



Uttlesford District Council

Chief Executive: John Mitchell

Housing Board

Date: Tuesday, 27 January 2015
Time: 10:30
Venue: Committee Room
Address: Council Offices, London Road, Saffron Walden, CB11 4ER

Members: Councillors A Dean, M Felton, J Freeman, J Loughlin, J Menell, D Perry, V Ranger, J Redfern, J Rose, L Smith

AGENDA

- 1 Apologies for absence and declarations of interest.
- 2 Minutes of the meeting held on 13 November 2014 5 - 12
- 3 Matters arising.
- 4 HRA - Proposed Rent and Service Charge increase 2015-16 13 - 18
- 5 HRA Budget 2015-16 19 - 36
- 6 Draft Housing Strategy 2015-18 37 - 84
- 7 Development update - verbal

- 8 Regulatory Panel update - verbal
- 9 Performance Report - Quarter 2 2014-15 July-September 85 - 96
- 10 Any other items which the Chairman considers to be urgent
- 11 Date of next meeting

For information about this meeting

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HOUSING BOARD held at HATHERLEY COURT SHELTERED HOUSING COMPLEX at 10.30am on 13 NOVEMBER 2014

Present: Councillor Perry (Chairman)
Councillors A Dean, M Felton, J Freeman, J Loughlin, J Menell, V Ranger, J Redfern and J Rose.

Also present: Mrs Daphne Cornell (Tenant Forum representative), Mrs Effie Rogers (Tenant Regulatory Panel).

Officers in attendance: S Baxter (Housing Enabling Officer), P Evans (Housing Business and Performance Manager), F Gardiner (Anti-Social Behaviour and Housing Management Co-Ordinator), E Horner (Accountant), D Malins (Housing Development Manager), R Millership (Assistant Director Housing and Environmental Services), A Rees (Democratic and Electoral Services Officer), J Snares (Housing Needs and Landlord Services Manager) and S Wood (Housing Strategy Manager).

HB12 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillor Smith, Mr Parish and Mr Baker.

Councillor Ranger declared a non-pecuniary interest as a tenant of the Council.

Councillor Rose declared a non-pecuniary interest as he lived in affordable housing.

HB13 APPOINTMENT OF A NEW CHAIRMAN

Councillor Ranger stepped down from his role as Chairman following his appointment as the Cabinet Member for Communities and Partnerships.

Members agreed to appoint a chairman on a temporary basis until a new Deputy Member for Housing was appointed to Cabinet.

Councillor Perry was nominated and duly appointed as Chairman of the Housing Board.

HB14 MINUTES OF THE MEETING HELD ON 22 JULY 2014

The minutes were signed by the Chairman as a correct record.

HB15 MATTERS ARISING

(i) Minute HB3 – Environmental Improvements

Councillor Ranger asked about the issues with the efficiency ratings of the Moat HA housing in Leaden Roding. Councillor Redfern said the issues were being dealt with.

(ii) Minute HB3 – Environmental Improvements

In response to a question by Councillor Dean about achieving energy use parity, Councillor Ranger said the objective was to provide parity of unit energy costs across the Council's stock.

The Assistant Director Housing and Environmental Services said there was widespread energy rating disparity amongst the Council's stock, which was now being addressed through various energy saving measures.

HB16 TENANTS' REGULATORY PANEL

Mrs Rogers gave a verbal update on recent work carried out by the Tenants' Regulatory Panel. She said following the Panel's review into void properties, the Council had implemented eleven of the twelve recommendations suggested by the Panel. The Panel's next project would be a review of the sheltered housing service standards.

Mrs Cornell said the Panel had been nominated for the best new Tenant Scrutiny Panel at the National Scrutiny awards and she attended the awards ceremony on behalf of the Panel. Although the Panel did not win, they were proud to be nationally recognised for their work.

Members congratulated the Panel on their achievement.

HB17 DEVELOPMENT UPDATE

(i) Catons Lane

The Housing Development Manager said planning permission had been granted in October for six houses. These would replace a number of garages, most of which were derelict. Development of the site was now out for tender and it was hoped work would start in March, with a handover by the end of next year.

In response to questions by Members, the Housing Development Manager said the site was enclosed and therefore six houses worked more effectively than eight, and would still provide accommodation for the same number of people. Affordable Housing Grant was not being used for this development as it could not be used in addition to money available for Right to Buy.

Members discussed how the allocation of housing grant and right to buy funding worked. Members agreed that a workshop on funding of housing

developments should be arranged and that all members of the Council should be invited.

(ii) Mead Court

Members received an update from the Housing Development Manager. Phase 1 of the development was progressing well, with the proposed handover taking place on 10 December. There would be a handover ceremony which Members would be invited to once a date had been finalised.

In response to a question by Councillor Loughlin, the Housing Development Manager said the scheme had been delayed for three weeks as asbestos had been found. The developer had paid all of the costs associated with its removal.

Councillor Dean asked how the address names were to be decided. The Assistant Director Housing and Environmental Services said discussions would take place with the Parish Council once other parts of the sites had been demolished. The current build site was adjoining Cannons Mead, so it was likely the re-developed units would take the same name.

(iii) Reynolds Court

The Housing Development Manager said the site comprised 31 apartments, most of which were bedsits. These bedsits were regularly refused as accommodation and this resulted in rent loss throughout the scheme. Facilities throughout the scheme were of a poor quality, although the scheme was in an excellent location with good public transport links and had easy access to local facilities.

Tenants were supportive of the scheme and wanted re-development to take place in two phases. Newport Parish Council was also positive about the re-development. Following the consultation, the design for the appearance of the building had been altered.

The aim was to submit the re-development plans to the Planning Committee in February so that work could begin in July.

Members discussed design aspects of the sedum roof. The Housing Development Manager said a barrel roof was necessary as the scheme was three stories high and an ordinary roof would be too visually obtrusive. Councillor Ranger explained that sedum roofs were waterproofed and were designed to provide effective drainage.

Councillor Rose said the consultation process had proven to be really productive and was pleased that changes had been made in response to the consultation. He asked what was being done to minimise disruption to the general public during re-development.

The Housing Development Manager said the contractor chosen would have a proven track record on similar developments and would have a liaison officer. There was also the possibility of extra parking provision being provided for the general public.

The report was noted.

(iv) Hatherley Court

Members received information about the proposed re-modelling of Hatherley Court. The Housing Development Manager said currently the scheme comprised 26 one bedroom units. All of them had poorly designed kitchen areas and a number of units had bedrooms which were too small. The scheme also lacked a purpose built scooter store and did not have a reception area, or an easily identifiable entrance.

The Housing Development Manager said the Planning Committee had given permission for the re-modelling to take place. Re-modelling would include the installation of wet rooms, Juliet balconies for each unit and the removal of one flat on the ground floor so the common room could be relocated. Works would also make the entrance clearer and would provide a net gain of one unit on the site.

Members discussed the layout of the garden area. Councillor Loughlin suggested altering the pathway to make the garden area more appealing. Following discussions about the garden area of the scheme, members agreed that tenants should be consulted about the design of the garden.

The report was noted.

(v) Radwinter Road

The Housing Development Manager said the site was the affordable housing element of a larger development. This was the result of a Section 106 agreement, which stated that land had to be made available, for nil cost, for a 60 unit Extra Care Scheme.

In order to deliver the scheme, the Council was working with one of its Registered Providers, East Thames Housing Association which was leading the project. Currently the proposals would provide a 73 bed Extra Care Scheme, which would all be self-contained, fully accessible and energy efficient.

So far funding had been secured from the following sources:

- Essex County Council - £983,000
- Uttlesford District Council - £500,000 (commuted sum)
- HCA Funding NAHP 2015/18 - £1,217,000
- East Thames HA recycled grant - £500,000

- East Thames HA internal profit - £600,000

The scheme was expected to cost around £12,000,000 and funding for the remaining cost of the scheme would be provided by the East Thames Housing Association development loan facility.

Although East Thames Housing Association would manage the scheme, the Council would have nomination rights to the affordable housing element meaning that all residents in the affordable housing units would come from the Council's housing register.

The report was noted.

(vi) Housing Association Development

Members received information about the Affordable Housing Development Programme 2014-15. The Housing Strategy Manager said the following schemes were expected to be completed by the end of the current financial year:

- Hampit Road, Arkesden
- Land adjacent to Jogneys Meadow, Chrishall,
- Broomfields, Hatfield Heath
- Ashdon Road PHASE 2, Saffron Walden
- Mead Court Phase 1, Stansted Mountfichet
- Rochford Nurseries/ Forest Hall Park, Stansted Mountfichet
- Wedow Road, Thaxted

The scheme at Maple Road, Wimbish had now received planning permission. Work was expected to start in spring next year.

An information event was due to be held in Newport about the Rural Exception Scheme that was going to be built. There would be up to thirty-five houses in the scheme and residents would be able to register their interest in one of the affordable homes.

The report was noted.

HB18

ANTI-SOCIAL BEHAVIOUR POLICY AND PROCEDURE

Members considered a report on the Council's anti-social behaviour policy and procedure. The Anti-Social Behaviour and Housing Management Co-Ordinator said some changes had been made to the draft following a training day. It had been suggested that tenants signed an Anti-Social Behaviour contract.

Following questions by Councillor Dean, the Anti-Social Behaviour and Housing Management Co-Ordinator said the action taken had to be decided on a case by case basis. Furthermore, some complaints would be dealt with under other policies and by other departments such as Environmental

Services. In some cases, departments would work with each other in order deal with a case.

Councillor Perry noted that the Council had worked in conjunction with the Police on numerous occasions. This had proven to be effective and had resulted in a number of cases being resolved.

Members discussed the terminology used with paragraph 6.3 Acceptable Behaviour Contracts (ABC), as some words were open to many different interpretations. The Anti-Social Behaviour and Housing Management Co-Ordinator told members that wording such as “offensive” did not need to be included in every contract, but did provide a framework for complaints to be made against.

Members agreed to amend the wording in paragraph 4 of the Anti-Social Behaviour Policy to ensure the phrasing “alleged perpetrator” was used. Councillor Perry proposed the Anti-Social Behaviour Policy and Procedure was recommended to Cabinet, subject to the agreed amendments.

AGREED to recommend to Cabinet the Anti-Social Behaviour and Policy and Procedure for approval, subject to the agreed amendments.

HB19

HOUSING ALLOCATIONS POLICY

Members considered a report on the Council’s Housing Allocations policy. The Housing Needs and Landlord Services Manager said the Council was looking to alter its Housing Allocations Policy following further guidance issued by the Government following the Council’s adoption of its current policy in 2013.

The draft policy would mean that applicants would have to demonstrate a close local connection in order to meet the eligibility criteria. This would lead to a small number of people no longer being eligible, although the vast number of people on the housing register would meet the proposed criteria.

Councillor Dean suggested that paragraph 5.2.i should be rephrased so that university students did not need to have lived in the district for three continuous years before they moved to university. Whilst studying at university, students should still be considered as living within the area. The Housing Needs and Landlord Services Manager agreed to rephrase the paragraph to reflect this.

Members considered the implications of the proposed policy on direct letting and whether direct letting would be appropriate in certain circumstances. The Housing Needs and Landlord Services Manager informed members that direct letting could not be a part of the Housing Allocations Policy as direct letting was not compatible with a choice based letting system. Appendix 1 had been amended to include an extra sentence on general needs and to remove the sections on “Applicants with a medical or social need for a larger

property” and “Extra rooms for carers”. She would e-mail the final draft to members before it was sent to Cabinet for approval.

AGREED to recommend to Cabinet the Housing Allocations Policy, subject to the amended version being circulated for final comment.

HB20

HRA BUSINESS PLAN FINANCIAL REVIEW

Members considered a report on a financial review of the Housing Revenue Account Business Plan. The Assistant Director Housing and Environmental Services said the HRA Business Plan financial review included the cost of all current projects. The Plan was reviewed on an annual basis to ensure its resilience and ability to deliver the Council’s objectives. There would be a funding shortfall in years 4 and 5 if all proposed schemes were to proceed within projected time frames and there may be a need to stagger or re-prioritise some projects.

In response to a question by Councillor Dean, the Assistant Director Housing and Environmental Services explained income had been calculated based on assumptions about formula rents as the primary measure for rent setting. The Government had now suggested using the CPI measure of inflation to determine rent levels. The decision on whether to use CPI or to continue to rent set in line with the councils rent setting policy would have to be discussed during the rent setting process.

The report was noted.

HB21

HOMELESSNESS UPDATE

Members received information from The Housing Needs and Landlord Services Manager about homelessness. Homelessness figures had risen in quarters 1 and 2 of 2014/15, having dropped in quarter 4 of 2013/14. The number of customers who received in-depth housing advice for the first six months of 2014/15 was almost equal to the entirety of 2013/14.

In response to questions by members, the Housing Needs and Landlord Services Manager said environmental services helped to identify empty properties.

The report was noted.

HB22

HOUSING STRATEGY/ HOUSING CONFERENCE

The Housing Strategy Manager gave a verbal report on the Housing Strategy and Housing Conference. The conference had comprised of a number of presentations and workshops. Following the conference, the next

steps were to finish the consultation and complete the draft of the Housing Strategy.

Members thanked officers for their work in organising the conference. Councillor Perry said the conference had been very informative and provided a good forum for discussion on the Housing Strategy.

HB23

DATE OF NEXT MEETING

The date of the next meeting would be 27 January 2015.

It was agreed that the possibility of holding the next meeting at another external venue would be explored.

The meeting ended at 12.35pm.

Committee: Housing Board

Agenda Item

Date: 27 January 2015

4

Title: Housing Revenue Account - Proposed Rent and Service Charge increase 2015/16

Author: Roz Millership – Assistant Director Housing and Environmental Services Item for decision
Angela Knight – Assistant Director Finance

Summary

1. This report sets out the proposed 2015/16 Housing Revenue Account (HRA) options for increases in HRA dwellings rent level.
2. This report sets out the proposed 2015/16 Housing Revenue Account (HRA) increase in garage rent.
3. This report sets out the proposed 2015/16 Housing Revenue Account (HRA) for increases in service charges.
4. The recommendations will be discussed by the Tenants forum on 22 January 2015.
5. The Housing Board and Tenants forums recommendations will be reviewed by Scrutiny Committee (10 February 2015) prior to approval by Cabinet (17 February 2015) and referral to Full Council on (26 February 2015).

Recommendations

6. The Housing Board is requested to recommend to Cabinet for approval the preferred option for increases in the HRA dwelling rent as per the options below:

Option 1 - New government guidelines recommended increase of CPI + 1%

Option 2 - Increase of CPI + 2%

Option 3 - The Council's current Rent and Service Charge Setting Policy was adopted in January 2013 with annual increases at RPI + £2 + 0.5% for dwellings not yet converged to formula rent and RPI + 0.5% for dwellings currently at formula rent.
7. The Housing Board is requested to recommend to Cabinet for approval the increases in garage rent and service charges as detailed below:
 - Garage rents are increased by RPI of 2.3%.
 - Heating, Service and Sewerage charges are increased in line with actual costs.
 - Service charges for common services in sheltered schemes continue to be subsidised for tenants at 31st March 2012 who are not in receipt of housing benefit. Subsidy reducing by 25% annually.

