

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

## Housing Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **17 June 2015**

**Committee Room 1, Civic Offices, New Road, Grays, Essex RM17 6SL**

### Membership:

Councillors Cathy Kent (Chair), Chris Baker (Vice-Chair), Jan Baker, Clare Baldwin, Sue MacPherson and Tunde Ojetola

Lynn Mansfield, Housing Tenant Representative

### Substitutes:

Councillors Yash Gupta (MBE), Graham Hamilton, Barry Johnson, Steve Liddiard and Joycelyn Redsell

### Agenda

Open to Public and Press

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<b>1 Apologies for Absence</b>	
<b>2 Minutes</b>	<b>5 - 8</b>
To approve as a correct record the minutes of the Housing Overview and Scrutiny Committee meeting held on 18 February 2015.	
<b>3 Urgent Items</b>	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
<b>4 Declaration of Interests</b>	
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**Queries regarding this Agenda or notification of apologies:**

Please contact Jenny Shade, Senior Democratic Services Officer by sending an email to [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **9 June 2015**

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# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

## Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

## When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

**What is a Non-Pecuniary interest?** – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

### Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

**Unless you have received dispensation upon previous application from the Monitoring Officer, you must:**

- **Not participate or participate further in any discussion of the matter at a meeting;**
- **Not participate in any vote or further vote taken at the meeting; and**
- **leave the room while the item is being considered/voted upon**

**If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps**

### Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature

**You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.**

**Vision: Thurrock:** A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

**1. Create** a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

**2. Encourage** and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

**3. Build** pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

**4. Improve** health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

**5. Promote** and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

## Minutes of the Meeting of the Housing Overview and Scrutiny Committee held on 18 February 2015 at 7.00 pm

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- Present:** Councillors Gerard Rice (Chair), Barry Johnson (Vice-Chair), Chris Baker, Susan Little and Susan Shinnick
- Apologies:** Councillor Sue Gray
- In attendance:** Councillor Lynn Worrall  
Kathryn Adedeji, Head of Housing, Investment and Development  
Barbara Brownlee, Director of Housing  
Leanna McPherson, Senior Democratic Services Officer
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Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

### **22. Minutes**

The Minutes of the Housing Overview and Scrutiny Committee, held on 7 January 2015, were approved as a correct record.

### **23. Urgent Items**

There were no items of urgent business.

### **24. Declaration of Interests**

No interests were declared.

### **25. Sheltered Housing Decommissioning - Next steps**

The Director of Housing introduced the report to Members which considered how the Council would complete the decommissioning of sheltered housing schemes following the Sheltered Housing Review which came before the Committee on 16 July 2014.

The Committee noted that due to the double purdah periods that the Council experienced in 2014, the department was delayed in this process.

The Committee were advised that Phase 1 of decommissioning would cover the following schemes:

- Langland and Nottage
- St Cedds
- Chichester Close

Any decommissioning taking place would have the following principles:

1. It was intended that no tenant would be forced to move from their current accommodation.
2. Tenants would receive a disturbance payment which would cover the cost of moving, storage and reasonable new furnishings needed in their new property.
3. Tenants would be supported by a dedicated officer to help them with the decommissioning.

The Committee were further advised that the Council was in need of one bedroom properties due to the condition of the current housing market, however it was noted that properties would not be re-let until they were empty.

**RESOLVED: To note the report and endorse the approach to decommissioning of the identified units/schemes.**

## **26. Draft Housing Strategy 2015-2020**

The Director of Housing introduced the report to Members and gave a detailed presentation on the draft Housing Strategy 2015-2020.

The aim was to create an engaging and aspirational document for both internal and external stakeholders. The Strategy would define the inherent relationship with health and wellbeing and support Thurrock Council's Corporate Plan and five strategic priorities. The vision for the strategy was:

Thurrock is a destination of choice with growing healthy and prosperous communities, living in high quality housing across all tenures where residents are empowered to help themselves, and supported with consistently excellent services.

There were three core priorities that underpin the Housing Strategy vision:

- Core Priority 1 – Raising the Bar: Delivering high quality housing and services.
- Core Priority 2 – In on the Ground Floor: Proactively supporting residents to maximise health, wellbeing and employment outcomes.
- Core Priority 3 – Looking Ahead: Creating sustainable communities and boosting housing supply.

Each core priority was supported by objectives and an action plan detailing how this will be realised between 2015 and 2020. The Strategy had been developed in consultation with key stakeholders and was supported by a robust evidence base.



The Committee considered the report and presentation before them and welcomed the draft Housing Strategy at a time when young people were struggling with the current housing market and conditions.

The Committee raised concerns that salaries within the Borough were still not high enough to enable first time buyers to purchase properties.

The Director of Housing advised the Committee that the message was getting out to residents that the housing provided by the Council was of a good quality. Gloriana proposals were moving forward well and would provide high quality affordable properties within the Borough.

The Committee were also concerned that some London Boroughs were using private landlords to re-house their homeless residents in Thurrock. This could result in an increased number of homeless residents in Thurrock once the agreements ended, which was a concern for both Members and officers. It was noted that this practice was not used by Thurrock Council.

Further questions were raised by the Committee in relation to antisocial behaviour within the Councils housing Stock and antisocial behaviour orders. In response, the Cabinet Member for Housing advised the Committee that although the Antisocial Behaviour Team was currently small, there were plans in place to expand it to tackle antisocial behaviour across the Borough. Information on antisocial behaviour orders would be circulated to the Committee separately.

The Chair congratulated and commended the Director of Housing and the Housing Team for their hard work in developing a Housing Strategy for the Borough.

**RESOLVED: To endorse the Housing Strategy and proposed actions to 2020.**

## **27. Work Programme**

The Committee noted the work programme and requested that an item concerning garages be brought back to a future meeting.

**RESOLVED:**

- 1. To note the work programme.**
- 2. To include an item on garages at a future meeting.**

**The meeting finished at 7.59 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

**Any queries regarding these Minutes, please contact  
Democratic Services at [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)**

## Terms of Reference – Housing Overview and Scrutiny Committee

<b>6.</b>	<b>HOUSING OVERVIEW AND SCRUTINY COMMITTEE</b>	
<b>Appointed by:</b> The Council under section 21, Local Government Act 2000		<b>Number of Elected Members:</b> Six, of whom none may be Cabinet Members
<b>Chair and Vice-Chair appointed by:</b> The Council		<b>Political Proportionality:</b> The elected Members shall be appointed in accordance with Political Proportionality
<b>Quorum:</b> Three elected Members		<b>Co-opted Members to be appointed by Council:</b> One, non-voting, Housing Tenant Representative
<p><b>Functions determined by Council:</b></p> <p>To review and scrutinise matters relating to –</p> <ol style="list-style-type: none"> <li>1. the formulation of policies and strategies to govern the Council’s housing activities</li> <li>2. housing needs issues, including allocations, &amp; tenancy reform</li> <li>3. service issues, including the repairs service, local budgets, customer profiling &amp; personalised services ( particularly for older residents)</li> <li>4. development, including Housing Revenue Account financing, new build and regeneration of the estates.</li> <li>5. the Council’s functions in relation to the fitness and improvement of private sector housing, including, the registrations of landlords, standards within the sector and its use as temporary accommodation.</li> <li>6. the Housing Revenue Account budget</li> <li>7. homelessness and travellers</li> <li>8. the provision, planning and performance of all housing functions</li> </ol>		
<p><b>Functions determined by Statute</b></p> <p>All the powers of an Overview and Scrutiny Committee as set out in section 21 of the Local Government Act 2000, Local Government and Public Involvement in Health Act 2007 and Social Care Act 2001.</p>		

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<b>17 June 2015</b>		<b>ITEM: 6</b>
<b>Housing Overview and Scrutiny Committee</b>		
<b>Investment and Development Programme 2015/16</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non Key	
<b>Report of:</b> Kathryn Adedeji, Head of Housing		
<b>Accountable Head of Service:</b> Kathryn Adedeji – Head of Housing – Investment and Development and Commercial Services		
<b>Accountable Director:</b> Barbara Brownlee – Director of Housing		
<b>This report is Public</b>		

## Executive Summary

This report provides members with an overview of key deliverables achieved in 2014/15 and key priorities for 2015/16 related to Housing Investment and Development programmes. These are Transforming Homes including Tackling Damp and Mould and Thermal Efficiency programmes; Planned and Preventative Maintenance Programmes; Responsive repairs service; Development and our emerging Regeneration programme.

The keys deliverables that make up the work programme for 2015/16 are derived from the recently approved Housing Strategy and Corporate Plan 2015/16.

### 1. Recommendation(s)

**1.1 That the contents of the report be noted.**

**1.2 That the key housing programmes and objectives for 2015/16 be noted (as detailed in section 3), outlining the key benefits that will be delivered by each work stream in the Housing Investment and Development team work plan.**

### 2. Introduction and Background

2.1 Two key principles have been central to delivery across all programmes of work, the first, to ensure investment is targeted at maximising improvements to the Councils assets and the second, to ensure our internal processes support a mechanism for challenging our contractors to deliver the best

service for our residents. With these two key principles in mind, the Council has embarked on a range of ambitious Housing programmes improving the Councils assets, the lives and opportunities for our residents while also driving efficiency savings through a progressive procurement and stringent contract management strategy.

- 2.2 Housing staff are constantly aiming to improve the quality of the services provided to residents. The service continues to be strive to be the best in what it does, providing our residents with high quality services that are good value for money. The teams 2014/15 journey, ambitions and achievements are captured in Appendix 1 – Housing Investment and Delivery Annual Review 2014/15 and Key priorities for 2015/16.

### **Repairs & Maintenance**

- 2.3 In 2014/15 we successfully completed the procurement and implementation of a new responsive repairs and maintenance contract. This contract will support the new repairs policy framework approved by Cabinet in December 2014. Key features of the new contract include focusing on improved efficiency in asset management as well as substantial commitments for a range of offers for local economic and community initiatives – offering apprenticeships, training and supply chain programmes. Efficiency and contract savings of over 30% further mean an increase in the range and scope of planned maintenance programmes delivered in the year.
- 2.4 In the second half of 2014/15 the service achieved at least an 80% good to excellent rating from residents who used the service. The end of year outturn was a year-end high of 84% good to excellent. This is a result of clear contractual mechanism reinforced in this new contract and being realised through clear governance and a partnership approach with Mears. resident satisfaction with the delivery of the repairs service. For more details please Appendix 1.

#### **Key deliverables for 2015/16:**

- Driving value out of the contract through strong performance and financial monitoring
- Undertaking more planned programmes to deliver long-term savings.
- Implementing new technologies: under the new repairs & maintenance contract, a number of developments will be made with regard to improved use of technology, including use of online and mobile repairs reporting, and the use of improved data analysis for the development of efficient and effective planned repairs programming

## **Transforming Homes Programme**

- 2.5 The Transforming Homes programme is now entering its third year, having commenced on site in July 2013. The programme commenced following cabinet approval in February 2013. In line with the agreed targets for the delivery of this programme. By the end of the second year of the programme over 40% of Council homes are now at the New Thurrock Standard for Council homes. A significant social and economic feature of the programme is to work with delivery contractors, private and charity organisations to create apprenticeship and job opportunities and maximise spend in the local economy.
- 2.6 In 2014/15 this programme achieved a 76% good to excellent rating which is four percentage points lower than 2013/14 outturn. Whilst the issues were addressed through the year - this included a reduction in the contract value of the underperforming contractor. The key challenge for this year will be to ensure emerging issues are addressed as quickly as possible to minimise disruption to residents.
- 2.7 In year three the transforming homes – beyond decency strand is set to ensure that up to 6,000 of the 10,100 Council homes will be at the New Thurrock Standard. A key priority in 15/16 will be the commencement of the comprehensive external upgrades part of the Transforming Homes programme. See Appendix 1 for more details.

### **Key deliverables for 2015/16:**

- Undertaking internal and external improvements works to 62% of the council housing stock, helping to improve long term viability of council properties while improving the wellbeing of residents and creating social and economic opportunities.
- Resident focused delivery: continue resident engagement in choice in internal works, and extend this to consultation and engagement regarding external works programmes where appropriate;
- Extending strong partnerships: with contractors delivering works, ensuring ongoing improvement in performance and partnership working, underlying the ability of the Council to bring additional tangible benefits to local residents.

## **Tackling Damp and Mould**

- 2.8 The second key strand of the Transforming homes programme involves taking a comprehensive approach to addressing underlying factors for Damp and associated mould within Council homes. To date, £1.4m spent on addressing Damp and Mould in year 2 over 362 homes had remedial work

carried out to address damp identified from surveys. The range of measure included:

- Mechanical and passive ventilation, insulation, heating, proprietary decorative treatments and on-going advice to residents.
- Resolution of building defects such as leaks, damage to structures etc.
- Provision of chemical or physical damp proof courses.

