures against the standard in 2001. Some properties may fail on several different criteria and as such totals cannot be cross-referenced with the total number of non-decent homes, because properties can only fail the standard once. The final column of Appendix C shows where expenditure will be programmed to meet decent homes target and this expenditure is contained within Appendix B.

Using this approach, together with current funding forecasts, it is expected that the decent homes targets can be reached through the capital investment already available. (See the next section for details of the Council's short and longer-term investment plans.) The next section also discusses the funding gap between the full level of maintenance work required under the stock condition survey and the Council's ability to fund improvements.

6.4 Measuring progress

The stock condition database is amended to include work already undertaken to the Council's stock. In future this task will be done on the Codeman system, which can be interrogated to provide information on the number of non-decent homes.

The ongoing stock condition survey work will also clarify some of the data on the numbers on non-decent homes and it is possible that the numbers of non-decent homes will change as the quality of data improves.

7. Resources & Expenditure Proposals

7.1 Financial

As highlighted earlier, there are a number of uncertainties over future projections of the financial resources likely to be made available. Repairs and Maintenance expenditure is currently funded through;

- § Contributions from the Housing Revenue Account (HRA) to the Housing Repairs Fund (HRF)
- § Transitional Capital Receipts
- § Revenue Contributions to Capital Outlay (RCCO).
- § Major Repairs Allowance (MRA)

The following issues are worthy of note at this stage:

The contribution from the Housing Revenue Account (HRA) has been set at approximately £5.5m for 2006/7 and each year for the next 5-years.

In the light of the current HRA forecast, substantial RCCO will be available over the five-year period.

MRA has been provided at £4.5m for 2006/07. This is expected to be maintained at similar levels in the future.

The following table indicates an assessment of the use of capital resources, which are forecast to become available over the next five years. The Capital programme is updated annually in June.

FUNDING SOURCE	2006/07 £000's	2007/08 £000's	2008/09 £000's	2009/10 £000's	2010/11 £000's
MRA	5,313	5,053	3,506	3,598	3,600
Transitional Capital Receipts	377	0	0	0	0
RCCO	2,150	1,700	700	1000	800
Leaseholder Contributions	30	30	30	30	30
Total	7,870	6,783	4,230	4,628	4,430

At the conclusion of the five-year period that the Council is forecast to have balances of approximately £1.6m on the Major Repairs Reserve, which are not being allocated at this stage.

7.1.1 Overall Investment Strategy – 5 Year

Based on the income projections shown in the above table, a detailed programme of expenditure has been prepared which can be found at Appendix A demonstrating how the Council currently intends to spend the resources available for repairs and maintenance. This is based on two main priorities:

- a) Achievement of government targets to reduce the number of non decent homes; and
- b) The need to invest in the stock to improve its condition as determined by the recent stock condition survey.

The Appendix adds together all anticipated capital expenditure up to and including 2010/11.

SUMMARY OF THE HOUSING CAPITAL FIVE YEAR PROGRAMME

Detail	FORECAST SPENDING				
	2006/07 £000's	2007/08 £000's	2008/09 £000's	2009/10 £000's	2010/11 £000's
Future Planned Maintenance	5,045	4,263	4,169	2,435	2,285
Structural Schemes	1,036	235	285	635	635
Cyclical Maintenance	5	5	5	5	5
Responsive Repairs (inc voids)	350	350	350	350	350
Cost Reflective Repairs	500	500	500	500	500
Non-cost Reflective Repairs	274	328	328	328	328
Disabled Adaptations	530	380	380	380	380
Others, including contingencies	65	125	125	125	125
TOTAL EXPENDITURE	7,805	6,186	6,142	4,758	4,608
TOTAL FUNDING, inc. M.R.A and Capital Receipts (not inc' carry forwards)	7,870	6,783	4,230	4,628	4,430

The table compares the planned expenditure against the anticipated funding position and does not include the total expenditure or investment which is required for the stock, it simply shows how much can be funded. The achievement of decent homes targets, the priorities established by the stock condition survey and existing expenditure already approved and contained within housing budgets would require capital funding of approximately £40m in total over the next five years. Current estimates show that around £27m is likely to become available over the same time period through capital funding.