- Charge for Sheltered support services is increased by RPI of 2.3%
- Sheltered support services for tenants as at 31st March 2003, who are not eligible for supporting people grant, continue to receive transitional relief protection
- Lifeline basic charge is increased by RPI of 2.3%

Financial Implications

8. The relevant financial implications are included in the body of the report

Background Papers

9. None

Impact

10.

Communication/Consultation	The rent setting policy was approved by Housing Board on 20 th November 2012 and Cabinet on 13 th December 2012.
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

Background

11. **National social rent policy** – As reported to the Housing Board in November, the Government has recently confirmed a number of key changes introduced from April 2015 as part of the outcome to the Rent Policy Consultation, summarised in a document called 'Rents for Social Housing from 2015/16' with associated CLG Guidance issued alongside.

The key changes are:

- A change in the inflationary rate used as part of the rent review each year, with a move for both actual and target rents from the historic inflationary rate of RPI (Retail Price Index) plus 0.5% to the use of CPI (Consumer Price Index) plus 1%, for the 10 year period from 2015/16 to 2024/25.
- Cessation of the rent convergence policy for existing tenants from 2015/16.

- Assumption that authorities will move the rent levels for all properties directly to target rent when a property becomes void, thus still achieving rent convergence, but over a longer time frame.
- Assumption that new homes will be let at the higher 'Affordable Rents' of up to 80% market rent levels (inclusive of service charge), if the authority has a Framework Development Agreement in place, or has entered into a Retention Agreement for the ability to retain right to buy receipts.
- Assumption that the rent for properties where the household income exceeds £60,000 per annum should be set at full market rent levels.

It is not clear whether the Government will implement some form of rent-setting mechanism to prevent councils from increasing rents by more than CPI plus 1% as there is currently no such mechanism in place. This theoretically presents the council with some possible options for rent increases for 2015-16, within current limit rents, although it should be noted that the Government may well take action to close off any course of action other than a CPI plus 1% increase.

The financial impact of proposed rent increases following new guidance is modelled below in 3 options. **Options include:**

1. Assume rents will increase by CPI plus 1% as in the new guidance
2. Assume rents will increase by CPI plus 2% (alternative strategy)
3. Continue to assume a "rent convergence" policy, in which case many of the Council's rents would expect to converge in 2015-16

Financial Impact of Proposed Rent Increases

12.Option 1 – CPI +1%

Total Average Weekly Rent – 2015/16 (£)	Total Average Weekly Rent – 2014/15 (£)	Average weekly Increase (£)
100.60	98.65	2.33

Impact on tenants

The average weekly rent increase will have the following impact on the HRA's tenancies (excluding Affordable Rents and Temporary Accommodation):

- All 2,813 tenancies has a rental increase below £3
- 714 of these tenancies has a rental increase below £2
- An average rental increase of 2.2%

13. Option 2 – CPI +2%

Total Average Weekly Rent – 2015/16 (£)	Total Average Weekly Rent – 2014/15 (£)	Average weekly Increase (£)
101.39	98.65	2.74

Impact on tenants

The average weekly rent increase will have the following impact on the HRA's tenancies (excluding Affordable Rents and Temporary Accommodation):

- 6 tenancies has a rental increase greater than £4 (max £4.09)
- 1,675 tenancies has a rental increase greater than £3 but less than £4
- 889 tenancies has a rental increase greater than £2 but less than £3
- 243 tenancies has a rental increase below £2 (min £0.86)
- An average rental increase of 3.0%

14. Option 3 – RPI + 0.5% + (£2)

Total Average Weekly Rent – 2015/16 (£)	Total Average Weekly Rent – 2014/15 (£)	Average Increase (£)
101.94	98.65	3.29

Impact on tenants

The average weekly rent increase will have the following impact on the HRA's tenancies (excluding Affordable Rents and Temporary Accommodation):

- 185 tenancies has a rental increase greater than £5 (max £5.43)
- 838 tenancies has a rental increase greater than £4 but less than £5
- 835 tenancies has a rental increase greater than £3 but less than £4
- 704 tenancies has a rental increase greater than £2 but less than £3
- 251 tenancies has a rental increase below £2 (min £0.86)
- An average rental increase of 3.5% (max 5.5% and min 0.7%)

15. Financial Impact on Annual Rental Income

	Annual Rental income (£m)	Rental Increases (£m)
Option 1 (CPI + 1%)	14.71	
Option 2 (CPI + 2%)	14.83	0.12 (£120,000)
Option 3 (RPI + 0.5% + (£2))	14.91	0.20 (£200,000)

Options 2 and 3 will result in additional income for the HRA. Whilst increased income could potentially assist in delivering more affordable housing within the HRA, the higher rents required to generate this income would place an additional burden on tenants at a time when welfare reform continues to impact on families, in many instances significantly.

16. Garage Rents

The Council manages a total of 545 garages, of these 307 are rented by private residents. The annual proposed rental increase is by RPI of 2.3% (as at September 2014). The current rent is £9.41 and increasing to £9.63 (excluding VAT) for 2015/16.

17. Sheltered/Lifeline Charges

Tenants are offered 3 levels of sheltered support service, Bronze, Silver and Gold; these have been increased in line with RPI at 2.3%.

Tenants as at 31st March 2003 paying sheltered support service charges and ineligible for supporting people grant assistance continue to receive transitional relief protection funded by the HRA.

Service Level	Charge for 2014/15 (£)	Proposed Charge for 2015/16 (£)
Gold	16.26	16.63
Silver	14.39	14.72
Bronze	11.51	11.77

18. Lifeline Charges

Lifeline charges were introduced in 2013/14 on a tiered level 1, 2 and 3. The basic charge for the service is £4.07 per week and this is proposed to be increased at the September 2014 RPI of 2.3%. The enhancement of the basic service will remain at £1 per extra enhancement.

- Basic level - £4.07 per week increasing to £4.16 per week

- Extra sensors (up to 4) - £1
- Evening and Weekend response - £1

19. Heating, Service and Sewerage Charges

The Council manages leasehold and freehold properties where service and sewerage charges are payable and these will continue to be calculated in line with actual costs.

General needs and sheltered housing service charges are calculated on the same basis as Leasehold/freehold properties.

Heating charges will be calculated in line with actual costs.

Service charges for tenants as at 31st March 2012 in sheltered accommodation and not in receipt of Housing Benefit will continue to be partially subsidised from the HRA. It is recommended that the subsidy for these charges is reduced by 25% annually.

20. Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
There is a risk to the viability of the Housing Revenue Account Business Plan if rent levels do not increase in line with estimations when the plan was produced	3 – new guidance recommends the cessation of the rent convergence policy for existing tenants from 2015/16	3 – some programmes of work may need to be delayed or re-profiled	Work with the tenant forum and the housing board to identify what programmes of work can be re-profiled

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Committee: Housing Board

Agenda Item

Date: 27 January 2015

5

Title: Housing Revenue Account 2015/16 Budget and 5 year Business Plan Strategy

Author: Roz Millership – Assistant Director Housing and Environmental Services Item for decision
Angela Knight – Assistant Director Finance

Summary

1. This report sets out the following:
 - A proposed Housing Revenue Account(HRA) budget and reserves position for 2015/16
 - A proposed 5 year financial forecast for the period from 2015/16 to 2019/20
2. The Housing Board is required to determine its recommended 2015/16 budget and medium term financial forecast for consideration by the following:
 - This report was presented at Tenants forum on the 22 January 2015
 - Scrutiny 10 February 2015
 - Cabinet 17 February 2015
 - Full Council 26 February 2015

Recommendations

3. Housing Board is requested to recommend to Cabinet for approval
 - 2015/16 Budget as set out in the report
 - The use of headroom funds for Business Plan Projects
 - The working balance and allocation of earmarked reserves

Financial Implications

4. These are included in the body of the report

Background Papers

5. None

Impact

Communication/Consultation	None
Community Safety	None
Equalities	None
Health and Safety	None

Human Rights/Legal Implications	None
Sustainability	Affordable rent levels and appropriate housing supply are an important factor in the sustainability of local communities and in particular rural communities
Ward-specific impacts	None
Workforce/Workplace	None

Background

6. The HRA budget for 2015/16 reflects the service arrangements and investments in relation to the council's housing services for the fourth year under 'Self Financing'.
7. The new financial arrangements enable the service to stand alone financially and take 'local' decisions for housing services.
8. The Council's overall aims and objectives for housing services over a 30 year period is reflected in the HRA Business Plan which was approved by Housing Board in January 2012. The HRA Business Plan is reflected in these budget proposals.
9. The Business Plan has been framed in the light of:
 - Estimated rental income in line with the Government's guidance at the time
 - Appropriate capital investment in maintaining the quality of the housing stock through planned maintenance and replacement works
 - The new build programme
 - One for one replacement of Right to Buy sales
 - Servicing and repaying debt so that new borrowing is available for future maintenance works or investment in further new build schemes
 - Remodelling and modernising sheltered housing schemes.
10. The dwelling rental income has been included in this report based on the Central Government Guidelines issued on HRA dwelling rental increases at CPI + 1%. This gives an average rental increase of 2.2%.
11. Income and expenditure is budgeted on an incremental and inflationary basis to reflect the financial and operational needs of the housing service, using 2014/15 as a base.
12. The HRA budget is detailed in Appendix A.

Housing Revenue Account Budget 2015/16

13. The budget identifies a net operating surplus of £3,498,000 made up of total income of £15,715,000 and total expenditure of £12,217,000. The surplus has been allocated to fund agreed projects as detailed in the Business Plan.

14. The supporting people grant is currently under review by Essex County Council and if this grant funding ceased this would put an added burden on the HRA revenue costs. The loss of this funding equates to approximately £185k and it would need to be considered as to whether this would be funded by the HRA in future years or the cost transferred to the tenants in receipt of this support.

The tables below give a breakdown of the budget and associated variances.

Budget Summary

	2014/15 Restated Budget £' 000	2015/16 Original Budget £' 000	Increase / Decrease (-) £' 000
Dwelling Rents	(14,390)	(14,672)	(282)
Other income	(1,000)	(1,043)	(43)
Income	(15,390)	(15,715)	(325)
Housing Finance & Business Management	503	414	(89)
Housing Maintenance & Repairs Service	2,872	3,109	237
Housing Management & Homelessness*	865	919	54
Expenditure Direct Services	4,240	4,442	202
Capital Repairs	3,261	3,455	194
Interest on HRA Loan	2,625	2,625	0
Pension Cost	85	20	(65)
General Fund Recharge	1,464	1,372	(92)
Bad Debt Provision	150	250	100
Supporting People	53	53	0
Pay Award	20	0	(20)
Other Costs	7,658	7,775	117
Total Expenditure	11,898	12,217	319
Operating (Surplus)	(3,492)	(3,498)	(6)
Working Balance	0	0	0
Allocation of Headroom	3,492	3,498	(6)
Total	0	0	0

**This is the management cost of the service rather than the actual service cost for homelessness which is funded from the General Fund Account.*

Dwelling Rents

Further details of the rent calculation are available in the accompanying 'Rent and Service Charges' report, agenda item 4.

Average weekly rent 2014/15	Average weekly rent 2015/16	Average weekly increase	Average weekly % increase
£98.65	£100.60	£2.33	2.2%

Budget Movements

	Inflation £' 000	Service Investment £' 000	Efficiencies £' 000	Adjustments £' 000
Rates and Property charges	(275)			
Business & Performance			(43)	
Estate Maintenance				150
Common Services Flats				(34)
Housing Services		44		
Property Services		30		(176)
Housing Repairs	(26)	225		26
Sheltered Housing	(13)			(17)
Other Costs				117
Other Minor Variances (net)				(14)
Total Budget movements	(314)	299	(43)	52

Variations (Greater than £10,000)

	Variance £'000	Reason for variance
Dwelling Rents income	(282)	Increased income due to inflationary uplift
Property Services	(157)	Post transferred to Housing Repairs as part of the staffing restructure (contra variance below)
	(20)	Feasibility study costs now capitalised
Service Charges and Facilities	(19)	Additional income is being received from the new Welfare Garden Schemes
	(39)	Additional income relates to the inflationary increase in housing repairs charges
Business and Performance Staffing	(43)	Post transferred to CSC, this will be reflected in the recharge calculation to General Fund
Common Services Flats	(34)	Budget realigned to reflect current usage
Housing Repairs	182	Increase in staffing costs due to restructure of the repairs team
	60	Increase in planned works and ad-hoc repairs
Estate Maintenance	150	Increase in expenditure for works on estate access roads
Housing Services	44	0.5fte ASBO post moved from General Fund to HRA
Property Services	30	Consultancy costs due to increase workload for new build schemes
Garage Rents	26	Income reduction due to redevelopment of sites
Bad debt provision	100	The introduction of Universal Credit in 2015/16 increases the risk to the council of tenants falling into rent arrears. Bad debt provision has been increased in anticipation of this
Depreciation	73	This is the proxy charge as set out in the business plan
	21	Increased due to IT asset investment in 2014/15
Impairment	100	Market value of the Council's garages has fallen below the original purchase price
Recharge from General Fund	(92)	Net effect of apportionment of central services cost

Pension Cost	(66)	Deficit 3 year payment deal offered discounts for upfront payment and so no payment in 15/16 or 16/17
Pay award	(20)	This is now incorporated into the salary budget as per the 2015/16 pay award agreed in January 2015

Movement in Reserves

Reserve	2014/15				2015/16		
	Opening Balance	Use of Reserves	Additions to Reserves	Closing Balance	Use of Reserves	Additions to Reserves	Closing Balance
Working Balance	680	(154)	304	830			830
Major Repairs (note 1)	91	(3,227)	3,261	125	(3,334)	3,355	146
Change Mgt.	200	(11)		189			189
Revenue Projects	60			60			60
Sheltered Housing (note 2)	318		100	418	(179)		239
Potential Projects (note 3)	800			800	(620)		180
Capital Projects (note 4)	1,223	(430)	83	876	(514)		362
Additional Resource	0		1,047	1,047	(61)		986
Total	3,372	(3,822)	4,795	4,345	(4,708)	3,355	2,992

Notes to the reserves:

Note1 – The major repairs reserve is used for planned repair works

Note 2 – The Sheltered Housing reserve shows the anticipated drawdown for Reynolds Court and Hatherley Court.