2.9 This programme together with the thermal efficiency programme with EON and undertaking external works including replacement windows and front entrance doors, new insulated roof coverings, cavity wall insulation, will significantly improve the long term viability of assets and the living conditions our residents.

**Key deliverables for 2015/16:**

- Targeted resourcing: continued addressing of damp & mould issues through tailored approach – surveys through both maintenance and capital works, and remedial works or residents guidance where required;
- Innovative programmes: working with delivery partners, development of works programming using new technologies, including for example infrared heating, to improve conditions in properties susceptible to damp & mould.

**Thermal Efficiency Programme**

2.10 The thermal efficiency programme is one of the key components that underpins Housing capital programmes. The Council's housing capital improvement programme has already undertaken a number of measures that will improve the energy efficiency of homes, including but not limited to roof insulation, boiler replacement, and cavity wall insulation and window replacements.

2.11 As part of the completion of the Green Study on Council homes in 2013/14. The Council was able to identified and categorise the level of energy efficiency of its housing stock using standardised measures. The study found that a range of homes that were the most inefficient could be supported with extensive measures to improve the efficiency by funding under the Energy Company Obligation. The first phase of this strand was successfully completed in 2014/15; this resulted in a total of 161 homes in Grays and Tilbury having external wall insulation works carried out. In 2015/16, we are aiming to expand its offer in the private sector as part of its key objectives for 2015/16 to expand the programme.



- 2.12 In addition to this as part of an overall plan improve the energy efficiency as many homes as possible. We are currently exploring a range of new technologies and funding streams such as new heating systems to replace current off gas heating requirements along with Solar PV installations. For more details please see Appendix 1.

### **Planned and Cyclical Maintenance Programmes**

- 2.13 In the April 2014 Cabinet Report, Planned & Cyclical Maintenance Programme, the report clearly set o the Councils the principles for developing the programme using both primary and secondary drivers which essentially looked at the Councils continued compliance with statutory obligations, assessing the availability and reliability of assets, and assessing the relationship with other programmes. In summary, the programme has been developed through a combination of driving value through procurement and exploiting synergies between different Capital Housing programmes delivering improved outcomes to as many tenants as possible within the agreed budget. For more details please see Appendix 1.

#### **Key deliverables for 2015/16:**

- Programming methodology: dovetailing maintenance, capital and regeneration, ensuring efficiencies are realised;
- Planned & Cyclical Maintenance: prioritising essential servicing and maintenance works for estate, communal and commercial assets;
- Delivering 2015/16 programme which includes – upgrading Door Entry systems and Lift Refurbishments

### **Development Pipeline.**

- 2.14 2014/2015 saw two schemes starting on site Seabrooke Rise & Derry Avenue completion of both schemes is November 2015. Together with the first site transfer to Gloriana - St Chads, which also achieved planning consent this year. Furthermore Bracelet Close, Corringham has now commenced on site with target completion due in July 2016.
- 2.15 In 2015/16 we are seeing further sites moving from development feasibility to detailed design these sites include another HAPPI scheme at Calcutta Road Tilbury, with general needs housing being designed on Kings Walk Grays Tops Club Grays, Claudian Way Chadwell St Mary, alongside the second Gloriana scheme at Belmont Road Grays.

## **Strategic Procurements of New Contracts**

- 2.16 The Housing team have undertaken a considerable amount of work to consolidate a number of service contracts to delivering substantial efficiency savings in 2014/15. Through the development robust contract specifications and tighter performance measures, the team has delivered substantial real term savings and continues to carry on this work into 2015/16. One such example is the procurement and award of the Councils new Repairs & Maintenance contract in October 2014. At the core of developing and shaping the contract, has been resident engagement helping to focus the service on resident requirements. Responses to thousands of independent customer satisfaction surveys have shaped the contract. This together with the Repairs Policy, signal an improved targeting of resources delivering both improvements in the equality of service to our residents while also delivering efficiency savings. For more details please see Appendix 1.

### **Key deliverables for 2015/16:**

- Extending strategic programming: taking forward the approach developed to date, extending this to the full portfolio of asset management, consolidating programmes and contracts where appropriate;
- Improved contract & performance management: using improved governance and management reporting, as well as improved business processes, to further drive improved performance across the programme portfolio

## **Delivering Social Value**

- 2.17 Delivering Social Value frames how Housing Investment & Development deliver key benefits to Thurrock residents using our Social Value framework. Underlying this is a commissioning, contract management and partnering approach – ensuring Thurrock is working across sectors to support training and employment opportunities for all segments of our communities.
- 2.18 Across the range of housing programmes, a number of developments have been made in 2014/15. There has been the development and implementation of a range of programmes delivering pathways programmes for local residents, and these have been developed through partnerships with a range of local and private sectors organisations. Through these pathways, we are increasing the range & number of opportunities available, ensuring offers match the needs for all Thurrock residents. For more details please see Appendix 1.

**Key deliverables for 2015/16:**

- Apprenticeships: delivery of 20-25 apprenticeships across all programmes in 2015/16
- Local contract spend: maintaining 30% minimum spend in the local economy;
- Jobs creation and retention: 150 jobs created or retained;
- 50 Residents to complete a pathways programmes: the programmes maximize value for local residents through provision of training, work experience, and job opportunities.
- Developing partnerships: extending programmes to work with other local, third and private sector partners to maximise tailored benefits to local residents.

**3. Issues, Options and Analysis of Options**

## 3.1 Key deliverables for the year will be:

- Asset Management plan
- Refresh of Rolling five year capital programme
- Tackling Damp and Mould
- Transforming Homes Programme
- Strategic Programme and Savings
- Review of Repairs Policy
- Continued Service Enhancements for Responsive Repairs service.
- Delivering Social Value

## 3.2 The table below details for each of the key housing programmes and objectives the key deliverables for 2015/16:

Programme	Key Deliverables
Asset Management plan	<ul style="list-style-type: none"> <li>• Housing Asset Management Plan – develop an overarching strategic plan that brings together all existing programmes and shows demonstrably delivers against the range of key strategic objectives and agreed programme principles. The Plan would set out a range of specific actions to deliver each strategic objective, along with desired outcomes and the associated cost.</li> </ul>
Planned & Cyclical Maintenance 5 year programme.	<ul style="list-style-type: none"> <li>• Programming methodology: dovetailing maintenance, capital and regeneration, ensuring efficiencies are realised;</li> <li>• Planned &amp; Cyclical Maintenance: prioritising essential servicing and maintenance works for estate, communal and commercial assets;</li> <li>• Delivering 2015/16 programme which includes – upgrading Door Entry systems and Lift Refurbishments</li> </ul>

Tackling Damp and Mould	<ul style="list-style-type: none"> <li>• Targeted resourcing: continued addressing of damp &amp; mould issues through tailored approach – surveys through both maintenance and capital works, and remedial works or residents guidance where required;</li> <li>• Innovative programmes: working with delivery partners, development of works programming using new technologies, including for example infrared heating, to improve conditions in properties susceptible to damp &amp; mould.</li> </ul>
Transforming Homes Programme	<ul style="list-style-type: none"> <li>• Undertaking internal and external improvements works to 62% of the council housing stock, helping to improve long term viability of council properties while improving the wellbeing of residents and creating social and economic opportunities.</li> <li>• Resident focused delivery: continue resident engagement in choice in internal works, and extend this to consultation and engagement regarding external works programmes where appropriate;</li> <li>• Extending strong partnerships: with contractors delivering works, ensuring ongoing improvement in performance and partnership working, underlying the ability of the Council to bring additional tangible benefits to local residents.</li> </ul>
Strategic Programme and Savings	<ul style="list-style-type: none"> <li>• Extending strategic programming: taking forward the approach developed to date, extending this to the full portfolio of asset management, consolidating programmes and contracts where appropriate;</li> <li>• Improved contract &amp; performance management: using improved governance and management reporting, as well as improved business processes, to further drive improved performance across the programme portfolio</li> </ul>
Repairs and Maintenance contract	<ul style="list-style-type: none"> <li>• Driving value out of the contract through strong performance and financial monitoring</li> <li>• Undertaking more planned programmes to deliver long-term savings.</li> <li>• Implementing new technologies: under the new repairs &amp; maintenance contract, a number of developments will be made with regard to improved use of technology, including use of online and mobile repairs reporting, and the use of improved data analysis for the development of efficient and effective planned repairs programming</li> </ul>
Delivering Social Value	<ul style="list-style-type: none"> <li>• Apprenticeships: delivery of 20-25 apprenticeships across all programmes in 2015/16</li> <li>• Local contract spend: maintaining 30% minimum spend in the local economy;</li> <li>• Jobs creation and retention: 150 jobs created of retained;</li> </ul>

	<ul style="list-style-type: none"> <li>• 50 Residents to complete a pathways programmes: the programmes maximize value for local residents through provision of training, work experience, and job opportunities.</li> <li>• Developing partnerships: extending programmes to work with other local, third and private sector partners to maximise tailored benefits to local residents.</li> </ul>
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### **Delivering Improvements in Programme Delivery**

3.3 A key focus across all streams of work will be to drive improvement by continuing to monitor the satisfaction and ensure robust challenge of contractor performance. Resident feedback allows for the identification of areas of poor performance and ensures that the services that are delivered reflect our residents’ needs and wants. This is in addition to continuing to fulfil the Council’s corporate and statutory obligations. In order to ensure that this aim can be consistently achieved, key aspects, which are integral to the performance in delivery, have been identified and addressed to facilitate the continual improvement of the service and to build on the work from previous years. In addition to this, the Housing team will continue to review and implement processes and procedures in response to residents feedback and contractor performance gaps. This will ensure effective management and control of processes for managing programmes.

#### **4. Reasons for Recommendation**

- Maximising current capital funding expenditure to extend the range and extent of investment in our homes.
- Investment in Thurrock council’s capital assets.
- Help to reduce fuel bills for local residents through access to new sources of revenue to deliver reductions in fuel poverty.
- Support for wider local strategic priorities (better health outcomes, Carbon reduction).
- Support investment in the local community through the provision of increased training and opportunities for jobs .

#### **5. Consultation (including Overview and Scrutiny, if applicable)**

Not applicable.

#### **6. Impact on corporate policies, priorities, performance and community impact**

- 6.1 The improvement of the Council’s assets is linked to key corporate priorities:
- Creating a great place for learning and opportunity

- Encourage and promote job creation and economic prosperity
- Building pride, responsibility and respect
- Improve health and well-being

The different housing programmes will support strategic and local opportunities, investing in the long-term integrity of the Councils assets, new homes and new opportunities for our residents, contributing to their wellbeing and the long-term regeneration of Thurrock.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Michael Jones**  
**Strategic Resources Accountant**

There are no financial implications arising from this report.

### **7.2 Legal**

Implications verified by: **Assaf Chaudry**  
**Major Projects Solicitor**

There are no Legal implications arising from this report

### **7.3 Diversity and Equality**

Implications verified by: **Karen Wheeler**  
**Head of Strategy & Communications**

There are no equality implications arising from this report. An Equality and Community Impact Assessment would be completed for specific elements of the programme where appropriate. The programme seeks to benefit the community through new training and employment opportunities which would have a positive impact on health and wellbeing.

### **7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)**

Not applicable.

**8. Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- 17HRA Base Estimates Report, February 2014.
- Housing Programme Update and Scheme Approvals, June 2013
- Housing Capital Programme Procurement February 2013
- Housing Planned & Cyclical Maintenance Programme, April 2014
- Award Repairs and Maintenance contract, November 2014

**9. Appendices to the report**

- Appendix 1 – Annual review 2014/15 and Key Priorities for 2015/16

**Report Author:**

Kathryn Adedeji

Head of Housing – Investment and Development and Commercial Services

Housing

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# Housing Investment & Development **Annual Review 2014-15 & Key Priorities for 2015-16**

# Introduction

**Thurrock's Housing & Investment team has had a successful year in 2014/15 by continuing to successfully deliver demanding capital investment programmes, new homes and new opportunities for our residents, contributing to their well being and the long term regeneration of Thurrock.**

Thurrock is at the heart of the Thames Gateway and the largest single growth opportunity in the South East Local Enterprise Partnership (SELEP) area. This forms the framework for an ambitious growth agenda in support of the Council's Vision, that Thurrock will be "a place of opportunity, enterprise and excellence where individuals, communities and businesses flourish". Stretching targets for the creation of 18,500 new jobs and 26,500 new homes include addressing infrastructure deficits, creating training opportunities for local people and improving the quality and attractiveness of Thurrock to potential investors.

