

Select Committee Agenda



Communities Select Committee Tuesday, 14th March, 2017

You are invited to attend the next meeting of **Communities Select Committee**, which will be held at:

**Committee Room 1, Civic Offices, High Street, Epping
on Tuesday, 14th March, 2017
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

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Members:

Councillors Y Knight (Chairman), G Shiell (Vice-Chairman), R Baldwin, A Beales, K Chana, R Gadsby, L Girling, S Heap, L Hughes, S Jones, S Murray, A Mitchell, B Rolfe, B Surtees and H Whitbread

SUBSTITUTE NOMINATION DEADLINE:

PM:6.00 pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

(Director of Communities) To report the appointment of any substitute members for the meeting.

3. NOTES OF PREVIOUS MEETING (Pages 5 - 18)

(Director of Governance) To agree the notes of the meeting of the Select Committee held on 17 January 2017.

4. DECLARATIONS OF INTEREST

(Director of Governance). To declare interests in any items on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the

Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 9 of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before an OS Committee which relates to a decision of or action by another Committee or Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 9 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

5. ANNUAL REPORT FROM THE YOUTH COUNCIL (Pages 19 - 22)

(Director of Communities) To receive a presentation and background report (attached) from members of the Youth Council on completed and proposed activities.

6. REVIEW OF THE OPENING HOURS AT LIMES CENTRE, CHIGWELL (Pages 23 - 30)

(Director of Communities) to consider the attached report.

7. PRESENTATION ON DISABLED ADAPTATIONS TO COUNCIL PROPERTIES

(Director of Communities) At its meeting in September 2016, the Select Committee received a report on Disabled Facilities Grants for private owners and tenants. as a result, the Select Committee asked for a similar presentation on disabled adaptations to Council properties. A presentation will therefore be given by Paul Pledger, Assistant Director (Housing Property and Development), and Haydn Thorpe, Housing Assets Manager.

8. 12 MONTH PROGRESS REPORT ON HOUSING BUSINESS PLAN ACTION PLAN 2016/17 (Pages 31 - 42)

(Director of Communities) To consider the attached report. The appendix to this report is to follow.

9. COMMUNITIES KEY PERFORMANCE INDICATORS QUARTER 3 PERFORMANCE AND REVIEW OF 2017-18 TARGETS (Pages 43 - 66)

(Director of Governance) to consider the attached report.

10. CORPORATE PLAN KEY ACTION PLAN 2016-17 QUARTER 3 PROGRESS (Pages 67 - 80)

(Director of Governance) to consider the attached report.

11. TERMS OF REFERENCE/WORK PROGRAMME (Pages 81 - 90)

(Chairman / Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Committee. This is attached along with an ongoing work programme. Members are asked at each meeting to review both documents.

12. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

13. FUTURE MEETINGS

To note that this is the last meeting for this Municipal Year. Meetings scheduled for the new year are as follows:

20th June 2017;
05th September;
07th November;
16th January 2018;
13th March.

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EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Communities Select Committee **Date:** Tuesday, 17 January 2017

Place: Committee Room 1, Civic Offices, High Street, Epping **Time:** 7.00 - 9.50 pm

Members Present: Y Knight (Chairman), G Shiell (Vice-Chairman), R Baldwin, R Brookes, K Chana, L Girling, S Heap, L Hughes, S Murray, A Mitchell, B Rolfe, B Surtees and W Marshall

Other Councillors: J Lea, S Stavrou and J H Whitehouse

Apologies: A Beales, S Jones and H Whitbread

Officers Present: A Hall (Director of Communities), R Wilson (Assistant Director (Housing Operations)), R Wallace (Housing Options Manager), G Wallis (Community, Health & Wellbeing Manager), G Gold (Assistant Community Health & Wellbeing Manager) and A Hendry (Senior Democratic Services Officer)

Also in attendance: R Poulter and R Kelly

47. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

It was noted that Councillor R Brookes was substituting for Councillor A Beales.

48. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Select Committee held on 21 November 2016, be agreed.

49. DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Member's Code of Conduct.

50. TERMS OF REFERENCE/WORK PROGRAMME

(a) Terms of Reference

The Select Committee's Terms of Reference were noted.

(b) Work Programme

The Select Committee's Work Programme was noted.

51. PRESENTATION BY THE EPPING FOREST CITIZENS ADVICE BUREAU

The Committee received a presentation from officers of the Epping Forest Citizens Advice Bureau (CAB) outlining their value and impact on society especially in the Epping Forest District area. The CAB officers attending were Rachel Poulter, the District Manager and Rachel Kelly one of their Debt/Money Advisors.

The Committee noted that during 2015/16 the CAB service for Epping Forest had advised 2,761 clients on 8,061 issues. They had 9 part time staff and 52 volunteers working in 6 locations and were one of over 300 independent charities that made up the Citizens Advice network. Nationally, 2 in every 3 clients had their problems solved. And it was noted that they were now offering “web chat” in the Epping Forest area.

They worked with some of those most in need, some 38% of their clients were less likely to be in employment; 35% were likely to be in debt; 39% had a long term health problem or were disabled; and 26% were less likely to own their own homes.

They gave examples of some clients’ stories giving case history and eventual outcome. It was noted that 78% of their clients said that they would not have been able to resolve their problem without the CAB. They also had an impact on their clients’ health and wellbeing, most significantly around mental health. 4 in 5 clients felt less stressed, depressed or anxious following advice.

During April and September 2016 the two Debt Advisors had 253 client appointments assisting with 680 debt problems amounting to £734,000. General debt advice was given to a further 517 clients.

They played a vital role in ensuring people paid their priority bills first (such as rent, council tax and fuel payments). Many of their clients also require and receive Benefits and or Housing Advice. They were also looking to do more work on budgeting in schools, giving pupils a good grounding in personal finance.

The CAB also offers advice on the welfare system such as benefits or tax credit problems, with 438 clients gaining a new award or an increase to their benefits worth an average of £6,200 per client. Maximising income helps clients by reducing their financial difficulties, promoted inclusion and benefited the economy, preventing the need for more critical and costly state intervention.

They also worked closely with the Council’s Homelessness Prevention Team. Their knowledge of legal rights and local processes was vital, especially in helping to formally or informally de-escalate situations where someone was in danger of losing their home.