Note 3 – The Potential Projects reserve is being used for the development of 6 new social houses

Note 4 – The Capital Projects reserve is for general schemes

More details of the HRA projects/schemes; the expenditure and financing over the next 5 years can be found in the Capital Programme (Appendix B) and Capital Financing (Appendix C)

HRA Business Plan and 5 Year Strategy

15. The Housing Service prepared a 30 year HRA Business Plan in line with the Self-Financing Agreement; from this business plan a 5 year working plan has been extracted detailing specific priorities/projects up until 2018/19. This is a rolling programme and is continuously updated.
 - Appendix B – details all planned projects for the 5 year period 2015/16 – 2019/20
 - Appendix C – identifies the capital financing for the period 2015/16 – 2019/20
16. The capital programme shows in 2016/17 that we no longer have any reserves or external funds to finance the current capital programme. The shortfall in financing of £737,000 will be met by internal borrowing and is within the restrictions of the HRA debt cap. The capital programme will continue to be monitored carefully to ensure that any opportunities or efficiencies are explored and implemented as appropriate.
17. The planned transfer of 8 Temporary Accommodation units (4 Mead Court, Stansted and 4 Burnt Villas, Takeley) from the HRA to the General Fund has been planned in 2014/15. The release of funds for this transaction has been built into the capital financing programme and will help support the planned programme of works.
18. A 5 year budget forecast summary table, Appendix D, shows that the HRA budgets over the medium term and the HRA is fully able to meet loan payments and manage the projects in the business plan along with providing a consistent level of services to residents.
19. The authority is continuing to deliver a significant programme of investment in the first five years of the HRA business plan - the largest investment in the stock, new development and the service for many years. To date the Council has made around £19 million of investment since the introduction of self-financing to improve the standard and availability of council housing. Progress with the priorities identified in the HRA business plan is attached in Appendix E. In summary as a landlord the council has delivered the following:
 - Developed a housing asset management and development strategy
 - Improved the information on the housing stock
 - Decent homes – all housing stock now meets this national standard
 - Completed 8 new build Council houses at Holloway Crescent
 - Mead Court development on site and progressing well
 - Catons Lane, Saffron Walden – redevelopment of a garage site with 6 houses. Planning permission secured. Start on site anticipated for March 2015
 - Hatherley Court, Saffron Walden – Remodelling of existing sheltered scheme. Planning application submitted. Start on site programmed for November 2015

- Reynolds Court, Newport – new build redevelopment of existing sheltered scheme. Planning application submitted December 2014. Start on site programmed for July 2015
- Successful delivery of the investment programme including the delivery of environmental improvements
- Implemented and improved integrated monitoring, response and maintenance service for sheltered schemes and Lifeline users
- Reviewed Housing Allocations Scheme to prioritise those with a local connection
- Developed a new Anti-social Behaviour Policy
- Introduced fixed term tenancies
- Developed a Housing Regulation Panel to scrutinise the performance of the Housing Service and to undertake service reviews
- Re-launched the tenant participation service under the ‘Get Involved’ banner

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Changes in legislation may alter the assumptions contained in the proposed 2015/16 Budget and HRA Business Plan	2	2	Prudent budget management and assumptions are built into the budget predictions. This is supported by the minimum operational balance and earmarked reserves to provide a short term contingency
Rent arrears increase	2	2	The introduction of Universal Credit in 2015/16 increases the risk of arrears. Increased officer support to tenants was put in place in 2013/14 and this resource will be used to help support tenants in difficulty
Cut in Supporting People (SP) Grant	3 – ECC are proposing that tenants self-fund	3 – tenants in receipt of SP will need to fund their support services	Increased officer support for those tenants affected - will need help with their finances
Failure to deliver major housing and development projects	2 – the council has an ambitious development programme	3 – schemes do not progress	Robust project planning and resources aligned to deliver projects

Increase in interest rates	1 – not anticipated that rates will increase in the next year	3 – increase in loan repayment	Prudent budget management. To closely manage the situation with the support of our Financial Consultants, Arlingclose and consider fixed rate alternatives
Increases in Right to Buy discounts present a risk as the Council may be unable to replace stock at the same rate as sales	2 – Sales are already higher than estimated in the business plan	2 – Repayment of capital receipt to government	Continuous review of the Business Plan and possible options for new build housing

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Appendices

Appendix A – 2015/16 Summary Budget

Appendix B – Capital Programme (5 year)

Appendix C – Capital Financing Requirement (5 year)

Appendix D – 5 year Budget Summary (2015/16 – 2019/20)

Appendix E – Action Plan/Progress/Priorities

APPENDIX A
HRA Budget Summary 2015/16

£'000	2014/15 Original Budget	2014/15 Restated Budget	2015/16 Original Budget	Increase / (Decrease)
Housing Revenue Income				
Dwelling Rents	(14,390)	(14,390)	(14,672)	(282)
Garage Rents	(210)	(210)	(184)	26
Other Rents etc	(3)	(3)	(3)	0
Charges for Services & Facilities	(777)	(777)	(835)	(58)
Contributions towards Expenditure	0	0	0	0
Investment Income	(10)	(10)	(21)	(11)
TOTAL INCOME	(15,390)	(15,390)	(15,715)	(325)
Housing Finance & Business Management				
Business & Performance Management	467	467	378	(89)
Rents, Rates & Other Property Charges	36	36	36	0
	503	503	414	(89)
Housing Maintenance & Repairs Service				
Common Service Flats	275	275	241	(34)
Estate Maintenance	141	141	293	152
Housing Repairs	1,935	1,935	2,190	255
Housing Sewerage	49	49	54	5
Newport Depot	12	12	11	(1)
Property Services	460	460	320	(140)
	2,872	2,872	3,109	237
Housing Management & Homelessness				
Housing Services	253	253	324	71
Sheltered Housing Services	612	612	595	(17)
	865	865	919	54
Total Service Expenditure	4,240	4,240	4,442	202
Other Costs				
Depreciation - Council Dwellings (transfer to MRR)	3,136	3,136	3,209	73
Depreciation - Other Assets (transfer to MRR)	125	125	146	21
Impairment - Other Assets	0	0	100	100
Bad Debt Provision	150	150	250	100
Supporting People	53	53	53	0
Recharge from General Fund	1,211	1,211	1,138	(73)
HRA Share of Corporate Core	253	253	234	(19)
Interest/Costs re HRA Loan	2,625	2,625	2,625	0
Pension Costs - Added Years	19	19	20	1
Pension Costs - Deficit	198	66	0	(66)
Pay Award	20	20	0	(20)
Total Non-Service Expenditure	7,790	7,658	7,775	117
TOTAL EXPENDITURE	12,030	11,898	12,217	319
OPERATING (SURPLUS)/DEFICIT	(3,360)	(3,492)	(3,498)	(6)
Funding of Capital Programme from HRA				
Funding of Action Plan Capital Items	1,597	2,147	4,811	2,664
Funding of Capital from Revenue	1,097	1,097	0	(1,097)
	2,694	3,244	4,811	1,567
Transfers to/from(-) Reserves				
Capital Projects	0	(550)	(514)	36
Change Management Reserve	0	0	0	0
Potential Developments	0	0	(620)	(620)
Sheltered Housing Reserve	798	798	(179)	(977)
Working Balance	(132)	0	0	0
	666	248	(1,313)	(1,561)
Total Use of Reserves/Funding	3,360	3,492	3,498	6
(SURPLUS)/DEFICIT	0	0	0	0

APPENDIX B

HRA Capital Programme – 5 Year Forecast

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	
HRA FUND	Current Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Total
	£	£	£	£	£	£	£
HRA Capital Repairs	3,968,000	3,260,000	3,060,000	3,255,000	3,345,000	3,295,000	20,093,000
UPVC Fascia's and Guttering	500,000	140,000	100,000	100,000	100,000	100,000	1,040,000
Cash Incentive Scheme Grants	50,000	150,000	50,000	50,000	50,000	50,000	400,000
Light Vans Replacement programme	0	0	0	102,500	96,400	0	218,900
Holloway Crescent Final costs	0	0	0	0	0	0	30,000
New builds							
Unidentified Sites	295,000	0	586,000	900,000	600,000	600,000	2,898,000
Catons Lane	30,000	827,000	0	0			930,000
Mead Court - New Build/Redevelopment	3,741,000	0	0	0	0	0	3,741,000
Reynolds Court	205,000	2,350,000	4,200,000	620,000	0	0	7,375,000
Hatherley Court	60,000	864,500	897,500	0	0	0	1,822,000
Walden Place	10,000	0	0	0	0	0	20,000
Unidentified Sheltered Schemes	0	0	0	0	1,500,000	1,500,000	3,000,000
Other schemes							
Sheltered Hsg Alarm equip	100,000	0	0	0	0	0	10,000
Energy Efficiency improvement schemes	606,000	280,000	280,000	0	0	0	960,000
Supported unit for people with learning disabilities	100,000	0	0	0	0	0	100,000
Review of potential internet cafes in sheltered schemes	40,000	25,000	0	0	0	0	65,000
ICT							
Service charges planned repair system	92,000	0	0	0	0	0	101,000
Housing contractors portal & SAM	0	55,000	0	0	0	0	55,000
HRA Housing Total	9,797,000	9,773,500	9,173,500	5,027,500	5,691,400	5,545,000	42,858,900

APPENDIX C

HRA Capital Financing – 5 year forecast

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Financing - Housing Revenue Account	Current Budget	Forecast Budget +	Budget	Budget	Budget	Budget
	£	£	£	£	£	£
Business Plan Schemes						
Funded from reserves	-835,000	-1,313,000	-419,000	0	-417,000	-335,000
S106 - Housing Partnership Funding - HRA	0	-434,000	0	0	0	0
HCA grant funding	0	-800,000	0	0	0	0
Capital Receipts - RTB	-724,000	-334,000	-176,000	-270,000	-180,000	-180,000
Release of prior years funding	0	-61,000	-986,000	0	0	0
Energy Efficiency Grant Funding	0	0	0	0	0	0
HRA Financial Headroom - Specific Schemes	-3,720,000	-2,431,500	-2,802,126	-1,046,334	-719,360	-1,439,000
	-5,279,000	-5,373,500	-4,383,126	-1,316,334	-1,316,360	-1,954,000
Other Schemes						
Major Repairs Reserve Contribution	-3,136,412	-3,208,960	-3,281,126	-3,355,945	-3,432,400	-3,395,000
Other MRR reserve cont	-91,000	-125,000	-146,000	-146,000	-146,000	-146,000
HRA Revenue Funding	-1,290,588	-1,066,040	-626,874	-209,221	-796,640	-50,000
Sub total	-4,518,000	-4,400,000	-4,054,000	-3,711,166	-4,375,040	-3,591,000
TOTAL FINANCING	-9,797,000	-9,773,500	-8,437,126	-5,027,500	-5,691,400	-5,545,000
Funding deficit (Borrowing outside of HRA required)	0	0	736,374	0	0	0

APPENDIX D

HRA Summary – 5 Year Forecast 2015/16 – 2019/20

£'000	2015/16 Original Budget	2016/17 Original Budget	2017/18 Original Budget	2018/19 Original Budget	2019/20 Original Budget
Dwelling Rents	(14,672)	(14,974)	(15,277)	(15,585)	(15,900)
Garage Rents	(184)	(190)	(196)	(202)	(207)
Other Rents etc	(3)	(3)	(3)	(3)	(3)
Charges for Services & Facilities	(835)	(841)	(868)	(896)	(918)
Investment Income	(21)	(11)	(11)	(11)	(12)
Total Income	(15,715)	(16,019)	(16,355)	(16,698)	(17,041)
<u>Housing Finance & Business Management</u>					
Business & Performance Management	378	390	403	415	426
Rents, Rates & Other Property Charges	36	37	38	40	41
	414	427	441	455	466
<u>Housing Maintenance & Repairs Service</u>					
Common Service Flats	241	249	257	265	272
Estate Maintenance	293	302	312	322	330
Housing Repairs	2,190	2,260	2,332	2,407	2,467
Housing Sewerage	54	56	58	59	61
Newport Depot	11	11	12	12	12
Property Services	320	330	341	352	361
	3,109	3,208	3,311	3,417	3,503
<u>Housing Management & Homelessness</u>					
Housing Services	324	334	345	356	365
Sheltered Housing Services	595	614	634	654	670
	919	948	979	1,010	1,035
<u>Other Costs</u>					
Depreciation - Council Dwellings	3,209	3,281	3,356	3,432	3,518
Depreciation - Other Assets	146	146	146	146	146
Impairment - Other Assets	100	0	0	0	0
Bad Debt Provision	250	300	300	300	300
Supporting People	53	53	53	53	54
Recharge from General Fund	1,138	1,290	1,331	1,374	1,408
HRA Share of Corporate Core	234	269	278	287	294
Interest/Costs re HRA Loan	2,625	2,625	2,625	2,625	2,691
HRA Loan Repayments	0	0	2,000	2,000	2,050
Pension Costs	20	20	100	100	103
Pay Award	0	21	22	22	23
Minimum revenue provision	0	0	113	113	113
	7,775	8,005	10,324	10,452	10,699
Total Expenditure	12,217	12,589	15,055	15,334	15,704
OPERATING (SURPLUS)/DEFICIT	(3,498)	(3,429)	(1,301)	(1,364)	(1,337)
Transfer to(+)/from(-) the Change Management Reserve	0	0	0	0	0
Transfer to(+)/from(-) reserves for Revenue Action Plan Slippage	0	0	0	0	0
Transfer to(+)/from(-) HRA Working Balance	0	0	0	0	0
Transfer to(+)/from(-) Capital receipts	0	0	(1,748)	(152)	(152)
Revenue balance available for capital financing	(3,498)	(3,429)	(3,049)	(1,516)	(1,489)
<u>CAPITAL and RESERVES</u>					
Capital Spend	9,774	9,174	5,028	5,691	5,545
Potential funding from HCA	(800)	0	0	0	0
Potenital S106 contribution	0	0	0	0	0
Financing from transfer of assets to General Fund	(61)	(986)	0	0	0
Transfer to(+)/from(-) Capital receipts (1-4-1)	(334)	(176)	(270)	(180)	(180)
Transfer to(+)/from(-) reserves grants/contributions	(434)	0	0	0	0
Transfer to(+)/from(-) reserves for Major Repairs	(3,334)	(3,427)	(3,502)	(3,578)	(3,541)
Transfer to(+)/from(-) reserves for Capital Schemes	(514)	0	904	(70)	(107)
Transfer to(+)/from(-) reserves for Potential Developments	(620)	(180)	0	0	0
Transfer to(+)/from(-) reserves for Sheltered Housing Projects	(179)	(239)	889	(347)	(228)
Capital spend financed from reserves and contributions	3,498	4,166	3,049	1,516	1,489
(SURPLUS)/DEFICIT	(0)	737	0	0	(0)

