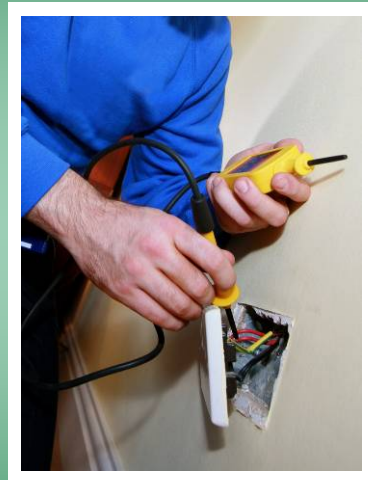


# Private Sector Housing Business Plan

2011 - 2013



Director of Housing  
Alan Hall FCIH



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# Private Sector Housing Business Plan 2011/13

## Introduction

Early in 2009 the Council's business, budget, workforce planning and development processes were aligned into a clear framework to enable the authority to focus on key priorities, improve performance and the way that performance is managed, and to improve communication and consultation on key priorities. It was agreed that Business Plans would now have a span of two years, with a full review after each twelve month period. The Directorate produced a two-year Private Sector Housing Business Plan in 2009 and this was reviewed in 2010. This Private Sector Business Plan 2011/13 replaces the 2009/11 Business Plan.

In addition, in 2007, on the recommendation of Essex County Council Supporting People, the Council produced a Business Plan for Caring and Repairing in Epping Forest (C.A.R.E.), the Council's in-house Home Improvement Agency. The C.A.R.E. Advisory Panel agreed at its meeting on 7 April 2009 that from April 2010 C.A.R.E. Business Plan should follow the same format as other Corporate Business Plans. The first C.A.R.E. Business Plan following this format was produced in April 2010 and covers the period 2010/11-2011/12.

Under the Council's Business Planning Guidelines the C.A.R.E. Business Plan should undergo a full review in 2011. However, the Contract between Essex County Council for the provision of Home Improvement Agency (HIA) services expires on 31 March 2011 and arrangements for its renewal are still under discussion. Although the details have not yet been finalised, it appears likely that the service specification may be significantly different and the funding arrangements changed from the previous Contract. As it is currently anticipated that a final decision is not likely to be made on these matters before April 2011, it is that the C.A.R.E. Business Plan will be revised at that time. The C.A.R.E. service is integral to the Private Sector Housing function within the Council, however, and, as such, it is considered within this Business Plan.

## Section 1 – Service Background

This Review relates to the Private Sector Housing Service which is part of the Housing Directorate. The responsible Portfolio is Housing which is currently held by Councillor David Stallan.

This Business Plan will be reviewed in 2012.

## Section 2 – Service Summary

The Sections below only contain details of changes in the key functions of the service from those set out in the Private Sector Housing Business Plan 2009/10-2010/11. Where there have been no changes, a statement to that effect appears.

### (a) Service Overview and Specification

At the November 2009 Cabinet Meeting permission was given for the appointment of a part-time Technical Officer, 28 hours a week for a period of three years to assist the Technical Team meet the legislative requirements of the Caravan Sites and Control of Development Act 1960 and reduce the number of empty properties in the District. This post was filled in June 2010 and, as a result, the Section has been able to make headway with empty property work and the licensing of the District's mobile homes sites. Some of the improvements in the numbers of empty properties being brought back into use have come as a result of the support of 2 consultants appointed through the PLACE (Private Leasing Schemes Converting Empties) Scheme. The Private Housing

Manager (Technical) will be making a Report to Members on the Team's progress on empty properties in the light of this additional resource during the summer.

The Private Sector Housing Teams have also secured the appointment of two formerly long-term unemployed young person through the Future Jobs Fund initiative for a period of six months each to assist with administrative functions. This has been of particular benefit in the implementing of the Information at Work (I@W) electronic data management system in the Division and the analysis of the responses from the mobile homes sites consultation exercise.

**Table 1: Staffing Levels**

<b>Team</b>	<b>Staff</b>
<b>Technical</b>	3.5 FTE officers.
<b>Grants</b>	2.5 FTE officers.
<b>C.A.R.E.</b>	2 FTE officers and 1 part-time contracted surveyor.
<b>In addition</b>	1 FTE officer jointly manages the Grants Team and C.A.R.E.

**(b) Customer Focus and Profile**

This remains unchanged.

**Section 3 – Corporate Objectives and Priorities**

**(a) Key Objectives and Priorities**

As well as being directed by the Statutory functions the service is required to perform, this Plan receives its direction from the stated objectives of a number of other Plans and Strategies, summarised in Table 2 below. The Table shows the specific action in the Action Plan (see Appendices X and X) that contribute to each objective.

In September 2009 the Council approved the Directorate's new Housing Strategy 2009-2012. The Strategy's Action Plan was reviewed in July 2010 and the specific Actions relating to Private Sector Housing are included in the Action Plan in Appendix 1.

The Council's Community Strategy 2004-2021 has been replaced by a new Community Strategy for 2010-2031, 'Putting Epping Forest First' which was produced by the District's Local Strategic Partnership, One Epping Forest, in October 2010. The Strategy includes four key theme areas; Safe, Sustainable, Healthy and Aspiring which are translated into specific Key Objectives. These Objectives inform the direction of this Business Plan as outlined in Table 2 below and in the Action Plan.

The Corporate Plan 2011-2015 (formerly known as the Council Plan), approved by the Cabinet in February 2011, is the Council's key strategic planning document. It translates the vision for the District set out in the Community Strategy into the Council's strategic direction, priorities and most important outcomes that it wants to achieve. The Corporate Plan, while not covering absolutely everything that the authority does, informs all the Council's other plans. The Plan includes the following Key Aims:

- Endeavour to safeguard services that our local residents tell us are important against a background of diminishing resources;
- Have the lowest District Council Tax in Essex and maintain that position;
- Be recognised as an innovative and transparent Council involving residents in our decisions;

- Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets; and,
- Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the District.

The Key Aims outlined in these high-level strategic documents will be subject to further review in order that they can represent specific actions to inform the direction of the next Private Sector Housing Business Plan in 2013.