The Housing Directorate is determined that this progressive agenda will be reflected in the housing provision in the borough. Housing is more than playing its part in the current difficult economic environment, reversing trends in the local housing market and changing the perception of Thurrock as a location for residential development.

Back in 2012 the Council agreed to use its land and resources and the opportunities presented by Housing Revenue Account (HRA) finance reform to improve, reshape and create new homes. Over the last two years this strategy has manifested in a £68m Transforming Homes programme which will bring all Council homes to the Beyond Decency standard, will eliminate damp and mould and deliver better security and external improvements.

A substantial HRA new build programme has been built up. The Council has formed its own wholly owned housing company, Gloriana Thurrock Ltd, to take forward further development opportunities on Council land, in addition to those being provided through the HRA resources, using funding provided by General Fund prudential borrowing. In the current economic climate, will compensate for low levels of private sector development and act as a catalyst to help achieve and support the Council's growth ambitions.

All of this activity is firmly embedded in a strategy, which recognises the inherent relationship between housing, health and wellbeing and economic growth. Housing services have been reviewed, re-shaped and dramatically improved to better meet the needs of Thurrock residents, in both public and private sector accommodation. Providing advice and guidance on housing options, welfare and working increasingly with Adult Social Care the Department has ensured that the housing investment programmes have holistic objectives around training and education and meeting the needs of vulnerable groups.



# Strategic Priorities

## Our Vision

Thurrock is a destination of choice with growing healthy and prosperous communities, living in high quality housing across all tenures where residents are empowered to help themselves, and supported with consistently excellent services.

Create a great place for learning & opportunity

- Partnerships programmes will be expanded, extending the range of offers to local residents, with members of HID becoming personal mentors with the Princes Trust
- Emerging partnerships with local organisations, including South Essex College, will be progressed to include presentation & work experience opportunities

Encourage & promote job creation & economic prosperity

- Apprenticeships have been created across a range of housing programmes and will be extended going forward, including apprenticeships in Housing Investment & Development;
- Further links will be developed to extend the offer to local residents, including creating a working link with the Local Careers Job Centre

Build pride, responsibility & respect

- Housing Investment & Development will develop partnering opportunities with existing Contractors to “Pay Back to the Community” Schemes – teaming with local Community Pay Back, for example local community service/probation;
- Offer local communities incentives to contribute maintaining their local communities

Improve health & wellbeing


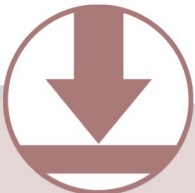
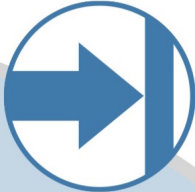
- Continued delivery of Transforming Homes Programme Year three programme, providing substantially improved housing for residents;
- Further deliver and develop the Damp & Mould and Thermal Efficiency programmes, further improving housing conditions;

Promote & protect our clean & green environment

- New build programmes focus on developing housing with improved sustainability rating, with the practical Completion of 53 new residential units to Seabrooke Rise. Code 4 Development and 25 New residential units in Derry Avenue



# Strategic Priorities Housing Strategy

	 Delivering High Quality Housing & Services <b>Raising the Bar</b>	 Proactively supporting residents to maximise health, wellbeing and employment outcomes <b>In on the Ground Floor</b>	 Creating sustainable communities & boosting housing supply <b>Looking Ahead</b>	
<b>Transforming Homes</b> £68m 5 year programme to refurbish all Council residential properties	<ul style="list-style-type: none"> <li>Substantial improvements in existing Council properties</li> <li>Tailored provision, including OT adaptations where needed</li> <li>Consistently high satisfaction levels, with effective contract management</li> </ul>	<ul style="list-style-type: none"> <li>Tailored provision to residents in need - including OT adaptations so residents maintain independence</li> <li>Partnering with private &amp; charity sector delivers apprenticeships &amp; training, improving job-readiness</li> </ul>	<ul style="list-style-type: none"> <li>Delivering improved condition &amp; prolonging life of existing assets</li> <li>Providing improved thermal efficiency of assets, reducing ongoing &amp; future impact of fuel costs of residents</li> </ul>	Transforming Homes
<b>Repairs &amp; Maintenance</b> £4.7m annual programme delivering repairs & maintenance to 10,300 properties	<ul style="list-style-type: none"> <li>New Repairs Policy focuses resources where need is greatest, delivering an expanded service to vulnerable residents</li> <li>Consistent &amp; high levels of residents satisfaction, averaging 84% for the year</li> </ul>	<ul style="list-style-type: none"> <li>New Repairs Policy &amp; service extends offers to vulnerable residents, ensuring they are able to stay independent in their home</li> <li>1 apprenticeship per £1m spend, plus other offers for local residents &amp; community</li> </ul>	<ul style="list-style-type: none"> <li>Improved sustainability of service provision, through improved efficiency &amp; batch service provision, while maintaining standards of repairs &amp; maintenance</li> </ul>	Repairs & Maintenance
<b>Planned &amp; Cyclical Maintenance</b> £3.8m annual programme delivering cyclical servicing & maintenance to Council residential & commercial assets	<ul style="list-style-type: none"> <li>Management of residential &amp; other assets, ensuring statutory obligations are met</li> <li>Ensuring assets are maintained to the required standard, delivering long-term sustainability</li> </ul>			Planned & Cyclical Maintenance
<b>New Build &amp; Regeneration</b> £70m+ delivering 350+ new homes, and major regeneration programmes for 4 estates across Thurrock	<ul style="list-style-type: none"> <li>Programmes deliver a range of new housing - include social rented and private, ensuring option for all residents</li> <li>Design includes minimum space standards as a range of measures delivering high quality housing</li> </ul>		<ul style="list-style-type: none"> <li>Regeneration is an opportunity to enhance estates, address issues of health inequalities &amp; deprivation while increasing the provision of housing</li> <li>Standards employed mean new homes are suitable for residents now &amp; in the future</li> </ul>	New Build & Regeneration
<b>Delivering Social Value</b> A framework linking all housing programmes, ensuring tangible social value is realised	<ul style="list-style-type: none"> <li>Programmes are driven by analysis &amp; experience of local issues, ensuring pathways offered are tailored to residents</li> </ul>	<ul style="list-style-type: none"> <li>Pathways programmes offer tangible options for residents, with 19 completing programmes in the year</li> <li>Programmes developed &amp; delivered in partnership with local &amp; private sector organisations</li> </ul>	<ul style="list-style-type: none"> <li>Delivering a number of tangible outcomes that create real opportunities for change for local residents and the community - across economic, social, communal factors</li> </ul>	Delivering Social Value

# Delivering housing programmes: What we do

Overview

Repairs &  
Maintenance

Transforming  
Homes

Planned & Cyclical  
Maintenance

Energy Efficiency

Strategic  
Procurement

New Build &  
Regeneration

Delivering Social  
Value

Quality Assurance

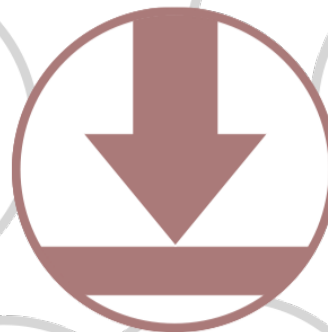


**128**

New homes  
being delivered

**100**

Apprenticeships  
on track to be  
delivered by  
2020



**£10m+**

Invested in the  
local economy

**40,000+**

Repairs &  
maintenance  
works per year

**£1.4m**

Spend tackling  
damp &  
associated  
mould

**£25m**

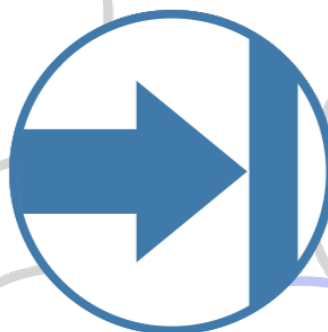
Invested in  
maintaining and  
improving Homes

**2500+**

Supporting  
vulnerable residents  
across the borough

**10,100**

The number of  
properties managed  
by the Council



**4000+**

Satisfaction surveys  
completed

**£1.4m**

Spend on  
Damp & Mould  
works

**50**

Dedicated staff  
working within HID  
to manage service  
delivery



# Key achievements & priorities

## Highlights of 2014-15



- £6m HCA funding secured to deliver new homes
- £11.58m increase of the HRA borrowing cap to fund additional homes
- 40% of homes already transformed through our Transforming Homes programme
- £1.4m spent on addressing Damp and Mould with 1,500 surveys completed
- 40 NEETs & long term unemployed completed employment programmes, with 71% now in work or training
- 27 apprenticeships commenced or completed through contract partners as part of social value commitments
- 90 new homes commenced on site in 2014-15
- Redevelopment of all plots on Pilgrims Lane residential site, vastly improving living conditions of residents onsite providing them with modern accommodation facilities
- New Repairs and Maintenance contract procured focusing on delivering excellent customer service, 84% satisfaction (good to excellent) with our repairs service
- £40,000 saved on heating costs for residents through Thermal Efficiency Programme
- 50% efficiency savings realised through the re- procurement of all capital contracts
- 30 days void to let, with 59% of all voids completed to Transforming Homes standard

## Key priorities for 2015-16 & beyond



- Deliver a comprehensive asset plan that brings together all works programmes & provides a strategic plan for delivering Housing Asset management 15-16 & beyond
- Energy efficiency – complete evaluation of key efficiency and sustainable measures and commence implementation of most appropriate solution.
- Improve our financial decision making through better quality financial reporting, budgeting and forecasting
- Continue to procure efficient and competitive contracts to deliver services
- Achieve our new homes growth target of 1,000 homes in the next 5 years
- Increase 'right first time' repairs from current 75% to 85% according to our residents
- Ensure 6000 Council Homes are at the New Thurrock Standard
- Deliver £3.8M of Planned and Cyclical works
- Ensure at least 10m of programme spend is in the local economy, and deliver up to 25 apprenticeships
- Continue to address Damp and Mould issues in properties, providing improved asset and living conditions for residents
- Maximise use of available funding to expand energy efficiency programmes across the housing stock

Overview

Repairs &amp; Maintenance

Transforming Homes

Planned &amp; Cyclical Maintenance

Energy Efficiency

Strategic Procurement

New Build &amp; Regeneration

Delivering Social Value

Quality Assurance

# Building a great Housing Investment & Development team

The HID team restructure is now in place, however we still have work to do to bring our organisational culture into line with the teams' structural changes. The success of the service is critically reliant on the team members working in a consistent way and having a positive attitude, members of the team understanding appreciating our social and legal obligations, all these elements are essential in meeting our service and social objectives. We continue to improve quality in what we do by:

- Developing a 'one organisation' culture of high performance and 'getting it right first time'
- Building management and leadership competence
- Deliver staff appraisal process to ensure we encourages high performance
- Improving performance reporting and governance
- Improving communication with residents, encouraging feedback and demonstrating we are listening by delivering the services and housing residents need and want
- Investing in, and improving, our systems to support great customer service
- Improving our online offer to customers, developing multi-channels such as email and mobile
- Offering residents a 'right first time' service

## Delivering First Class Customer Service



Our customer satisfaction levels have been consistently high recent years, including across our major housing programmes:

- The Repairs & Maintenance service saw satisfaction averaging 84% for 2014-15, with consistent performance across the year – above 80% for each month – and improved performance from 2013-14;
- For Transforming Homes it was challenging to maintain high standards set in 2013-14, and while satisfaction is at 76% for the year we expect this to improve substantially in 2015-16.

# Repairs & Maintenance



Set a strategic, long-term approach

Engage effectively with residents

Manage effective planned & capital programmes

Run efficient responsive repairs services

Improve performance management & competition

The responsive repairs and maintenance contract delivers a repairs service to 10,100 properties, including 1200 sheltered housing properties. Following service delivery through an interim contract in operation from February 2013, 2014-15 saw the completion of a procurement process to implement a 5 year contract focusing on improved efficiency in asset management as well as substantial local deliverable offers. Efficiency and contract savings of over 30% further mean an increase in the range and scope of planned maintenance programmes delivered in the year.

A number of improvements have been developed and implemented over the period since termination of the previous Morrison contract, delivering improved efficiency and substantially better resident satisfaction.

The service has contributed to the wider reorientation of Housing Investment & Delivery to efficient and sustainable asset management, through a shift to planned programme delivery where appropriate – identified through improved service data analysis.

## Key objectives for the year

- Procurement and mobilisation of the new Repairs & Maintenance contract;
- Development of new Repairs Policy, improving definition of repairs responsibilities, refocusing service on planned programme efficiencies, and extending offers to vulnerable residents;
- Maintaining high levels of service provision through mobilisation of new contract
- Continued and improved engagement and consultation with residents regarding the provision of the repairs & maintenance service

### Providing a Resident-Focused Service

#### Monitoring resident satisfaction & feedback

Resident satisfaction averages **84%** for the year, with reporting and actions monitored throughout the year in governance meetings.