The CAB also aimed to carry out research and campaigns in the privately rented sector and by listening carefully to people who go to them. Looking at their own data and gaining insights can spot emerging issues, policies and practices and regulation that were not delivering. They campaigned around issues affecting the local community and also come together nationally where they had a voice to really change things. One of their reports was around affordable rental properties and Ms Poulter had concluded that “this report confirms our advisers’ impression: it was extremely difficult for families to find affordable rental properties in the private rental sector in the Epping Forest District. If we do not want to see families on even moderate wages driven out of the area policymakers need to take this issue seriously and look for solutions”

The CAB work with volunteers, with all volunteers gaining at least one practical skill through volunteering, it also helped the unemployed volunteers overcome barriers to employment and helped them gain knowledge of local issues and made them feel more engaged with their community.

As a national network they were able to campaign on big issues such as pay day loans and on the latest scams and was able to have independent quality assurance of national standards, such as the Advice Quality Standard. Provision of good advice led to savings to local and national government, had wider economic and social benefits as well as providing benefits to the individual. They also provided value to the local authority, for example by reducing the cases of homelessness estimated to be about £114,573, and also to society in general whereby for every £1 invested in Citizens Advice Epping Forest District:

- generated at least £2.94 in fiscal benefits savings to the government by reducing health service demand, local authority homelessness services;
- provided £15.28 in public value with wider economic and social benefits such as improvements in participation and productivity for clients and volunteers; and
- provided £18.50 in benefits to individuals giving income through benefits gained, debts written off and consumer problems resolved.

During 2016 they had relocated their Loughton branch to Loughton Library and their Epping branch to Hemnall Street. They implemented their on-line Frontline Referral System and continued with their "Web Chat" facility. In 2017 they hope to have an extra volunteer at Limes Farm, have an outreach facility at the Ongar Library and raise their profile generally using Social Media.

The meeting was then opened out for questions from the members present.

Councillor Brookes asked for a 'ball park' figure if possible for all cost to run CAB in the Epping Forest District. She was told it was that it was approximately £200,000 for everything during the year.

Councillor Brookes then asked how long did the volunteers stay. She was told that some stayed for 20 years and some for 10, but an average they liked them to stay for at least 5 years, which they usually did.

Councillor Surtees noted that they planned to go to Ongar and asked if there was any way Ongar Town Council could assist them and also how long did it take for a client to be seen after they first made contact. Ms Poulter replied that initial interviews usually lasted 15 to 20 minutes and if not solved there and then they would make an appointment for the following week (at most) unless the case was urgent. They were already in touch with the town council about moving to Ongar Library.

Councillor Knight asked, on behalf of Councillor Waller, if the CAB was able to extend its services throughout the district and was there any geographical issues for the use of the service. She was told that they had three locations where they were based and they would be extending out to Abridge and Ongar. Mr Hall, Director for Communities, said that Councillor Waller was in Sheering, people there would go to Harlow. Ms Poulter said there had been some issues about access but they had only 2 complaints this year so it was not a large problem.

Councillor Knight praised the services the CAB provided on such a tiny budget. Was there any where else they could look to for more funding? She was told that they had funding from the Lottery in the past and would reach out to them again in the future. There were also a lot of other, smaller grants available. Councillor Lea asked if they

did any of their own, direct, fund raising. She was told that they did hold some events to raise money such as quiz nights and Barclays match funded these events. They hoped to hold more events in the future.

Councillor Murray proposed that they should ask some of the smaller Parish authorities for contributions. Ms Poulter replied that they have asked them and had received some contributions in the past.

Councillor Shiell asked about their telephone advice services and what kind of clients used that. She was told that they worked with Essex Advice Line a service available from Monday to Friday from 10 to 4pm. They dealt with a large spread of subject matters over the phone, mostly the same as their first contact interviews.

Councillor Stavrou, noting that Local Authorities were being financially squeezed by Central Government asked what sort of percentage of their total income came from the District Council and from the Town and Parish Councils. She was told that it was around 75% but they were trying to diversify their sources of funding in the coming year.

Councillor Surtees noting the transport difficulties in the rural areas wondered if there were any people who were denied access to their services. Ms Poulter did not believe so, as they now could do home visits if needed, also they have their phone service which had been improved. She believed that no one was excluded. Councillor Mitchell asked if their home visit staff had been DBS checked; she was told that they were.

The Chairman thanked the officers from the Citizen Advice Bureau for their clear and interesting presentation

52. EXTENSION OF THE FUNDING OF 2 EPPING FOREST CITIZENS ADVICE BUREAU DEBT ADVISORS

The Assistant Director (Housing Operations), Roger Wilson, introduced the report for the extension of funding of two Epping Forest Citizens Advice Bureau Debt Advisors. He explained that the Finance and Performance Management Cabinet Committee had agreed to extend the funding for these two posts until end March 2017.

The CAB had reported that during the first six months of 2015/16 the Advisors managed debts of around £713,000 and assisted 304 clients. Around 97 (32%) of these clients were Council tenants. The CAB was required under the Agreement to have one Debt Advisor based at the Limes Centre, Chigwell for one half day each week. The CAB extended this service to 2 half days each week in 2015. The CAB had reported that in the first 6 months of 2015/2016, around 120 (40%) of the clients assisted were first seen at the Limes Centre.

Bearing in mind the expected reductions in the overall national Welfare Budget, there will be an increased need for residents to receive continued support around personal budgeting and debt advice. Such advice may reduce the risk of some households presenting to the Council as homeless, resulting in savings in costly bed and breakfast, hostel or even temporary/interim accommodation in the Council's own stock.

Councillor Surtees commented that it was essential that this service was continued as this contributed to the welfare and mental health of people and he strongly supported this.

Councillor Lea wondered how we could continue supporting in the future with all the cut backs. This should be reviewed each year. The Director of Communities replied that this funding would provide a lot of savings. By using the CAB this would save the Council money, but it was difficult to quantify. Only by cutting the funding would we know the effect it would have on our budgets.

Councillor Shiell thought that they all agreed that this funding was vital, but she would also like the CAB to do more fundraising. Mr Marshall said that Ms Poulter was aware of this and was looking to do this in the coming year.

Councillor Surtees said it was also the responsibility of this committee to consider the problems we had and what we could do about them. Mr Hall said that the next big thing was the introduction of the Universal Credit. Some preliminary figures suggest that in area when this had been introduced 85% of tenants were in arrears with their rent in comparison of 39% in other areas. Also the amount owed had doubled in areas with Universal Credit.