**Table 2: Summary of Corporate and other Objectives**

Source	Aim/Objective	Action Plan Ref.
<b>Community Strategy 2010-2031</b>	<p><b>Key Objective 6</b>            'Prioritise interventions to reduce health inequalities, targeting resources to the areas and people with poorer health, while improving access to services and addressing the lifestyle related, environmental and other causes of ill health.'</p>	1, 2, 3, 4, 5, 6, 8, 9
<b>Corporate Plan 2011 - 2015</b>	<p><b>Key Objective 4</b>            'To seek continuous performance improvement and the best use of resources, against the background of diminishing public expenditure'.</p> <p><b>Key Objective 5</b>            'To achieve the levels of net savings necessary to maintain the Council's sound financial position'.</p> <p><b>Key Objective 6</b>            To maximise the provision of affordable housing within the District.</p>	<p>2, 3, 4, 5, 6</p> <p>2, 3, 4, 5, 6</p> <p>1, 4, 5, 6, 8, 9, 11, 12, 13</p>
<b>Corporate KPIs</b>	<p><b>(former NI 014) Avoidable Contact.</b>            To reduce the number of avoidable contacts customers have to make to the Council.</p> <p><b>(former NI187) Fuel Poverty.</b>            To reduce levels of Fuel Poverty.</p> <p><b>(LPI 01) Equality and Diversity.</b>            To reach the achieving level of the Equality Framework for Local Government.</p> <p><b>(LPI 24c) Web-site.</b>            To increase user satisfaction with the Council's Web-site.</p> <p><b>LPI 28 Sickness Absence.</b>            To reduce the number of working days lost.</p>	<p>16</p> <p>1, 2, 4, 5, 6, 8, 9</p> <p>3, 15</p> <p>15</p> <p>14</p>

**Table 2: Summary of Corporate and other Objectives (cont'd...)**

Source	Aim/Objective	Action Plan Ref.
<b>Housing Strategy 2009-2012</b>	<b>3.6 Supported Housing</b> 'To help vulnerable people with special housing needs to live in homes suitable for their needs, with appropriate levels of support.'	1, 2, 3, 4, 5, 6
	<b>3.7 Empty Homes</b> 'To bring long-term empty properties back into use and, in doing so, increase the supply and range of affordable housing, enhance the environment, help tackle homelessness and reduce anti-social behaviour'	1, 2, 4, 7, 8, 9, 11, 12, 13
	<b>4.3 Decent Homes in the Private Sector</b> 'To assist as many vulnerable families as possible that live in non-Decent homes in the private sector, in order to bring their homes up to the Decent Homes Standard.'	1, 2, 4, 5, 6, 10

**(b) Risk Management**

Since the Review of the Private Sector Housing Business Plan in 2010 the Housing Directorate's Risk Register has been updated to take account of any changes in circumstances. The risk relating to the vulnerability of staff meeting with service users in residents' homes was upgraded as a result of an incident concerning an Officer in the Technical Team and is now an 'above the line' risk and a risk relating to I@W has also been added. The register now includes 10 'Key Housing Operational Risks' and a further 13 other housing operational risks of which the following have particular relevance to Private Sector Housing:

- The effect of a reduction in private sector housing funding, both from internal and external sources;
- The vulnerability of staff meeting with service users in interview rooms and in residents' homes;
- The vulnerability of staff, service users and contractors in the event of a major incident or breach of Health and Safety requirements;
- The cost of energy supplies rising to levels that impact on Council expenditure and the ability of service users to heat their homes;
- Inadequate succession planning and levels of sickness compromising the provision of services;
- The result of failing to adequately carry out the Council's Statutory functions; and,
- The implementation of I@W.

The Register includes a Risk Management Action Plan which identifies how any 'above the line risks' are to be managed. The Register will continue to be routinely reviewed annually and at monthly Housing Directorate Group meetings which all Housing Managers attend.

**(c) Business Continuity**

The Council's new Corporate Business Continuity Plan was approved in December 2010 and is supported by the Housing Directorate's Business Continuity Plan. Private Sector Housing services

are considered to be non-critical for the purposes of business continuity planning and would therefore be called upon to provide support to other, critical, Housing services in the event of a major incident.

#### **(d) Crime and Disorder**

In November 2009, C.A.R.E.'s Handyperson Service was allocated an additional £15,309 by Supporting People. Following consultation with the Council's Safer Communities Team and the C.A.R.E. Advisory Panel it was agreed to use the funding to provide a 'Handyperson Plus Scheme', which extended the Handyperson Service eligibility criteria so that everyone using the Handyperson Service, regardless as to whether they are receiving it free of charge or as an 'able to pay' client, could have a core set of security devices up to a certain value fitted free of charge. The range of devices included were chosen to help meet the objectives of the Safer Community Partnership's 'Secure, Protect, Prevent' initiative and includes mortice lock(s), spyholes, lockable door chains and window locks. In addition to this, each applicant has an 'independent living needs assessment (ILNA)' carried out to screen them for and, if appropriate refer them to, any of a variety of services to help them continue to live safely in the community.

As the funding was provided eight months into the financial year, it was not possible to devise and set up the Scheme in time to spend much of the £15,309 allocation, so this was carried forward to continue the Scheme into 2010/11. While it still continues to be popular, outturn has been limited by the fact that currently only one of C.A.R.E.'s 'Preferred Contractors' has been trained to provide the service. It is not clear at present whether ECC will ask for any surplus funding at the end of 2010/11 to be returned to them, but if not, the Scheme will be continued into 2011/12 and consideration will be given providing an additional Contractor with the necessary training. It is considered that it may be of increased importance for this Scheme to continue, particularly as external funding for other services that provide security measures may be cut.

#### **(e) Equality and Diversity**

The Housing Directorate has updated its Service Plans on 'Equality and Diversity' and 'Harassment' during 2010 to include Private Sector Housing.

The Equality Framework for Local Government was introduced from 1 April 2009, and replaced the previous Equality Standard for Local Government, which provided a framework for delivering continuous improvement in relation to fair employment outcomes and equal access to services. The former Standard assessed local authority performance at five levels, where Level 5 was the highest. The Council's self-assessed performance against the former Equality Standard at the end of 2008/09, was Level 2.

The new Framework uses a wider definition of equality, based on the idea of equal life chances: "An equal society protects and promotes equal, real freedom and opportunity to live in the way people value and would choose, so that everyone can flourish. An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and be." The Equality Framework assesses local authority performance at three levels, where Level 3 is the highest:

- Level 1 – 'Developing' (equivalent to Levels 1 and 2 of the former Equality Standard);
- Level 2 – 'Achieving' (equivalent to Levels 3 of the former Equality Standard); and
- Level 3 – 'Excellent' (equivalent to Levels 4 and 5 of the former Equality Standard);

The Council set a target to achieve Level 2 ('Achieving') of the Equality Framework by the end of 2010/11, performance against which is measured by a Local Performance Indicator (LPI 01).

While performance against Levels 1 and 2 of the Equality Framework are determined by self-assessment measure, the achievement of Level 3 is subject to external assessment through a formal Diversity Peer Challenge process. Local authorities that self-assess performance at the 'Achieving' level will, in any event, also be subject to external challenge on a three-yearly cycle.

