

## Appendix 1 - Housing Strategy Action Plan 2009/12

Strategic Outcome	Action	Resources	Deadline	Key Partners	Lead	Outcome
<b>Local Strategic Objective 1 - Maximise the delivery of a range of new affordable homes to meet diverse needs.</b>						
Work with partners to endeavour to increase supply of affordable housing including affordable rented housing and shared ownership	Organise a Housing development workshop as part of the Housing Conference	Within existing resources	Annual and ongoing	All RSL Partners	Sophie Robinson – Housing Enabling	Increased supply of affordable housing
	Monitor RSL nominations to ensure full quota of the appropriate properties is received.	Within existing resources	Annual and ongoing	All RSL Partners		
	Collate NI 155 data required for LAA and work to meet planned targets.	Within existing resources	Annual and ongoing	All RSL Partners		
	Work with Stansted Area Partnership to maximise provision of affordable homes in Uttlesford	Within existing resources	Annual and ongoing	SAHP partners		
	Monitor the number of adapted properties being provided on new development sites in	Within existing resources	Annual and ongoing	All RSL Partners		

	accordance with the SPD.  Work in partnership with Parish Councils and the Rural Housing Enabler to explore the housing need of those in rural communities and investigate future provision of affordable rural housing	Within existing resources	Ongoing	Parish Councils, Rural Housing Enabler		
Maximise re-let nominations from Registered Social Landlords (RSL) partners and ensure robust monitoring arrangements are in place	Through monitoring the CORE returns evaluate the total number of re lets to Uttlesford District Council  Develop robust internal monitoring arrangements	Provide update information to Housing Initiative Task Group  As Above	Annual and ongoing  September 2009	Housing Services. Partner RSL's	Roz Millership - Housing services	Maximised relets
Monitor the impact of the Council's Local Plan Policies on the delivery of new affordable housing and take action as appropriate	Support the delivery of the Local Development Framework for Uttlesford	Delivery of LDF	2009-2010	Planning Policy and Housing Enabling	Suzanna Wood - Planning Policy	Increased knowledge of the impact of affordable housing
Continue to negotiate on site	Ensure the Affordable Housing Strategy is up to	Within existing	Annual and Ongoing	Housing Enabling, RSL's	Sophie Robinson-	Continued on site provisions

provision of affordable housing by private developers as directed by planning policy	date and review annually.  Implement guidance as suggested in the Affordable Housing Strategy and signpost developers and other relevant stakeholders to this document	resources		and developers.	Housing Enabling	of affordable housing
Continue to secure funding that provides the optimum mix of affordable housing in terms of type and tenure, in the right location	Work with other partners in the East of England and the sub-region to input into delivery plans and secure maximum resources from the HCA	Within existing resources	Ongoing	Housing Enabling RSL's	Sophie Robinson - Housing Enabling	Funding secured for affordable housing
To evaluate and monitor levels of affordability both district and sub-regionally	Work with Homebuy agent to establish local income data  With Planning colleagues, evaluate findings from the SHMA  Produce quarterly report on impact of the market slowdown for Housing Initiative Task Group	Within existing resources  Within existing resources  Within existing resources	September 2009  July 2009  September 2009 and then six monthly	Housing Strategy 'Homebuy' zone agent Planning Policy	Suzanna Wood - Housing Strategy	Housing market data published every six months
Provide results of	To be progressed on	Within	July 2009	Housing Strategy/	Suzanna	SHMA report published

SHMA to the sub-regional strategy	sign off of this document	existing resources		LCB M11 East	Wood - Housing Strategy	
Make maximum efficient use of the existing affordable rented housing stock, minimising relet times and encouraging take up of under-occupation incentive schemes	Put in place a void management policy  Research methods of reducing under-occupation by carrying out a consultation exercise with existing under-occupiers on the Housing Register	Within existing resources	Annual and ongoing	Building Services, Housing Management	Elizabeth Petrie - Housing Services	Housing stock is used to its full potential