#### Consultation

The development and implementation of the new Repairs & Maintenance contract had at its core resident engagement. Responses to thousands of independent customer satisfaction surveys have shaped the contract term brief, with residents representatives also taking part in a 'Bidders Challenge Day'.

The new Repairs Policy has been developed in consultation with residents, ensuring concerns and priorities are integrated in service provision.

#### Focusing resources on residents with the greatest need

The new Repairs & Maintenance contract, together with the Repairs Policy, signal an improved targeting of resources to those residents with greatest need.





# Repairs & Maintenance

## Repairs & Maintenance in Numbers



<b>84%</b> Residents rating service as good or excellent	<b>3.65</b> Repairs per property	<b>3,741</b> Satisfaction surveys	<b>&gt;80%</b> Satisfaction every month of the year	<b>99%</b> Repairs completed in target time
<b>59%</b> Voids completed to Transforming Homes standard	<b>41,000</b> Responsive & planned repairs	<b>94%</b> Residents rating appointments good or excellent	<b>82%</b> Residents rating quality of repair good or excellent	<b>5.7</b> Average days to complete repair

## Key achievements for the year

- Strategic procurement of contract completed October 2014, with various efficiency savings achieved
- 5 year contract offers the Council flexibility in optional extensions beyond initial term
- New contract commenced Feb 15 with additional improvements being developed and implemented from 2015-16 onwards
- Transfer of repairs and maintenance Call Centre to Mears
- Repairs Policy developed for implementation in April 2015, focusing on 3 key improvements: improved service for vulnerable residents, efficiencies through batch service provision, improved repairs definition
- Continued performance improvement including in resident satisfaction scores
- Implementation of batch programmes to improve service delivery and achieve value for money on programmes such as fencing, gutter clearance and jetting drains

## The new 5 year Repairs & Maintenance contract: key features



The Council awarded the new Repairs & Maintenance contract to Mears Group PLC in October 2014, with mobilisation undertaken for a contract commencement of January 2015:

- 5 year initial duration, with option to extend for up to a further 5 years
- Value of £23.5m over 5 years

The contract focuses on driving efficiency in service provision, while maintaining improved quality standards and levels of resident satisfaction:

- Batched repairs provision: driving efficiencies by shifting routine repairs to planned programmes where appropriate, improving use of data analysis to identify suitable repairs
- Reduction in responsive repairs per property, together with reduced spend per property
- Maintain and improve standards of service provision and resident satisfaction, standards which had improved substantially of the 2014-15 period
- A service which builds on current access and provision options for residents – including developing online and mobile reporting, and extending repairs delivery times
- Substantial opportunities for local economy & community development, including offers for employment skills and training, local business development and other community offers

# Repairs & Maintenance

## Raising the Bar



### 'Deliver tailored and needs-led services to all residents'

The new Repairs Policy has been developed and implemented, of which a key component is the focusing of service provision where need is greatest – particularly a tailored service for vulnerable residents.

### 'Deliver value for money with high levels of customer satisfaction'

The new Repairs Policy also provides an improved focus on shared responsibility – ensuring that where tenants can undertake minor repairs, they do so.

## In on the Ground Floor



### 'Support residents to maintain and improve their independence'

Extending offers to vulnerable residents through the new Repairs Policy means those residents are better able to stay in their current homes while improving their standard of living.

### Resident engagement

Starting with the new repairs & maintenance contract, resident representatives now form part of the Council's contract oversight – attending the operational governance meeting, engaged in decision-making and oversight of the contract

## Looking ahead to 2015-16 & beyond

The key focus of the new Repairs & Maintenance contract – improving efficiency of service provision while maintaining a high quality resident focused service – drives the development of the service area over the coming years. The Repairs & Maintenance Partnering Timetable sets out the key areas which will form part of service development:

Improved service efficiency:

- Setting aims and target expenditure for the whole service, and controlling budgets;
- Training staff (including out-of-hours staff) on repair-ordering policy, business processes and budgets, so the service becomes less wholly demand-led;
- Reducing the level of expensive emergency work, ensuring that repairs clerks do not over-prioritise repairs, by setting and monitoring a policy on which repairs qualify; and;
- Linking with planned work programmes and increasing planned work carried out, including for example fencing, gutter clearance, window replacements.

Local Deliverables:

- A range of commitments will be delivered through the partnership with Mears, in coordination with other local partnering organisations:
  - Employment initiatives: apprenticeships, LEAF events, ex-offenders initiatives, work experience and local schools programmes;
  - Training initiatives: continued provision of trade school, DIY and energy awareness sessions for residents, community workshops;
  - Supply chain & local employment: maintaining substantial sourcing of materials and labour from within the Thurrock area.

# Repairs & Maintenance

## Looking ahead: 15/16 and Beyond

Simplify access to repairs ordering and roll out appointment systems to cover all non-urgent repairs:

- Repairs Online & New Technologies: in addition to the implementation of the new housing management system, online and mobile repairs reporting and access will be developed in partnership with Mears;

Ensure a consistent approach to improving access for disabled residents is applied:

- Service enhancements for vulnerable residents: as set out in the Repairs & Maintenance term brief and in line with the new Repairs Policy, service provision for vulnerable residents will be extended from previous provision, ensuring funding sources are focused where most needed;

Resident Consultation and Involvement

- Improved service efficiency: expansion of use of planned repairs programmes, shifting repairs where appropriate from the responsive service.

Run efficient responsive repairs services

Reduce the level of responsive work

Improve accuracy of diagnosis

Get more repairs done on time

Prioritise performance monitoring

Develop a cost-effective, coherent approach to void repairs



# Transforming Homes



The Transforming Homes Programme is the first in the Council's new five year rolling capital programmes, with £68m approved funding to deliver on-going improvements to the Council's housing stock. Our Programme is delivering a range of high quality works to modernise the interiors of our residents' homes and schemes to maintain the estates' built infrastructure and external fabric. All 10,100 properties in the Council's stock will be assessed for works, with many expected to receive significant improvements.

The programme is built on several of key drivers:

- Improving our stock – ensuring the Council's continued compliance with statutory obligations;
- Ensuring the programme contributes to delivery of economic and social benefits to Thurrock;
- Prioritising Improvement Works – providing a transparent record of prioritisation and programming works based on need to undertake urgent works;
- Managing contractor performance – ensuring obligations & efficiency are achieved;
- Consultation & engagement – involving residents in works to their homes;
- Balancing Transforming Homes with other investment programmes – dovetailing all on-going works streams, and ensuring long term efficiencies are realised;
- Encouraging sustainable methods of construction and improvement works

The 2014/15 programme focused on a continued provision of internal refurbishment works, to kitchen, bathrooms and other elements. The year also saw the underlying procedures being implemented, in preparation for the comprehensive external works programme to be commenced in 2015/16.

## Transforming Homes in Numbers



<b>76%</b> Rated service as good or excellent	<b>161</b> Energy efficiency works	<b>484</b> Residents survey responses	<b>2,066</b> Properties transformed	<b>16.1</b> Average days to complete works
<b>350+</b> Voids completed in Transforming Homes	<b>88%</b> Satisfaction with energy efficiency works	<b>79%</b> Rate quality of works good or excellent	<b>1507</b> New bathrooms installed	<b>84%</b> Rate courtesy & politeness good or excellent
<b>75%</b> Works completed in <20 days	<b>563</b> New boilers installed	<b>1501</b> New kitchens installed	<b>553</b> Properties rewired	<b>4</b> Contractors delivering works

# Transforming Homes

## Key objectives for the year

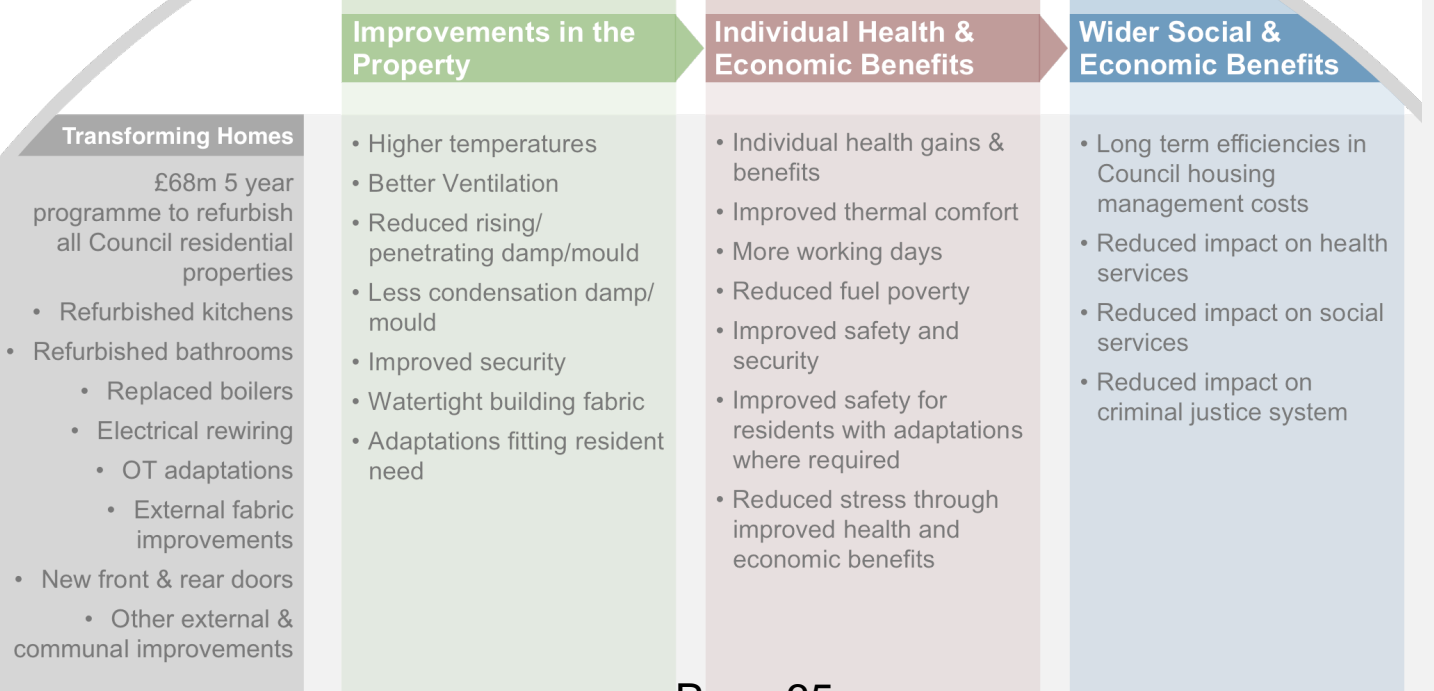
- Completion of strategic procurement of frameworks for both contractors & consultants, as well as procurement of Years 3 & 4 contractors and consultants
- Implement an energy efficiency programme
- Putting in place preparations for external works, including section 20 requirements
- Successful mobilisation of new delivery contractors for refurbishment works
- Developing and delivering a damp & mould programme
- Ensuring the programme continues to provide tailored delivery to residents with greatest need – including OT works and adaptations
- Progressing a local deliverables programme which meets the needs of local residents, and maximises the expertise and offers from deliver partners



## Key achievements for the year

- A number of community projects delivered, including refurbishment of war memorials and local community facilities
- Engagement with local businesses and supply chain;
- With the successful delivery of the energy efficiency programme, works are to be extended to a second year in 2015-16.

## Key benefits of the Transforming Homes programme



Overview

Repairs & Maintenance

Transforming Homes

Planned & Cyclical Maintenance

Energy Efficiency

Strategic Procurement

New Build & Regeneration

Delivering Social Value

Quality Assurance



# Transforming Homes



## Key Transforming Homes data – programme to date

	Units	
Bathrooms	3075	
Kitchens	2847	
Rewires	1157	
Front & Back Doors	923	

Overview

Repairs &  
Maintenance



## In on the Ground Floor

### Support residents to maintain and improve their independence

Through the Transforming Homes programme, residents who are identified as having occupational therapy requirements are provided adaptations in their home where appropriate. This ensures that the Council is actively supporting people to maintain independence in their home. In 2014-15, c£890K was spend on wet rooms adaptations, shower adaptations, ramps and minor adaptations.

Transforming  
Homes

Planned & Cyclical  
Maintenance

## Looking ahead to 2015-16 & beyond

The core aims of the Year 3-5 (2015-18) programme are to upgrade all remaining major internal components and carry out required external works, thereby raising Council homes to the new Thurrock standard.