An informal equality and diversity peer challenge was carried out in March 2010. As a result of this the authority's base-line position was established and a Regulatory Framework Action Plan developed, identifying appropriate actions to take the Council forward against the Framework. Progress against the Action Plan is monitored by the Corporate Equalities Working Group, which is chaired by the Acting Chief Executive and includes a 'Champion' from each Directorate including Housing. At the present time, not all of the actions contained in the Action Plan have been completed. In addition, the Council has decided not to undertake a formal Peer Review at this time as this would not be a good use of public money in the current economic environment. However, the Council will continue to work towards the 'Achieving' level and self reassess at the end of 2010/11.

Separately from this, the Directorate has drawn up a timetable for Customer Impact Assessments (CIAs) to be carried out in individual service areas and all of these are on target to be completed by April 2011. Additionally, CIAs will continue to be carried out as part of any major policy changes considered by the Cabinet. CIAs were carried out on Private Sector Housing Assistance and Private Sector Housing Enforcement in 2010/11 and each of these identified actions that would improve equality in service provision. These have been drawn into the Action Plan in Appendix 5. Progress against the actions will be monitored at quarterly Continuous Improvement Meetings held between the Director and Assistant Director of Housing (Private Sector and Resources) together with the Private Housing Manager (Grants and C.A.R.E.) and Private Housing Manager (Technical) respectively.

#### (f) Value For Money

Extracts from the budgets for estimated accounts for the Private Sector Housing teams for 2011/12 are included at Appendix 1.

Private Sector Housing continues to be party to a number of initiatives that have been developed to secure value for money including an Agreement with Essex County Council for the provision of stairlifts across the County under a 10 year contract to a single provider, effecting both cost and efficiency savings. Cost savings in 2010/11 and indicative savings for 2011/12 are identified in Table 3 below.

**Table 3: Cost Savings from Cross County Stairlift Contract**

BENCHMARK SOURCE	BENCHMARK OR COMPARATOR	GROUP COMMENTARY
Stannah Stairlifts and numbers of stairlifts installed under Disabled Facilities Grants.	Indicative costs charged prior to implementation of contract: Straight lift £ 1,834 Curved lift £ 4,289	Cost of each lift: 2009/10: Straight lift £ 1,330 ? Curved lift £ 3,510 ?
X straight lifts and X curved were fitted in 2009/10.	Using X straight and X curved lifts as annual benchmark for last 2 years:	2010/11 : Straight lift £ Curved lift £
X straight lifts and X curved lifts are expected to be fitted in 2010/11	Total lift costs: Expected 2010/11 £ 2011/12 £ Savings £	2011/12: Straight lift £ Curved lift £

- In December 2009 the Council gave approval for funding to carry out a Private Sector House Condition Survey that will be carried out in 2011. Through a collaborative approach with three other authorities in the London Commuter Belt sub-Region, the Council has been able to make a saving of £7,000 on the cost of consultancy services.
- The value for money of C.A.R.E. services is monitored through a number of processes identified below:
  - (i) Consideration of the value for money of the C.A.R.E. service has previously been carried out through Corporate budget monitoring processes and the six-monthly review of the C.A.R.E. Business Plan by C.A.R.E.'s Advisory Panel.
  - (ii) 'Foundations', the national co-ordinating body for Home Improvement Agencies, includes benchmarking data for all of the Home Improvement Agencies in the Country on their management information system, FEMIS. The ongoing review of this data identifies areas where good practice exists and can be shared to ensure value for money.
  - (iii) C.A.R.E. receives funding from Essex County Council through Adult Social Care and Community Wellbeing and Supporting People initiatives. Value for money assessments are carried out through annual reviews and quarterly monitoring.

#### **(g) Resource Requirements**

Extracts from the General Fund Budgets showing estimates for 2010/11 and 2011/12 at December 2010 are included at Appendix 1.

##### *i) Supporting People Funding for C.A.R.E. Core Service*

The 3 + 2 year Agreement between ECC and EFDC for the provision of HIA services through C.A.R.E. was due to be renewed in April 2010. Through Supporting People (SP), ECC agreed to extend this until March 2011 while they carried out a tendering exercise for the provision of HIA services across the whole of Essex. It was agreed that as C.A.R.E. is run successfully in-house and EFDC has no desire to change this arrangement, it would not be included in the tender but, in order to continue to receive SP funding, C.A.R.E. would be expected to abide by the terms of the same contract specification as the other Boroughs and Districts in the County. The proposed specification was significant in that it did not include helping service users apply for Disabled Facilities Grants (DFGs) and other types of Housing Assistance which is a large part of the work that C.A.R.E., and all the other Essex Agencies, do.

In November 2010, however, SP stated its intention to withdraw Core funding from all the Essex HIAs, including C.A.R.E., from April 2011. They subsequently recanted and are now in the process of an 'accelerated process' of re-tendering all of the Essex Agencies with the exception of C.A.R.E. They estimate that the new Contracts will be in place by 1 June 2011 and will be for a two year period. The amount of funding that C.A.R.E. will receive from ECC from April 2011 is uncertain, therefore, and it is unlikely that there will be any clarity on this until after the beginning of the financial year. Officers will be consulting with SP in an attempt to maximise the funding they provide and to identify some acceptable efficiency savings. This may include increasing the fees C.A.R.E. charges for the administration of Housing Assistance, introducing charges for the Handyperson Service and streamlining Housing Assistance processes.

*ii) Supporting People Funding for C.A.R.E. Handyperson Service*

In Section (d) above reference is made to additional funding provided by SP in 2009/10 for the Handyperson Plus Scheme. In September 2010, C.A.R.E. was offered a further allocation of £15,309 for the Handyperson Service and has used this to set up a decorating scheme, the Handyperson Internal Decorating Scheme, for vulnerable homeowners. As was the case with the previous year, because the funding was made available late within the financial year, there is a concern that it will not be possible to spend all of it.

C.A.R.E. also made a bid for £20,000 additional funding to assist the owners of mobile homes who may have to remove unauthorised structures (such as sheds) as a result of the Council's new site licence conditions. Although the bid was successful, the re-licensing of the mobile homes sites has been delayed and, therefore, none of the funding will be spent before the end of 2010/11. Officers will be seeking ECC's approval to carry the funding over into 2011/12 when it may be used for the purpose originally intended or, if it is no longer required for this purpose, to allocate it to other mobile home-related work.

*iii) Capital Contingency*

Following the Corporate restructure in May 2008, a review was undertaken of the capital budgets for DFGs and other types of private sector housing assistance. Anticipating a significant under-spend in future years based on expenditure at that time, the Cabinet agreed to the re-phasing of the capital budget with the resulting surplus being allocated to off-street parking on Council estates.