Revenue expenditure covering repairs, voids, cyclical maintenance and disabled adaptations is estimated at £5.5m per annum. HRA contributions to the HRF will be able to support this expenditure.

7.1.2 Overall Investment Strategy – 30 years

Appendix B provides an analysis of capital, or investment expenditure, over a 30-year period. There are a considerable number of doubts over the validity of some of the projected figures over this period of time but nonetheless this table provides the best estimate given the information currently available. Using this information the available funding will not meet all requirements identified in the stock condition survey by approximately £31m over the 30-year period. Four years ago, the Business Plan identified a funding gap of approximately £60m. This has reduced as a result of anticipated increased investment through capital receipts and the MRA. Again the funding gap is discussed more in the HRA Business Plan, which refers to the Stock Options Appraisal exercise.

The current revenue expenditure on repairs and maintenance can be maintained for a further 26 years before the HRA falls into deficit. This is covered within the HRA Business Plan.

7.1.3 Maximising Value

It is essential that the Council adopts a value for money approach so that resources can be used to maximum efficiency. To this end a strategy has been adopted which seeks the replacement of building components just before they break down. This is known as a 'just in time' strategy and is based on industry standard assessments for the lifetime of components. At the same time the lifespan of building components such as heating appliances are extended by the replacement of sub components where possible. The investment strategy outlined in this section is based in part on these strategies.

Another issue which is heavily advocated in the ODPM's guidance on Business Plans is the use of option appraisals for all redevelopment and refurbishment schemes. This approach has already been used for the redevelopment of a sheltered scheme and has been applied to assess the best option for the future of the Council's homeless hostel. This approach is clearly not appropriate for every maintenance project but where

significant expenditure is required for a contained number of properties it can be a useful guide to the most cost effective route.

7.1.4 Gershon Savings

Following Sir Peter Gershon's review of public sector efficiency, which identified the need to achieve value for money savings through better procurement in order to release resources to support the key policy objectives of the Government, an annual efficiency statement is completed by the Council as a whole. As a result all areas of the service are being examined to identify ways in which the way in which repairs and maintenance can become more efficient.

Significant savings have been identified as a result of the use of partnering contracts, undertaking work in-house through training that was previously undertaken by specialist contractors, generating income by using a sole utility provider as part of the void process, negotiating with contractors over price increases below DTI indices wherever possible and investing in alternative technology to reduce long-term costs. During 2005/6 it is estimated that savings of around £141,000 have been achieved, made up of one off savings and long-term on going savings.

7.2 Staffing

At the beginning of 2005/6, the Housing Assets Section comprised 11 FTE members of staff. However, an opportunity was created through staff leaving, to undertake a restructure, which resulted in the creation of an additional FTE Trainee Surveyors post. However, the use of consultants will always be necessary because they provide specialist skills, which could not be economically provided by permanent members of staff. The Council has access to two multi-disciplinary firms of consultants, who provide additional support including:

- § Mechanical and engineering work
- § Drainage work
- § Architectural drawings
- § Building Surveying
- § Structural work
- § Feasibility studies.

7.3 Partnering – The Egan Approach

One difficulty experienced by the Council was finding reliable consultants to support the work of the Maintenance Section. New methods of appointment were explored and the Council has approved the use of a partnering arrangement following the principles of the Egan Report. Two consultants were selected under a pilot scheme which has provided greater flexibility in the resourcing of maintenance projects as well as accessing a wider range of skills than could be provided through in-house staff. It would be difficult for the Council to recruit enough members of staff with suitable skills to oversee the diversity of work included in the 5 or 30 year plan.