Strategic Outcome	Action	Resources	Deadline	Key Partners	Lead	Outcome
<b>Local Strategic Objective 2 - Improve the condition of Uttlesford's housing stock across all sectors</b>						
Ensure that all Council and RSL tenants live in decent homes, that meet the Governments Decent Homes Standard, through effective maintenance of the public sector housing	Decent Homes delivery in the social housing sector to be delivered by 2010	Within existing resources	April 2010	Building Services	Roz Millership - Housing Services	Decent homes target met and continues to be delivered
Ensure that	Complete public	Resources	June 2009	Building Services	Roz Millership -	An up to date

adequate information is obtained and updated on the condition of the public sector housing stock, through periodic stock condition surveys and procedures to record maintenance work undertaken	sector stock condition survey during 2009	allocated			Housing Services	stock condition survey completed
Deliver against actions highlighted in the Private Sector Stock condition survey	Monitor private sector stock condition survey action plan	Within existing resources	2010	Housing Strategy, Environmental Health	Will Cockerell Environmental Health	Actions delivered from private sector stock condition survey
Monitor empty homes in the District and provide advice to owners about bringing their property back into use	Survey owners of empty properties every six months and publicise the PLACE project  Provide advice at the Landlords Forum to empty property holders.  Investigate the use of Empty	Within existing resources  Within existing resources  Within existing resources	Annual and ongoing  Annual and ongoing  September 2009	Housing Strategy, Environmental Health	Sophie Robinson -Housing Strategy	Empty homes brought back into use

	Dwelling Management Orders and Compulsory Purchase Orders and how they could be used in Uttlesford					
Work with Local Authority partners in Essex to complete a Guide for Private landlords	Work jointly to complete landlords guide  Publicise at the Landlords Forum	Within existing resources	September 2009	Environmental Health	Will Cockerell Environmental Health	Landlords guide published
Continue to publicise guidance on HMO licensing	Provide advice at the Landlords Forum  Publicise guidance on Council website	Within existing resources  Within existing resources	Annual and ongoing	Housing Strategy, Environmental Health	Will Cockerell Environmental Health	Guidance published
Assess whether the Council can remain a viable landlord	Carry out an Stock Options Review for Council owned homes	Within existing resources	July 2009	Tenant Forum, HITG, Housing Services, Housing Strategy	Roz Millership - Housing Services,	Stock options review completed

Strategic Outcome	Action	Resources	Deadline	Key Partners	Lead	Outcome
<b>Local Strategic Objective 3 - Help develop sustainable and safe communities</b>						
Promote community cohesion and support the local economy by providing housing that is affordable for local people	Work with the LSP to ensure Uttlesford has neighbourhoods in which people can afford and wish to live	Within existing resources	Ongoing	Housing Strategy and Enabling, LSP	Suzanna Wood - Housing Strategy	Affordable housing provided in the right locations
Ensure that housing policies and practices promote equalities and diversity	Undertake equality impact assessments on new and existing housing policies.	Within existing resources	April 2009	Disability Forum, PCT, Essex CC, Housing Strategy, Housing Services	Roz Millership and Suzanna Wood - Housing Services	Housing policies that meet the needs of all client groups
	Improve BME monitoring arrangements and ensure targeted actions are taken where appropriate	Within existing resources	Annual and ongoing	Housing Services		
	Investigate how to	Within existing	September	Housing		

	better meet the needs of those with multiple and complex needs	resources	2009.	Services		
Review the implementation of Choice Based lettings and continue to review and develop the service as best practice emerges	<p>Undertake a review of the allocations policy</p> <p>Ensure CBL policy is not having an adverse impact on vulnerable groups in obtaining affordable housing</p> <p>Investigate and implement a Mutual Exchange system.</p>	<p>Within existing resources</p> <p>Within existing resources</p> <p>Within existing resources</p>	<p>October 2009</p> <p>Annual and ongoing</p> <p>September 2010</p>	<p>CBL Consortium, Housing Services, Housing Strategy Housing Services</p> <p>Housing Services</p>	Elizabeth Petrie - Housing Services	Choice based lettings review complete and findings implemented
Encourage high quality of design and layout in new developments, including public health, crime prevention,	Deliver high quality developments via effective implementation of the Local Plan Policies and future Local	Within existing resources	Annual and ongoing	Planning Policy	Melanie Jones - Planning Policy	High quality developments provided

community safety and energy efficiency maintaining the attractiveness of Uttlesford as a residential environment	Development Framework.  Relevant Core Indicators and key information monitored in the Uttlesford Annual Monitoring Report					
Promote opportunities to enhance and develop services to vulnerable households on specific issues	Develop Supporting People Core Strategy Group to promote and enhance services to vulnerable groups and promote independent living	Within existing resources	Ongoing	Housing Strategy	Suzanna Wood - Housing Strategy	Services provided to meet the needs of vulnerable groups
	Review Lifeline service in line with Essex CC assisted alarms review	Within existing resources	Sept 2009.	Housing Management and Housing Strategy	Elizabeth Petrie - Housing Services	
	Implement recommendations from SP older persons review.	Within existing resources	Sept 2009.	Housing Management Housing Strategy PCT, SP, ECC, Disability Forum	Elizabeth Petrie - Housing Services	