Internal works will involve, where appropriate, installation of new bathrooms, kitchens, boiler and central heating renewals, and rewiring. Works will also continue to comprehensively address problems of Damp and Mould.

External works includes replacement windows and front entrance doors, new insulated roof coverings, cavity wall insulation, fascia and soffits, guttering, concrete/brick repairs, and general improvements repairs.

In order to complete these works, the Council has completed procurement to engage consultants and contractors to manage and undertake works.

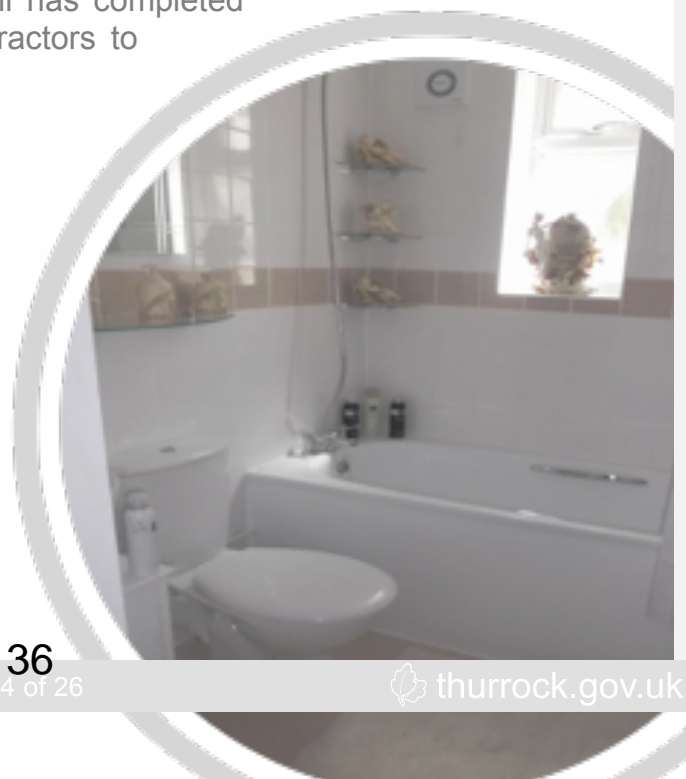
Energy Efficiency

Strategic  
Procurement

New Build &  
Regeneration

Delivering Social  
Value

Quality Assurance



# Planned & Cyclical Maintenance

In order to maintain our properties in a good state of repair and décor, the Council has a 5-year rolling Planned and Cyclical maintenance programme that includes provision for all stock. Planned & Cyclical Maintenance concerns management and delivery of specialist contracts, ensuring statutory and landlord's maintenance and repairs obligations are met across the range of residential properties, commercial properties and communal assets.

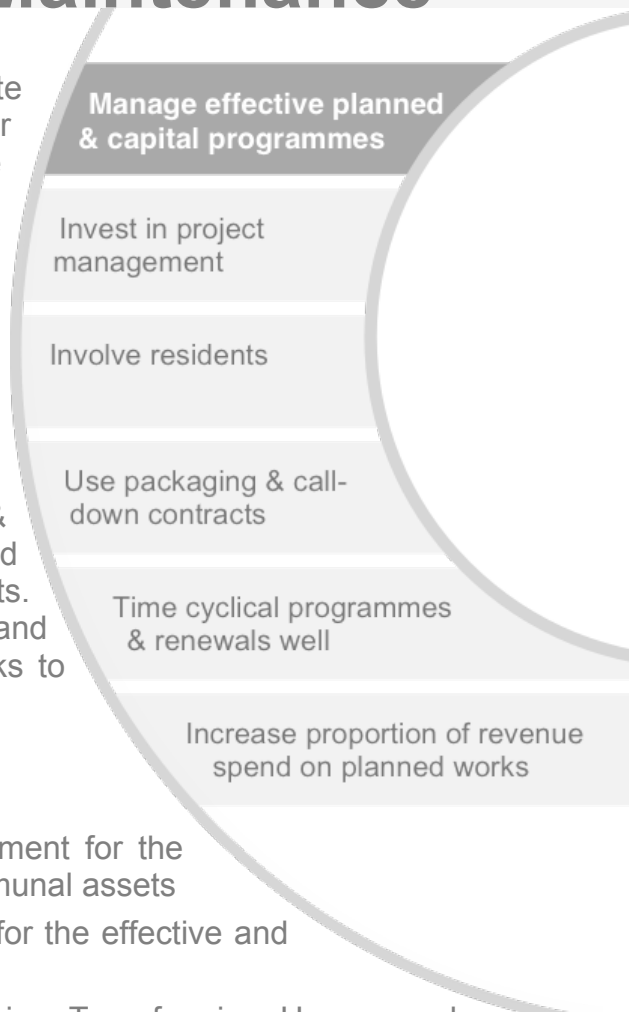
Cross-programme technical support is provided, ensuring Transforming Homes, Repairs & Maintenance and other programmes are delivered to required standards and technical requirements. The team provides technical assessment and analysis of asset condition data, prioritising works to drive value in asset management.

## Key objectives

- Further progress improved asset management for the Council's residential, commercial and communal assets
- Develop new methodology and strategies for the effective and appropriate management of assets
- Prioritisation of works according to ongoing Transforming Homes and regeneration programmes, providing most efficient service provision and value for money
- Refinement and embedding of structured processes and procedures for technical service provision.

## Key achievements

- Identification and integration of new planned maintenance programmes to aid the reduction of responsive repairs;
- Development and implementation of new and revised 5 year planned, cyclical maintenance and asset management programme;
- Implementation of improved working processes, delivering planned and monitored site visits, collaborative working, and forward thinking approach to technical services and asset management;
- Development and implementation of thermal energy & renewable efficiency programmes, improving the technical capacity assets to provide high quality and sustainable housing;
- Continued provision of technical service for the range of housing programmes, including statutory compliance, property surveys and technical support across a range of workstreams.



- Overview
- Repairs & Maintenance
- Transforming Homes
- Planned & Cyclical Maintenance
- Energy Efficiency
- Strategic Procurement
- New Build & Regeneration
- Delivering Social Value
- Quality Assurance

# Planned & Cyclical Maintenance

## Looking ahead to 2015-16 & beyond

Improving the councils planned maintenance system, process and procedures for managing planned and cyclical maintenance programmes – further developing an asset management strategy which is based on:

- A long-term financial planning framework that makes provision for funding schemes
- Priorities for the future maintenance of our stock based on the Councils stock condition, demand, tenants aspirations, sustainability and statutory requirements
- Development of new asset data through the completion of condition surveys to allow new programmes to be developed on current stock condition, programme development is to be for 2015/16 and for the next five years
- Investing in and enhancing the data management and reporting of assets through procuring new asset management systems
- Embedding best practice within the operational activities of the team, ensuring robust procedures are in place and the team has the technical knowledge and capacity to deliver asset management functions and services

Planned maintenance systems – putting in place a system which ensures the long-term viability of future investment:

- A comprehensive database of housing stock with details of the specification and building elements of each property
- Identify standard life cycles for components, enable these assumptions to be reviewed depending on the results of performance and inspections to determine condition.
- Identify time-spans for service contracts and regular safety checks
- Plan and prepare short (annual), medium (5 years) and long-term budgets (30 years) for maintenance expenditure.

The programme for 2015-16 covers a range of works elements, with the major aspects detailed below:

Priority Planned Maintenance Programme 2015/16	Summary of Scope	Estimated Value
Assisted Decorations	Undertaking decoration works for vulnerable residents	£180,000
Door Entry	Replacement, testing and servicing of door entry systems	£450,000
Drainage Soil Stack	Reinstatement of new soil stack systems for expired or broken down systems	£100,000
Lifts	Refurbishment, servicing and maintenance of lifts.	£436,000
Water Booster	Replacement of water boosters to high rise blocks	£77,000
Water Risers	Replacement of pipes within high rise blocks.	£140,000
Water Mains	Replacement of lead water mains to the property.	£150,000



# Energy Efficiency: improving the sustainability of homes

Housing Investment & Development are currently looking at integrating renewable energies into Council Housing Assets to reduce the planned maintenance and lifecycle as well as running expenditure with technologies such as LED Lighting and Infrared Heating, of which can be integrated with Solar PV Technology.

## Raising the Bar: Case Study



### 'Provide high quality council housing'

In order to combat Damp & Mould in properties – identified as a key priority in housing – a new approach has been taken to improve inadequate heating where present.

- Low energy and cost effective source of heating which is powered by electricity
- Up to 40% more effective than traditional gas heating systems
- Infrared heating system distributes the heating evenly, as well as warming the building fabric elements
- Warming up the whole space evenly, including the fabric of the structure – means that infrared heating systems can reduce or in some cases eliminate condensation and associated mould within properties

Collaborative working with Partnering Contractors allows the Technical Team to fulfil a key role in the development and delivery of schemes that directly feed into the Housing Strategy objectives.

## Looking Ahead: Case Study



### 'Ensure the sustainability of our homes to meet residents' needs now and in the future'

Work has been undertaken to expand the currently limited use of solar panels in the Council stock, and the Council is currently considering number of new funding sources and partners:

- Partners offering a range of different funding models for the installation of PV technology
- Partners offering a possible funding opportunity, based on feed in tariffs with no Client capital expenditure and a maintenance free scheme

Further options include integration of PV with storage radiators, providing efficiency benefits to the substantial stock with storage radiators

## 5 Year Planned & Cyclical Maintenance Programme



The Council is making considerable level of investment for future years, prior to each of the programme, work is undertaken to assess the detail of work required and proposals considered as part of the HRA Base Estimates for 2015-20.

Year 2: 2015-16	Year 3: 2016-17	Year 4: 2017-18	Year 5: 2018-19	Year 6: 2019-20
£3.9m	£4.0m	£4.0m	£4.4m	£4.5m

# Strategic Procurement & Contract Management

Effective procurement and contract management is essential to ensure existing and future contractual arrangements meet both the needs of Thurrock residents and the demands of the housing stock and assets at best value costs. Housing Investment & Development takes a strategic approach to commissioning services and works to ensure we have fit for purpose contracts that deliver efficiency saving and strategic priorities within finite resources.

Undertaking analysis of planned procurements with a view to delivering savings at no or minimal risk to service delivery has resulted in a range of successful outcomes. Intelligent reworking of specifications, contract packages and clear outcomes have enabled bidders to include innovative methods of delivery and the most competitive pricing structures.

## Key objectives

- Improved procurement outcomes through identifying areas of service provision where potential efficiency and value for money can be realised through restructuring of contracts and works lots and identification of improved specifications
- Driving value through shifting the focus from reactive to proactive maintenance and planned refurbishment or replacement of equipment such as lifts and door entry systems
- Driving value through procurement – improving operational links between planned and responsive work, such as batching-up non-urgent responsive repairs to feed into the planned programme, making sure only appropriate repairs are ordered under the responsive budget, interrogating the responsive repairs system to inform planned and cyclical programmes, and avoiding carrying out responsive repairs that are part of an upcoming planned programme.

## Key achievements

- Procurement of two key frameworks supporting delivery across both new build & investment programmes – allowing effective commissioning from tested organisations to support both professional and specialist services, as well as delivering social value outcomes for residents
- Procurement of Year 2 of the Transforming Homes programme resulting in further 5% savings on top of the 50% realised in 2013-14
- Commissioning of Transforming Homes contractors for 2015-16 & beyond
- Re-procured a range of cyclical repair and maintenance contracts, utilising new contract specifications and packages of works/services
- Achievement of substantial savings from recent procurement exercises which are anticipated to continue for the remaining Housing Cyclical Repairs contracts:
  - c£150k in water mains replacement, 50% below pre-tender estimate
  - Domestic Gas Servicing contract commenced March 2015 with projected c£350K per annum savings (approximately 50% of the previous cost).
- Re-evaluated quality and accuracy of contract specifications to ensuring they meet the needs of Thurrock residents and the demands of its housing stock and assets
- Consolidation of contractual arrangements for cyclical & maintenance contracts

# Strategic Procurement & Contract Management

## Raising the Bar: Case Study



### 'Deliver value for money with high levels of customer satisfaction'

Domestic Gas Service Case Study – substantial VFM savings through improved contract management:

- Tighter controls over breakdown & repair, reducing the contractor's automatic authorisation limits, delivering savings of c£400,000
- Ceasing delivery of tasks identified as residents' responsibility, thus delivering a saving of more than £70,000
- Robust new gas compliance process implemented with 100% success rate

## Looking ahead to 2015-16 & beyond

A number of key improvements have been developed and implemented over the preceding year, advancing Thurrock Council's ability to effectively and efficiently manage contract and asset management. The rationalisation and consolidation of contracts, together with improved contract and performance management will be further structured and extended across the contract portfolio:

- Take forward the approach developed to ensure ongoing effective and value driven procurement and contract management, is set in place through documented procedures and guidance;
- Further refine and consolidate ongoing planned and cyclical maintenance in the Council's asset management programme, driving efficiency and effective asset management for the long term sustainability of asset stock;
- Further extend the improvements made in contract management and performance monitoring across the range of housing programme contracts, providing consistent standards in performance and reporting across Housing Investment & Development.