APPENDIX E

**HRA BUSINESS PLAN - PRIORITIES FOR ACTION
PROGRESS TO DATE - JANUARY 2015**

Priority	Action	By When	Resources	Progress to Date
1. Resident Involvement and Empowerment	Develop Housing Regulation Panel to scrutinise the performance of the Housing Service and to undertake service reviews	Ongoing	5k pa - training for members	Panel now fully established and commencing their 2nd project - review of the Sheltered Housing Service Standards. Panel continue to be supported and developed by external consultant. Officers progressing action plan from the voids review and reporting progress to the Panel, Tenant Forum and Housing Board
	Collect evidence from surveys, questionnaires, estate walkabouts and mystery shoppers	Ongoing	Within existing resources	Ongoing - held a number of successful 'get involved' events held around the district - these have been successful in encouraging residents to engage with Council services; new residents group formed in Coltsfield Stansted. Estate walkabouts completed. Working with partners such as the Fire Brigade to provide advice and support to the community; further events planned to encourage tenant participation and feedback
	Link tenant participation with opportunities for skill development	Ongoing	Within existing resources	Ongoing - both Tenant Forum and Tenant Regulatory Panel members are encouraged to attend training, seminars and conferences that will build their knowledge base
	Consult leaseholders on views of current service and participation arrangements	Ongoing	Within existing resources	Ongoing - Leaseholders included in STAR survey
	Undertake new Tenant Satisfaction Survey	Ongoing	£5k - every 2 years	Ongoing - repeat of STAR survey planned for 2015 when re-structure and process changes at the Newport Depot have been completed. All feedback to be managed through an action plan
	Develop action plan to respond to issues in the Tenant Satisfaction Survey	Aug-12	Within existing resources	Complete - High level analysis identified key areas for improvement which have been managed in day-to-day activities
	Develop and Implement new Tenant Involvement Strategy	Apr-13	Within existing resources	Complete - strategy adopted December 2013. In 2014 relaunched the tenant participation service under the 'Get Involved' banner
	Publish annual tenants report	Ongoing	£3k pa	Ongoing - report for 2014 due to be distributed during January 2015
	Benchmark service with other landlords through Housemark	Ongoing	Within existing resources	Ongoing - working with corporate performance team to produce PI performance reports from both Covalent (UDC Performance Management System) and HouseMark. Currently developing 'user friendly' benchmarking reports for regular review by Tenant Regulatory Panel, Tenant Forum and Housing Board. Core benchmarking data also being uploaded to Housemark for full organisational review as well as performance data

**HRA BUSINESS PLAN - PRIORITIES FOR ACTION
PROGRESS TO DATE - JANUARY 2015**

Priority	Action	By When	Resources	Progress to Date
2 Home	Develop a housing asset management strategy	Apr-13	Within existing resources	Complete - Housing Asset Management and Development Strategy approved by Cabinet - established a clear policy on the use of HRA assets, regeneration and development
	Carry out development appraisals of identified sites and review business plan capacity to develop	Mar-16	£10k pa - architect/planning fees	Ongoing - sites to be identified and submitted to planning department for initial feedback. Capacity identified in the business plan to develop further sites. Schemes presented to Housing Board for prioritisation in April 2015 . Catons Lane which has now recieved planning permission targeted to start on site in April 2015
	Respond to changing housing need by making the best use of the Housing Stock to meet local need (Mead Court redevelopment etc)	Jan-16	£4.25m - commencing Jan-14	Mead Court phase 1 commenced January 2014 and due to complete in February 2015. Phase 2 to commence on site in March 2015 with completion in November 2015.
	Review the potential for undertaking new build schemes on identified garden sites	Apr-17	Approx £600k per annum plus revenue cost of £50k pa for in-house surveyor to co-ordinate works	Our Council housing development programme is now established. A number of garage and infill sites, and excess garden land are being assessed for development viability, or for the opportunity to sell in order to cross-subsidise the development programme.
	Improve the information on the housing stock	Apr-13	£50k - one off 2012	Complete - investigated and concluded that this would be better carried out in house. Stock Condition Surveyor appointed and work is progressing on collecting stock data - it is anticipated that a 100% stock condition survey will be achieved on a rolling 5 year basis
	Implement planned maintenance/service charge module of Housing System	Apr-14	£100k - one off 2013	Work in progress - planned maintenance module delayed due to re-structure of housing repairs and maintenance teams. Services Charges module installed - due to go-live for April 2015
	Review and implement new Schedule of Rates	Apr-13	£20k - one off 2012	Complete - new schedule of rates tested and implemented (NHF)
	Continue to manage and maintain the housing stock effectively and efficiently ensuring that properties meet, as a minimum, the decent homes standard	Ongoing	within existing resources - approx £2.9m pa	Ongoing - planned works programmes are progressing well - the authority is continuing to deliver a significant programme of investment in the first five years of the HRA business plan - the largest annual capital investment in the stock for many years
	Improve average energy efficiency and reduce fuel costs for residents	Apr-17	£300k pa	Work in progress - Phase I and II air source heat pumps contracts now complete, Phase III commenced October 2013 External wall insulation contract for solid wall properties underway but progressing slowly due to electric cabling issues - further properties identified for contracts during the next financial year
	Analyse performance of eco-house in Wendens Ambo	Ongoing	Within existing resources	Ongoing monitoring: experience of the family and how they have adapted to the changes ie living with low water use appliances and airtight requirements; electricity consumption monitoring; water consumption monitoring. Results reported to housing board in July 2014
	Progress the outcomes of the sheltered housing asset management review	Mar-16	£6.6 mill for Reynolds Court.	Work in progress - residents consulted at sheltered schemes where site appraisals have been carried out (Alexia House, Reynolds Court, Hatherley Court, Parkside and Walden Place). Report presented to the Housing Board and Cabinet giving options for these schemes. Reynolds Court Planning application submitted to redevelop the scheme with 41 new apartments. Subject to planning, this should start on site in October 2015 and take 18 months to complete. Hatherley Court has received planning permission to be remodelled to provide a higher standard of accommodation with a start on site anticipated 2016/17. Parkside, Walden Place and Alexia House will continue to have the options assessed, including detailed tenant consultation.

HRA BUSINESS PLAN - PRIORITIES FOR ACTION PROGRESS TO DATE - JANUARY 2015

Priority	Action	By When	Resources	Progress to Date
3. Tenancy	Establish a strategic tenancy strategy that ensures that local housing need is met and assets are used effectively, utilising all available flexibilities	Jan-13	£3k - one off 2012	Complete - over-arching tenancy strategy reviewed by housing board and approved by Cabinet Jan 2013
	Consider whether the Council should use the new fixed term tenancies and, if so, formulate a Tenancy Policy setting out the proposed operation of the scheme	Apr-13	Within existing resources	Complete - over-arching tenancy strategy established; options for fixed term tenancies examined by Housing Board; tenancy policy approved by Cabinet and implemented from April 2013: 1 + 9yr fixed term tenancies for 3+ bedroom houses
	Continue to fund disabled adaptations and disabled facilities grants for HRA tenants and private owners and improve the delivery process	Ongoing	within existing resources - approx £280k per year	Ongoing - increase in DFG applications and adaptation work has continued in 2014/15 and budgets are fully committed already
	Investigate and implement a better integrated monitoring, response and maintenance service for sheltered schemes and Lifeline users	Oct-12	£42k pa	Complete - Monitoring contract tendered for and awarded to Careline. Contract commenced October 2012 - all equipment has now been re-programmed Maintenance contract tendered and awarded to Cirrus - contract commenced October 2013
	Update the remaining sheltered housing schemes with Piper Haven alarm equipment with the latest Communicall equipment	Mar-14	£100k pa capital; £10k pa revenue	Complete - Equipment/Maintenance contract tendered and awarded to Cirrus for the upgrade of alarm/call out systems at all schemes. Work on all schemes completed by March 2014 - replacement programme meets the new BS on fire/smoke detecting
	Undertake fundamental review of policies and procedures to ensure service is 'Fit for Purpose'	Apr-13	Within existing resources	Ongoing - the following policies have been written and reviewed by Housing Board and approved by Cabinet: allocations policy - November 2014; void management policy and void letting standard - Jan 2013; rent and service charge setting policy - Apr 2013; downsizing and de-cant policy - Apr 2013; asset management and development strategy - Jun 2013; tenancy policy - Apr 2013; bed and breakfast charging policy - Nov 2013; welfare garden and redecoration policy - Jan 2014; anti-social behaviour policy and procedures - Nov 2014
	Carry out an under occupation survey and establish what incentives would encourage tenants to move to more appropriate accommodation	Apr-13	Within existing resources	Complete - underoccupation survey carried out in Dec 2013 and data used to inform new downsizing and decanting policy

HRA BUSINESS PLAN - PRIORITIES FOR ACTION PROGRESS TO DATE - JANUARY 2015

Priority	Action	By When	Resources	Progress to Date
4. Neighbourhood and Community	Review Housing Strategy	Apr-13	Within existing resources	Complete - new housing and homelessness strategy 2012 -2015 approved by Cabinet and published. Currently consulting on new Housing Strategy
	Review Homelessness Strategy	Apr-13	Within existing resources	Complete - new housing and homelessness strategy 2012 -2015 approved by Cabinet and published. Currently consulting on new homelessness strategy
	Establish an older persons strategy that addresses needs of elderly people in the district	Sep-12	Within existing resources	Complete - included within the new housing and homelessness strategy 2012 - 2015 approved by Cabinet and published
	Work with planning policy to identify future provision for the gypsy and traveller community	Sep-12	Within existing resources	Currently consulting on an Issues and Options consultation which forms part of the Gypsy and Traveller Local Plan
	Continue to work with Partners to deliver affordable housing through use of the Stansted Area Housing Partnership and Growth Area Funding	Apr-13	£2.2 million and £725,000	Stansted Area Housing Partnership funding has been allocated and the project is now complete. Growth Area funding has been spent at Broomfields, Hatfield Heath to deliver 14 affordable units. Further funding has been allocated towards our Council new build programme and a rural scheme in Newport
	Investigate re-provision of temporary accommodation following demolition on Mead Court	Apr-13	Within existing resources	complete - 4 houses converted into 8 units of furnished temporary accommodation. A further 4 units of new build accommodation in Stansted due to complete in January 2015. Entered into a SLA with Supportworks to provide nightly let accommodation in Harlow as alternative to bed and breakfast which should reduce reliance on this type of accommodation
	Work with partners on the delivery of a supported unit for people with learning disabilities	Apr-13	£100k - one off 2013	Work in progress - we have been working for a number of years to provide a scheme for young adults with learning disabilities in Saffron Walden to live independently. A scheme has now been drawn up that will provide 6 x 1 bedroom flats along with communal space and sleepover/office for carers; Meetings held with care provider and parents to progress this scheme; a planning application is ready to submit with work due to commence in June 2015; £100,000 HRA funds will enable this to be delivered. A further scheme is being investigated in Stansted to enable service users to live more independently
	Investigate the provision of additional supported accommodation in the district for vulnerable adults (currently only one facility - Bromfield House)	Apr-13	Within existing resources	A scheme is required in Great Dunmow similar to Bromfield House in Saffron Walden, providing support to vulnerable adults who are homeless. Discussion ongoing with Genesis and/or East Thames about funding /support costs
	Investigate the provision of a supported unit in the district for those fleeing domestic violence	Apr-14	Within existing resources	Work in progress - discussions held with Women's Aid as to size and preferred location and suitable site identified; Cabinet have approved transfer of land to Safer Places for delivery of a refuge; architects have been appointed and scheme designs drawn. Bid for additional government grant funding made in January 2015
	Investigate the re-provision of a new mental health facility	Sep-12	Within existing resources	We remain keen to undertake a re-provision of the mental health scheme in Station Street, Saffron Walden with Granta Housing. It would need to be within the town – on the outskirts would be ok provided it is on a bus route. This is to ensure clients can maximise their opportunities for social inclusion etc. Supporting People and Adult Social Care/Mental Health both provide revenue funding into the existing service and are aware of our aspiration to re-provide our service. Preferred size would be 12 self contained units
	Review anti social behaviour policy and procedures	Apr-13	Within existing resources	Complete - new policy and procedures written and adopted in Nov 2014 to reflect government bill on changes to ASB legislation
	Provide 'internet cafes' in sheltered schemes for silver surfers	Oct-17	20k pa	Work in progress - project tendered for as 'design competition'. Alan Hasler House in Great Dunmow completed July 2012; The Close Hatfield Heath completed December 2013. Priors Wood Court completed in January 2015. Normans Court - work in progress
	Review future contracts to include clauses to require contractor to take action to tackle climate change relevant to work to be carried out	Ongoing	Within existing resources	Ongoing - all contracts contain clauses

HRA BUSINESS PLAN - PRIORITIES FOR ACTION PROGRESS TO DATE - JANUARY 2015

Priority	Action	By When	Resources	Progress to Date
5. Value for Money	Continue to develop business plan financial model to inform investment and service planning	Ongoing	Within existing resources	Ongoing - model updated in October 2014
	Prepare for supporting people funding reductions	Aug-12	Within existing resources	Complete - service reviewed - Sheltered Housing Officers(SHOs) now working more generically - to include work in sheltered schemes and in the community (lifeline users). Further reductions in SP funding is being proposed by ECC - to be announced in Feb 2015
	Improve performance management and financial planning systems in housing services	Aug-13	£20k in 2012	Complete - PI targets based on a combination of performance of peer LA's in HouseMark benchmarking group and historic UDC performance data. Regular review of PI performance and budget performance at Housing Section Heads meetings. PI's continually monitored through Housing Performance Management process. 2015/16 Service Plan actions and PI's currently being identified and agreed. Budget monitoring completed on a monthly basis with all relevant budget managers. Budget awareness/control refresher training session planned for April 2015
	Maximise income to the HRA by achieving high collection rates for rents, service charges, sewage charges, garage rents and miscellaneous invoices	Ongoing	Within existing resources	Ongoing - rent arrears process reviewed and timescales amended to ensure action taken at an earlier stage to prevent arrears from escalating. Service charge process and garage management to be implemented on the Northgate IT system from April 2015. Current invoice process being reviewed to ensure accuracy of budget allocation and improvements in the time taken to process invoices. Tenant and internal re-charge processes currently being reviewed. Focus remains on reducing arrears levels by having dedicated officer providing debt support and signposting to tenants who are struggling. Rents team working closely with Housing Management and Home Options team to ensure join-up with individual cases. Regular meetings completed to ensure awareness of Universal Credit implementation timeframes and impact it may have on services. DWP providing direct support and information as and when required
	Ensure rent arrears are kept to a minimum	Ongoing	Within existing resources	Ongoing - additional funding provided to CAB for debt counselling; Rent arrears policy has been reviewed; allocations policy has been changed to reflect welfare reforms (bedroom criteria); all reviews completed and implemented
	Implement service charges for common services for flats	Apr-12	Within existing resources	Complete - service charges calculated and charged for common services
	Access external funding where available to reduce carbon emissions and improve energy efficiency	Ongoing	Within existing resources	Ongoing - bids for funding for the financial year 2014-2015 now in application stage
	Ensure the void turnaround figure does not exceed 28 days	Ongoing	£30k pa	Ongoing - new repairs surveyor appointed; new offices created at the depot to bring all the asset management team together; representatives from all areas of the service continue to work together to improve the void process. Dedicated voids operatives introduced and Void-Co-ordinator role appointed. Weekly void meetings to discuss and agree actions continue. Void turnaround for GN properties as at end December 2014 = 12 days

Committee: Housing Board

Agenda Item

Date: 27th January 2015

6

Title: Draft Housing Strategy 2015-18

**Author: Suzanna Wood, Planning and Housing
Policy Manager, Ext 543**

Item for information

Summary

1. The draft Housing Strategy 2015-18 sets out the Council's vision and aims for housing in the district for the next three years. It describes the key issues affecting the local housing market and what the Council intends to do to help overcome these challenges and create the right conditions to support growth and improve housing outcomes for local people.

Recommendations

2. That the Housing Board notes the report and considers the initial draft Housing Strategy 2015-18 and provides comments by 10 March to the Planning and Housing Policy Manager.