	Investigate the reconfiguration of a sheltered housing scheme into extra care and report to the Housing Initiative Task Group	To be investigated	December 2009	Housing Strategy and Management, Adult Social Care, Supporting People	Suzanna Wood - Housing Strategy	
	Work in partnership with East Thames Housing Group and Epping Forest and Brentwood Council's to provide 13 self contained flats with adequate support for young parents	HCA funding required	Ongoing	Housing Strategy Epping Forest and Brentwood Council's East Thames	Suzanna Wood - Housing Strategy	
	Work with partners to relocate mental health and learning disability schemes in Saffron Walden	Possible funding bid to HCA	Ongoing	Housing Strategy Places for People Granta Adult Social	Suzanna Wood - Housing Strategy	

	that are no longer fit for purpose			Care and PCT		
	Continue to work closely with the Home Improvement Agency.	Within existing resources	Ongoing	Environmental Health Springboard	Will Cockerell Environmental Health	
	Investigate the housing needs of victims of domestic violence and work with partners to meet the needs of this client group.	Resources to be identified	April 2010	Homeless Partnership, Womens Aid, ADAS, police, safer healthier communities group,	Suzanna Wood - Housing Services	
	Review findings from Regional Spatial Strategy Single Issue Review – Planning for Gypsy and Traveller Accommodation and Essex CC Housing Needs survey and identify the most	Within existing resources	March 2010	Housing Strategy and Planning Policy	Suzanna Wood - Housing Strategy	

	suitable locations for the additional authorised pitches required by EERA					
Work effectively with local communities	Develop tenant and resident involvement through delivering the Council's Tenants Compact	Within existing resources	December 2009	Tenant Forum, Housing Management	Elizabeth Petrie - Housing Services	Effective working in the community
	Continue to work towards the Governments Respect Agenda key principles to ensure a safer environment for tenants and the wider community	Within existing resources	Ongoing	Housing Management	Elizabeth Petrie - Housing Services	
Implement the actions in the Homeless Review and Strategy 2008-2013	Refer to strategy for detailed actions.	See action plan	See action plan	See action plan	Judith Snares - Housing Options and Homelessness team	Meeting the outcomes identified in the Homeless Review and Strategy
Implement the priorities of the Council's Climate Change Strategy	Refer to strategy for detailed actions.	See action plan	See action plan	See action plan	Jake Roos - Building Surveying	Meeting the outcomes identified in the Climate Change

						strategy
Improve the overall standard of all housing services in a way recognised by service users	Involve service users in shaping the services that they use and that affect their lives	Within existing resources	Ongoing	Housing Services	Elizabeth Petrie - Housing Services	Increased standard of housing services

## Appendix 2 - Housing Strategy Action Plan 2004 – 07

Corporate and Regional Objective	Other Strategy	Task	Target / By When	Responsible Officer	Resources	Anticipated Outcome/Progress	Final Update at April 2009
All	All	Ensure all actions detailed in the Housing Strategy, HRA Business Plan and Homelessness Strategy are completed in accordance with the objectives in those documents	As per strategies	All	As per strategies	To provide housing solutions to people who have housing needs	Actions are being completed in accordance with objectives.
R4 C2 C4	H1 B3	Commission a key worker study	Survey 2004/05 Follow up action 2005/07	S Clarke	£30,000 (GF - Capital) – explore sharing costs with partners	The results will be used to inform future housing strategy and local plan. It will enable the Council to understand who represents a key worker and how their housing needs can be addressed	Key worker survey completed in August 2005.
R4 R5 C2 C4	H1 B5	Ensure the £2.2m Stansted Airport Ltd (STAL) funding is used to maximum effect in partnership with neighbouring authorities and RSL(s) whilst ensuring that at least 60% of the £2.2m is utilised on schemes within Uttlesford.	Ongoing	S Clarke	None identified to date	Careful selection of RSL partners to deliver additional funding and resources. STAL Strategy Document completed, RSL Partners signed up, protocols in place	Stansted Area Housing Partnership Strategy document produced and RSL partners (Moat and Circle Anglia) signed up. 250 units completed.
R5 C1 C2	H1	Implement new policies in the Local Plan	December 2004	R Harborough	Within existing resources	Increase affordable housing opportunities	New Local Plan adopted January 2005. Annual Monitoring Report completed annually. Working towards LDF
R5 C1	H1	Ensure that the statutory local development framework	December 2005	R Harborough	Within existing resources	May be opportunities to	Local Development