## Raising the Bar: Case Study



### 'Deliver value for money with high levels of customer satisfaction'

Door Entry Case Study – substantial VFM savings through effective procurement:

- A contract to strengthen and improve high use entrance doors in a number of large blocks subject to continual failure is likely to generate significant savings on repeated breakdown call-out costs £150k p/annum
- Further savings of c£100k per annum on breakdown call-out costs should be achieved through establishment of a consolidated services contract;
- Implementation of a planned replacement programme will contribute to long term efficiency savings;
- Consolidated key replacement contract provides volume efficiencies and additional savings of c£10k per annum.

# New Build & Regeneration



The Housing Investment & Development New Build & Regeneration programme delivers a key aspect of the Council's strategy for ensuring communities have access to a range of housing options now and in the future. Increasing the supply of housing is central to this – and with the reduction in government funding together with the current housing landscape in Thurrock – we need to find innovative new approaches to provide the much needed housing, working across both the public and private sector to tackle this growing issue.

## The Emerging Estate Regeneration Programme

Delivery of the Council's growth ambitions are centres around six growth hubs, five of which are located along the riverfront and all of which will bring substantial benefits and opportunities for housing regeneration. These Growth hubs underpin the Council's Thames-side and Inland Thurrock proposals contained within the SELEP Plan. The key areas include:

Our proposed strategy for the regeneration of our key estates will be to ensure that existing residents lead the debate on the future of their own estates. We will do this by setting up local consultation structures on each estate as well as using community forums and hubs in the area.

We wish to maximise the provision of new high quality housing in desirable locations across the borough that offer local residents a choice of tenures and range of genuine home ownership options that are affordable and meet their aspirations.

Local economic prosperity will be delivered through the creation of long-term job opportunities and apprenticeships during the delivery of the regeneration works and thereafter by providing homes that are accessible to long term jobs and opportunities within and outside of the borough.

The creation of desirable and active locations will also provide the best possible foundation for the creation and growth of local businesses delivering a diverse and improved retail, leisure and recreational offer across the borough that will contribute to improved health and wellness outcomes for our residents.





# New Build & Regeneration

## Key achievements

- Planning consent granted on St Chads in Tilbury
- Completion on Seabrooke Rise and Derry scheduled for November 2015
- The creation of Gloriana wholly owned Thurrock Company.
- The acquisition of former Tops Club and The VOSA site in Purfleet.

## Looking ahead to 2015-16 & beyond

- 1,000 new affordable homes delivered over the next five years
- 10% increase over current projection in number of new homes delivered through the private sector over the next five years
- Commencement of regeneration of the Garrison Estate, Flowers Estate and Broadway Estate
- 100% of new council homes built to London Space Standards and Lifetime Homes, reflecting high quality design and materials



### New Build Programmes

Location	Detail for 2015-16	Units
Argent St	Start on site March/April 16	27
Claudian Way / Brentwood Rd	Start on site November 15	60
Kings Walk	Start on site March/April 16	24
Tank Hill Rd	Site acquisition and soft market testing	150
Custom build	Start on site November 15	24
Calcutta Road	Start on site November 15	35



# Delivering Social Value



Delivering Social Value frames how Housing Investment & Development deliver key benefits to Thurrock residents using our Social Value framework. Underlying this is a commissioning, contract management and partnering approach – ensuring Thurrock is working across sectors to support training and employment opportunities for all segments of our communities.

Across the range of housing investment programmes, there are substantial opportunities for the realisation of these key priorities. Key to maximising social value outcomes is ensuring what we do is aligned with key priorities of the Corporate Plan, as well as those set out in Thurrock's Social Values Framework and Procurement Strategy. Delivering Social Value does this through:

- Ensuring existing residents benefit from investment – including jobs & training, and housing investment programmes – developing routes for local people to access employment opportunities;
- Establishing a procurement framework which develops and ensures mechanisms for the realisation of local deliverables - addressing the key priority of the Social Values Framework and Procurement Strategy;
- Working with partners across sectors, in order to understand, shape, implement and monitor programmes which address local priorities - thereby setting out a strategic approach which underlines the unified approach recognised as critical across strategic plans & frameworks



## Providing a Resident-Focused Service: Delivering Social Value

In 2014-15, Housing Investment & Development set out its comprehensive approach to Delivering Social Value – ensuring residents across the wider community are at the heart of, and benefit from, Thurrock Council services and funding:

- Targeted provision: using data analysis and ongoing service provision experience to target delivery of social value offers to those residents groups most in need
- Building on current achievements: progressing delivery of social value offers from current programmes, which have been delivering tangible benefits to residents for a number of years
- Develop a range of partnerships for delivery of targeted offers – using local and experienced organisations to deliver programmes with defined and tangible benefits
- Designing pathways programmes: ensuring there are defined entry points for residents, as well as routes for further progression upon completion of a training or work experience placement



# Delivering Social Value


## Key objectives for the year

- Continue & expand delivery of substantial deliverables through existing programmes;
- Extend the delivery of social value to new contracts, using experience and learning, through effective procurement and contract management;
- Develop partnerships with key local and private sector partners, ensuring a tailored offer meets the needs of Thurrock's residents

## Key achievements for the year

- Procurement of new Repairs & Maintenance service contract, with substantial local deliverables commitments;
- Development & implementation of a range of programmes delivering pathways programmes for local residents;
- Development of partnerships with a range of local and private sectors organisations;
- Increasing the range & number of opportunities available, ensuring offers match the needs for all Thurrock residents.

### Delivering Social Value in Numbers (all programmes to date)



<b>27</b> Apprenticeships	<b>£10m</b> Spend in local economy	<b>120</b> Jobs created or retained	<b>6</b> Delivering social value partners	<b>10</b> Ware memorials refurbished
<b>69</b> Residents supported through pathway programmes	<b>40</b> Pathway completions have led to jobs or further training	<b>20%</b> Supply chain in registered in Thurrock	<b>4</b> Development & delivery of 4 rounds of pathways programmes	<b>30%</b> Sub-contractors registered in Thurrock

### In on the Ground Floor: Case Study

#### 'Create employment pathways and support residents to access these'

The 'Get into Construction' pathway programme is designed to create a 3 way partnership to maximise training and work experience and increase opportunities for employment. It provides a key demonstration of the Housing Strategy in action, being developed and driven by partnerships across public, charity and private sectors for the delivery of tangible benefits for local young people.

- 10 young people completed the May programme of which 8 have progressed into employment (6) or training (2)
- 9 young people completed the November programme of which 5 have offers of employment with their workplacement provider and four are continuing to apply for construction opportunities
- Development of Get Into Construction programme, working across local partners for the delivery of opportunities to local residents

# Delivering Social Value

## Looking ahead to 2015-16 & beyond

Across the various housing programmes being delivered, Thurrock Council is delivering substantial tangible benefits to local residents and the local community. As well as the achievements to date, there are a range of ambitious targets for the coming years.

These achievements have been brought about through the mechanisms developed through Delivering Social Value – developing pathways to deliver targeted, wide ranging opportunities, through local partnerships.

For 2015-16 and beyond, Housing Investment & Development aims to achieve:

- 100 Apprenticeships across all programmes
- £30m – over 30% programme spend – in the local economy
- 200-300 jobs created or retained
- 15 Total rounds of programme delivery, across all pathway programmes
- New Initiatives and partnerships developed to target local resident in need
- 350 Residents supported through pathway programmes
- 65% Of those completing programmes, gaining employment or further training



### In on the Ground Floor: Case Study

#### Working with external partners to maximize the opportunities for our residents addressing social and health inequalities across the borough

Thurrock Council has engaged partners with a proven experience in delivering outcomes in order to deliver real benefits to residents, across the four key areas of need identified, as well as a number of further areas providing a comprehensive approach:

- Employment & Job Skills – Wates Building Futures: a programme established through Transforming Homes bringing training, employment opportunities and improving ‘job-readiness’;
- Professional Skills Training – Construction Youth Trust: providing a pathway to access higher level apprenticeships in engineering, design, surveying and site management;
- Jobseekers 50+ & Lone Parents – John Laing Training: providing a programme targeting particular needs of these groups when entering the job market;
- Emerging partnerships – South Essex College: working to develop programmes built to the requirements of Thurrock residents, across a range of qualifications and fields.





# Quality Assurance

The Quality Assurance team drives improvements, monitors the satisfaction of our residents and supports the delivery of a variety of programmes across the streams of works within Housing Investment & Development. The improvements which are made are directed by detailed analysis of feedback received from our residents which allows for the identification of areas of poor performance and ensures that the services which are delivered reflect our residents' needs and wants. This is in addition to continuing to fulfil the Council's corporate and statutory obligations.

In order to ensure that this aim can be consistently achieved, key aspects which are integral to the performance of the Quality Assurance team have been identified and addressed to facilitate the continual improvement of the service and to build on the work from previous years. In addition to this, reviews of implemented processes and procedures are undertaken by the Quality Assurance team, each with its own owner and expert. This ensures effective management and control of processes and allows for the initiation of workshops to deliver them through the support of the Quality Assurance team. Furthermore, this approach provides safeguards that any identified changes following detailed reviews are implemented in an appropriate and responsible manner.

## Key objectives for the year

- Assessing and outlining the roles and responsibilities undertaken by members of the QA team.
- Enhancing the quality of care to residents by improving responses and increasing inter-team communication.
- Ensuring that vulnerability data is kept up to date and accurate and is assessed when dealing with individual complaints.
- Exploring and assessing the use of current housing systems and developing efficient routes for accessing information.
- Developing procedures for managing complaint escalation.
- Formulating and regulating the routine delivery of key performance indicators.

## Key achievements for the year

- The development of procedures and processes which have been implemented across Investment & Development as well as facilitating a 'one organisation' culture with the wider Housing Directorate and delivery partners.
- The initial implementation and subsequent roll-out of core systems and software to allow for improved ways of working within the service
- Improved approach to enquiries and feedback received from a range sources which has resulted in the consistently high quality of responses which are provided.

# Quality Assurance

## Looking ahead to 2015-16 & beyond

The key focus of the Quality Assurance team is to drive the continuous improvement of the services delivered to our residents to ensure that our obligations are met while delivering customer service to high standards. In order to achieve this, further developments include:

- The induction and on-going training of members of the QA team and across the wider service to ensure that any knowledge gaps which form are remedied through effective workshops and continuous learning.
- The development and implementation of a Quality Assurance Forum featuring key stakeholders in the streams of work undertaken by the Investment & Development service. This will improve communication, encourage collaborative working and will facilitate the discussion of cross-work and other pertinent issues.
- Continued identification, processing and arrangement of repair-related support associated with vulnerable residents to ensure that delivered services continue to meet wide and varied needs.
- Continuous review of resident feedback in addition processes and procedures to allow for consistently improved performance

<b>17 June 2015</b>	<b>ITEM: 7</b>
<b>Housing Overview and Scrutiny Committee</b>	
<b>Homelessness Prevention Strategy</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key
<b>Report of:</b> Dawn Shepherd, Housing Strategy Manager, Housing	
<b>Accountable Head of Service:</b> Dermot Moloney, Strategic Lead Housing	
<b>Accountable Director:</b> Barbara Brownlee, Director of Housing	
<b>This report is Public</b>	

## Executive Summary

Every Local Authority must have a Homelessness Strategy which sets out the local authority's plans for the prevention of homelessness and for securing that sufficient accommodation and support are, or will be, available for people who become homeless or who are at risk of becoming so.

The local authority must ensure that all organisations whose work can help to prevent homelessness and/or meet the needs of homeless people are involved in the strategy.

The last strategy was adopted in 2010.

A new homelessness prevention strategy is required which takes into account current homelessness, the impact of recent welfare reforms, and opportunities for preventing homelessness.

A review of current homelessness, its impacts and anticipated needs for prevention of homelessness in the future has been undertaken.

An initial review document and draft action plan is presented to the Committee.

Further consultation will be undertaken and the final strategy and action plan will be presented to Housing Overview and Scrutiny Committee in September 2015.

### 1. Recommendation(s)

- 1.1 That the outcomes of the initial review and draft action plan be noted (outlined in Appendix 1).