Councillor Stavrou noted the questions raised and the response and the affect of homelessness on people. But here were lots of competing bids for our pot of money and wondered if the CAB should get all the money when we did not have the accommodation for the homeless to be put into. Very difficult decisions would be coming our way in the near future and we should be cautious.

Mr Marshall said that it was vital that this was brought to this Committee every year to consider based on any new information available. Councillor Knight noted that it went to the Cabinet Committee on a yearly basis. Mr Hall clarified that the funding was now on a yearly basis. Councillor Knight agreed that she would like this committee to have sight of this first on a yearly basis.

The Committee debated if an updating six monthly written report should be asked for from the CAB to keep us abreast of their work. However it was noted that officers already held quarterly meetings with the CAB and their managers and we also monitored their core funding on a quarterly basis. Community Services officers have also asked for SMART objectives to be set up for the coming year. Noting this, the committee thought the CAB should be left unburdened with writing yet more reports and reporting back in yet another way to this Council.

RESOLVED:

That the Communities Select Committee strongly recommend to the Finance Cabinet Committee at its meeting on 19 January 2017, that the funding of the Citizens Advice Bureau's (CAB) two existing Debt Advisors be extended for a further year from 1 April 2017.

53. REALITY ROADSHOW

The report on the last years Reality Road show was introduced by Ms Gold the Assistant Communities Health and Wellbeing Manager. She reported that the Reality Roadshow initiative was a personal safety, health & wellbeing event that brought together a host of statutory and voluntary agencies, to deliver a full day of educational workshops to Year 9 (14 year old) pupils at secondary school in the district. It was specifically tailored to address young people's issues that have been identified as a priority concern locally.

The Roadshow was co-ordinated by the Council's Community Health and Wellbeing Team providing over 900 pupils in the District with expert advice and guidance on making the right choices in life for good health and wellbeing.

Pupils participated in either 5 or 6 sessions depending on individual school timetables and each session was specifically designed to address current issues facing local young people. These workshops were:

- The consequences of Crime – delivered by Essex magistrates;
- Online Internet safety – Essex Police;
- Sexual Health – Essex County Council;
- Legal Highs and Substance Misuse – Alcohol & Drugs Advisory Service;
- Alcohol Awareness – AlcoHELP;
- Healthy Relationships and Domestic Abuse – Safer Places;
- Gangs and Peer Pressure – Sparks 2 Life.

Real life advice was provided by ex-offenders and ex-addicts relating their stories.

The schools were not charged for the Roadshow as they were funded by the Police and Crime Commissioner and Essex County Council.

The Reality Roadshow was delivered to the following schools – Davenant Foundation School, Debden Park High School, Epping St Johns School, King Harold Business and Enterprise Academy, Roding Valley High School and West Hatch School. The Ongar Academy will be incorporated into the Reality Roadshow annual programme during the academic year of 2017/18.

Each participating Year 9 pupil was required to complete an anonymous feedback questionnaire and every teacher involved was asked to feedback on the scenario they had attended. Usually the feedback was very positive and teaching staff were delighted with the additional support and information that they gained from the day.

Councillor Girling asked if any information was passed on to the parents and was there anything covered on mental illness. Ms Gold said that they did send a letter to the parents giving background information and yes, they did do items on mental health. There was a recurring theme on bullying throughout the day.

Councillor Stavrou asked if this replaced the Crucial Crew Programme. She was told that it did not. Crucial Crew was a separate programme run for younger Year 6 pupils.

Councillor Surtees asked if there was any feedback from the Youth Council. He was told that there was no recent feedback but they did get consulted regularly. Councillor Surtees went on to ask if the mental health items did anything on anti-stigmatizing. Ms Gold said that they concentrated on exam stress but there was a further workshop that went deeper into this, but it was held separately. This was a big thing now both locally and nationally.

Councillor Girling asked if there had any problems or concerns with the stakeholders. He was told that there had been some problems, but it was easier to organise and run the Roadshow than for Crucial Crew. It was an ongoing conversation.

The Chairman thanked the officers for their helpful and useful presentation.

RESOLVED:

That the Committee noted the success of the Reality Roadshow initiative, which was a personal safety and awareness event aimed at Year 9 pupils and was now in its seventh year of delivery.

54. HOMELESSNESS INITIATIVES

The report on the Homeless Initiatives was introduced by the Assistant Director, (Housing Operations), Roger Wilson.

The Committee was asked as part of their Work Programme to consider various mitigation strategies in order to deal with the current and future increasing pressures due to the rise in homelessness. The latest figures on homelessness in England reveal that nationally the total number of households in temporary accommodation had increased by 53% from 48,010 in December 2010 to 73,120 in June 2016, with 14,930 households being accepted as homeless between 1 July and 30 September 2016. Local Authorities took action to prevent a further 52,920 households becoming homeless in the same period which increased by over 2,000 compared to the previous quarter.

The Committee was asked to consider strategies for the Homelessness Prevention Service. In 2015/2016 the service prevented homelessness in 625 cases. The number of cases being prevented in the first six months of this year was 264 which may result in a lesser number being prevented in 2016/2017. This was due to the difficulties being experienced by the Team in being able to place applicants in the private rented sector which had resulted in the number of homelessness acceptances increasing from 52 in 2014/2015 to 71 in 2015/2016 and the numbers placed in temporary accommodation increasing from 74 in 2014/2015 to 111 in the second quarter of 2016/2017.

As at 30 September 2016 (date of the last Government statistical return) there were 111 applicants placed in both temporary and interim accommodation which has resulted in the homeless persons' hostel at Norway House, North Weald and Hemnall House, Epping being full most of the time. In order to increase the number of applicants being able to be accommodated at Norway House, officers were investigating the possibility of dividing up some of the larger rooms at the hostel to provide greater flexibility of use. Furthermore, as the chalets in the grounds of the Hostel were falling into disrepair, the option of replacing the chalets with "modular units" was being investigated which may enable the Council to increase the number of units in a more cost effective way. It may also be possible to use such accommodation in other areas.

Genesis Housing Association, under the Housing Association Leasing Direct Scheme (HALD), originally provided 20 units of accommodation for our homeless applicants. However, as private landlords are becoming increasingly reluctant to lease their properties in this way, Genesis now only has 15 units of accommodation, all of which were now occupied.