Full project partnering has also now been applied to embrace contractors and suppliers for the kitchen and bathroom programme, as well as new heating installations. The Best Value Service Review of Housing Services identified the benefits applying the same arrangements to external repair and redecoration work, and for Gas Servicing, which have now been introduced during 2005/6. This has resulted in significant efficiency savings, which are included in the Council's annual efficiency statement.

8. Risk Management

8.1 Introduction

Risk management can be defined as the consideration of the social, economic, political and other factors involved in risk analysis to determine both the acceptability of damage that could result from an event or exposure and what, if any, action should be taken with regard to the risk of that damage.

8.2 Corporate Risk Register

A corporate Risk Management & Assurance Group has been established, made up of officers from each Council Service, to produce and regularly review a Corporate Risk Register, and to collate service based risk assessments. The Asst. Head of Housing Services (Property & Resources) is the representative of Housing Services.

8.3 Housing Risk Register

In early 2005, Housing Services produced its Housing Risk Register, which identifies the strategic and operations risks affecting Housing Services. Strategic risks are those that have an effect on the Council as a whole, where individuals, sections or even Housing Services as a whole have no total control over the outcome of risk management. Operational risks are those that affect individuals or sections of Housing Services, or the Housing Service as a whole, and will have little or no impact on the Council as a whole. The Risk Register is updated annually, and action plans identified for those risks that are above the “critical line”

All risks associated with Housing Repairs and Housing Assets are included within the Housing Risk Register. The main risks identified within the Housing Risk Register will be included within the Council’s Corporate Risk Register, as will the risks identified by the Building Maintenance DSO.

The Housing Risk Register has been developed by applying a risk analysis, whereby each of the identified risks are assessed in terms of likelihood and impact. “Likelihood” ranges from “very high” to “almost impossible” and “Impact” ranges from “catastrophic” to “negligible”.

Risk management is applied to each of the identified risks, through exploring the best options to reduce either likelihood or impact or both. Not all risks can be reduced, but they can be managed.

8.4 Key Housing Operational Risks – Repairs and Maintenance

The following have been identified as the Key Housing Repairs and Maintenance Operational Risks within the Housing Risk Register:

- Failure to meet the Government’s Decent Homes Standard by 2010
- The HRA falling into deficit
- Disaster at a sheltered housing scheme or Homeless Persons Hostel
- Disaster at the Civic Offices or The Broadway Area Housing Office
- Major failure of the integrated housing IT system
- Loss or insolvency of, or poor performance by, a major contractor/supplier
- Major incident, involving death or serious injury, due to poor health and safety procedures, or breach of health and safety legislation
- Significant overspend on a major housing maintenance contract
- Fraud, corruption and theft
- Loss of important paper records
- Failure to comply with Government or legislative requirements
- Physical or verbal attacks on staff
- Uninsured losses, especially through subsidence, heave or landslip
- Catastrophic budget overspends

9. Strategies

This section of the document lists the main strategies, which flow from firstly, the objectives, strategies and policies previously agreed by the authority and secondly, the issues discussed in this plan. Where these have clear links with corporate objectives or Best Value/Business Plan Guidance this is identified. There may not be current funding available to achieve all targets, but the effect of these strategies will be to focus available resources.