In case the remaining budget should prove insufficient in future years as a result of an increase in demand, it was agreed to set up a 'Private Sector Capital Contingency' of £930,000; £310,000 each year over the three year period from 2009-2012. It was also agreed that the budgetary position for DFGs, other private sector housing grants and the Private Sector Capital Contingency should be reviewed on an annual basis.

In January 2011, as part of a rebalancing of priorities, the Capital Contingency, valued at £530,000 at that time, was removed from the budget. Unfortunately, as this happened at a time of high demand for private sector housing assistance, the Council has had to stop issuing any further grant approvals until a further allocation of funding is made available in April 2011.

Conversely, over the same period, fewer DFG applications have been received. This is partly as a result of a change in structure in Adult Social Care and Community Wellbeing, Essex County Council, who are responsible for issuing the Occupational Therapists' referrals for DFGs. The result of this is not only to reduce the number of DFG applications received, and also expenditure on DFGs in 2010/11, but also to create a backlog of referrals. This is likely to result in a greater than usual number of applications, and, therefore, expenditure in 2011/12 when there will be no contingency funding to bolster any adverse effects.

*iv) Funding for Compulsory Purchase Order (CPO) - Sun Street, Waltham Abbey*

DDF funding of £378,000 was agreed in 2007 to buy a long-term empty, former HMO in Sun Street, Waltham Abbey under a Compulsory Purchase Order (CPO). The owner of the property subsequently bought an adjoining property and obtained Planning Permission to convert the two properties into 2 retail units and 9N<sup>o</sup> units of accommodation. As this presented a much better option than that of only carrying remedial work to 8 Sun Street, the Council chose not to enact the CPO while negotiations were under way to get the necessary approvals for the work. This meant that the property remained unoccupied and in disrepair for a much longer period than the Council agreed was acceptable when the CPO was approved.

Work finally commenced in the summer of 2010 and Council Officers are monitoring progress on a regular basis. Progress is in accordance with the schedule of programmed works the owner agreed with the Council, taking into account the bad weather during December 2010.

While it appears likely that the work will continue to a satisfactory conclusion in the summer of 2011, the Council still has the option to enact the CPO. If this is not necessary, however, the DDF funding will be identified as a saving in the capital review in the autumn.

### (h) Workforce Planning and Development

A review of staffing in the Private Sector Housing Teams was carried out in 2009. As a result of this, at the November 2009 Cabinet Meeting, permission was given for the appointment of a part-time Technical Officer, 28 hours a week for a period of three years to assist the Technical Team meet the legislative requirements of the Caravan Sites and Control of Development Act 1960 and reduce the number of empty properties in the District. An Officer was recruited to this post at the end of June 2010. Members have asked for a progress report to be made to the Housing Scrutiny Panel in June 2011. This has been included in the Action Plan at Appendix 5.

Through the PLACE (Private Leasing Agreements Converting Empties) project the Technical Team has also had the additional resource of two consultants whose time is shared between the consortium member authorities. This has provided an additional resource to assist in bringing, particularly, long-term empty properties back into use.

The Private Sector Housing Teams have also secured the appointment of two formerly long-term unemployed young people for six months each, through the Future Jobs Fund initiative, to assist with the Teams' administrative functions. These have provided mostly administrative support to the Teams, most notably with customer satisfaction and complaints monitoring and, in the Technical Team, with data entry following the consultation on mobile homes sites licensing.

Table 4 below shows the current staff profile of the Private Sector Housing teams. It should be noted that the percentages are based on a small workforce of 13 staff.

**Table 4 – Private Sector Housing Staff Profile**

<b>FULL/TIME/PART-TIME</b>	<b>%</b>	41 - 50	39
Full-time Male	15	51 - 60	23
Full-time Female	31	> 65	0
Part-time Male	8	<b>TURNOVER</b>	<b>%</b>
Part-time Female	46	Voluntary leavers	0
<b>MALE/FEMALE</b>	<b>%</b>	Dismissal	0
Male	23	Early Retirement	0
Female	77	End of fixed-term contract	0
<b>AGE ANALYSIS</b>	<b>%</b>	Projected turnover (end of 2011/12)	0
< 21	0	<b>DISABILITY/ETHNICITY</b>	<b>%</b>
21 - 30	15	Self declared with disability	8
31 - 40	23	Ethnicity	23

Staff sickness levels are very good, an average of 0.6 working days lost per person at quarter 3 compared with 5.8 for the Council as a whole. The Corporate annual target is that the number of working days lost to sickness absence should be no more than 8 days per person per year. It does have to be recognised, however, that in a small team, with a high proportion of part-time staff, the impact of relatively low levels of staff sickness can have a disproportionate effect on other

members of the team and also on service delivery. For this reason staff sickness is monitored on an ongoing basis, and action taken where appropriate and an action to this effect has been included in the Action plan at Appendix 5.

Table 5 below highlights specific workforce planning issues. No major issues have been identified although the Corporate freeze on external recruitment agreed by Members in January 2011 may present some problems, particularly for the Technical Team, as if a member of staff leaves it may be very difficult to recruit a replacement with the necessary qualifications internally. However, turnover in the team is very low and as it is not currently envisaged that any member of staff will leave in the foreseeable future, this has not been highlighted as an issue.

**Table 5 – Workforce Planning Issues**

<b>Issue</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Budget required</b>	<b>Timescale</b>
<b>Recruitment (including future occupational skill shortages and diversity issues)</b>	No recruitment issues are anticipated.	N/A	N/A	N/A
<b>Retention (including retirement, loss of skilled staff and succession planning)</b>	Turnover is low and no retention issues anticipated	N/A	N/A	N/A
<b>Organisational development (i.e. new working practices, shared service, new structures, new jobs, outsourcing)</b>	The implementation of <a href="#">I@W</a> in E&SS will require a level of joint working with Officers in that Directorate.	Private Housing Manager (Technical)	Within existing resources	By April 2012 (although dependent on implementation in E&SS)
<b>Staff skills Development (including core skills, i.e. ICT, basic skills, technical and interpersonal/soft skills)</b>	Ensure that professional staff (most of whom are part-time), are able to carry out the required CPD training each year.	AD Private Sector & Resources and Private Housing Manager (Technical)	Within existing resources	By April 2013
<b>Management and leadership development</b>	Some training has been identified within PDRs and will be followed up in regular one to ones.	AD Private Sector & Resources	Within existing resources	By April 2012

The PDR process continues to provide an opportunity to address matters such as succession planning and training needs. The Directorate maintains a schedule of the training needs that have been identified through the PDR process and this is then monitored by line managers throughout the year. As training needs are met, a record is kept for each member of staff in the Directorate's Schedule of Completed Training Needs.

## **Section 4 - Service Performance and Development**

### **(a) Key Objectives**

The priority service objectives that inform this Business Plan are identified in Table 1 which also shows which Action(s) in the Action Plan which they refer to. However, a number of factors that are a direct result of the current climate are likely to impact on the Private Sector Housing Teams and these have also been taken account of in the Business Plan as outlined below.