The Council also provided bed and breakfast (B&B) accommodation for predominantly single homeless applicants and has a contract with a number of Hotels who were selected following a 3 yearly competitive tendering exercise which had taken place now on 2 occasions. The numbers placed in B&B had increased from single figures to around 20-25 applicants. Under Government Regulations, the Council should not place families in such accommodation for more than 6 weeks.

It is important to note that over recent months the Hotels used have been full due to placements being made at the Hotels by other Councils. This has left officers with no option other than to use other Hotels in accordance with the delegated authority granted to the Director of Communities. Furthermore, due to the increasing pressure on homelessness, the Council currently had 14 homeless families placed in its own housing stock (very often without the applicant meeting the 5 years residency criteria under the Council's Housing Allocations Scheme) on non-secure tenancies until their cases were resolved.

Mr Marshall asked if the proposed 'Modular Units' had shared kitchen facilities. Mr Wilson said that officers were keen that they had shared facilities in order to ensure no tenancy status was created. Councillor J H Whitehouse noted that at present they shared bathrooms; would these new units have specially designed shared facilities. She was told that they would, they could be designed and placed at different locations. A pilot scheme was proposed for a few units to see how it would work. Councillor Whitehouse asked where else they would be located, Mr Wilson said that this was yet to be decided. Councillor Surtees asked if they could be put in some of the Council's car parks and was advised that there were all sorts of options, but they were taking it one step at a time.

The Committee then considered the 'invest to save' funding proposals for two initiatives.

One was for '*rental loans*', a scheme to provide applicants with a rental loan to meet the costs of (or contribute towards) the first month's rent in advance when securing accommodation in the private sector. Applicants were required to repay the loan on an interest free basis over 24 months recycling the budget to enable others to benefit from the Scheme in the future.

The other invest to save proposal was for '*Landlord Deposits*'. In addition to meeting the cost of the first month's rent, applicants also must pay a landlord's deposit. The cost of the deposit was in accordance with Housing Benefit Local Housing Allowance rates (being the maximum housing benefit a person can claim towards their rent), which ranged from £296 to £1,359 per month depending upon the rent, size and location of the property.

It was therefore considered that the funding should now be made available for rental loans equivalent to 4 weeks rent and/or landlord deposits (lodged with a third party by the landlord) in appropriate cases with repayments being made for both loans over an increased period of 36 months in order to make it more affordable to the applicant.

The Committee then went on to consider the placements of homeless households by London Boroughs outside of London. Following representations from Essex councils, figures for placements across Essex have now, for the first time, been provided by around 24 of the 32 London Boroughs. As not all London Boroughs had provided this information, the true figures were likely to be much higher, but Boroughs have placed applicants in 47 private properties (that we were aware of) in the last 12 months.

Some are in order for London Boroughs to discharge their homelessness duties which can lead to the Council taking responsibility for such households should homelessness re-occur after two years.

One of the problems that these placements cause the Council is that it makes it very difficult for our own Homelessness Prevention Service to secure accommodation in the private rented sector for homeless and potentially homeless households. This was one of the main reasons why the numbers of homeless households in EFDC's own temporary accommodation was increasing. Furthermore, landlords are reluctant to accept applicants from the Council due to London Boroughs paying landlords in the District generous incentives ranging between £2,500 and £6,000, in addition to rental loans and landlord deposits.

For the above reasons, the invest to save budget remained unspent. Officers explained the difficulties of landlord deposits being held by a third party on behalf of the Council and why this had proved to be unworkable.

Councillor Surtees noted that the effect of exporting people from London could be devastating, Thurrock for instance. We should follow the recommendations of the officers and do something to help.

Councillor J H Whitehouse asked if officers were flagging up this issue with MPs and Parliament. Mr Wilson replied that they were doing so. Members were keen that our 5 year residency was increased to 10 years. But the homeless had a much less qualifying period. He could not see legislation stopping the London Boroughs from placing people here. They could however, change the law about us accepting responsibility after two years, but this was unlikely. The problems were radiating out from the London Boroughs who reported they were swamped by homelessness and were pushing this out to the outlying local authorities. We could use the invest to save to help our problems.

Councillor Baldwin asked why couldn't the Council rent housing from the private sector and then sublet to their tenants and not use Genesis Housing Association. Mr Wilson said that it was easier for them to do it. We would need much more staff and would need to set ourselves up as a private company to enable us to do this. It was just cheaper and easier to outsource it. Mr Wallace the Housing Options Manager added that landlords have found other tenants to take on their property and not use Genesis.

The Committee then went on to consider rough sleepers, noting that in August 2016, the two year Government funded Essex-wide Rough Sleeping Outreach service ended. This service provided visits to rough sleepers late at night and in the early hours 24/7 to offer assistance and case management until the person was able to move off the streets. When the funding ended, the Council approached the service provider to provide a stand-alone service to the Council. But they were not able to assist. Although the Council only receives around one report each month of rough sleeping, there was a risk of a person becoming at risk due to rough sleeping without specialist help.

Officers were having discussions with other providers of specialist rough sleeping support and expect the cost of such services to be around £200 per case. This would result in a budget of £2,500 per annum funded by the General Fund to provide specialist services to rough sleepers.

Councillor Surtees commented that it would be of benefit to co-operate with neighbouring authorities. Mr Wallace commented that Harlow ran a successful scheme; we had also run a successful scheme, but had run out of funding.

The Committee then noted that the Homelessness Reduction Bill was currently making its way through Parliament and was likely to become law later this year, this

new Bill would put a significant call on our resources by putting additional duties on authorities to prevent and reduce homelessness. It would also place substantial additional work on an already stretched Homelessness Prevention Team.

Councillor Stavrou commented that pressures were building up on our staff. In the past the Cabinet had laid down stringent ways on the way money was spent; but we have to act now to enable our staff to cope with the future.

Mr Marshall asked when this Bill would come into force and was told probably by this summer.

Councillor Surtees commented that a lot of this would not be needed if every authority was as good as Epping Forest DC in dealing with homelessness. We have to make provisions to keep our standards of service.