Financial Implications

3. Financial implications of the Housing Strategy have been included in the Housing Business Plan

Background Papers

4. None

Impact

5. None

Communication/Consultation	A consultation event was held in October to set priorities. The strategy will be published on the website after this meeting and sent to partners. Consultation will run for 4 weeks and all comments will be considered.
Community Safety	N/A
Equalities	Equality impact assessment completed
Health and Safety	N/A
Human Rights/Legal	None

Implications	
Sustainability	The Council's energy officer has been involved in the drafting of the document
Ward-specific impacts	Whole District
Workforce/Workplace	N/A

Situation

6. The last Housing Strategy was written and published in 2012 and set priorities for a three year period. During that time, many of the key priorities have been achieved. These include the following:
- Delivered 284 affordable homes
 - Landlords forum held once a year
 - Successful Housing Strategy conference held once a year
 - Delivering 1 and 2 bed bungalows on S106 sites
 - Reviewed opportunities for delivery of further regeneration and new build including exploration of alternative delivery models
 - Development of a new Allocations Policy
 - Brought 185 empty properties back into use since October 2013
 - Assisting in the development of the Essex Landlord Accreditation Scheme
 - Administered and provided 62 grants costing £455,428 to enable disabled people to live as comfortably and independently as possible in their homes
7. It was agreed that a new Housing Strategy needed to be written and published in 2015 and a conference was held in October to scope future priorities for the next 3 years. This was well attended by Councillors, tenant forum members, key partners and organisations.
8. The new housing strategy for 2015-2018 will set out the main changes in the housing market, identify the key challenges in delivering new homes and housing services locally, and inform on what action will be required to help meet both current and future housing needs and aspirations.

The three key strategic aims for the new Housing Strategy 2015-20 will be:

- a. Increasing housing supply across all tenures
 - b. Helping people to live independently
 - c. Ensuring decent, safe and healthy homes
9. Accompanying the Housing Strategy will be a Housing Strategy Action Plan which will set out detailed objectives and outcomes for each of the themes above. The Action Plan will be kept under review and updated regularly in order to reflect changes in policy, practice or economic conditions.

10. The consultation on the housing strategy will run from 27 January 2015. The draft document will be published for a 6 week consultation period on the Council’s website, emailed to key partners, members of the Housing Board and Tenant Forum and to those who attended the Conference. Comments will then be analysed and additions and changes made where appropriate. The document will then be brought back to the housing Board for final approval.

11. The new Housing Strategy provides a robust document which will provide a coherent plan for housing policy within the District. It will provide a sound evidence base and inform the new Local Plan for the District. The Strategy is aligned with the Housing Business Plan and will stand alongside the Homelessness Strategy.

Risk Analysis

16.

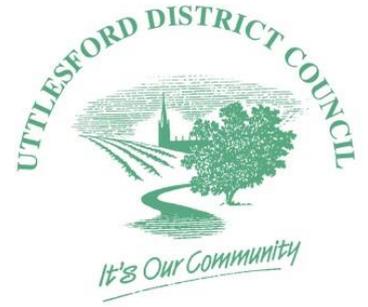
Risk	Likelihood	Impact	Mitigating actions
Document is not approved	1 – little risk, partners and members will be involved in scoping the document	3 – a future plan is needed and could cause delays to key projects	Ensure that sufficient time is given to consult with partners and members

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.



Uttlesford District Council

Housing Strategy 2015-18

Jan 2015

Preface

As I am sure you know Uttlesford is a beautiful rural area rated by many as one of the best places to reside in the country. This along with our commutability to London and proximity to Cambridge makes this district a most desirable place to live. This in turn inflates house prices making it difficult for young people and local families to get a foot on the housing ladder.

We also have a lack of availability in both the privately owned and rental markets of bungalows and other suitable types of property for our more mature residents. This is particularly a problem in many of our villages. This makes it difficult for people to move from larger family homes into something more appropriate for their changing needs.

Housing is a key priority for councillors in Uttlesford. The housing and planning departments are working together to help deliver the accommodation that meets the needs of those living and working in Uttlesford. We are doing this through both our new Local Plan and Housing Strategy.

I'm really proud to say that this Council is ahead of many as we started a building programme a few years ago. Having completed two phases of council built new housing in Leaden Roding, we now have an ambitious development programme replacing out of date sheltered housing with new houses and bungalows in Stansted and upgrading other sheltered housing in the District to make it fit for the future and a desirable place to grow old in.

As a council we continue to work closely with the RCCE to buy more time and help for Parish Councils to bring forward plans for exception sites. This provides local people an opportunity to continue to live in the areas where they already have roots and personal connections.

We believe that there are many ways of delivering housing, be it working with developers and registered providers or encouraging empty home owners to become landlords. We know times are very challenging in so many ways but we want to make the most of the opportunities that are available and I believe we at Uttlesford are up to the challenge!

Cllr Julie Redfern
Portfolio Holder, Housing

Chapter 1: Summary and Introduction

The Council's new Housing Strategy draws on a wide ranging consultation with stakeholders as well as building on existing evidence and local knowledge. As the new Local Plan is drafted, the Housing Strategy will form a key part of the evidence base of the Local Plan.

The Council is committed to producing and adopting a sound Local Plan and has set out the programme for completing this work. The Council will continue to work towards the delivery of the Housing Strategy through both Local Planning and Development Management.

The new Strategy also stands alongside the HRA Business Plan, Homelessness Strategy and Developers Guide and sets out how we plan to deliver our key priorities and objectives for the next three years.

The Evidence Base for our Housing Strategy is provided as an appendix to this document to ensure that data can be kept up to date. An updated Strategic Housing Market Assessment (SHMA) will be published during 2015 and this data will be added to the evidence base once complete.

Our key objectives

To meet the housing requirement for Uttlesford and to make sure that the housing being provided creates balanced communities by delivering sustainable, safe, attractive and healthy places to live while meeting local housing needs in terms of type and tenure including affordable and special needs housing.

To provide and maintain accommodation that meets the needs of older people living in Uttlesford.

Maintain our housing to a high standard ensuring our tenants have a good quality of life.

Achievements from 2012-15

- Redevelopment of Holloway Crescent complete
- Growth area funding gained and used to provide rural housing in Hatfield Heath
- Completion of a second Passiv haus scheme with Hastoe and a further one planned
- Delivered 284 affordable homes as part of market housing development on sites across the District.
- An annual Landlord forum

- An annual Housing Strategy conference
- Delivering 1 and 2 bed bungalows on new development sites
- New commuted sum policy that is providing a pot of funding for affordable housing development in the District.
- Set up a tenant regulatory panel and delivering a comprehensive co regulatory framework.
- Reviewed opportunities for delivery of further regeneration and new build including exploration of alternative delivery models
 - Mead Court redevelopment on site and progressing well
 - Catons Lane, Saffron Walden – redevelopment of a garage site with 6 houses. Planning permission secured. Start on site anticipated for March 2015
 - Hatherley Court, Saffron Walden – Remodelling of existing sheltered scheme. Planning application secured. Start on site programmed for April 2016
 - Reynolds Court, Newport – new build redevelopment of existing sheltered scheme. Planning application submitted. Start on site targeted for October 2015.
 - Other sites, including sheltered schemes, garage and infill sites, and excess garden land are being assessed for development viability
- Successful delivery of the investment programme including the delivery of environmental improvements
- Development of a new Anti-Social Behaviour policy and procedures
- Development and adoption of a new Allocations Policy
- Implementation of annual tenancy inspections
- Implementation of an in-house Rent Deposit Guarantee Scheme
- New tenancy strategy
- Brought 185 empty properties back into use since October 2013
- Assisting in the development of the Essex Landlord Accreditation Scheme

- Administered and provided 62 grants totalling £455,428 to enable disabled people to live as comfortably and independently as possible in their homes
- Administered and provided 18 grants totalling £31,167 to residents in receipt of means tested benefits to carry out home repairs and improve energy efficiency
- Investigated 105 complaints of poor conditions in private sector housing

Chapter 2: The National Context

Key policies

The government's national policies for housing were set out in "Laying the Foundations: A Housing Strategy for England" in November 2011. This summarised a number of housing policies that were already being implemented and added some new proposals aimed at unlocking the housing market and getting the building industry moving again. There have been further initiatives since then, particularly in the 2013 spending review.

The drivers for government housing policy are: increasing the number of available homes; improving the rented housing sector; providing housing support for older and vulnerable people and helping people to buy a home.

Legislative changes

The introduction of the Localism Act 2011 gave local authorities new powers to discharge homelessness duties into the private sector, a new duty to introduce a Tenancy Strategy, and new flexibilities to determine housing allocations and qualification criteria. It also introduced reforms to social housing tenure which enabled social landlords to grant tenancies for a fixed length of time.

The Localism Act introduced significant housing related changes, including:

Social housing allocations reform – social housing is in great demand and the Act gives local authorities more freedom to develop policies about eligibility to enter the housing register. While this means that local authorities can prevent people who do not need social housing from joining the list, they are still obliged to ensure that social homes accommodate those most vulnerable.

Social housing tenure reform – this allows for more flexible arrangements for people entering social housing in the future by enabling social landlords to grant tenancies for a fixed length over time.

Reform of homelessness legislation – this enables local housing authorities to discharge their statutory homeless duty into a suitable private rented accommodation.

Reform of council housing finance – this enables local authorities to retain collected rent and spend it on local priorities.

Right to buy – Discounts increased from £16,000 to £75,000 to encourage tenants to access the housing market and buy their Council property.

The **Welfare Reform Act 2012** makes the biggest change to the welfare system for over 60 years. It introduces a wide range of reforms which aim to make the benefits system simpler. The main elements of the welfare reform are:

- Universal Credit
- Benefits Cap
- Personal Independence Payment
- Council tax benefit
- Housing Benefit

Of equal significance to the raft of new legislation passed is the dismantling of the existing infrastructure within which local authorities have been used to operating. Key changes have seen the removal of regional government, the abolition of the Audit Commission and the demise of the Housing Corporation and its successor body the Tenant Services Authority (TSA). Housing associations moved from being Registered Social Landlords (RSLs) to Registered Providers (RPs) and their regulation and funding was assumed by the Homes and Communities Agency (HCA). In the transition, regulation became 'light touch' with an emphasis on value for money and financial viability.

The Homes and Communities Agency (HCA) Affordable Homes Programme introduced Affordable Rent, a new form of social housing and the main type of new housing supply. Housing providers can let a property at an Affordable Rent (inclusive of service charges, where applicable) of up to 80% of the gross market rent reflective of the property size and location. Affordable rent will also be used to support funding for future delivery.

National planning policy framework

The National Planning Policy Framework (NPPF) was published in March 2012 and sets out the government's planning policies for England and how they are expected to be applied. It provides a framework within which councils and local people can produce their own distinctive Local Plans or Neighbourhood Development Plans, reflecting the needs and priorities of their communities.

It specifies that local authorities have a duty *"to plan for a mix of housing for different groups, including older people, based on robust data, needs analysis and local demographic projections."*

It also set out the requirement for local Authorities to maintain a five year land supply of deliverable sites for housing

New Homes Bonus

The New Homes Bonus was introduced during 2011/12 and has meant that for every new home and empty property brought back into use, local authorities receive the equivalent of the annual council tax raised, together with an additional £350 for affordable units. This scheme intends to incentivise local authorities and local communities to accept and encourage residential development.

Help to buy scheme

The 'Help to Buy' scheme has been introduced to help first time buyers by providing Government loans of 20% of the price of a newly built home, with no interest to pay for the first five years of the loan. This is intended as a stimulus to generate a greater number of people able to take up home ownership and to support the building of new homes.

The Care Act 2014

The wellbeing of people is at the centre of the new Care Act. Councils now have a duty to think about the physical, mental and emotional wellbeing of people who need care. Councils also have a new duty to provide preventative services to keep people healthy in the first place.

The aim of the act is to put people and their carers in control of their care and support. In addition the Act will put a limit on the amount anyone will have to pay towards the cost of their care.

The Care Act contains core legal duties and powers relating to adult social care. Local authorities will be responsible for providing a broader care and support role towards the local community.

We will need to recognise and incorporate the strategy that Adult Social Care and the West Essex Clinical Commissioners develop into the Housing Strategy.

Chapter 3: The Local Context

Partnerships and Policies

Local Enterprise Partnerships (LEPs)

Locally-owned partnerships between local authorities and business that play a central role in determining local economic priorities and undertaking activities to drive economic growth and creation of jobs. Uttlesford works with two LEP the South East LEP (SELEP); and the Greater Cambridge and Greater Peterborough Enterprise Partnership (GCGPEP) Both are focused on helping to drive forward sustainable economic growth in our area – with local business, education providers, the third sector and the public sector working together to achieve this.

West Essex Commissioning Care Group (CCG)

In April 2013, the West Essex Clinical Commissioning Group became the statutory body responsible for buying healthcare services on behalf of 290,000 people in the Epping Forest, Harlow and Uttlesford districts. The commissioning group is made up of 38 general practices who work together to ensure the best possible healthcare is available to everyone in west Essex.

Representatives from the CCG sit on the Local Strategic Partnership and Health and Wellbeing Board. Working jointly will help to meet the future needs of residents in Uttlesford in the future.

Housing Related Support Partnership

Officers are represented on the Housing Related Support Partnership group which is made up of officers from the District Councils across Essex, County Council officers, Provider representatives, Police, Probation, mental health commissioning and Essex Drug and Alcohol Team (EDAAT).

The aim of this group is to inform and recommend the strategic direction of the housing related support (HRS) programme in Essex. It will identify opportunities for joint or aligned commissioning of services which will meet a wider range of outcomes, especially within the context of the developing Social Care, Public Health and Health agendas. The group will also look at the best use of reduced and non-ring-fenced resources.

Local Strategic Partnership – Uttlesford Futures

The Uttlesford LSP “Uttlesford Futures” is a collaboration of organisations including the district council, the county council, the local health service, the emergency services, the voluntary sector and statutory social care partners.

Their vision is to bring partners together to help resolve community priorities and challenges, with a view to maximising effectiveness and sustainability.

LSPs allow public bodies to work together on projects they wouldn't be able to do on their own. Uttlesford Futures' work is guided by the priorities that are set out in the district's [Sustainable Community Strategy 2008-2018 \[143kb\]](#).

The key themes in this strategy are:

- Children and young people matter
- Staying healthy
- Developing business
- Feeling safe
- Protecting the environment
- Getting around

These themes come from a combination of priorities that have been identified as being important locally and ones which central government have said that LSPs need to look at.

The Housing Strategy works alongside the Sustainable Community Strategy and both documents aim to complement the work of each other.

Corporate Plan 2014-19

The Council has recently published its Corporate Plan 2014-19 and has the following priorities:

- Remain a **low tax** Council
- Continue to listen and respond to our communities so we stay focused on the delivery of **high quality** key services that matter.
- We will have shared the benefits of growth with our communities in an **responsible** way that protects and enhances our environment
- Have improved **prosperity**

Local Plan

The adopted Local Plan, together with national policy and guidance, sets out the framework for development within the District. The Council is working to produce a new Local Plan and recently adopted a new Local Development Scheme which sets out the timescale and process for completing this work.

The Housing Strategy forms a key part of the evidence base for the Local Plan as well as Development Management decisions on applications and will need to be taken into account.