Over the forthcoming period the private housing sector is likely to face a number of challenges as a result of the economic climate. There will be greater pressure on the private rented sector as real-term family incomes decrease and social housing waiting lists grow. An increased demand for privately-rented accommodation may encourage more property owners into private letting and these 'novice' landlords may be less aware of their responsibilities towards their tenants. In addition, at a time when costs are relatively high, all landlords may be less inclined to keep their properties in good repair. The Private Sector Housing (Technical) team's role of making sure that landlords do this is likely to increase but it will also be important to be proactive, making sure landlords and tenants are aware of their rights and responsibilities before things go wrong. The Action Plan includes specific actions to reflect this approach.

It has also been observed that when house prices are low as they are at present, the number of empty homes in the private sector may rise as a result of owners holding onto properties, waiting for prices to increase. At a time of potential housing shortages, it is also more important to bring back into use as many empty homes as possible. The Council's Empty Property Strategy includes a number of initiatives to help achieve this and the Action Plan and Private Sector Housing Performance Indicators (see Appendix 2), includes targets for the numbers of empty properties brought back into use.

With regard to the funding for disabled adaptations, there is a concern that the backlog in numbers of Occupational Therapist's referrals during 2010/11 will come through in 2011/12, leading to an increased demand for DFGs. In addition, as incomes reduce, many home-owners will find it more difficult to maintain their homes and keep them warm, affecting older and disabled people, and families on low income most of all. All of this is likely to increase the number of enquiries made to the Grants and C.A.R.E. Team and a potential increase in the demand for Housing Assistance at a time when the Capital Contingency (see Section (g) above) and the level of ECC's contribution to C.A.R.E. is still uncertain. The Action Plan includes specific actions relating to maximising the funding for Housing Assistance (including DFGs) and the funding for C.A.R.E.

The Housing Directorate, including the Private Sector Housing Teams, was successful in achieving the Customer Service Excellence award in July 2010. The Directorate's management system has also achieved ISO9001.2008 approval. A scheduled surveillance visit was also made by Lloyds Register Quality Assurance (LRQA) in July 2010, who verified that the management system is still robust and able to react to changes in the Directorate's conditions and requirements. LRQA will be carrying out a re-certification visit in April 2011. While proud of our contribution to the achievement of these successes, the Private Sector Housing teams are committed to ongoing excellence and measures to ensure this are included in the Action Plan.

### **(b) Performance Indicators**

As the timetable for this Business Plan requires it to be completed before the end of March 2011, it will not be possible to report on performance at the year end. For this reason the tables in Appendices 2 and 3 give the outturn at the third quarter of 2010/11 but also include those for the same period in 2009/10 as a comparison.

**(c) Action Plan 2010/11 Review**

A full review of the Action Plan appears at Appendix 4. Where targets have not been achieved and still relate to the service specific and corporate objectives in the Council Plan and the Cabinet's key priority objectives, they have been brought forward into a revised Action Plan which appears in Appendix 5.

**(d) Action Plan 2011/12-2012/13**

The Action Plan (Appendix 5) is realistic and contains targets that are SMART, whilst at the same time stretching. As stated above, some actions have been brought forward and, in some cases the wording of an action has been amended slightly to make it more accurate and meaningful. Where it has not been possible to give a date for the completion of an action a 'milestone' has been added to the action to this effect.

# APPENDICES

**Extracts from General Fund Budgets showing  
estimates for 2010/11 and 2011/12 at December  
2010**

i) C.A.R.E. Core Service

DESCRIPTION	BASE	ADJ.	TOTAL	GUIDELINE ESTIMATE	PROBABLE OUTTURN 2010/11	ESTIMATE 2011/12
Private Sector Housing Grants	60030		60030			
Environmental Control Group	0					
<b>SUB TOTAL</b>	<b>60030</b>	<b>0</b>	<b>60030</b>		<b>0</b>	<b>0</b>
<b>TRANSPORT</b>						
Private Sector Housing Grants	2570		2570			
<b>SUB TOTAL</b>	<b>2570</b>	<b>0</b>	<b>2570</b>		<b>0</b>	<b>0</b>
<b>SUPPLIES &amp; SERVICES</b>						
Professional Fees	35000		35000	35000		
Private Sector Housing Grants	130		130			
<b>SUB TOTAL</b>	<b>35130</b>	<b>0</b>	<b>35130</b>		<b>0</b>	<b>0</b>
<b>SUPPORT SERVICES</b>						
Admin Buildings						
Management & Professional	2970		2970			
Web Site	30		30			
Office Services	30		30			
Telephones - Central	1590		1590			
Private Sector Housing Grants	38470		38470			
Environmental Control Group	0					
<b>SUB TOTAL</b>	<b>43090</b>	<b>0</b>	<b>43090</b>		<b>0</b>	<b>0</b>
<b>EXPENDITURE TOTAL</b>	<b>140820</b>	<b>0</b>	<b>140820</b>		<b>0</b>	<b>0</b>
<b>INCOME</b>						
Government Grant	31810		31810		31810	31810
Contribution ECC	14210		14210		14349	14349
Fees & Charges	1500		1500		40	40
Other Recharges	42150		42150		45000	45000
<b>INCOME TOTAL</b>	<b>89670</b>	<b>0</b>	<b>89670</b>		<b>91199</b>	<b>91199</b>
<b>TOTAL</b>	<b>51150</b>	<b>0</b>	<b>51150</b>		<b>-91199</b>	<b>-91199</b>

## ii) Handyperson Service

DESCRIPTION	Approved Estimate 2010/11			GUIDELINE ESTIMATES	PROBABLE OUTTURN 2010/11	ESTIMATE 2011/12
	BASE	ADJ.	TOTAL			
Private Sector Housing Grants	18740		18740			
Environmental Health Group						
<b>SUB TOTAL</b>	<b>18740</b>	<b>0</b>	<b>18740</b>		<b>0</b>	<b>0</b>
<b>EMPLOYEES</b>						
Private Sector Housing Grants	540		540			
Environmental Health Group	0					
<b>SUB TOTAL</b>	<b>540</b>	<b>0</b>	<b>540</b>		<b>0</b>	<b>0</b>
<b>TRANSPORT</b>						
Handyman Scheme Works	10250		10250	10250	10250	10250
Additional Handyperson Scheme	15300		15300	0	5000	15300
Private Sector Housing Grants	30		30			
<b>SUB TOTAL</b>	<b>25580</b>	<b>0</b>	<b>25580</b>		<b>15250</b>	<b>25550</b>
<b>SUPPLIES AND SERVICES</b>						
Managerial and Professional	1970		1970			
Website	140		140			
Office Services	2150		2150			
Private Sector Housing Grants	10330		10330			
<b>SUB TOTAL</b>	<b>14590</b>	<b>0</b>	<b>14590</b>		<b>0</b>	<b>0</b>
<b>SUPPORT SERVICES</b>						
<b>EXPENDITURE TOTAL</b>	<b>59450</b>	<b>0</b>	<b>59450</b>		<b>15250</b>	<b>25550</b>
<b>INCOME</b>						
ECC Contribution for Handyperson Scheme	11140		11140		11532	11532
ECC Additional Handyperson funding	15300		15300		15300	0
<b>INCOME TOTAL</b>	<b>26440</b>	<b>0</b>	<b>26440</b>		<b>26832</b>	<b>11532</b>
<b>TOTAL</b>	<b>33010</b>	<b>0</b>	<b>33010</b>		<b>-11582</b>	<b>14018</b>