The Committee noted that the Council had discontinued with the in-house Housing Appeals and Review Panel (HARP) and officers have suggested that an outside company be employed to take up the burden of carrying out these reviews. The Housing Options Manager had undertaken 30 reviews this last year with a further 15 being undertaken by the Assistant Director (Housing Operations). Soft market testing had established that the average cost per review by an external company would be around £200. Based on the number of reviews undertaken in the last 12 months an annual budget of £9,000 funded from the General Fund would be required.

In the future we will also need to carry out detailed reviews on each homelessness case and this would create a lot more work and doing this and undertaking homelessness reviews would entail taking on more staff which would cost a lot more than employing an outside company.

Councillor Surtees was amazed that a case would cost just £200, was it a loss leader? Should we be wary of this?

Councillor Rolfe was worried that the external company would only cost £200; would they be good enough. Mr Wilson said that the decision not to have the HARP Panel was correct, counsel was concerned that members were making these decisions, and said that they should not be doing this. No other Local Authority, bar one, had a HARP. It took a lot of officer's time. An external company would go through a selection process and would also be closely monitored by officers. Mr Hall added that if they were not up to an acceptable level we would not use them. Experience from other authorities suggested that this worked and they were happy with it.

Councillor Rolfe was still worried about putting our faith in an outside company.

Councillor Knight commented that £9,000 was a small amount for the use of a specialist outside body. We were out of our depth with HARP and members were really not qualified to hear the appeals. Also, an outside company would be monitored and scrutinised by us.

Mr Wilson stated that there were experienced companies out there who were monitored and regulated by the law.

Councillor Lea agreed with the officers on this.

RESOLVED:

- (1) That, in accordance with its Work Programme, the Communities Select

Committee undertook a review of the homelessness loans and tenancy deposits scheme (funded under “Invest to Save”); considered the homelessness situation generally in the District and mitigation strategies, and recommend to the Finance and Performance Management Cabinet Committee that the following bids be made for CSB Growth from April 2017/18:

(a) £32,000 per annum for the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to increasing homelessness pressures;

(b) £9,000 per annum to fund an external company to undertake Homelessness Reviews; and

(c) £2,500 per annum to fund an external company to provide specialist services to rough sleepers;

(2) That the Communities Select Committee recommend to the Finance and Performance Management Cabinet Committee that the existing Invest to Save Funding of £90,000 over a 3 year period now be used for providing applicants with a rental loan of up to the equivalent of 4 weeks rent to meet the costs of rent in advance when securing accommodation in the private rented sector and /or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord) with applicants being required to repay loans on an interest free basis over an increased period of 36 months, thereby re-cycling the budget to enable others to benefit from the Scheme in the future; and

(3) That a report be submitted to a future meeting of the Cabinet on the feasibility of the use of “modular units” to provide temporary accommodation for homeless applicants.

55. COUNCIL RENT INCREASE 2017/18 - BRIEFING

The Director of Communities, Alan Hall gave a short briefing about the required rent reductions for Council tenants for 2017/18 and explained that the Finance and Performance Management Cabinet Committee, at their meeting on 19 January 2017 would be asked to make a recommendation to the Cabinet on a Council rent reduction for 2017/18.

The Government had determined that all councils must reduce their rent by 1% each year for four years. This started last year, leaving the Council with an estimated £390,000 less rental income in the current year.

A reduction of 1% for next year would mean a further £303,000 forecast reduction for the next year; the reduction for next year would be less than for the current year as the first new properties under the Council Housebuilding Programme would be built next year, bringing in additional income.

It was noted that although this was generally good news for tenants, it would leave the HRA with less money to deliver the Council’s Housing Service.

Mr Marshall asked if the potentially increased number of sales of council properties that would have arisen if the Government's Pay to Stay policy had been introduced and had been factored into the budget. He was told that since the Government had recently decided to abandon its compulsory scheme, no increased sales had been included in the forecasts.

Councillor Stavrou asked if the loss of income from the rent reductions were the compound reduction over the two years. She was told that it was. It would be a total of £693,000 over the two year period.

RESOLVED:

The Committee noted the recommendation being made to the Finance and Performance Management Cabinet Committee for recommendation on to the Cabinet on the Council rent reduction for 2017/18.

56. HOUSING STRATEGY KEY ACTION PLAN 2016 - 12 MONTH PROGRESS

Mr Hall introduced the report on the 12 Month progress report on the Housing Strategy Key Action Plan. He explained that the purpose of the Strategy was to assess the District's current and future housing needs and to set out the Council's approach to meeting those needs. This Committee was charged by the Cabinet to monitor the Action Plan associated with the Strategy on a six monthly basis.

Officers were now working on a new Housing Strategy and it was hoped that a draft Strategy would be ready for consideration at the next meeting of this Committee.

Action Plan comments:

Item 1: Mr Hall explained that the timescale for this should be changed to read September 2017 and not remain as April 2017;

Item 10: Councillor Brookes asked if the Council was selling the Council's garage site adjacent to the Sir Winston Churchill PH site to Higgins Homes. She was told that the Cabinet had agreed to make this land available to provide the majority of car parking spaces for the occupiers of this new development;

Item 14: Mr Hall explained that the timescale should be revised to September 2017 and not remain as April 2017;

Item 34: Councillor Brookes asked why Lindsay House, Epping had been empty for so long. She was told that the Neighbourhoods Directorate was dealing with the sale of this property. It was explained that this property had been taken out of the deal with Essex County Council and the Council now intended to sell Lindsay House on the open market. A report would be going to the next Cabinet meeting.

RESOLVED:

That the 12 Month Progress Report on the Housing Strategy Key Action Plan 2016 was reviewed and noted.

57. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

The Committee thought that a brief summary of the two main reports considered at this meeting, on the CAB and grant funding and the Homeless Initiative should be reported back to the next Overview and Scrutiny Committee.

58. FUTURE MEETINGS

The Committee noted the dates of their future meetings.

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SCRUTINY



Report to Communities Select Committee

Date of meeting: 14th March 2017

Subject: Epping Forest Youth Council Presentation

Officer contact for further information: G. Gold (01992 564247)

Committee Secretary: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- 1) That the Communities Select Committee receives a presentation from the Epping Forest Youth Council (EFYC), to introduce the new cohort of Youth Councillors elected in November 2016 and to review the Youth Council achievements of 2016/17; and,
- 2) That the Committee recommends a proposal to Overview and Scrutiny Committee, to allocate a DDF sum of £5,000 to the Youth Council, for projects during 2017/18, as stated on the DDF list

Report:

1. One of the recommendations from the Overview and Scrutiny Task and Finish Review of Youth Engagement within the District, was for Epping Forest Youth Council, to provide a presentation to Members, twice a year, on the activities and achievements of the Youth Council in the current year, and potential plans for the next 12 months.