Strategic Housing Market Assessment

Uttlesford District Council worked with the adjoining authorities of Brentwood, Broxbourne, East Herts, Epping Forest and Harlow in 2008 and commissioned Opinion Research Services (ORS) to undertake an assessment of the housing markets of these districts, which for the purposes of this study is collectively called the London Commuter Belt (East)/M11 sub-region.

The Strategic Housing Market Assessment (SHMA) is a framework that the district council can follow to develop a good understanding of how housing markets operate. It assesses housing need and demand and will be used to development the housing policies in the Local Development Framework.

An update was completed in 2010 and a further update commissioned by Epping Forest, Harlow, East Herts and Uttlesford Councils will be published later this year. This will be used to update our evidence base once published.

The Housing Revenue Account (HRA) Business Plan

The Housing Revenue Account (HRA) Business Plan sets out how the Council will maintain its homes and its priorities for the future.

The purpose of the business plan is to demonstrate that the council can maintain its housing assets, and deliver the levels of service, home and neighbourhood improvements. It is first and foremost a financial document, which determines how the council will meet the needs of present and future tenants, demonstrating that Government and local targets can be achieved and ensuring the long-term viability of the stock.

An effective Business Plan has become crucial since the government announced the reform of the rules governing local authority housing finance and the introduction of the self-financing system. This is a major change in national housing finance which introduces new opportunities for the Council's housing service but also exposure to risks. It is therefore critical that the HRA continues to be managed on sound business principles

The reforms have opened up some exciting opportunities for the council. The financial modelling demonstrates that there are sufficient funds to enable the council to play a pivotal role in not only developing much needed social housing but also delivering council priorities to grow the economy.

The document can be found at www.uttlesford.gov.uk

Chapter 4: Scene Setting – The Uttlesford Area

Uttlesford is a sparsely populated rural locality in Northwest Essex. The District borders Hertfordshire to the West and Cambridgeshire to the North. It is the largest District in Essex at 63,752 hectares and is mainly rural in character with two market towns - Saffron Walden and Great Dunmow, a range of key villages; Elsenham, Takeley, Great Chesterford, Newport, Stansted Mountfitchet and Thaxted and a number of smaller parishes.

Uttlesford has a population of around 83,500 (2014 figure) which is set to increase over the next 10 -15 years with new housing development. 53% of residents are aged 25 – 64. Around 30% are under 24 and 16.5% are over 65. When compared to the East of England and England, it is clear that Uttlesford has less young people and more older people. With a lower number of working age adults supporting both the retired and the young.

There are good road and rail links into London, Cambridge and Harlow from settlements in the M11 Stansted-Cambridge and A120 Stansted-Braintree corridors, although public transport in the more rural locations is poor. Stansted Airport lies within its boundaries.

Key Messages from the evidence base

- The Uttlesford district is projected to increase from 83,500 people to 105,800 by 2035.
- The number of residents living in the district who are aged 65 and over is expected to increase from 15,800 people to 28,000.
- Growing ageing population with 1,070 people aged over 65 in Uttlesford are thought to have dementia. This figure is estimated to rise to 1,920 by 2030.
- 70% of the population own their own home.
- Average house price of £421,100 compared to regional average of £281,900 (Sept 2014)
- Average house price is 10.9 times average income.
- Average income in Uttlesford is £24,575 per annum.

The evidence base shows that house prices are high in Uttlesford and incomes low, meaning that mortgages are unaffordable for a large percentage of our population. This places a strain on the Council's housing stock and the private rented sector. Young people, families and those providing our key services (for example care staff, teachers, cleaners etc.) are moving out of Uttlesford away from family and support to be able to buy their first home.

Our population is getting older, living longer and requiring greater care. This is already having implications for the housing market. Requirements for extra care, residential homes and a specialist dementia facility are needed to meet these needs.

Chapter 5: Partnership Working

Strong partnerships are an essential part of this strategy and ensures that key projects can be delivered even with limited resources. Partners include all of the Local Authorities in Essex through the Essex Housing Officers Group, Registered Providers, the Homes and Communities Agency and Essex County Council. Another key partner for Uttlesford is its Local Strategic Partnership, Uttlesford Futures which is the key driver for Uttlesford's Community Strategy.

Housing Strategy Partnership

As a result of the successful Housing Strategy Conference held in July 2012, the Council hosts a yearly conference to share best practice, monitor achievements and set future objectives. This has helped set the objectives for this new Housing Strategy.

Housing Board

The Housing Board was set up to champion housing issues within the authority, to monitor the Housing Strategy and Business Plan and work on specific time limited housing projects. The group are currently progressing the councils new build programme and the redevelopment of Mead Court Stansted. The group includes Councillors and Tenant Forum members and reports to Cabinet.

The Tenant Forum

Tenant Participation is seen as a vital link between the Council and its tenants. There is one Forum representing Uttlesford, made up of 12 Council tenants and one leaseholder from within the District. The Forum members are consulted on a multitude of different areas of the Housing Service including rent setting, repairs, housing policy, etc.

Two tenants from the Tenant Forum (one of whom is the Chairperson) also sit on the Housing Board covering housing issues.

Homelessness Partnership

The Council has a homelessness partnership that meets quarterly. This is the forum for partnership working and to discuss and implement the Action Plan of the Homelessness Strategy. Partnership working underpins the delivery of a comprehensive and holistic housing options and homelessness service. Invariably the delivery of sustainable housing solutions requires the addressing of non-housing problems, this requires a multi-agency approach. As advice and support services can be delivered by an often complex and fragmented range of organisations, without partnership working and a co-ordinated approach, it is easy for people to slip through the net.

Private Sector Landlords Forum

Locally and nationally some of the worst housing is in the private rented sector, and the Council has recognised the need to work proactively with landlords and letting agents to achieve improvements. The Council organises a private sector landlord forum once a year. Topics have included the Housing Health and Safety Rating System, licensing of Houses in Multiple Occupation, tenancy deposit protection schemes, the Local Housing Allowance and bringing Empty Homes back into use.

Chapter 6: Consultation

Housing conference

A successful Housing Conference was held on 3 November 2014 to help inform the new Housing Strategy. District and County Councillors, Parish Councils, key partners and Officers came together to hear about and debate future issues and initiatives that will affect the Council in the next three years. Presentations were made about the new allocations policy, rural housing, future provision of Gypsy and Traveller sites, findings from the emerging Strategic Housing Market Assessment and an update from Essex County Council about delivering the health and social care agenda.

Workshop groups then addressed the key issues in more detail. Discussions included the need for a new key worker policy to meet the needs of low paid workers providing services in the District (in particular health workers), exception site housing to meet the needs of the older population (maybe include some private/shared ownership, Gypsy and Traveller sites distributed across Uttlesford, incorporating health facilities as part of new developments.

Registered Providers (RP) event

An event was held with our RP partners to discuss our affordable housing development programme, how our current policy is working and look for ways to work together more closely.

A lively debate took place about clustering on schemes, the provision of lifts in blocks of flats, parking courts, scheme viability. This has helped us scope our new Guide for Developers which will be published in 2015.

Learning Disability Action Group and meetings with service users at Home Farm Trust

Officers took part in Local Action group meetings with providers, support services and service users to understand the issues faced by the Learning disability community. A workshop was held with service users living in Uttlesford and East Herts to understand their aspirations for their future housing need and a follow up session held with staff who manage Home Farm Trust in Ugley.

Service users have agreed to help us pull together an easy read copy of the Housing Strategy. This will help them understand the future housing policies of the Council and ensure that they can help influence them.

Workshops and home visits with older people

Workshop sessions were held in Saffron Walden and Great Dunmow along with some home visits for those less able to access our workshop sessions. The aim was to understand the future needs of older people living in our District in order to better plan for their needs.

Research with young people

We carried out a survey within one of the local schools, to find out what their 16-18 year old pupils felt their housing options were in the future. Many were planning to go to university and anticipated staying in those areas afterwards, others wanted to move to London. Very few saw their future in Uttlesford due to the cost of house prices and private rental costs.

Health and Wellbeing Group

This group work towards one of the themes in the Sustainable Communities Strategy. Their work helps inform and set future priorities in the Housing Strategy. The group consists of health professionals, Essex County Council, Mind, Citizens Advice Bureau, Council for Voluntary Services Uttlesford, West Essex Clinical Commissioning Group, Alzheimer's Society, Age UK, Carers UK.

Tenant Forum/Housing Board

The Tenant Forum and Housing Board play a key part in the preparation of this new strategy from influencing new policy to monitoring key progress made.

Parish Councils

All of our Parish Councils will be given the chance to comment on this new Housing Strategy through the consultation process and their comments will be considered and used where possible. Their comments were very useful in the drafting of the last Housing Strategy.

Chapter 7: Addressing Our Key Priorities

- 1. Increasing Housing Supply Across all Tenures. (To meet the housing requirement for Uttlesford and to make sure that the housing being provided creates balanced communities by delivering sustainable, safe, attractive and healthy places to live while meeting local housing needs in terms of type and tenure including affordable and special needs housing).**

This section under development – further consultation needed to inform this section

The Council has an ambitious programme of development moving forwards to ensure that we meet the needs of local people living in the District along with meeting specialist housing needs.

Council house building

Having completed two phases of council built new housing in Leaden Roding, we now have an ambitious development programme replacing out of date sheltered housing with new houses and bungalows in Stansted and upgrading other sheltered housing in the District to make it fit for the future and a desirable place to grow old in.

Developing affordable housing as part of market led schemes

We will continue to deliver affordable housing on market led sites, working with registered providers to ensure that the completed homes meet local need and that tenants receive a good service from their landlord.

For a number of years, we have been working with Registered Providers on market led schemes and also rural exception sites to deliver affordable housing. During this time, our partners have changed, new providers have expressed an interest in working in Uttlesford, whilst others can no longer build viable schemes and have stopped developing here. As with our own housing and part of good practice, we monitor our performance and ensure that our tenants gain a good service from us as a landlord. We are planning to extend this further and analyse the performance of our registered providers as landlords, to ensure that those who are allocated a Housing Association property are provided with a good service. This work will be carried out through 2015/16.

Rural housing

Delivering rural housing on exception sites is an important priority in Uttlesford. In the last 3 years, we have delivered schemes in Arkesden, Wimbish and Hatfield

Heath. Future schemes are progressing in Little Hallingbury, Great Hallingbury, Newport, Chrishall and Hatfield Broad Oak. We plan to continue our partnership with RCCE and ensure that rural housing continues to be delivered in our villages.

Growth area funding

We were fortunate to receive an allocation of Growth Area funding in 2010 for two affordable housing schemes on rural exception sites. The first scheme completed in February 2015 and residents have now moved in. This scheme is built to Passiv haus standards and means that residents will experience very low heating costs in their homes. The second scheme is progressing well and should be submitted for planning during 2015.

Gypsy and travellers

The Council is currently carrying out an Issues and Options consultation. This document forms the first stage in the production of the Uttlesford Gypsy and Traveller Local Plan. The purpose of the public consultation is to invite views on the issues and options and on specific sites identified in this document. This process will run until February 2015. Progress will then be made through 2015/16 alongside the new Local Plan.

In the last Housing Strategy we identified the need for a scheme for those at risk of **domestic violence**. A piece of Council owned land was identified and a partner chosen. This scheme is now progressing and will complete in 2016/17.

We also identified the need for another **homeless facility**. We currently work with Genesis Housing on a scheme in Saffron Walden that successfully meets the needs of single (often young) people who approach the Council as homeless. It helps them get back on their feet, provides them with advice and support and helps them move on to independent living. We are now looking to provide a scheme in Great Dunmow, a site has been identified in the Local Plan and we are talking to partners about how to progress this. This scheme will emerge through the life of this strategy

Meeting the needs of our council tenants

We will continue to relaunch the tenant participation service under the 'Get Involved' banner and visit local areas holding community fun days. These have been really successful in encouraging residents to engage with Council services.

Annual tenancy inspections are now in place and ensure that tenants are given the help and support they need in maintaining their tenancy.

We have successfully set-up a tenant regulatory panel who are delivering comprehensive co regulatory framework. Their current project will pull together service standards for sheltered housing.

An Anti-Social Behaviour policy has recently been put in place which will give greater guidance for staff and residents when there are problems in a neighbourhood.

We have also introduced a new Allocations Policy which places greater emphasis on those with a local connection. This policy was introduced in January 2015 and will ensure that those applying for housing have the relevant links to Uttlesford before joining our housing register.

All of these documents can be found on the Council's website www.uttlesford.gov.uk

Health and Wellbeing Group

We will continue to take part in the Health and Wellbeing group and the wider Local Strategic Partnership. These groups help us to understand the wider issues in the District, inform our work plan and progress projects together. This includes a project we are progressing which will help us understand the needs of the ageing population in Uttlesford and how we meet these needs in the future. This will be completed during 2015/16 and published jointly.

We are also planning to work with other providers represented on the Health and Wellbeing Board to ensure that we understand other specialist requirements in Uttlesford. This includes The Alzheimer's Society, Carers UK and Mind.

Equalities

We want to ensure that all of our residents experience the same level of service when approaching the Council. Inclusion is very important to us and we are working towards the Achieving Level of the Equality Standard. This involves analysing our services and ensuring they all reach the same high standard. Our Single Equality Duty Scheme helps us to ensure this.

We are committed to completing an equality impact assessment on all of our new policies as they are published to ensure they meet this standard.

Black and minority ethnic requirements

As our evidence base shows, the majority of residents are white British, however we want to ensure that our housing and services meet the needs of the whole community. We will continue to analyse data about the District, review our housing waiting list and ensure that those from BME communities are treated fairly and have the same chances available to them as the wider community. (See evidence base at Appendix 2)

Mobile homes

The Council is responsible for the regulation of mobile homes used for habitation, the main provision being by means of licensing to protect the health, safety and welfare of the occupants. The Council licences 38 caravan sites totalling 237 caravans.

Since the introduction of the Mobile Homes Act 2013 the council will be better able to make sure site owners are complying with the terms of their site licence.

2. Helping People to Live Independently

This section under development – consultation with providers and ECC to inform this section

Older persons housing

The Council has an ambitious programme of development to ensure that its sheltered housing schemes meet current needs. The Mead Court redevelopment in Stansted is on site and progressing well. This scheme will complete by September 2015 and will provide 29 houses and bungalows for affordable rent and 4 flats to be used as temporary accommodation.

Hatherley Court, Saffron Walden – Remodelling of existing sheltered scheme. A Planning application has been approved and a start on site programmed for April 2016.

Reynolds Court, Newport – new build redevelopment of existing sheltered scheme. Planning application submitted. Start on site targeted for October 2015.

We will continue to request 1 and 2 bed bungalows on S106 schemes, this means that older people can downsize to accommodation that is fit for purpose but still maintains their independence. It also meets a need for those with a physical disability who require accommodation on one floor.

As part of S106 obligations, we have negotiated with developers to provide two extra care schemes. One in Saffron Walden and one in Great Dunmow. These will provide a mix of affordable rented, shared ownership and units for sale to meet the needs of those over 65 who require an element of care in their home. This will complement our sheltered housing service and the private retirement villages and care homes in the District.

The Council continue to encourage residents to organise activities in sheltered housing. This includes armchair aerobics, bingo, coffee mornings, computer training and visits out of the schemes. This helps combat social isolation often experienced by older people living alone or supporting a partner with health issues.