Strategy		Link with Corporate Objective/Guidance
A	Maintenance and Repair Programmes	
1	<p>To develop ongoing programmes of maintenance and repairs expenditure for a period, of five and 30 years based on:</p> <p>Projections of the amount of funding likely to be available for repairs and maintenance;</p> <p>The findings of the stock condition survey;</p> <p>The number of non decent homes and reasons for them being non decent;</p> <p>The need to eliminate non decent homes by 2010;</p> <p>Patterns of demand for responsive repairs;</p> <p>Key targets (see below);</p>	<p>ODPM Guidance on Business Plans</p> <p>EFDC Council Plan</p> <p>EFDC Performance Plan 2005/6</p> <p>EFDC Housing Strategy 2004-07</p> <p>EFDC HECA Strategy</p> <p>EFDC Fuel Poverty Strategy</p> <p>Decent Homes Guidance - March 2002</p> <p>Housing Services Risk Strategy</p> <p>Equalities Impact Assessments</p>
2.	<p>To achieve the following key targets:</p> <p>Upgrade all partial heating systems previously installed under the Welfare Heating Programme to full central heating by 2010</p> <p>Replace all existing warm air heating systems by 2010.</p> <p>Average SAP rating of 66 by end of 2006/7</p>	<p>EFDC Council Plan</p> <p>EFDC Performance Plan 2004/5</p> <p>EFDC Housing Strategy</p> <p>HECA Strategy</p> <p>EFDC Fuel Poverty Strategy</p>
3.	<p>To ensure maximum value for money from maintenance expenditure by:</p> <p>Extending the life cycle of building components as long as possible so that they are replaced 'just in time.'</p> <p>Using criteria for the replacement of sub components to extend the lifetime of heating systems, door entry systems, window units and other building components.</p> <p>Employing option appraisals where significant maintenance expenditure is required on a</p>	<p>ODPM Guidance on Business Plans</p>

	limited number of properties.	
B.	Responsive Repairs and Voids Work	
1.	To continue to reduce expenditure on voids in line with the recommendations of the Voids and Lettings Study by ensuring as much work takes place as possible through planned maintenance contracts.	Voids and Lettings Study
2.	To aim to spend the HRF allocation from the HRA each year whilst acknowledging the fluctuating nature of repairs and maintenance programmes.	EFDC Housing Strategy Housing Services Risk Strategy
3.	To undertake a review of the Repairs Service and the Building Maintenance Works Unit with a view to merging the two sections to achieve efficiency savings and improvements in service delivery.	
C.	Resources	
1.	To maximise funding on maintenance expenditure by: Making use of available capital receipts where possible. Using RCCO where possible. Transferring approximately £5.5m from the HRA into the HRF each year.	EFDC Housing Strategy Housing Services Risk Strategy Capital Strategy
2.	To review the level of staffing resources annually against the planned level of expenditure.	
3.	To monitor repairs and voids expenditure every six months to identify patterns in expenditure which could be incorporated into a planned maintenance programme.	
D.	Tenant Consultation and Participation	
1.	To discuss expenditure plans and programmes of work with the Tenants and Leaseholders Federation at least annually.	EFDC Housing Strategy EFDC Tenant Participation Agreement
2.	To involve representatives of the Tenants and Leaseholders Federation in discussions on new policies relating to the Repairs and Maintenance Services.	EFDC Tenant Participation Agreement Housing Services Risk Strategy
3.	To consult tenants affected by major improvement schemes over the proposals.	EFDC Housing Strategy
4.	To consult leaseholders on all planned improvements in line with Leasehold legislation	EFDC Housing Strategy
E.	Contract Strategy	
1.	To roll out the use of Partnering to new areas of work.	Housing Strategy Housing Services Risk Strategy

10. Action plan

10.1 List of main actions flowing from the plan

This table lists the main areas of action required within the Housing Repairs and Assets Sections to achieve the strategies detailed in the previous sections. The Action Plan also contains all actions arising from the Best Value Service Review