2. A group of four EF Youth Councillors will therefore be present at the Communities Select Committee, on Tuesday, March 14th to undertake the second presentation of 2016/17, and to respond to any questions that Members may have.

Background:

3. Youth Councillors are elected for a term of office of two years and depending on their age at the end of this period, can be re-elected for a further term. The elections take place in local secondary schools, under formal electoral conditions and include printed ballot papers and a secret ballot process with staff from the Council's Democratic Services Team leading on this work.

4. Elections were held in November 2016 for a new cohort of Youth Councillors with 44 candidates from local schools involved in the process. From these nominations, 25 Youth Councillors were elected and have now started their two year term of office.

5. The Youth Council has a continuing Services Budget of approximately £12,000 per annum, which is used to cover all travel, training and education expenses, but projects and events are generally funded through external funding bids.

6. However, a second recommendation of the Youth Engagement Task and Finish Review was to enable EFYC to apply for up to £8000 project funding in each year, to be agreed via the Communities Select Committee.

7. In 2016/17 this funding was used for the development of a special Mental Health project for young people, based on the findings of the Youth Conference 2015 and concerns

of other young people in local schools.

8. The project which was given the name 'MiLife' by the Youth Council, was developed in conjunction with Council officers, North East London Foundation Trust (NELFT) and local charity, Red Balloon Family Foundation. MiLife also received £4000 funding support through the Epping Forest Youth Strategy fund.

9. It is designed as a roadshow, that visits secondary schools within the district and provides an hour-long workshop for students from each year group, which aims to raise awareness of positive mental health and helps to build personal resilience, thus enabling young people to help themselves and their peers.

10. The project has been very successful with young people and has been endorsed as a model of best practice by NHS England and has also been nominated by the High Sheriff of Essex, for the National Crimebeat Awards. This success has led to, the development of a digital MiLife project with NELFT, which will enable the project to be rolled out to schools across Essex and across the country and plans are in place to develop an extension of MiLife, to be delivered in local primary schools.

11. Other EFYC projects over the review year included:

- Youth Volunteering
- Anti-bullying Campaign
- NELFT Volunteers
- The Essex Records Office Listening Bench
- School Dementia Awareness training
- Inter-generational schemes projects

The Youth Council successfully secured £2700 to undertake these projects.

12. The Youth Council is also regularly asked to be included in consultations and recent ones include the Local Plan, Police and Crime Commissioners Consultation, NHS 'My Mind' project and Essex County Council's Youth Service Consultation.

13. It is hoped that the Communities Select Committee will agree to recommend to Overview and Scrutiny Committee the allocation of £5,000 DDF funding in 2017/18 for the Youth Council to continue with youth led, youth based projects.

Reason for decision:

14. The Overview and Scrutiny Committee Task and Finish Review of Youth Engagement in 2015/16, recommended that the Youth Council, provides two presentations per annum, to Senior Members of the Council, in order to give an overview of the activities and projects undertaken throughout the financial year.

15. It also recommended that up to £8,000 project funding be available, for the Youth Council to bid for, in order to develop and deliver activities and events for young people. This report therefore seeks to inform Members of the work undertaken by the Youth Council in 2016/17 and seeks support from the Communities Select Committee, in recommending approval of the allocation of £5,000 DDF funding for the purposes as stated.

Options considered and rejected:

N/A

Consultation undertaken:

N/A

Service review:

Overview and Scrutiny Task and Finish Review of Youth Engagement.

Resource implications:

Personnel:

Officers from the Council's Community Health and Wellbeing Team organise, manage and facilitate the Epping Forest Youth Council work and liaise with partner agencies that may wish to work with EFYC.

2016/17

EFYC have secured external funding totalling £6700

£4000 from Epping Forest Youth Strategy

£1500 from the Jack Petchey Foundation

£150 from the Think Big O2

£300 from the Jack Petchey Education Grants scheme

£750 from the Jack Petchey Small Grants awards

£5000 project funding has been added to the DDF list for 2017/18.

Land: N/A

Community Plan/BVPP reference:

Corporate Plan Medium Term Aim 3

Relevant statutory powers: N/A

Background papers: N/A

Environmental/Human Rights Act/Crime and Disorder Act Implications: N/A

Key Decision reference: (if required)

N/A

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Report to the Communities Select Committee

Date of meeting: 14 March 2017

Portfolio: Housing – Councillor Syd Stavrou

Subject: Review of the Expansion of Services and Opening Hours at the Limes Centre, Chigwell

Officer contact for further information: Roger Wilson extension 4419

Committee Secretary: Adrian Hendry extension 4246



Recommendations/Decisions Required:

That the Communities Select Committee recommends to the Housing Portfolio Holder that due to the success of the pilot, in order for the Limes Centre, Chigwell to continue to provide extended services and longer opening hours, the additional temporary part-time Housing Officer post is made permanent.

Report:

Background

1. Following the re-development of the Limes Farm Hall, Chigwell, the new Limes Centre was opened in February 2012. The Limes Centre is an important community facility on the Limes Farm Estate and when first opened accommodated the following services:

- Housing Management Estate Office which opened each morning between 9:00am and 12.30pm providing a housing management service to both the Limes Farm Estate, and other parts of Chigwell and Buckhurst Hill
- Benefits and Council Tax advisors available to give advice during normal office hours each Wednesday
- Debt Advice Service provided by the Epping Forest Citizens Advice Bureau one morning each week
- “True Stars” Children’s Centre, Monday to Friday from 9.30am to 5pm
- NHS Health Clinic, which provides a baby clinic and a range of other services for the community
- Youth Club provided by “Red Balloon Family Group”
- Job Centre Plus drop-in Centre on Thursdays between 11:00am to 2:00pm

2. In addition to the above services, which provide a “multi-agency hub” for local people, the Limes Centre has a large main hall and smaller activities hall which are available for hire, for both regular bookings and one-off events, including evenings and weekends. These bookings include sports clubs such as Judo and Karate, a range of fitness and wellbeing sessions such as Tai Chi and Yoga and many children’s parties and large faith gatherings at weekends.