**1.2 That a further period of consultation will be undertaken and that a final action plan will be referred back to the Housing Overview and Scrutiny Committee.**

## **2. Introduction and Background**

2.1 Every Local Authority must have a Homelessness Strategy which sets out the local authority's plans for the prevention of homelessness and for securing that sufficient accommodation and support are, or will be, available for people who become homeless or who are at risk of becoming so.

2.2 The local authority must ensure that all organisations whose work can help to prevent homelessness and/or meet the needs of homeless people are involved in the strategy.

2.3 Thurrock Council last implemented a homelessness strategy in 2010. Since then there have been many changes which have impacted homelessness including welfare reform, the Localism Act, a new housing allocations scheme, a new tenancy policy, recession and funding cuts.

2.4 The new strategy will have an emphasis on prevention and will identify actions to address the main causes of homelessness in the borough.

2.5 Between February and April 2015 a consultation with staff across the Council, and partner agencies, was undertaken. An online survey was sent out to 850 recent service users and presentations were made at the DMTs of Children's and adults services.

2.6 A statistical analysis of data was undertaken in order to inform the review. Subsequently a review document and draft action plan was written (Appendix 1).

2.7 The directorate is now holding a full consultation between May and July 2015, including face to face meetings with partners and Members, a public online survey and presentations to the tenant's excellence panel and Youth Cabinet.

The final strategy and action plan will be presented to Housing Overview & Scrutiny board in September 2015.

### 3. Issues, Options and Analysis of Options

- 3.1 The initial consultation identified the following key issues. The new strategy will identify actions to specifically address these issues.
- 3.2 There are four main causes of homelessness in Thurrock
- Eviction by parents, family or friend
  - The ending of an AST
  - Violence or harassment
  - Mortgage or rent arrears
- 3.3 Non priority groups, i.e. those without children or vulnerabilities who would not be accommodated by the Council under a statutory duty if homeless, have few housing options:
- Home ownership is beyond the reach of many
  - Low cost home ownership is a more viable option for working residents
  - Private renting can be expensive with increasingly rising rents
  - Non-working residents in receipt of Housing Benefit may struggle to obtain good quality affordable rented accommodation since there is an increasing shortfall between Local Housing Allowances (the subsidy paid under benefit rules) and actual market rents
- 3.4 The impact of welfare reforms, particularly the introduction of Universal Credit are likely to worsen the situation – e.g. there are reports of local landlords who previously let to people in receipt of Housing Benefit but are now refusing to take tenants in receipt of Universal Credit, due to concerns over potential non-payment.
- 3.5 Further predicted reforms include non-payment of Housing Benefit for young people under the age of 25 except in certain circumstances – this has yet to be confirmed but the impact could be substantial.
- 3.6 A number of London boroughs have purchased or rented property in the borough, as a means of accommodating people to whom they owe a duty to house. The impact is that landlords are asking for higher rents which widen the gap between Local Housing Allowance and actual rent. This means fewer properties are available for Thurrock residents.
- 3.7 Anecdotally, a number of people have been moved into the borough with complex needs which are not being supported and there has been no pass over of services – this requires further investigation.

3.8 Debt and poor money management is a key factor to homelessness with rent and mortgage arrears as one of the top four reasons.

#### **4. Reasons for Recommendation**

4.1 The Council has a duty to consult with organisations whose work can help to prevent homelessness and/or meet the needs of homeless people and to ensure they are involved in the strategy.

#### **5. Consultation (including Overview and Scrutiny, if applicable)**

5.1 An initial review of current homelessness in Thurrock has been undertaken over the past 3 months, including:

- Consultation meetings with staff and partners
- An online survey of recent service users
- A detailed analysis of the statistical evidence base
- A review of current policy, legislation and the socio-economic climate
- A review of the service working practices following a peer review in November for the Gold Standard
- Reports have been presented to the Children's, Adults and Housing DMTs

5.2 A second consultation period has begun from the end of May 2015 – this will include further meetings with partners.

5.3 An online public survey will be made available via the Councils public consultation portal.

#### **6. Impact on corporate policies, priorities, performance and community impact**

6.1 As part of the consultation a full impact assessment of proposed actions will be undertaken.

#### **7. Implications**

##### **7.1 Financial**

Implications verified by: **Jo Freeman**  
**Finance Officer**

The Local Authority holds statutory duties under the Housing Act 1996 (as amended by the Homelessness act 2002) which have financial implications – especially around the provision of temporary accommodation.

The strategy will outline actions for minimising temporary accommodation and thereby reducing costs to the Council.

## 7.2 Legal

Implications verified by: **Alison Stuart**  
**Principal Solicitor, Housing & Regeneration**

The Homelessness act 2002, s1 (3) requires a Local Authority to review homelessness in its area and to produce a strategy. Section 1(4) requires that the strategy is reviewed and updated at least every 5 years.

## 7.3 Diversity and Equality

Implications verified by: **Rebecca Price**  
**Community Development Officer**

A full impact assessment will be conducted as part of the consultation process to assess the impact of future actions on equality groups.

## 7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder).

## 8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

## 9. Appendices to the report

- Appendix 1 – Homelessness Prevention Strategy 2015 Review and Draft Action Plan.

### Report Author:

Dawn Shepherd, Housing Strategy Manager,  
Housing Business Improvement

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## Appendix 1, Housing Overview and Scrutiny Committee – 17<sup>th</sup> June 2015

### Homelessness Prevention Strategy 2015 Review and Draft Action Plan

<b>Action to date</b>		
Initial Consultation undertaken	Feb/ March/April	3 face to face sessions with staff and partners
Survey of service users	Feb / March	116 responses out of 850 invited (14%)
Presentations at DMTs	April	Children's DMT Adult services DMT Housing DMT
<b>Timetable</b>		
Consultation Sessions - with review document and draft action plan		
Excellence Panel	26 <sup>th</sup> May	
Homeless Prevention Strategy - Finance	30 <sup>th</sup> May AM	CAB, HB, Rents private landlords
Homeless Prevention Strategy - ASB, DA, Offenders	30 <sup>th</sup> May PM	ASB, DA, Offenders, Community safety, Probation
Homeless Prevention Strategy - Private Landlords	1 <sup>st</sup> June AM	Private Landlords, / L/LS and RSL/ Mediation/ Environmental Health/ Discharge Duty
Homeless Prevention Strategy - Minority groups	1 <sup>st</sup> June PM	Trust, LGBT groups, monitoring groups
Homeless Prevention Strategy - Members 2	1 <sup>st</sup> June 5.30 to 7.30	Members
Homeless Prevention Strategy - Young people	22 <sup>nd</sup> June PM	Education, Young people, Autism, Leaving Care
Homeless Prevention Strategy - Public health	22 <sup>nd</sup> June AM	Public health, Substance misuse
Homeless Prevention Strategy - Mental health	23 <sup>rd</sup> June AM	SEPT, MIND, Powher
Homeless Prevention Strategy - Vulnerable people	23 <sup>rd</sup> June PM	ASC, Disability, Safeguarding, Hospital team, Age
Health & Wellbeing Strategy Board	15 <sup>th</sup> June PM	Slot booked
Youth Cabinet	1 <sup>st</sup> July PM	Slot booked
On line Public Survey	1 <sup>st</sup> June to 31 <sup>st</sup> July	Available to public
Report to Housing DMT	August	Strategy and Action plan
Report to Housing O & S	September	Strategy and Action plan

Make application for Gold Standard Challenge	October	
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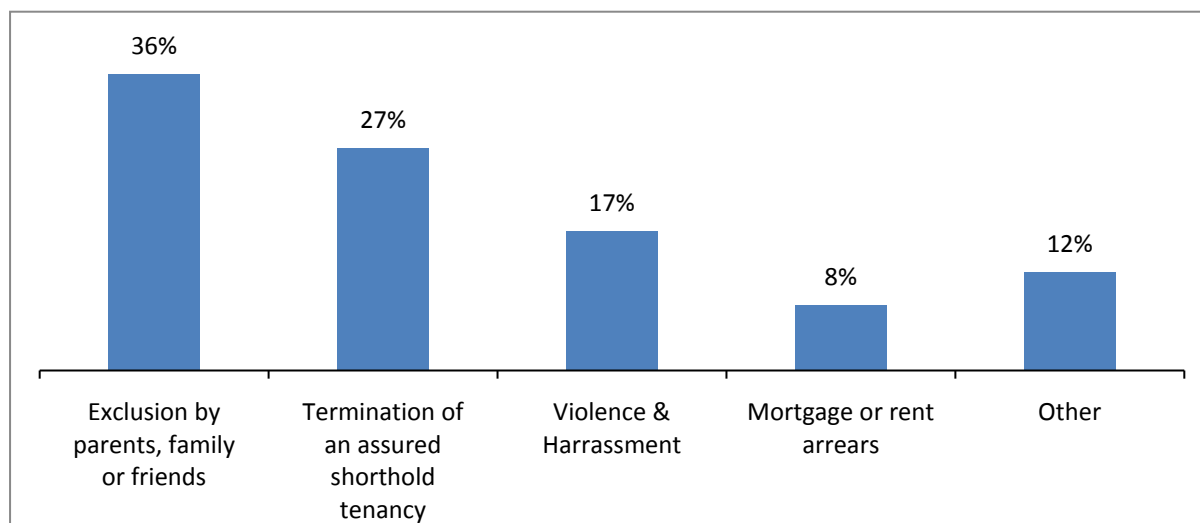
Review Identified:	Action Plan
<p><b>Four main causes of homelessness and numbers of approaches</b> See chart 1</p>	<p>All actions to be categorised to address one of the causes of homelessness – keeps action plan very focused on prevention</p>
<p>1. Exclusion by parents, family or friend  (especially pertinent in like of May 2015 Supreme Court judgment on the assessment of vulnerability)</p>	<ul style="list-style-type: none"> <li>• Housing supply – influence supply to produce higher numbers of smaller properties (1 &amp; 2 beds) - see chart 2</li> <li>• Increase supply of supported accommodation and move on programmes</li> <li>• Encourage under occupiers to take in lodgers – see chart 3</li> <li>• Promote staying at home through a programme of education in schools &amp; colleges</li> <li>• Increase usage of the Young People’s mediation service</li> <li>• Explore options for non-priority homeless groups – including cross boundary self-referral hostels – including working with St Mungos, St Basils and Children’s/adults services on youth homelessness &amp; housing options</li> <li>• Review how we prioritise homelessness to incentivise staying at home</li> <li>• Offer of respite accommodation for young people – crash pads</li> <li>• Concerns re potential HB reforms – no HB for under 25s? – Investigate impacts and mitigations</li> <li>• Investigate options for HMOs/Student type accommodation within Council stock</li> </ul>
<p>2. The ending of an AST  (complicated by the “AST revolving door” )</p>	<ul style="list-style-type: none"> <li>• Improve the supply of good quality housing – across all tenures including supported housing options (Links with Housing Strategy)</li> <li>• Ensure right size properties are built – including smaller accommodation for single person households</li> <li>• Increase options for homeownership and</li> </ul>

	<p>raise awareness</p> <ul style="list-style-type: none"> <li>• Improve incentives to Private landlords to offer to local people rather than London boroughs</li> <li>• Make good use of adapted properties through early maximisation of potentially homeless applicants</li> <li>• Develop an offer for elderly under occupiers – whereby we offer sheltered accommodation in return for either leasing or purchasing of their larger property to be used for families on a long term AST (up to 5 years)</li> </ul>
3. Violence or harassment	<ul style="list-style-type: none"> <li>• Increase access to specialised refuges</li> <li>• Investigate the use of safe houses within Thurrock Council Improved working protocol for early joint working with victims of Domestic Abuse &amp; sexual violence</li> <li>• Promotion of Sanctuary across all tenures</li> </ul>
<p>4. Mortgage or rent arrears</p> <p>Issues of affordability for most private accommodation for the average wage earner in the borough –see charts 4-7</p>	<ul style="list-style-type: none"> <li>• Increase understanding amongst staff of benefits – particularly around further welfare reforms</li> <li>• Increase access to debt advice and money management</li> <li>• Increase awareness of the implications of eviction through partners</li> <li>• Investigate a pre-tenancy training programme for tenants across tenures to improve tenancy sustainment and money management</li> <li>• Make best use of funding streams such as homelessness grant and one off government funds</li> <li>• Improve tenancy sustainment through floating support programmes</li> </ul>
Temporary Accommodation	<ul style="list-style-type: none"> <li>• Ensure high standards</li> <li>• Minimal use – only for emergencies – managed through good case management and early intervention</li> <li>• Increase available adapted accommodation</li> <li>• Suitable accommodation available for young people</li> </ul>