Action	Officer responsible	Target date	Progress
1. Implement programme for repairs and maintenance expenditure over 5 and 30 years as per Strategies A) (1) and (2).	HAM AHHS(P&R)	Ongoing	Included in this plan
2. Implement upgrade to latest version of Codeman system	HAM	June 2006	Order raised with Anite Jan 06
3. Introduce rolling programme of surveys	HAM	June 2004	Completed August 2004
4. Timetable at least one meeting each year with the Tenants Federation to discuss the repairs and maintenance expenditure programme.	AHHS(P&R) HAM	Ongoing	Tenants Federation meet in April each year to consider the repairs and maintenance expenditure.
5. Implement strategy in relation to moving Housing Maintenance DSO into Housing Services	HoHS AHHS(P&R) HAM HRM	April 2007	Management Board considered that the Building Maintenance and Housing should now be re-evaluated, in the light of decision to introduce Corporate Contact Centre
6. Apply partnering to external repair and redecoration work	HAM	June 2006	Pilot completed in 2005/6. Long-term contract to be let during 2006/7 for 4-years
7. (a) Undertake tendering on a long-term contract for combined gas servicing and maintenance work only, with only small ad-hoc repairs included so that the contractors can concentrate on servicing and CP12 certificates. (b) Consider option of one gas contract covering the whole District, or two contracts for the North and South areas. (c) Package together all of the new heating installations into one partnership contract, where the supply chain can be introduced and better value for money obtained. (d) Maintain a list of small contractors to undertake ad-hoc repairs work to help achieve targets for breakdowns and repairs.	HAM	July 2005	(a) Completed July 2005 (b) Completed March 2004 (c) Completed March 2004 (d) Completed August 2005
8. Submit a report to the Housing Portfolio Holder recommending that:	HAM	Sept 2004	Approved in principle by Housing Portfolio

	<p>(a) Generic performance specifications be prepared, which set the quality and standards of work to be undertaken on each property, rather than undertake individual surveys and schedule all work to be included.</p> <p>(b) Divide all properties in the five year cyclical programmes into two lists, to create two five year contracts for two contractors.</p> <p>(c) Develop appropriate contract documentation for the work, taking into account legal advice.</p> <p>(d) Require contractors to undertake detailed surveys and prepare schedules of work, based on the performance specification</p> <p>(e) Benchmark contractors against each other in terms of quality, programme and price, using standard construction best practice key performance indicators.</p> <p>(f) Undertake quality inspections, and at the same time, undertake a full stock condition survey report for updating the OHMS attribute database.</p> <p>(g) Formulate details of leaseholder consultation, which meet the requirements of legislation.</p>			<p>Holder</p> <p>(a) Contract in place for 2005/6</p> <p>(b) Completed March 2004</p> <p>(c) Completed July 2005</p> <p>(d) Completed July 2005</p> <p>(e) Ongoing throughout 2005/6 contract period</p> <p>(f) Ongoing throughout 2005/6 contract period</p> <p>(g) Leaseholders consulted annually</p>
9.	<p>Recommend to the Cabinet that:</p> <p>(a) the Building Maintenance DSO be incorporated within Housing Services and that, subsequently, detailed consideration be given to the resultant restructuring necessary to enable effective integration; and</p> <p>(b) consideration be given to the most appropriate position/ structure of the Fleet DSO for the future.</p>	HHS	April 2007	Management Board considered that DSO and Housing should now be re-evaluated, in the light of decision to introduce Corporate Contact Centre
10.	Hold training sessions at empty properties to enable officers to gain a common understanding of specification requirements. To be undertaken annually.	HRM	On-going	Undertaken annually
11.	Consider the increased use and control of sub-contractors to assist with, in particular, peak workloads on a trade-by-trade basis.	HWU	March 2005	Completed October 2004
12.	Hold joint seminars of staff within all sections involved in the voids process, to increase their understanding of the respective roles within the 'key in' to 'key out' process of voids.	AHHS(P&R)	Sept 2004	Completed April 2005
13.	Building Maintenance Business Plan, to be integrated with the existing	HWU	April 2007	To be undertaken following the outcome of