Expansion of Services and Opening Hours

3. At its meeting on 9 March 2015 (Minute 148 refers), the Cabinet agreed the report on the Housing Improvements and Enhancements Fund. One of the agreed Recommendations was that an additional temporary part-time (18 hours) Housing Officer post be created for a period of 18 months to enable the expansion of services and opening hours at the Limes Centre in Chigwell for a pilot period of 12 months. It was further agreed that a review of the success of the pilot be undertaken by the Communities Select Committee following 12 months of operation to decide whether the temporary post should be made permanent. Therefore, the Committee is asked to consider the report and make its recommendations to the Housing Portfolio Holder.

4. Unfortunately, due to recruitment difficulties there were delays in appointing a person to the new temporary part-time post due to the original hours being offered. As a result, it was necessary to re-organise working hours within the Housing Office at the Centre. Therefore, the post was not filled until January 2016.

Review of the Success of the Pilot

5. The pilot period commenced in January 2016 and covers the calendar year and included the following achievements and activities:

- In advance of the pilot period commencing, the additional opening hours and services were publicised through the Council's website, the tenants' magazine Housing News, leaflets were delivered to all properties on the estate and posters placed in public areas. Members were advised through the Council Bulletin
- Following a launch event, the office hours were extended from 9:00am to 12:30pm Monday to Friday to 9:00am to 4:30pm Monday to Friday
- A chip and pin facility was introduced in order to enable residents to pay their Council Tax, rent and other payments at the Centre for the first time
- A new local periodic Newsletter was introduced and is delivered to all local residents, an example is attached as an Appendix to the report
- As part of a re-organisation of housing management services 400 additional properties are now managed from the Limes Centre covering Abridge and Theydon Bois. As a result of the change a further existing part-time member of staff was transferred from the Area Housing Office (North) at the Civic Offices to the Limes Centre which further facilitated the extension of hours and services
- The Housing Related Support provider "Family Mosaic" commenced a weekly "surgery" at the Centre from January 2017
- The Citizens Advice Bureau's Debt Advisor extended their service from one half day to two half days each week
- London and Quadrant Housing Trust who own and manage over 100 properties on the estate have set up a monthly surgery for their tenants which may be extended subject to take-up

6. As a result of the extended opening hours and the provision of additional services, the number of residents accessing services has increased substantially from 933 visitors in the calendar year 2015 to 1,982 in the calendar year 2016 representing an increase of 1,049 visitors (112%). The types of enquiries in 2016 are detailed in the following table:

Type of Enquiry	Number of visitors
General enquiries at reception about all services at the Centre	811
Rent matters	478
Housing Benefit and Council Tax	515
Citizen Advice Bureau's Debt Advisor	178
Total	1,982

7. Due to the introduction of chip and pin and telephone payments at the office for a range of Council services for the first time, during the pilot period payments amounting to £131,808 were made.

8. A customer exit survey was undertaken between January 2016 and December 2016. Of the 132 responses received 123 (93%) stated they are in favour of the extended opening hours and 132 (100%) were satisfied with the service.

9. Due to the success of the pilot, in order for the Limes Centre, Chigwell to continue provide extended services and longer opening hours, it is suggested that the Committee recommends to the Housing Portfolio Holder that the additional temporary part-time Housing Officer post is made permanent.

Reason for decision:

For a recommendation to be made to the Housing Portfolio Holder that the additional temporary part-time Housing Officer post is made permanent, to enable the extension of services and longer opening hours at the Limes Centre Chigwell to continue.

Options considered and rejected:

No to recommend that the additional temporary part-time Housing Officer post is made permanent, and reduce the services and opening times offered at the Limes Centre, Chigwell.

Consultation undertaken:

The Tenants and Leaseholders Federation were consulted at their meeting on 22 February 2017 and agree with the recommendations.

Results of the customer exit survey are set out in the report.

Limes Farm Community News

Edition 2 | July 2016

Welcome...

To the summer edition of your newsletter, the one stop shop for upcoming events, community news and other news items. We hope you have an enjoyable summer.

The annual Fun on the Green event took place on 11th June. The event saw over 250 people come along and enjoy a fun afternoon packed with activities such as face painting, tombolas, bouncy castles and lots more - including a visit from our local Pearly Kings and Queens.

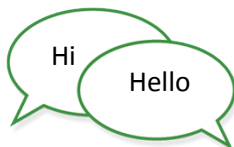
The Fun on the Green event has continued to build over the past three years and has become a firm community favourite, with thoughts and ideas already being voiced for next year's event.

Supporting the event were Epping Forest District Council, True Stars Children's Centre and St Winnifred's Church, with the event being coordinated by the Friends of the Limes Farm Infant School. The money raised from the event was donated to the school library to purchase new books.

Fun on the Green



Say hello... a community can be strengthened by the links that are established between the residents who live within that community. We all get caught up in our busy lives, when we are out and about we can be focused on what we have planned for that day. It can be surprising how many people live next door to one another, or a few doors away, and have never spoken to each other. It doesn't take a minute to say 'hello' to a neighbour as you pass.



Help us to build a friendly and strong community - take the plunge and say 'hello' to a neighbour the next time you are out and about.

Summer activities for children

Epping Forest District Council's summer activities programme for children is now available. It contains activities for children and young people inclusive of summer sports, family entertainment, multi sports days and more. Here is a taster of the activities on offer...



Football and Multi-sports camp – Colebrook Royals FC, Grange Farm Centre, Grange Farm Lane (off High Road), Chigwell, IG7 6DP.

Play in the Park – is all about playing games and having fun outdoors. Play Rangers bring along a range of equipment for children and young people to enjoy and will encourage everyone to take part. Activities include tennis, football, cricket, rounders and lots more.

Soccer Tots – coached football sessions teaching tots the ABC of football.

Disability Inclusion Project activities – a fun, social trampolining session for children and young people with disability or additional needs.

Yogini Tinies – learn yoga the Yogini Tinie way, through storytelling, music and creative play. This fun interactive workshop will help with posture, core strength and muscle tone.

Dance like a Dinosaur – make your own dinosaur mask and join the dancing fun with the Dance Together Dinosaurs as they reach for their dreams to be dancers.