C2		for planning remains up to date, taking into account the Planning and Compulsory Purchase Act and new regional planning guidance for the East of England expected in 2005 and review Planning Policy Guidance on housing.				increase the size, type and affordability of housing	Scheme submitted. Statement of Community Involvement submitted July 2005.
C2 C4	H1 B3	Commission a further Housing Needs Survey	December 2007	S Clarke	£50,000 will be required	Continue to gauge housing need in order to introduce policies to establish a balanced housing market	A Housing needs update was produced in 2005 by DCA consultants Housing need information is updated when new affordable housing developments are planned to ensure that the units meet the needs of those on the housing register. SHMA currently being carried out
C2 C4	H1 B3	Carry out some surveys to identify housing needs where appropriate. This will involve Town/Parish Councils	Ongoing	S Clarke	Within existing resources	To ensure that new affordable housing schemes address local housing need	Recent surveys have been carried out in Langley, Newport. The Rural Housing Enabler complete a local housing needs survey before any new development is carried out in liaison with the housing department. The Housing Register is also analysed to ensure that any new development meets the needs of those wanting to live in that area.
C2 C4	H2 L3	Maximise all opportunities for the development of affordable housing via the planning system	Ongoing	S Clarke R Harborough	Within existing resources	Maximise additional affordable housing	New Local Plan adopted January 2005. Annual Monitoring Report completed annually.
C1 C2 C4 C5	H2	Engage, where appropriate, in any sub-regional/cross boundary development opportunities to address regional/sub-regional/local priorities	Ongoing	S Clarke	Within existing resources	Consider all regional/sub-regional opportunities.	Sub regional choice based lettings scheme with 5 other authorities in the sub region has been implemented The Stansted Area Housing Partnership has implemented cross boundary development opportunities and successful schemes have

							completed. Sub regional empty homes scheme (PLACE) implemented
R1 R3 C2 C4	H3 B1	Ensure compliance with the Government's Decent Homes final target of 31 March 2010	/March 2010	R Millership R Goodey	£1.3m transitional funding for debt free authorities included in HRA Capital Programme	Compliance with the Government's Decent Homes targets	Decent homes standard met before 2010
R1 R3 C2	H3 B1	Ensure integrity of current stock condition data and updating of information	Ongoing	R Millership	Within existing resources	To provide a planned maintenance service that reduces breakdowns and the need for responsive repairs	New survey has been commissioned
C2	H3 B1 B5	Ensure that proportion 60:40 planned to reactive maintenance ratio is maintained - Identify more programmes of work that can be achieved through partnering arrangements.	Ongoing	R Millership R Goodey	Within existing resources		???
R1 R3 C2 C4	H1	Commission a further Stock Condition Survey	December 2007	R Millership	£30,000 (HRA) will be required	Continue to have up to date data on the condition of the stock	Survey commissioned
C2 C4	H4 B2	Carry out a Stock Options Appraisal (SOA), in accordance with Government guidance, to review the Council's ability to remain an effective landlord. Employ the services of a consultant and an Independent Tenant Adviser (ITA) to assist the tenants (see separate Project Plan in Appendix 10 for timetable of various stages of the options appraisal)	To be signed off by Go-East in Jun 2005	All	£30,000 (HRA – Capital) in budget to include appointment of SOA consultants and ITA	To provide a full analysis of options to address priorities and provide the Council with information on which to make policy decisions regarding the future management of the stock	The Stock Options Appraisal was signed off in July 2005 with recommendation to retain the housing stock agreed. A desk top exercise is currently being carried out.
R2 R3 C2 C4	H4 B3	Identify hard to let properties, including sheltered accommodation (especially bedsit units), and develop a programme to bring properties back into use	Ongoing	S Clarke R Millership	Within existing resources	Make the best use of the stock to meet identified housing need	Sheltered housing review is being carried out on hard to let properties. Vicarage Mead has been upgraded to bring the properties up to a higher standard. Show flats have been created at Mead Court and Reynolds Court to encourage lettings. Holloway Crescent is being redeveloped.
C2 C4	H4 B3 L3	Carry out an under occupation survey in two sample areas and try to establish what incentives would encourage tenants to move to more appropriate accommodation.	October 2004	E Petrie	Within existing resources	To ensure that the Council makes the best use of the housing stock.	Survey completed. Incentive scheme reintroduced.
C2 C4	H4 B4	Ensure the void turnaround figure does not exceed 2.9 weeks	Ongoing	E Petrie	Within existing resources	Maximise use of existing stock	???
C2 C4	H4 B4	Ensure rent arrears are kept to a minimum	Ongoing	E Petrie	Within existing resources	Maintain a rental income	Implemented rent arrears