	Repairs and Maintenance Business Plan.			the review of Housing Repairs and Building Maintenance Works Unit
14.	Recommend to the Cabinet, subject to District Audit being satisfied, that the Building Maintenance DSO trading account be closed from 1 April 2004, and that the DSO services be funded by a budget established in the Housing Repairs Fund covering existing costs and taking into account an estimate for materials to be used.	HWU	May 2004	Management Board agreed to closure. Direct budgets now being used. However, SOR's still being used for recharges and benchmarking purposes.
15.	Consider the issue of adopting generic repairs and voids officers either as part of, or following, the required restructuring of the proposed combined Housing Services and Building Maintenance Works Unit.	HRM	April 2005	Completed December 2004. However, implementation held over until mobile repairs are set up.
16.	a) Endorse the principal of moving towards electronic mobile working for the Housing Repairs Section (b) Prepare a further report on details of the approach, including changes to the staffing structure, costings and the acceptability of the approach within the Council's corporate HR and IT policies following, or as part of, the resultant restructuring following the proposed merger between Housing Management DSO and Housing Services	HRM	Dec 2005	Completed December 2004. Implementation subject to further evaluation of the system capabilities. Implementation subject to IT Enhancements due to be completed in May 2005
17.	Recommend to the Housing Portfolio Holder that: (a) a new category of repairs be introduced to be undertaken within three days, for repairs covered by the Right to Repair legislation that do not need to be undertaken within 24 hours. (b) the target time for routine works be reduced from 8 weeks to 6 weeks.	HRM	Dec 2004	Included in Best Value Service Review (a) Completed February 2005 (b) Due to be submitted to P/H June 2006
18.	Recommend to the Housing Portfolio Holder that job evaluation be extended to the Building Maintenance DSO, as a recruitment and retention measure and to achieve the new response repair targets.	HWU	March 2004	Completed March 2004. Job evaluation process agreed and completed Nov 2005.
19.	Undertake a feasibility study to assess in detail the costs and benefits of a fully operational 12 hours repairs help line being introduced, with calls handled by the repairs section between 8.00am and 5.15 pm and by Careline between 5.15pm and 8.00pm	AHHS(M)	Dec 2004	Considered and abandoned by HMT Jan 2006 in light of future Corporate Contact Centre.
20.	(a) Retain the accompanied viewings process, subject to the following changes: (i) The introduction of set appointment dates which can be held earlier in the process; and (ii) Not undertaking heating improvements whilst properties are left vacant.	HRM/HNM	June 2004	(a) Completed March 2004

	<p>(b) Investigate the feasibility of undertaking accompanied viewings for properties that;</p> <p>(i) have previously had an accompanied viewing, but have been refused;</p> <p>(ii) are difficult to let; or require major repairs.</p> <p>(c) Investigate further ways of using the accompanied viewing process to help let difficult-to-let properties.</p>		<p>Sep 2004</p> <p>March 2005</p>	<p>(b) Completed April 2005</p> <p>(c) Multiple accompanied viewings taking place on difficult to let properties. Choice Based Lettings to be introduced in 2007/8</p>
21.	<p>(a) Recommend to the Housing Portfolio Holder that a Tenants' Repairs Scheme be introduced (including the replacement of fluorescent tubes in sheltered schemes) after the application of job evaluation to the Building Maintenance DSO, but that the scheme be suspended (or eligibility restricted to just elderly and disabled people) at any time when the scheme would detrimentally affect the Council's Repairs Service.</p> <p>(b) Produce and publicise a leaflet on the scheme when it is introduced.</p> <p>(c) Consider extending the scheme to cover leaseholders at a later date.</p>	HWU	Dec 2004	<p>(a) Completed August 2004</p> <p>(b) To do</p> <p>(c) To do</p>
22.	Make more information available about disabled adaptations to residents, setting out the responsibilities of the Council, procedures, targets, contacts in the form of a leaflet.	HAM	Dec 2004	To do
23.	Explore the feasibility of an OT being jointly employed between Housing Services, Environmental Services and Social Services to oversee all disabled adaptation and DFG requests within the District, subject to the approval of funding	AHHS(P&R)	April 2005	To do
24.	Recommend to the Cabinet that the budget for general and major disabled adaptations be increased to £300,000 (to be funded from a re-prioritisation of schemes within the Housing Capital programme) in order to reflect the increasing number of applications	AHHS(S)	April 2004	Completed July 2004. Reviewed again in 2005/6 and budget increased by 5% annually.
25.	Retain any Council properties receiving substantial major adaptations and generally only allocate them to applicants from the Housing Register with similar disabilities, in order to avoid the removal of the adaptations already provided	HNM	Dec 2004	Completed April 2004
26.	Set up partner frameworks with the voluntary sector organisations and the EFPCT to widen the scope of benefits for residents.	HAM	Dec 2004	To do