### iii) Private Sector Housing Grants

DESCRIPTION	Approved Estimate 2010/11			GUIDELINE ESTIMATES	PROBABLE OUTTURN 2010/11	ESTIMATE 2011/12
	BASE	ADJ.	TOTAL			
Private Sector Housing Grants	98170		98170			
<b>SUB TOTAL</b>	<b>98170</b>	<b>0</b>	<b>98170</b>		<b>0</b>	<b>0</b>
<b>EMPLOYEES</b>						
Private Sector Housing Grants	2870		2870			
<b>SUB TOTAL</b>	<b>2870</b>	<b>0</b>	<b>2870</b>		<b>0</b>	<b>0</b>
<b>TRANSPORT</b>						
Private Sector Housing Grants	220		220			
Environmental Control Group	0					
<b>SUB TOTAL</b>	<b>220</b>	<b>0</b>	<b>220</b>		<b>0</b>	<b>0</b>
<b>SUPPLIES AND SERVICES</b>						
Managerial and Professional	6840		6840			
Private Sector Housing Grants	69600		69600			
Environmental Control Group	0					
<b>SUB TOTAL</b>	<b>76440</b>	<b>0</b>	<b>76440</b>		<b>0</b>	<b>0</b>
<b>SUPPORT SERVICES</b>						
Disabled Facilities Grants	400000		400000		400000	400000
Other Private Sector Housing Assistance	350000		350000		350000	350000
<b>SUB TOTAL</b>	<b>750000</b>	<b>0</b>	<b>750000</b>		<b>750000</b>	<b>750000</b>
<b>EXPENDITURE TOTAL</b>	<b>927700</b>	<b>0</b>	<b>927700</b>		<b>750000</b>	<b>750000</b>
<b>INCOME</b>						
Decent Homes Funding	239000		239000		85000	0
Disabled Facilities Grants	240000		240000		290000	290000
Government Grants						
Fees and Charges	0					
<b>INCOME TOTAL</b>	<b>479000</b>	<b>0</b>	<b>479000</b>		<b>375000</b>	<b>290000</b>
<b>TOTAL</b>	<b>448700</b>	<b>0</b>	<b>448700</b>		<b>375000</b>	<b>460000</b>

iv) Private Sector Housing Technical

DESCRIPTION	BASE	ADJ.	TOTAL	GUIDELINE ESTIMATE	PROBABLE OUTTURN 2010/11	ESTIMATE 2011/12
Private Sector Housing Technical	153890		153890			
<b>SUB TOTAL</b>	<b>153890</b>	<b>0</b>	<b>153890</b>		<b>0</b>	<b>0</b>
<b>TRANSPORT</b>						
Private Housing Technical	5500		5500			
<b>SUB TOTAL</b>	<b>5500</b>	<b>0</b>	<b>5500</b>		<b>0</b>	<b>0</b>
<b>SUPPLIES &amp; SERVICES</b>						
Finders Fee H014	5000		5000	3750		
Finders Fee D311	0	5000	5000			
Land Searches H015	2000		2000	1260		
Consultants (D305)	0	6250	6250			
Private Sector Housing Technical	900		900	226		
Private Sector Housing Grants	0		0	41		
<b>SUB TOTAL</b>	<b>7900</b>	<b>11250</b>	<b>19150</b>		<b>0</b>	<b>0</b>
<b>SUPPORT SERVICES</b>						
Managerial & Professional	7500		7500			
Office Services	80		80			
Civil Engineering Group	0					
Private Sector Housing Technical	63320		63320			
<b>SUB TOTAL</b>	<b>70900</b>	<b>0</b>	<b>70900</b>		<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>238190</b>	<b>11250</b>	<b>249440</b>		<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>						
<b>INCOME</b>						
Licensing HMO Income	1580		1580			
<b>TOTAL</b>	<b>1580</b>	<b>0</b>	<b>1580</b>		<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>236610</b>	<b>11250</b>	<b>247860</b>		<b>0</b>	<b>0</b>

## APPENDIX 2

### (i) Performance against 2009/2011 Performance Indicators (C.A.R.E.)

PERFORMANCE INDICATOR	TARGET 2010/11	PERFORMANCE 2009/10 (Q4 and Outturn)	CUMULATIVE at 2010/11 (Q1)	CUMULATIVE at 2010/11 (Q2)	PERFORMANCE 2010/11 (Q3)
<b>H8</b> Handyperson Service (HPS) enquiries.	Average time for jobs to be completed - 3 weeks.	New target for 2010/11	3 weeks	4 weeks	6 weeks
<b>H9</b> Average time taken for HPS work to be completed (North Weald Handyvan).	Average time from enquiry to first visit - 2 Weeks	New target for 2010/11	3 weeks	4 weeks	6 weeks
<b>H10</b>					
<b>H11</b> % satisfaction with HPS.	New indicator. Target to be set				
<b>H12</b> % satisfaction with Core Service.	New indicator. Target to be set				
<b>H13</b> % satisfaction with time to complete HPS job.	New indicator. Target to be set				
<b>H14</b> % satisfaction with time to complete Core Service job.	New indicator. Target to be set				

## APPENDIX 2

### (ii) Performance against 2009/10 Performance Indicators (Housing Assistance)

PERFORMANCE INDICATOR	TARGET	PERFORMANCE 2009/10 (Q4 and Outturn)	CUMULATIVE at 2010/11 (Q1)	CUMULATIVE at 2010/11 (Q2)	PERFORMANCE 2010/11 (Q3)
<b>H15</b> % satisfaction with time to complete work under DFG.	New indicator. Target to be set				
<b>H16</b> Average time from receipt of referral to response to applicant (working days).	New indicator. Target to be set				
<b>H17</b> Average time from receipt of DFG application to completion of means test (working days).	New indicator. Target to be set				
<b>H18</b> Average time from receipt of formal DFG application to decision (working days).	New indicator. Target to be set				
<b>H19</b> Average time from DFG referral to final payment (days).	New indicator. Target to be set.				