Specialist housing to meet local needs

As part of our consultation on the Housing Strategy, we met with providers of **learning disability** schemes in the District and also spent time with service users living in Uttlesford. It became apparent that service users wanted to live independently rather than having to share facilities.

We are already progressing a scheme in Saffron Walden to provide a number of flats for those with a learning disability and funding has been gained from Essex County Council. This will be delivered during 2016/17. The scheme will enable service users to live a more independent life.

We are also having early discussions with one of our providers in Ugley along with Essex County Council to look at the possibility of providing a number of independent living flats for those currently residing in residential care. This would help meet the needs of those wanting to lead a more independent life.

We will continue to further liaise with current providers of specialist housing to ensure that their needs are met in the District. A review will be carried out to assess the housing requirements of those with **mental health** issues to ensure their housing needs are met.

We currently require developers to build new homes to lifetime homes standards. These standards apply to all new housing including blocks of flats for both social housing and private housing. We also require developers to provide an element of wheelchair accessible housing in new developments over 10 properties. These properties are important in helping us meet the needs of residents who use a wheelchair or those with a mobility problem.

We will also be working with a care provider to progress a dementia scheme that is planned in Uttlesford. This scheme will help meet the increasing needs of those with high level dementia, which is levels 5, 6, and 7 on the Global Deterioration Scale for Assessment of Primary Degenerative Dementia who we currently struggle to accommodate and as a result residents need to be relocated outside the district.

Disabled Facilities Grants (DFGs)

The Council administers and provides DFGs allowing disabled people to live as comfortably and independently as possible in their home. Since 2012, 62 grants have been awarded to a value of £455,482. The Council works in partnership with Papworth Home Improvement Agency who are available to act on behalf of the applicant if the applicant chooses to engage their services.

In 2014 the funding allocation for DFGs has passed from central government to Essex County Council (ECC). Historically the funding allocation for DFGs has been one of the lowest in the Country and the Council regularly adds to this funding from its own capital budget. We will work with ECC to increase our funding allocation.

Home Repair Assistance

The Council offers discretionary grant assistance to occupiers of dwellings and mobile homes to carry out essential structural repair work or improvements. All applicants need to be on a means tested benefit to receive the grant, which is up to £3000 or up to £5000 in the case of mobile homes where thermal insulation or energy efficiency measures are carried out in addition to repairs. For additional work

over the grant limit, an interest free loan of up to £7000 can be given, which becomes repayable once the property is sold or the applicant no longer lives there. Since 2012, the Council has provided 18 HRA grants totalling £31,167. We will continue to offer this service to those in need.

3. Ensuring Decent, Safe and Healthy Homes

This section under development – further consultation with partners to inform this section

Programme of council housing stock improvements

The council is continuing to deliver a significant programme of investment in the first five years of the HRA business plan - the largest investment in the stock/service for many years. Since the introduction of self-financing over £11.2million has been spent to improve the standard and availability of council housing.

Our Council housing development programme is now established and includes a number of sheltered schemes, garage and infill sites, and excess garden land being assessed for development viability. This will create a number of homes for those on our housing register. Negotiations are on-going with the HCA to bid for National Affordable Housing Programme (2015/18) Affordable Housing Grant in the future.

Private sector housing

The private rented sector makes up an important part of the housing market in UDC. 13% of all households in the district are privately rented. In the past 10 years the percentage of privately rented housing has increased by 5%.

The Council provides advice, assistance and enforcement on matters such as safety, disrepair, overcrowding, and energy efficiency in owned or rented homes, including Houses in Multiple Occupation (HMOs) and mobile homes. In addition, the Council provides a range of home improvement services offering assistance with home repairs, improvements and adaptations.

Poor housing has a direct link to poor health, comfort and mental wellbeing. The work undertaken by the Council contributes directly to the health, protection and wellbeing of residents

Since 2012 Environmental Health Officers have investigated 105 complaints relating to poor housing conditions .

Due to the economic climate and challenges around housing demand and supply it is likely that the private rented sector is likely to continue to grow. This sector is the most under regulated sector of housing and contains the highest proportion of non-

decent homes. In 2008, less than 50% of private rented homes housing people on benefits were considered decent.

One of the key challenges we face is how to improve standards in the private sector when the property maintenance and energy efficient are at the discretion of the landlord. We are therefore looking at opportunities to raise awareness with tenants and landlords to ensure high standards are achieved. Our participation and marketing of the Essex Landlord Accreditation Scheme is one example of this.

We are keen to continue to raise standards in the private rented sector and plan to commission a stock modelling survey in 2015 to provide the Council with data on key housing indicators that will allow us to focus our resources and target specific housing related problems.

Since October 2013 we have employed an empty homes officer. This has increased our ability to bring more properties back into use and respond to a greater number of complaints. This work will continue throughout the life of the Strategy.

Houses in Multiple Occupation (HMOs) are known to present a high risk in terms of general property standards and fire safety. Larger HMOs require a license to operate although the Council has identified only 1. We will utilise the skills of the empty homes officer to identify more HMOs and implement initiatives working with our partners in the fire service to address any hazards.

In 2015 and beyond, it is our intention to contribute to the Council health and wellbeing agenda. As part of this work we attempt to measure the cost savings to the NHS from the Councils interventions.

The Council will continue to encourage owners to bring their empty home into better use through cooperation and using enforcement provisions if necessary. The enforcement provisions include the power to compulsory purchasing a property. Other provisions include the application of Empty Dwelling Management Orders (EDMO) that gives the council the right to possession of the dwelling but not ownership. Since 2012 the Councils intervention has resulted in 185 properties brought back into use.

Energy efficiency

Fuel poverty and excess winter death are issues in Uttlesford. The latest Local Authority profile indicates that 9.4% of the Uttlesford districts households were deemed fuel poor (based on the "Low income, high cost" methodology) in 2012. This is less than the national average (10.4%), but the highest in Essex. (Essex highest: Uttlesford 9.4%, Essex lowest: Basildon 6.1%).

From 2011 - 2012 there were 54 excess winter deaths in Uttlesford. This is around 29.5% additional deaths, this is higher than the national average (16.1%) (Essex highest: 33.8% Braintree, Essex lowest: 11.73% Rochford).

We are rolling out the Government Green Deal ECO programme to target energy inefficient properties and deliver better health outcomes essential to reduce cold weather related illness and winter mortality.

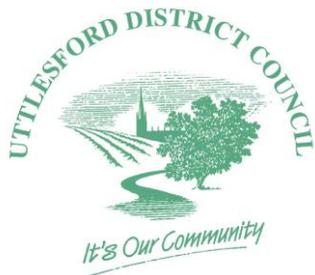
We are also offering a scheme whereby residents can sign up to reduce utility bills by switching provider. This scheme is working really well and providing savings for residents.

The Council requires the development of new build properties to meet national sustainable standards across all tenures to ensure that high levels of energy efficiency can be embedded within high quality development.

Monitoring the Housing Strategy

The Housing Strategy action plan will be monitored and updated twice a year, a report will then be presented to the Housing Board and Tenant Forum.

The evidence base will be reviewed quarterly and updated as new data is published.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?

This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.

How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.

The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Housing Strategy 2015-18
2	What is the overall purpose of the strategy, policy, project, contract or decision?	Set housing policy and direction for next 3 years
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input type="checkbox"/> Staff <input checked="" type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Planning and Housing Policy Head of Division: Andrew Taylor
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision? Housing and Enviromental services are responsible for parts of the strategy. Many of the development schemes listed will involve registered providers and developers to deliver the housing. Specialist providers and groups have been involved when looking at future need (Mental health, Learning Disability local action group and service users, Domestic Violence, Genesis Housing (Future homeless provision) East Thames (extra care) Tenant forum and all those living in Council accommodation Parish Councils (through consultation)	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (please state):

Gathering performance data											
6	<p>Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u>?</p> <p>Data has been collated and published in our Evidence Base.</p>										
	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Age </td> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Disability </td> </tr> <tr> <td style="vertical-align: top;"> <input checked="" type="checkbox"/> Sex </td> <td style="vertical-align: top;"> <input checked="" type="checkbox"/> Race </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> Gender Reassignment </td> <td style="vertical-align: top;"> <input type="checkbox"/> Sexual Orientation </td> </tr> <tr> <td style="vertical-align: top;"> <input checked="" type="checkbox"/> Religion & Belief </td> <td style="vertical-align: top;"> <input type="checkbox"/> Pregnancy and Maternity </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> Marriage and Civil Partnerships </td> <td style="vertical-align: top;"> <input checked="" type="checkbox"/> Rural Isolation </td> </tr> </table>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Race	<input type="checkbox"/> Gender Reassignment	<input type="checkbox"/> Sexual Orientation	<input checked="" type="checkbox"/> Religion & Belief	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Marriage and Civil Partnerships	<input checked="" type="checkbox"/> Rural Isolation
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7	<p>How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?</p> <p>A consultation event was held in October with key partners, councillors, tenant forum members and staff. This event set the priorities for the strategy.</p> <p>A similar event will be held once a year to reflect on progress made, celebrate success and set new priorities.</p> <p>Many of the actions are also performance indicators or divisional targets so will be monitored.</p>	<p><input checked="" type="checkbox"/> Performance indicators or targets</p> <p><input checked="" type="checkbox"/> User satisfaction</p> <p><input checked="" type="checkbox"/> Uptake</p> <p><input checked="" type="checkbox"/> Consultation or involvement</p> <p><input type="checkbox"/> Workforce monitoring data</p> <p><input type="checkbox"/> Complaints</p> <p><input type="checkbox"/> External verification</p> <p><input type="checkbox"/> Eligibility criteria</p> <p><input type="checkbox"/> Other (please state):</p> <p><input type="checkbox"/> None </p>
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Analysing performance data

8 Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?

The Strategy intends to meet the needs of the whole population. Some projects will meet the needs of specific groups for example a scheme planned in Saffron Walden will provide independent living for those with learning disabilities. This will enhance their quality of life once complete.

Attendance at specialist groups (health and wellbeing group, learning disability and mental health groups) helps to identify specific housing requirements. Discussions at the consultation events also helped identify specific needs and these were followed up with in depth discussions after the event.

Evidence is updated as and when new data is published and we revisit the action plan and consider future projects if required. For example, a requirement for specialist BME accommodation might need to be researched and planned for once we have carried out further research.

Yes *

No*

Insufficient 

Not applicable 

**Please state your evidence for this, including full document titles and dates of publication for audit purposes. Where applicable please also state the nature of any issues identified:*

9	<p>Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of <u>diverse groups</u>?</p> <p>As question 8, this will be monitored further during the life of the strategy.</p>	<p><input type="checkbox"/> Yes *</p> <p><input type="checkbox"/> No*</p> <p><input type="checkbox"/> Insufficient </p> <p><input type="checkbox"/> Not applicable </p> <p><i>*Please state your evidence for this, including full document titles and dates of publication for audit purposes. Where applicable please also state the nature of any issues identified:</i></p>

Checking delivery arrangements

10	<p>You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.</p> <p><i>If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.</i></p> <p>The premises for delivery are accessible to all.</p> <p>Consultation mechanisms are inclusive of all.</p> <p>Participation mechanisms are inclusive of all.</p> <p>If you answered 'No' to any of the questions above please explain why giving details of any legal justification.</p>	<table border="0"> <thead> <tr> <th>Yes</th> <th>No </th> <th>N/A</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	Yes	No 	N/A	<input type="checkbox"/>								
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Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.

	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input type="checkbox"/> y	<input type="checkbox"/>	<input type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input type="checkbox"/> y	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input type="checkbox"/> y	<input type="checkbox"/>	<input type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input type="checkbox"/> y	<input type="checkbox"/>	<input type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact

12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.

Is it likely to inadvertently exclude or disadvantage any diverse groups?

- y No
- Yes * 
- Insufficient evidence 

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p>No issues as yet, will revisit annually.</p>
	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No* </p> <p><input type="checkbox"/> Not applicable</p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps	
14	<p>Following this fast-track assessment, please confirm the following:</p> <p><input type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified</p> <p><input type="checkbox"/> There is insufficient evidence to make a robust judgement.</p> <p><input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.</p>
	<p> No further action required. Complete this form and implement any actions you identified in Q13 above</p> <p> Additional evidence gathering required (go to Q17 on Page 7 below).</p> <p> Action planning required (go to Q18 on Page 8 below).</p>
15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>

Completion	
16	<p>Name and job title (Assessment lead officer)</p> <p>Suzanna Wood</p>
	<p>Name/s of any assisting officers and people consulted during assessment:</p> <p>Sue Locke</p> <p>Date:</p> <p>12th January 2015</p> <p>Date of next review:</p> <p>12th January 2016 (to analyse updated research/data)</p> <p><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></p>

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

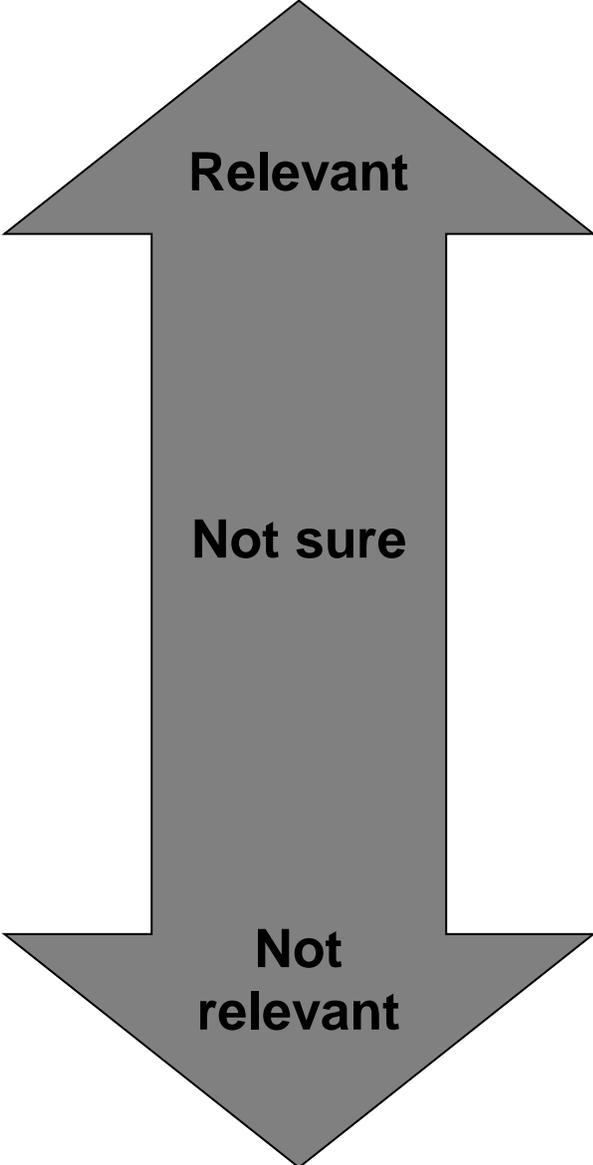
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’. ■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
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If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Committee: Housing Board

Agenda Item

Date: 27th January 2015

9

**Title: PERFORMANCE REPORT –
Quarter 2 2014-15 (Jul-Sept)**

**Author: Paula Evans, Housing Business &
Performance Manager, Ext 636**

Item for decision

Summary

1. This report provides Housing Board Members with a summary of the quarter 2 performance for all Housing related performance indicators.