Appendix A – Five Year Capital Programme

	2005/06 Outturn £000	2006/07 Forecast £000	2007/08 Forecast £000	2008/09 Forecast £000	2009/10 Forecast £000	2010/11 Forecast £000	5 Year Total £000
Housing Revenue Account							
<i>Springfields, Waltham Abbey</i>	46	892	1,860	1,736	0	0	4,488
<i>Wickfields Conversion</i>	0	1,100	0	0	0	0	1,100
<i>Norway House Improvements</i>	23	127	50	50	50	50	327
<i>Communal TV Upgrade/Other</i>	0	92	78	90	0	0	260
Total Planned Maintenance	69	2,211	1,988	1,876	50		6,125
<i>Boiler Replacements</i>	240	351	300	300	300	300	1,551
<i>MVHR / Ventilation Installations</i>	10	198	40	40	40	40	358
<i>New Heating Upgrades</i>	560	560	360	420	450	400	2,190
<i>Rewiring - (Kitchens & Bathrooms)</i>	742	150	150	150	150	150	750
<i>Rewiring - (Heating)</i>	404	150	150	150	150	150	750
Central Heating/Rewiring Sub Total	1,956	1,409	1,000	1,060	1,090	1,040	5,599
<i>PVCu Double Glazing / Door replacement</i>	570	280	150	150	150	150	880
<i>Roofing</i>	537	438	600	550	650	600	2,838
<i>Drainage Works</i>	100	100	100	100	100	100	500
<i>Asbestos Removal</i>	50	115	115	115	115	115	575
<i>Door Entry</i>	48	170	110	118	80	80	558
<i>Energy Efficiency Works</i>	125	247	200	200	200	200	1,047
<i>Communal water tank renewals</i>	117	75	0	0	0	0	75
Total Other Planned Maintenance	3,503	2,834	2,275	2,293	2,385	2,285	12,072
<i>Broadway Balcony Replacements</i>	375	0	0	0	0	0	0
<i>Balcony Resurfacing</i>	0	25	25	25	25	25	125
<i>Structural Watercourse Improvements</i>	0	20	10	10	10	10	60
<i>48 & 49 Jubilee Court - Conversion</i>	0	95	0	0	0	0	95
<i>Parsonage Court - Conversion of Warden Accom.</i>	0	85	0	0	0	0	85
<i>1/1a Buxton Road - Conversion</i>	0	25	0	0	0	0	25
<i>Storm canopies to Sheltered Unit entrances</i>	25	0	0	0	0	0	0
<i>Miscellaneous Structural Works</i>	80	786	200	250	600	600	2,436
Total Structural Schemes	480	1,036	235	285	635	635	2,826
<i>Miscellaneous Gas Repairs</i>	9	0	0	0	0	0	0
<i>External Lighting Schemes</i>	2	5	5	5	5	5	25
Total Cyclical Maintenance	11	5	5	5	5	5	25
Small Capital Repairs	350	350	350	350	350	350	1,750
<i>Kitchen & Bathroom Replacements</i>	1,286	500	500	500	500	500	2,500
Total Cost Reflective Repairs	1,286	500	500	500	500	500	2,500
<i>Fencing</i>	0	15	15	15	15	15	75
<i>Environmental Improvements - Shops</i>	156	66	120	120	120	120	546
<i>Off Street Parking</i>	0	43	43	43	43	43	215
<i>Estate Environment</i>	30	100	100	100	100	100	500
<i>CCTV</i>	0	50	50	50	50	50	250
Total Non-Cost Reflective Repairs	186	274	328	328	328	328	1,586
<i>Welfare Heating</i>	22	50	50	50	50	50	250
<i>Other Disabled</i>	300	480	330	330	330	330	1,800
Disabled Adaptations	322	530	380	380	380	380	2,050
<i>Buckhurst Court - Patio (DDA)</i>	45	0	0	0	0	0	0
<i>Other</i>	78	0	60	60	60	60	240
Other Repairs & Maintenance	123	0	60	60	60	60	240
<i>Feasibilities</i>	10	15	15	15	15	15	75
<i>Housing DLO vehicles</i>	53	50	50	50	50	50	250
TOTAL HRA	6,393	7,805	6,186	6,142	4,758	4,608	29,499