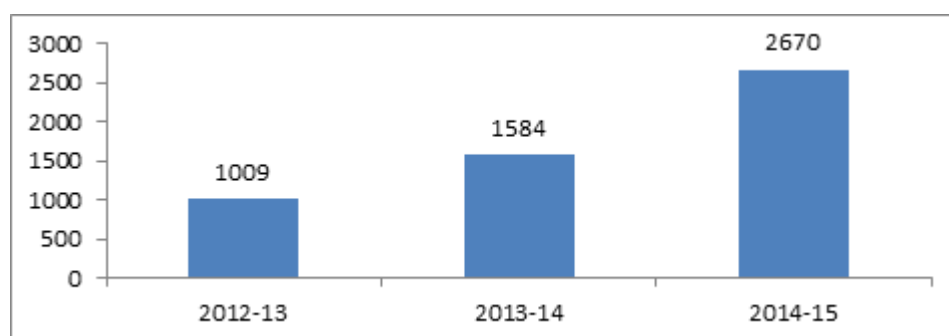
Improved partnership working	<ul style="list-style-type: none"> <li>• Robust working protocols e.g. hospital discharge with regular monitoring and increased pre-emptive actions</li> <li>• Explore options for a Housing First approach</li> <li>• Set up a proactive Homelessness Forum with identified leads across partners and improved buy in</li> </ul>
	<ul style="list-style-type: none"> <li>• Improved communications and joint working – job shadowing, increased case reviews, joint training etc.</li> <li>• Increase knowledge of members around Homelessness and allocations</li> <li>• Increase commitment to the mental health forum</li> </ul>
Customer service	<ul style="list-style-type: none"> <li>• Manage customer expectations better</li> <li>• Improve communications between customers and officers</li> <li>• Investigate one stop shop options</li> <li>• Improve HED</li> </ul>
Improve statistical analysis for future planning	<ul style="list-style-type: none"> <li>• Ensure new ICT system captures all stats required to enable better planning</li> <li>• Ensure all staff are fully trained on capturing data and conform to required practices</li> <li>• Improve data to provide more evidence based approaches</li> </ul>

## Evidence Charts

### 1. (a) 4 Main causes of homelessness – over past 5 years



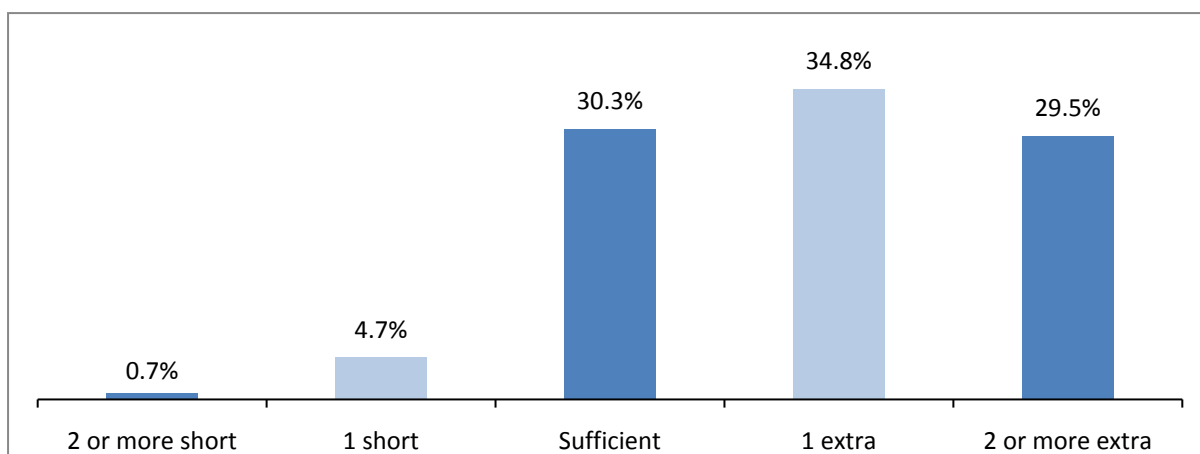
### (b) Numbers of approaches over the past 3 years



### 2. Council waiting lists

	Council stock	Waiting List (excl transfers)	% of waiting list	Relets in 2014	% of relets	*Years to supply full demand
<b>1 bed</b>	3,109	2,880	49.6%	317	44.1%	9.1
<b>2 bed</b>	2,307	2,066	25.6%	182	25.3%	11.4
<b>3 bed</b>	4,520	715	12.3%	214	29.8%	3.3
<b>4+ bed</b>	204	144	2.5%	6	0.8%	24
<b>Total</b>	10,140	5,805		719		

### 3. Comparison of overcrowding with under occupation – all tenures



Source: ONS Census data 2011

#### 4. Average income

Average	Lowest quartile
£28,457	£19,735

#### 5. Income thresholds required to purchase a property

	Single income	Dual income	Deposit required 20%
1 bed flat	£26,300	£31,800	£19,400
2 bed flat	£33,900	£40,900	£24,999
2 bed house	£48,600	£58,600	£35,799
3 bed house	£54,300	£65,500	£39,999

#### 6. Income thresholds required for shared ownership

	Price	Share price	Share %	Rent	Mortgage	Total	Deposit needed	Income required
1 bed flat	£110,000	£55,000	50%	£126	£298	£424	£5,500	£15,420
2 bed flat	£150,000	£52,500	35%	£223	£284	£507	£5,250	£18,473
2 bed house	£200,000	£60,000	30%	£321	£325	£646	£6,000	£23,491
3 bed house	£230,000	£69,000	30%	£369	£374	£743	£6,900	£27,018

7. Cost of privately renting

	Average monthly rental (Jan 2015)	Lowest quartile monthly rental (Jan 2015)	Local monthly Housing Allowance (Jan 2015)
1 bed flat	£650	£595	£550
2 bed flat	£849	£750	£692
2 bed house	£885	£850	£692
3 bed house	£1,055	£950	£808

	Monthly shortfall for average rental (Jan 2015)	Monthly shortfall for lowest quartile (Jan 2015)
1 bed flat	£100	£45
2 bed flat	£157	£58
2 bed house	£193	£158
3 bed house	£247	£142

Income thresholds required for private rental (Affordability is determined as monthly housing costs not exceeding 33% of gross income)	
1 bed flat	£28,600
2 bed flat	£36,000
2 bed house	£40,800
3 bed house	£45,600

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<b>17 June 2015</b>	<b>ITEM: 8</b>
<b>Housing Overview and Scrutiny Committee</b>	
<b>Right to Move</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key
<b>Report of:</b> Dawn Shepherd, Housing Strategy Manager, Housing	
<b>Accountable Head of Service:</b> Dermot Moloney, Strategic Lead Housing	
<b>Accountable Director:</b> Barbara Brownlee, Director of Housing	
<b>This report is Public</b>	

## Executive Summary

On 20<sup>th</sup> April 2015 new statutory rules called the “Right to Move” come into force.

The new rules affect who can be offered a Council property.

Previously in order to qualify for Thurrock’s Housing Waiting list a person had to have a local connection of 5 years with the borough. This can be achieved through residence, employment or family connections.

The new requirements mean that Thurrock Council cannot disqualify someone from joining their housing register on the grounds of no local connection where they meet certain criteria.

However, the Council can restrict the number of properties allocated under the new rules to an agreed annual quota – the recommended quota is at least 1% of relets.

### 1. Recommendation(s)

**1.1 That the new ‘Right to Move’ regulations be noted.**

**1.2 That it be recommended to Cabinet for approval that the annual quota of properties to be allocated under the new provisions be set at 1% of all Council housing allocations for the preceding year (1<sup>st</sup> April to 31<sup>st</sup> March).**

### 2. Introduction and Background

2.1 Thurrock Council implemented a new housing allocations scheme in May 2013. In order to qualify for housing applicants are required to have a local

connection to the borough of 5 years. This can be achieved through residence, employment, local connection or some other “special reason”.

- 2.2 On 20<sup>th</sup> April 2015 new statutory rules called the “Right to Move” came into force.
- 2.3 The new requirements mean that Thurrock Council cannot disqualify someone from joining their housing register on the grounds of no local connection where they meet the following criteria:
  - The person is already a social housing tenant (Council or Registered Provider tenant) in another borough in England  
AND
  - They have a need to move to Thurrock to avoid hardship  
AND
  - They need to move to Thurrock because they either already work in Thurrock  
OR  
They need to take up an offer of work in Thurrock.
- 2.4 “Work” includes apprenticeships but not voluntary work.
- 2.5 The other qualifying criteria for the Housing Waiting list will still apply i.e. Financial and Behaviour criteria so a person could still be disqualified on these grounds.
- 2.6 Where a person does qualify under the new Right to Move rules they will also be awarded a priority (Band 3) because they meet the reasonable preference criteria i.e. need to move to avoid hardship.
- 2.7 Local Authorities may restrict the number of allocations made under the Right to Move rules and the government recommendation is an annual quota of 1%.
- 2.8 Applicants will still need to make an online application.
- 2.9 Applicants will not qualify for working household properties unless they meet the additional criteria i.e. in permanent employment for at least the past 12 months and that employment is for at least 16 hours per week.
- 2.10 Applicants will still be subject to the usual rules regarding rent arrears i.e. they will not be allocated a property unless the arrears to their current landlord are cleared.
- 2.11 The Housing allocations scheme will be updated with the new provisions.

### **3. Issues, Options and Analysis of Options**

- 3.1 The Council has a statutory duty to implement the new rules but has discretion over the quota of properties to be allocated.
- 3.2 The government recommendation is a quota of at least 1% of properties available to relet.
- 3.3 Once the quota has been reached no further properties would be let under these provisions until the following year.
- 3.4 In order to determine the 1% quota the previous year's total relets would be calculated.
- 3.5 In 2014-15 the total number of relets in Thurrock was 631.

Therefore if the 1% quota is used – 6 properties would be available for reletting under these new provisions.

### **4. Reasons for Recommendation**

- 4.1 The Right to Move regulations have already come into force and need to be recognised within the Council's allocations scheme.
- 4.2 The quota of properties to be allocated under the rules needs to be determined.

### **5. Consultation (including Overview and Scrutiny, if applicable)**

- 5.1 Not applicable.

### **6. Impact on corporate policies, priorities, performance and community impact**

- 6.1 The new provisions will enable people to move to the borough in order to take up employment which will help to achieve the corporate priority:

“Encourage and promote job creation and economic prosperity”.

### **7. Implications**

#### **7.1 Financial**

Implications verified by: **Jo Freeman**  
**Finance Officer**

There will be an increase in administration costs in order to implement the new processes and monitor and assess appropriate cases. The DCLG has

awarded the Council extra funding of £3,044 in 2015-16 in order to meet these costs and this has already been received into the Authority.

## 7.2 Legal

Implications verified by: **Alison Stuart**  
**Principal Solicitor, Housing & Regeneration**

The Council has a statutory duty to implement the new provisions and will be required to amend its Housing allocations scheme in order to allocate properties legally.

## 7.3 Diversity and Equality

Implications verified by: **Teresa Evans**  
**Equalities and Cohesion Officer**

The new provisions will have a positive impact on working households by allowing preferential treatment where they meet the criteria; however the number of allocations will be restricted to an annual quote of 1% of total lettings, which will not prove an onerous or disproportionate benefit.

## 7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

None.

## 8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None.

## 9. Appendices to the report

None.

### Report Author:

Dawn Shepherd, Housing Strategy Manager,  
Housing Business Improvement

**Housing Overview & Scrutiny Committee  
Work Programme  
2015/16**

Dates of Meetings: 17 June 2015, 2 September 2015, 18 November 2015, 6 January 2016, 17 February 2016, 16 March 2016

<b>Topic</b>	<b>Lead Officer</b>	<b>Date</b>
Housing Investment and Development	Kathryn Adedeji	17 June 2015
Homeless Prevention Strategy	Dermot Moloney	17 June 2015
Right to Move	Dermot Moloney	17 June 2015
Shaping the Council Budget Update on themed items as and when required	Sean Clark	2 September 2015
Independent Living	Richard Parkin	2 September 2015
Shaping the Council Budget Update on themed items as and when required	Sean Clark	18 November 2015
Performance Update	Dermot Moloney	18 November 2015
Housing Strategy Action Plan	Dermot Moloney	18 November 2015
Housing Investment Programmes update		18 November 2015
Shaping the Council Budget Update on themed items as and	Sean Clark	6 January 2016

Updated: 8 April 2015

when required		
Allocation Policy Update	Dermot Moloney	6 January 2016
Improving Energy Efficiency		6 January 2016
Shaping the Council Budget Update on themed items as and when required	Sean Clark	17 February 2016
Housing Asset Management Strategy		17 February 2016
		17 February 2016
Shaping the Council Budget Update on themed items as and when required	Sean Clark	16 March 2016
Damp and Mould Update		16 March 2016
		16 March 2016

**Items to be covered (dates to be confirmed)**

Transforming Homes Programme Update