Please note: Performance data is currently being collated and verified for quarter 3 (October – December) and is therefore not yet available for review.

Recommendations

2. That Members note performance for Quarter 2 2014/15 performance indicators (July - September).

Financial Implications

3. None. There are no costs associated with the recommendations.

Referenced External Sources

4. The following external sources were referred to by the author in the preparation of this report:
 - Covalent - The Council's corporate performance management system
 - Housemark – The Council's external performance benchmarking management system for Housing Services

Impact

5.

Communication/Consultation	n/a
Community Safety	n/a
Equalities	For some indicators equalities data is used to measure their performance

Health and Safety	Some indicators measure the performance
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	of Health and Safety processes
Human Rights/Legal Implications	n/a
Sustainability	n/a
Ward-specific impacts	n/a
Workforce/Workplace	n/a

Situation

6. The collection and reporting of Housing performance indicators is managed through Covalent, the Council's corporate performance management system and Housemark, the Council's external benchmarking performance management system for Housing Services.
7. Data is collected and reported for Key Performance Indicators (KPI's), Performance Indicators (PI's) and Local Performance Indicators (LPI's). These indicator 'levels' are applied across the authority as follows:
 - KPI's are so called because CMT wanted to identify and raise the profile of key business processes (currently reviewed by CMT and Performance and Audit Committee)
 - PI's are so called because CMT regard these as general indicators to performance manage Council processes (currently reviewed by CMT and Performance and Audit Committee)
 - LPI's were introduced for Services to monitor their performance at 'ground level' (reviewed by CMT only)
8. All Housing performance indicators managed through Covalent are subject to review by both CMT and the Performance and Audit Committee through UDC's corporate performance management process.
9. Where relevant these indicators are used to monitor Service plan actions.
10. This report tracks performance against the above mentioned indicators that are monitored on a quarterly basis and indicates whether targets are being met and whether performance is improving. It does not include annually reported performance indicators.
11. Some indicators can only be monitored annually because data is only available on an annual basis or because it is not meaningful to collect the information over a shorter period of time. Others may be tracked on a quarterly or six monthly basis.

12. The associated Covalent Performance report (see Appendix One) details:
- Performance for Quarter 2 2014/15 (highlighted column)
 - Performance for the 4 preceding quarters (including performance for the same quarter for the previous year)
 - Quarterly targets
 - Status of the performance indicator (red, amber or green)
 - Officers notes on performance for Quarter 2 2014/15
13. Members should note that due to an externally driven change in the reporting format for Housemark data, Officers are currently compiling a series of reports for both Tenant Forum and Housing Board Members to review in the future, therefore no Housemark data is attached to this report for review.
14. Members should also note that due to the nature and unpredictability of some of the services provided, the performance levels of some indicators cannot be controlled by the Council (e.g. homelessness). However, the monitoring of these indicators provides invaluable data when managing the service.

Members are encouraged to refer to the Officer notes detailed in Appendix One for further performance information.

15. Statistics

Summary of Q2 Performance Status

Key Performance Indicators (based on 2 indicators in total)

10% or more off target	Up to 10% off target	On or above target
		
0	1	1
0%	50%	50%

Performance Indicators (based on 5 indicators in total)

10% or more off target	Up to 10% off target	On or above target
		
2	1	2
40%	20%	40%

Local Performance Indicators (based on 18 indicators in total)

10% or more off target	Up to 10% off target	On or above target
		
5	4	9
28%	22%	50%

All Performance Indicators (based on 25 indicators in total)

10% or more off target	Up to 10% off target	On or above target
		
7	6	12
28%	24%	48%

Short term trend

(comparing Q2 2014/15 performance to Q1 2014/15 performance)

All Performance Indicators (KPI's, PI's and LPI's)

Performance Trend		
	Improved	2 (8%)
	Worsened	4 (16%)
	Unchanged	19 (76%)

Long term trend

(comparing Q2 2014/15 performance to Q2 2013/14 performance)

All Performance Indicators (KPI's, PI's and LPI's)

Performance Trend		
	Improved	4 (16%)
	Worsened	4 (16%)
	Unchanged	17 (68%)

Risk Analysis

16. The following have been assessed as the potential risks associated with this issue:

Risk	Likelihood	Impact	Mitigating actions
That performance will fail to meet all set targets	1	3	Performance is reviewed on a quarterly basis by CMT and the Performance and Audit Committee

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

APPENDIX A
2014/15 Quarter 2
KPI's PI's and Local Indicators - Housing



Key Performance Indicators and Performance Indicators

PI Code & Short Name		Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Latest Note
KPI 08 (GNPI 36) Average re-let time in days (General Needs only)	Value	9.21	14.3	13	18	16	Q2 2014/15 Numerator: 196 Denominator: 12. A combination of lower turnaround times and less voids has seen an improvement in this PI this quarter. A dedicated Voids workforce is to be introduced that should add further improvement of this PI in the coming months.
	Status						
	Target	21	21	21	18	18	
KPI 16 Rent collected as percentage of rent owed (including arrears b/f)	Value	94.63%	96.29%	97.52%	89.50%	93.36%	Q2 2014/15 Numerator: £3,972,365.83 Denominator: £4,574,392.78 (86.84%). Cumulative Numerator: £7,480,737.12 Denominator: £8,012,932.60 = 93.36%. Although slightly under target continued specific focus on rent collection activities within the Rents team should support the performance of this PI and enable it to reach target by Q4.
	Status						
	Target	93.55%	94.55%	96.30%	88.50%	93.55%	
PI 14a Homelessness: Number of people presenting as homeless (Min)	Value	24	30	14	30	30	Q2 2014/15 Presentations have remained static due to continuing difficult economic times and the lack of affordable housing, either social or private within the district. Advice and prevention are still the main focus.
	Status						
	Target	15	20	25	25	25	
PI 14b The number of cases where positive intervention by the Council has prevented homelessness	Value	23	26	18	14	9	Q2 2014/15 Total prevented and relieved =9 which is down on the last 2 quarters. Increasingly a lot of the homeless cases presenting have been complex and involved debt and mental health issues and were not preventable owing to their nature. It is still a very challenging time with an increasing lack of affordable privately rented accommodation. The start of an in house rent deposit scheme in April 2014 involving the empty homes officer is providing more positive opportunities to liaise and work with local landlords but it is still difficult to persuade landlords to take on tenants who are on benefits or have a poor credit history.
	Status						
	Target	35	35	35	35	35	

PI 15 % Residents satisfied with the most recent repair (Max)	Value	99.30%	98.50%	98.00%	99.28%	99.78%	Q2 2014/15 Numerator: 448 Denominator: 449 Performance above target.
	Status						
	Target	98.00%	98.00%	98.00%	98.50%	98.50%	
PI 16 Number of households living in temporary accommodation	Value	19	32	15	26	13	Q2 2014/15 Snapshot as at 30 September 2014. Council owned and shared accommodation = 12 cases. Emergency B&B placements = 1. The emergency placement was a 17 year old that we temporarily housed whilst working with social services to house him permanently. Excellent results for a snapshot with numbers have halved. Sound casework and good prevention work ensured that families were moved into permanent accommodation promptly.
	Status						
	Target	15	15	15	15	15	
PI 17 Number of service users who are supported to establish and maintain independent living	Value	1,241	1,244	1,213	1,205	1,211	Q2 2014/15 395 sheltered tenants. There are currently only 2 voids within the available sheltered stock of 397. The number of lifelines is 816 making a total of 1211 supported households. The main reason for the removal of lifelines is death; the number of new lifelines continues to match the removals so the overall number remains fairly constant. The work of promoting the service continues.
	Status						
	Target	1,300	1,300	1,300	1,300	1,300	

Local Performance Indicators

PI Code & Short Name		Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Latest Note
HSG 4 New tenants visits completed within 4 weeks	Value	98%	49%	57%	54.3%	64%	Q2 2014/15 Figures improving.
	Status						
	Target	100%	100%	100%	100%	100%	
HSG 5 % of rent lost through dwellings being vacant (GN & HfOP)	Value	1.48%	1.42%	1.75%	1.80%	1.85%	Q2 2014/15 Numerator: £75,553.66 Denominator: £4,092,915.01 (1.85%). Cumulative Numerator: £138,661.95 Denominator: £15,180,525.70 (0.91%). Void levels and turn around times remain fairly constant at present therefore impact on rental income remains constant. Revised void processes implemented as part of the Depot re-structure may reduce turn-around times in the coming months which will have a further positive impact on rental income.
	Status						
	Target	1.95%	1.95%	1.95%	1.90%	1.90%	

HSG 9 % of BME applicants on the housing register	Value	10%	10.4%	10.5%	10.2%	10.7%	Q2 2014/15 Total applicants = 1,492 of which % BME applicants = 10.7%. This figure is consistent with previous quarters. BME figures have increased slightly by 0.5%.
	Status						
	Target	7.4%	7.4%	7.4%	7.4%	7.4%	
HSG 10 Average time taken (days) to process homeless applications	Value	17	21.5	28.6	23.5	16.5	Q2 2014/15 24 Decisions made totalling 397/24 = 16.5 days on average. The average has gone down from last quarter and shows a consistent high performance.
	Status						
	Target	33	33	33	33	33	
HSG 20 (HMPI220) Current tenant rent arrears as a percentage of the annual rent debit (excluding HB adjustment)	Value	3.25%	3.30%	2.88%	3.18%	3.20%	Q2 2014/15 Numerator: £4,887.11 Denominator: £4,092,915.01 (0.12%). Cumulative Numerator: £486,364.88 Denominator: £15,180,525.70 = 3.20%. This PI is on target. Continued specific focus on rent collection activities within the Rents team has supported the performance of this PI.
	Status						
	Target	3.60%	3.60%	3.30%	3.29%	3.29%	
HSG 21 (SI 21b) Homelessness: Number of people accepted as homeless (Min)	Value	17	18	7	14	19	Q2 2014/15 19 homeless applicants accepted. Acceptances are up from last quarter but more cases were taken overall. Still lower than previous quarters. Finding private rentals as an alternative has been very challenging.
	Status						
	Target	6	6	15	15	15	
HSG 22 (SI 22a) Average length of stay in bed and breakfast accommodation for accepted priority needs families (weeks) (Min)	Value	4.5	5.7	1.71	0	0.9	Q2 2014/15 Total number accepted cases in nightly paid accommodation = 3 Total length of stay = 20 days; 20/3 = 6.7. 6.7/7 = 0.9 weeks. 3 families only in B&B and they were moved to more suitable UDC accommodation as soon as it was available.
	Status						
	Target	1	1	1	0	0	
HSG 23 (SI 22b) Average length of stay in bed and breakfast accommodation for accepted priority needs others (weeks) (Min)	Value	5.9	0	0	5.9	3.07	Q2 2014/15 Total number of other accepted cases in nightly paid accommodation = 2 Total length of stay = 43 days; 43/2 = 21.5. 21.5/7 = 3.07 weeks. 2 single men only in B&B and they were moved to more suitable UDC accommodation as soon as it was available.
	Status						
	Target	4	4	4	4	4	
HSG 24 (SI 22c) Average length of stay in bed and breakfast accommodation for rejected (all groups) (weeks) (Min)	Value	0	1	0.2	0.1	1.8	Q2 2014/15 Total number cases in nightly paid accommodation = 1 Total length of stay = 13 nights. 13/7 = 1.8 weeks. This was a 17 year old who was temporarily housed by house whilst social services found him more permanent and appropriate accommodation.
	Status						
	Target	5	5	5	4	4	

HSG 27 (a) % of all fire safety actions identified in Fire Risk Assessments implemented by target date - High Priority	Value	42%	43%	69%	100%	100%	Q2 2014/15 All items on the FRA's completed from a - c. 38 total jobs on assessments carried out.
	Status						
	Target	100%	100%	100%	100%	100%	
HSG 27 (b) % of all fire safety actions identified in Fire Risk Assessments implemented by target date - Medium Priority	Value	51%	58%	64%	100%	100%	Q2 2014/15 All 38 jobs completed on RA's carried out from low to high priority.
	Status						
	Target	100%	100%	100%	100%	100%	
HSG 27 (c) % of all fire safety actions identified in Fire Risk Assessments implemented by target date - Low Priority	Value	100%	100%	100%	100%	100%	Q2 2014/15 All 38 jobs outstanding completed from low to high priority.
	Status						
	Target	100%	100%	100%	100%	100%	
HSG 32 (GNPI 19) % of urgent repairs completed within target time	Value	96.7%	97.0%	92.0%	95.2%	94.7%	Q2 2014/15 Numerator: 1097 Denominator: 1159 = 94.7% of target. Performance dropped but recent restructure and planned changes in Responsive Contract should assist in improving performance.
	Status						
	Target	100.0%	100.0%	100.0%	97.5%	97.5%	
HSG 34 % of lets to all properties allocated through the allocation scheme to BME applicants	Value	13%	9.45%	7.15%	5.97%	5.7%	Q2 2014/15 70 total lets, 4 to BME groups = 5.7 %. Reported from Locata database of housing applicants and lettings.
	Status						
	Target	7.4%	7.4%	7.4%	7.4%	7.4%	
HSG 35 % of Pre-Void Inspections completed on all voids that can be pre-inspected for the period	Value	10%	83%	92%	69%	75%	Q2 2014/15 Total voids for quarter = 48 of which 24 could have been inspected. Of the 24 properties that could have been inspected 18 inspections were done = 75%. Cumulative: 92 voids of which 50 could have been inspected. Of those 50, 36 inspections were done = 72%.
	Status						
	Target	100%	100%	100%	100%	100%	
HSG 37 (GNPI 18) % of emergency repairs completed within target time (24hrs)	Value	97%	96%	94%	94.86%	96.58%	Q2 2014/15 Numerator: 424 Denominator: 439 Performance has improved and recent structure and process changes should help improve performance further.
	Status						
	Target	100%	100%	100%	97.5%	97.5%	

HSG 42 (GI5C0) Percentage of dwellings with a valid gas safety certificate	Value	99.97%	99.98%	99.90%	99.43%	99.62%	Q2 2014/15 8 Boilers with no valid gas certificate, all 8 with legal
	Status						
	Target	100.00%	100.00%	100.00%	100.00%	100.00%	
HSG 43 (KPI 10) Rent collected as a percentage of rent owed (excluding arrears b/f) (HMPI 210)	Value	100.67%	100.38%	100.57%	100.32%	98.56%	Q2 2014/15 Numerator: £3,972,355.86 Denominator: £4,092,915.01 (97.05%). Cumulative Numerator: £7,480,737.12 Denominator: £7,590,262.85 = 98.56%. This PI is currently slightly under target but is expected to improve again by year end due to the continued early identification and addressing of debt and arrears issues.
	Status						
	Target	98.60%	99.00%	99.10%	98.15%	98.65%	

PI Status	
	This PI is more than 10% below target.
	This PI is between 0.01 and 10% below target.
	This PI is on target.