(ii) Performance against Performance Indicators (Housing Assistance) Cont'd

PERFORMANCE INDICATOR	TARGET	PERFORMANCE 2009/10 (Q4 and Outturn)	CUMULATIVE at 2010/11 (Q1)	CUMULATIVE at 2010/11 (Q2)	PERFORMANCE 2010/11 (Q3)
<b>H19a</b> Average time from DFG referral to final payment (days).	New indicator. Target to be set.				Definition to be revised.
<b>H20</b> Average time to respond to discretionary Grant enquiry (working days).	New indicator. Target to be set				
<b>H20a</b> Average time from receipt of discretionary Grant application to completion of means test (working days).	New indicator. Target to be set				
<b>H21</b> Average time from disc. Grant application to completion of means test (days).	New indicator. Target to be set				
<b>H22</b> Average time from Decent Homes check to production of Schedule of Work (working days).	New indicator. Target to be set				

**(ii) Performance against Performance Indicators (Housing Assistance) Cont'd**

<b>PERFORMANCE INDICATOR</b>	<b>TARGET</b>	<b>PERFORMANCE 2009/10 (Q4 and Outturn)</b>	<b>CUMULATIVE at 2010/11 (Q1)</b>	<b>CUMULATIVE at 2010/11 (Q2)</b>	<b>PERFORMANCE 2010/11 (Q3)</b>
<b>H23</b> Average time from receipt of formal discretionary Grant application to decision (working days).	New indicator. Target to be set				
<b>H24</b> Average time from grant enquiry to final payment (days).	New indicator. Target to be set				Definition to be revised.
<b>H25</b> Capital spend on DFG.	£400,000				
<b>H26</b> Capital spend on discretionary Grants.	£350,000				

## APPENDIX 2

### (iii) Performance against Performance Indicators (Technical)

PERFORMANCE INDICATOR	TARGET 2010/11	PERFORMANCE 2009/10 (Q4 and Outturn)	CUMULATIVE at 2010/11 (Q1)	CUMULATIVE at 2010/11 (Q2)	PERFORMANCE 2010/11 (Q3) (Cumulative)
<b>H25</b> Initial response times (harassment).	98% within 1 working day	100%	100%	100%	100%
<b>H26</b> Initial response times (other than harassment).	98% of initial responses within 3 working days	100%	100%	100%	100%
<b>H27</b> Completion times (harassment).	98% within 34 working days	100%	100%	100%	100%
<b>H28</b> Completion times (nuisance).	98% within 100 working days	100%	100%	100%	100%
<b>H29</b> Completion times (other).	98% within 450 working days	100%	100%	89%	99% (92%)
<b>H30</b> Completion times (Filthy and verminous).	98% within 90 working days	100%	100%	100%	100%
<b>H31</b> Completion times (Mobile homes).	98% within 450 working days	100%	100%	100%	100%
<b>H32</b> Completion times (Private tenant complaints).	98% within 450 working days	100%	100%	100%	100%

PERFORMANCE INDICATOR	TARGET	PERFORMANCE 2009/10 (Q4 and Outturn)	CUMULATIVE at 2010/11 (Q1)	CUMULATIVE at 2010/11 (Q2)	PERFORMANCE 2010/11 (Q3)
<b>H33</b> Empty properties brought back to use through Council action.	30 per annum	2	0	41	2 (43)
<b>H33a</b> % of total private sector homes vacant for >6 months.	New indicator. Target to be set.	1.17	1	0.96	0.89
<b>H34</b> % HMO licences issued within 4 months of receipt of application.	98%	100%	n/a	n/a	n/a
<b>H35</b> % satisfaction with private housing service.	New indicator. Target to be set	n/a	n/a	n/a	n/a
<b>H36</b> Number of homes made free from Cat 1 hazards.	New indicator. Target to be set.	17	10	17	16 (33)

## APPENDIX 3

### (iv) Performance Against Housing Service Standards

Service Standard	Officer Responsible	Performance Measure	Performance 2009/10	Performance at Quarter 3 2010/11	Comments
<b>(PS1)</b> Visit 95% of applicants for our Caring And Repairing in Epping Forest (C.A.R.E.) Service within 3 weeks of the initial enquiry.	Private Housing Manager (Grants and C.A.R.E.)	% of visits undertaken within 3 weeks	100%		
<b>(PS2)</b> Undertake jobs through our Handyperson Service within 2 weeks of request.	Private Housing Manager (Grants and C.A.R.E.)	Average time for jobs to be completed	Area 1 – 9 working days  Area 2 – 19 working days	See comments	New target of 3 weeks. On target for the first 2 quarters but recorded at 6 weeks at the end of quarter 3. The scheme is enjoying it's most best year to date and popular demand for the service has resulted in small waiting list. This has peaked and levels are returning to preferred target.
<b>(PS3)</b> Generally satisfy at least 95% of our customers for both C.A.R.E.'s core service and Handyperson Service.	Private Housing Manager (Grants and C.A.R.E.)	% satisfied with C.A.R.E.'s core service and the Handyperson Service	100 %	100%	On target

Service Standard	Officer Responsible	Performance Measure	Performance 2009/10	Performance at Quarter 3 2010/11	Comments
<b>(PS4)</b> Respond to applicants for Disabled Facilities Grants (DFGs) within 10 working days of receiving a referral from an Occupational Therapist.	Private Housing Manager (Grants and C.A.R.E.)	Average time to respond to referrals	10 working days	8 working days	On target
<b>(PS5)</b> Issue a decision on a formal application for a DFG within 5 working days of receipt.	Private Housing Manager (Grants and C.A.R.E.)	Average time to issue a decision			
<b>(PS6)</b> Respond to applicants for other private sector grants within 5 working days of receiving a request.	Private Housing Manager (Grants and C.A.R.E.)	Average time to respond to requests	2 working days	5 working days	On target
<b>(PS7)</b> Issue a decision on a formal application for other private sector grants within 5 working days of receipt.	Private Housing Manager (Grants and C.A.R.E.)	Average time to issue a decision			
<b>(PS8)</b> Respond to requests for assistance from private tenants allegedly being harassed by landlords within 24 hours.	Private Housing Manager (Technical)	% of responses within 24 hours	100%	100%	

Service Standard	Officer Responsible	Performance Measure	Performance 2009/10	Performance at Quarter 3 2010/11	Comments
<p><b>(PS9)</b> Respond to initial enquiries for other private sector housing services (e.g nuisance, filthy / verminous properties, mobile homes, HMOs) within 5 working days.</p>	<p>Private Housing Manager (Technical)</p>	<p>% of responses within 3 working days</p>	<p>100%</p>	<p>100%</p>	
<p><b>(PS10)</b> Issue licences for houses in multiple occupation (HMOs) within 6 months of receiving a properly completed application.</p>	<p>Private Housing Manager (Technical)</p>	<p>% of licences issued within 4 months</p>	<p>100%</p>	<p>None issued</p>	