						and assist tenants from falling into debt	policy.
C2 C3	B4 H4	Encourage tenant and leaseholder involvement – establish separate Leasehold Forum if required	Ongoing	E Petrie R Millership	Budgeting made for tenant and leaseholder involvement initiatives £10,000 (HRA) annually	Increased tenant and leaseholder involvement.	Tenant involvement has increased, the group have recently lobbied Government about HRA finance.
R1 C4	H5 (L1 L2 L3 L4 L5)	Ensure delivery of the targets set in the Homelessness Strategy 2003-2008	Ongoing	E Petrie	The council has been awarded a grant from the Homelessness Directorate for 2006/07 and 2007/08.	To ensure the Council complies with the Governments statutory target to reduce the use of Bed & Breakfast for families and to reduce the use of temporary accommodation.	Bed and Breakfast accommodation for families is no longer used.  Use of the Council's Rent Deposit Guarantee Scheme.  Homelessness and housing options team has been set up  The Homeless Task Group, are identifying different options to reduce homelessness.
C4	H5	Re-launch the Supported Housing Index in partnership with all other Essex authorities	December 2004	S Clarke	Within existing resources	Establish a monitoring tool to aid in the development of supported housing needs	Supported Housing Index no longer used.
R3 C4	H5	Continue to work in partnership with the Essex Supporting People Commissioning Body in relation to targets set in the 5 year Supporting People Strategy	Ongoing	S Clarke	Within existing resources	Ensure the needs of the most vulnerable members of the Uttlesford district are recognised	Continue to work in partnership with Essex SP Commissioning Body
R3 C4	H5	Continue to work in partnership with the Essex Supporting people Commissioning Body in relation to producing the Uttlesford Vision Statement for inclusion in the overarching Essex Supporting People Strategy	Ongoing	S Clarke	Within existing resources	Ensure that the local and national Supporting People targets are being met	Continue to work in partnership with Essex SP Commissioning Body, targets are included in the Councils housing strategy.
R5 C2 C4	H6	Ensure all site briefs promote housing types which are currently under represented in the housing stock, in line with the principles in PPG3 March 2000	April 2005	R Harborough	Within existing resources	To address the imbalance in the housing stock	No site briefs issued in period.
C2 C4	B4 H6	Try to establish a Private Sector Landlord Forum	November 2004 (Delayed until April 2005 to enable reference to be made to Housing Act 2004 provisions)	W Cockerell	Within existing resources	Establish contact with private sector landlords and try and establish ways to work in partnership to address housing need	Landlords forum established and held once a year.
R3 C2 C4	H6	Assess the impact of mandatory licensing of certain types of HMOs in order to address private sector	December 2004 (Delayed until April	W Cockerell	Within existing resources	Eliminate private sector disrepair	HMO's addressed through landlords forum.

		disrepair	2005 to enable reference to be made to Housing Act 2004 provisions)				
R4 C2 C4	B4 H6	Develop an empty homes strategy	December 2005	W Cockerell	Within existing resources	Increase the number of empty homes brought back into general use	Empty homes strategy complete.

## Appendix 3 - Contact List

Subject	Name	Designation	Telephone	E mail
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