Appendix B – 30 Year Capital Programme

**HOUSING (HRA) PORTFOLIO
30 YEAR CAPITAL PROGRAMME**

	Years 1-5 £000	Years 6-10 £000	Years 11-15 £000	Years 16-20 £000	Years 21-25 £000	Years 26-30 £000
1 Future Planned Maintenance	18,197	12,668	11,578	10,093	9,128	6,701
Roofing	2,838	4,130	4,133	2,500	1,000	1,778
Rewiring	1,500	1,491	768	750	350	250
Window & door replacement	880	1,185	748	2,893	4,078	325
Heating and boiler replacement	3,741	2,089	2,729	1,000	750	1,398
Asbestos removal	575	575	575	575	575	575
Drainage	500	500	500	500	500	500
Energy efficiency	1,047	1,250	750	500	500	500
General Improvements	6,125	1,000	1,000	1,000	1,000	1,000
Door Entry Security	558	148	75	75	75	75
Ventilation	358	250	250	250	250	250
Communal water tank replacement	75	50	50	50	50	50
2 Structural Schemes	2,826	500	500	500	500	500
3 Cyclical Maintenance	25	75	75	75	75	75
4 Small Capital Works	1,750	1,750	1,750	1,750	1,750	1,750
5 Cost reflective improvements	2,500	1,300	1,850	3,550	1,850	1,650
Kitchen & bathroom renewals	2,500	1,300	1,850	3,550	1,850	1,650
6 Non-cost-reflective repairs	1,586	1,500	1,500	1,250	1,000	1,504
7 Disabled Adaptations	2,050	2,550	3,050	3,550	4,050	4,550
8 Other repairs and maintenance	490	400	550	650	700	750
9 Feasibilities	75	75	75	75	75	75
10 Business Premises						
11 Less income						
TOTAL EXPENDITURE	29,499	20,818	20,928	21,493	19,128	17,555

Appendix C - No. of Non Decent Homes

	Base Year Failures 2001 (Business Plan)		*Current Failures 2006/07		All Current and Potential Failures 2010	
Fails Decent Homes	1627		393		1720	
Stock	7088		6632		6673	
Non-Decent homes as a % of total stock	22.95%		5.93%		25.78%	
Min. Fitness Standard	No. 8	£ 8,000	No. 0	£ -	No. 0	£ -
Key Building Components	688	1,140,100	547	1,476,700	2409	6,196,000
Walls	6	1,500	63	157,500	254	£635,000
Roof Cover	28	56,000	69	138,000	592	£1,184,000
Chimneys	1	400	7	2,800	21	£8,400
Heating	210	462,000	152	410,400	858	£2,316,600
Electrics	443	620,200	256	768,000	684	£2,052,000
Modern Facilities	1180	1,657,100	260	678,000	1019	2,200,000
Kitchens	513	923,400	79	316,000	81	£324,000
Bathrooms	667	733,700	181	362,000	938	£1,876,000
Thermal Comfort	459	573,750	142	142,000	142	142,000
TOTALS	2,327	3,378,950	949	2,296,700	3,570	8,538,000

* Current stock figure 1 April 2006



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