## APPENDIX 4

### Review of Private Sector Business Plan 2009/10 – 2010/11 Action Plan (as revised at March 2010)

ACTION	SOURCE	TARGET	PROGRESS/PERFORMANCE
1. Seek to enable residents in the private sector who are disabled and other vulnerable persons to occupy their homes, suitably adapted to their particular needs.	Community Strategy, Council Plan <b>(HN4)</b> , LAA <b>(NI141)</b> , LAA <b>(LI 2.1)</b> Corporate Objective <b>13</b> .	New P.I.s set in April 2010 (see Appendix 2 (i) and (ii))	See Appendix 2 (i) and (ii)
2. Carry out a programme of publicity events to raise public awareness of private sector housing issues.	Community Strategy, Council Plan <b>(HN4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	New programme to be set by April 2010.	Achieved for 2010/11. Carried forward into 2011-2013 Action Plan.
3. Set targets for the reduction of non-decent private sector dwellings occupied by vulnerable households.	Community Strategy, Council Plan <b>(HN4)</b> , Corporate Objective <b>13</b> .	Specific targets to be set in the new Private Sector Housing Renewal Strategy in April 2011.	Production of new Private Sector Housing Renewal Strategy delayed. Action carried forward into 2011-2013 Action Plan.
4. Set targets for the reduction in numbers of private sector properties with Category 1 hazards as assessed by HHSRS.	Community Strategy, Council Plan <b>(HN4)</b> , Corporate Objective <b>13</b> .	Specific targets to be set in the new Private Sector Housing renewal Strategy in April 2011.	Production of new Private Sector Housing Renewal Strategy delayed. Action carried forward into 2011-2013 Action Plan.

ACTION	SOURCE	TARGET	PROGRESS/PERFORMANCE
8. Develop the information on private sector housing on the Council's website.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	Ongoing. Progress to be reviewed quarterly	Achieved for 2010/11. Carried forward into 2011-2013 Action Plan.
9. Report to Members on progress on improving standards on mobile homes sites and Empty Property Strategies.	Community Strategy, Council Plan <b>(HN4)</b> , Cabinet <b>(Decision Ref: C-052-2009/10)</b>	June 2011	Action carried forward into 2011-2013 Action Plan.
11. Re-profile budget and Capital contingency for grants in the light of 2009/10 outturn.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	June 2010	Achieved.
13. Maintain database of Landlords operating within the District.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI186)</b> , Corporate Objective <b>13</b> .	Ongoing. Subject to quarterly review.	Action carried forward into 2011-2013 Action Plan.
15. Issue new site licences to all mobile home sites in the District (apart from Gypsy and Traveller sites and those with outstanding Planning matters).	Community Strategy, Caravan Sites and Control of Development Act 1960	June 2010	Issuing of site licences delayed. Action carried forward into 2011-2013 Action Plan.

ACTION	SOURCE	TARGET	PROGRESS/PERFORMANCE
16. Comprehensive revision of the Directorate's Service Strategy on 'Harassment' to incorporate Private Sector Housing.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	Mid-April 2010	Achieved.
17. Introduce effective mechanisms for re-cycling funding for Housing Assistance.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	Effective mechanisms to be considered by consultants as part of Housing Condition Survey in 2011.	The House Condition Survey from which the recommendations will come, has been delayed. Action carried forward into 2011-2013 Action Plan.
18. Review additional conditions attached to Disabled Facilities Grants.	Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	January 2011	Now to be carried out as part of work to develop new Private Sector Housing Renewal Strategy. Action carried forward into 2011-2013 Action Plan.
19. Return at least 30 empty properties into occupation annually through Council initiatives.	Council Plan <b>(HN4)</b> .	End March 2011	Achieved but ongoing. Action carried forward into 2011-2013 Action Plan.
20. Implement initiatives to improve consultation with Landlords.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	Review success of existing mechanisms by April 2010.	Some success has been made with establishing a database of landlords operating in the District. Action carried forward into 2011-2013 Action Plan.

ACTION	SOURCE	TARGET	PROGRESS/PERFORMANCE
21. Carry out a private sector House Condition Survey using specialist consultants.	Community Strategy, Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI141 &amp; 186)</b> , LAA <b>(LI 2.1)</b> , Corporate Objective <b>13</b> .	September 2010	Delayed. Action carried forward into 2011-2013 Action Plan.
23. Complete Compulsory Purchase of 8 Sun Street.	Community Strategy, Council Plan <b>(HN4)</b> .	November 2010	Work at property is ongoing and expected to be completed by July 2011. Brought forward into 2011-2013 Action Plan for ongoing review.
24. Work with partners within the LCB private sector group to implement Fuel Poverty & Carbon Emission Project.	Council Plan <b>(HN4 &amp; IP4)</b> , LAA <b>(NI186)</b> , Corporate Objective <b>13</b> .	Work to be completed by April 2011	Achieved.
25. Carry out quarterly reviews of staff sickness.	<b>KPI LPI 28</b>	Quarterly, throughout Plan period.	Achieved but ongoing. Action carried forward into 2011-2013 Action Plan.
26. Produce a Workforce Development Programme.	New Corporate Objective	August 2010	Achieved.
27. Achieve Customer Service Excellence Standard.	Directorate Corporate Objective	September 2010	Achieved.
28. Carry out an Equality Impact Assessment of the Private Sector Housing service.	New Corporate Objective	September 2010	Due to be completed by April 2011. Actions included in 2011-2013 Action Plan.
29. Produce a Private Sector Housing Enforcement Strategy	Community Strategy, Council Plan <b>(HN4)</b> , LAA <b>(NI186)</b> .	July 2010	Achieved.

## **APPENDIX 5**

### **Private Sector Housing Business Plan 2011/12 – 2012/13 Action Plan**

**APPENDIX 6**

**PORTFOLIO HOLDER APPROVAL**

In my capacity as Portfolio Holder for Housing, I confirm that I have read and approve the Private Sector Housing Business Plan for 2011/12 – 2012/13

**Print name:**

**Signed:**

**Dated:**

**THIS COMPLETED APPROVAL MUST BE RETURNED TO THE PERFORMANCE  
IMPROVEMENT UNIT FOR RETENTION**



Epping Forest District Council  
Civic Offices, High Street, Epping, Essex CM16 4BZ  
Telephone: 01992 564000  
[www.eppingforestdc.gov.uk](http://www.eppingforestdc.gov.uk)



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