For full details of dates, venues and how to register for activities, please visit our website: www.eppingforestdc.gov.uk/holiday-activities.



Disposal of rubbish

If you live in a flat please ensure that you use the communal bin stores provided to dispose of your domestic household rubbish. Make sure the rubbish is placed directly into the bins, not on the floor or outside the store.

Please do not throw bags of rubbish from the balcony in the hope that it will fall into a bin store bin, not only is this unsanitary, but it is also a serious health and safety risk as the rubbish could hit someone who may be using the bin store. We would also like to remind residents who live in houses that the communal bin stores are only to be used by residents who live in the flats.

If you have bulk items for disposal, such as a sofa or mattress, please contact us on 01992 564608 for a special collection to be arranged. The Council will investigate fly tipping and the incorrect disposal of waste which could result in legal action being taken against the offenders.

Please help us to keep your environment a safe and pleasant place to live.

Have you got an article for this newsletter? If so, we would like to hear from you. Please contact limesfarmoffice@eppingforestdc.gov.uk

Payment of rent

We would like to remind residents of their responsibility to pay their rent when it is due. Rent is due on a Monday, however, you may choose to pay your rent weekly, every two weeks, four weekly or monthly. But if you choose to pay your rent periodically (for example, every two weeks) you will need to pay your rent **in advance**, and not allow your rent account to fall into arrears on each occasion.



You can pay your rent at the Limes Centre Office (Monday to Friday 9:00am - 4:30pm) where we accept debit and credit card payments. If your rent account is in arrears we will contact you to discuss repayment of the arrears. If you wish to speak to us regarding repayment of your rent arrears, or any other matter regarding your rent please, contact your Housing Management Officer, Parminder Kaur, who is based at the Limes Centre EFDC Office and will be happy to assist you.

Parking and blocking access to garages

We are receiving an increasing amount of reports about vehicles parking inappropriately, for example parking on pavements, in addition to blocking access to garages. People are either blocked from entering their garage or are unable to drive out of their garage.

There is no allocated parking in front of garages. No one should be parking in these areas. When these matters are reported to us we will try to locate the owner of the vehicle.

However, if we are not able to locate the owner we will consider taking steps which could result in the vehicle being towed away.

Please ensure that you, members of your household, or your visitors do not park in a way that obstructs garages or in a manner which could prevent access. This is not only an issue to other residents but more importantly for the emergency services (Ambulance, Fire Service and Police).

Anti-social behaviour

Anti-social behaviour can have a big impact on a community. We will take action to stop people acting in an anti-social manner, and this action could ultimately be legal action leading to eviction. We would like to remind residents that they are responsible for the behaviour of members of their household and their visitors. If a member of your household is perpetrating anti-social behaviour we will take action against **you**.

We have recently had a spate of acts of vandalism involving broken windows in the internal communal areas of the flats, and damage to fencing. This behaviour is not only downgrading the appearance of Limes Farm, but is also having a detrimental effect on the lives of the people who live here. If you have any information about who is perpetrating these acts, or any other acts, of anti-social behaviour, please contact us. Any information we receive will be treated as confidential. Please help us to identify these people and remove them from our environment.

How are we doing?

We pride ourselves on being the best that we can be and continue to strive to provide excellence of service.

We put our customers at the heart of everything we do, providing services that are tailored to the different needs of our communities. In order to help us to continue to develop our services we would like to hear from you.

We currently hold a monthly prize draw for completed customer surveys. The questionnaires are in the reception area of the Limes Centre EFDC Office, please drop in and see us and pick up a form.

Additional services provided at the Limes Centre EFDC Office

We recognise that it is not always convenient for residents to travel to obtain services, so we have organised a number of additional services which are carried out by visiting Officers to the Limes Centre Office to assist residents locally:

Wednesdays 9:00am to 4:30pm - Council Tax queries

9:00am to 4:30pm - Housing Benefit queries

9:00am to 2:30pm – Citizens Advice Bureau

Thursdays 1:30pm to 4:30pm – Community Safety Investigator (tackles anti-social behaviour, hate crime and community safety issues).

1:30pm to 4:30pm - Environment and Neighbourhoods Officer (investigates a wide range of public health nuisances and environmental crime issues, such as noise nuisance, littering and dog fouling).

If you wish to speak to any of these Officers, please pop in and see us at:

The Limes Centre EFDC Office, Limes Avenue, Chigwell, IG7 5LP

Opening hours: Monday to Friday 9:00am - 4:30pm

www.eppingforestdc.gov.uk/thelimescentre

If you would like this newsletter in an alternative format please contact us at housinginfo@eppingforestdc.gov.uk

Report to Communities Select Committee

Date of meeting: 14 March 2017

Portfolio: Housing – Cllr S. Stavrou

**Subject: Housing Revenue Account Business Plan
Key Action Plan (2016/17) -
12-Month Progress Report**



Officer contact for further information: Alan Hall – Director of Communities (01992 564004)

Committee Secretary: Adrian Hendry, ext. 4246

Recommendation:

That the Select Committee considers the 12-Month Progress Report for the Key Action Plan contained within the HRA Business Plan 2016/17 (attached as an Appendix) and provides any feedback to the Housing Portfolio Holder and Director of Communities accordingly.

Report:

1. In March 2016, the Council's Housing Revenue Account (HRA) Business Plan for 2016/17 was produced, incorporating the Repairs & Maintenance Business Plan. This document set out the Council's objectives, strategies and plans as landlord, in relation to the management and maintenance of its own housing stock.
2. An important section of the HRA Business Plan is the Key Action Plan. This sets out the proposed actions the Council would be taking, primarily, over the following year. Having included the Key Action Plan within the Business Plan, it is good practice that the progress made with the stated actions is monitored; one of the Select Committee's Terms of Reference is to review progress during the year.
3. A 6-Month Progress Report on the actions contained within the Key Action Plan 2016/17 was reported to the Select Committee in November 2016. An updated 12-Month Progress Report is attached as an Appendix to this report for consideration.
4. The Select Committee is asked to consider the Progress Report and to feed back to the Housing Portfolio Holder and Director of Communities any comments.
5. It should be noted that this is the last 6/12 month progress report on HRA Business Plans to be considered by the Select Committee. As members will be aware, the Cabinet has agreed that, in future, shorter business plans should be produced to a standard template based on the four directorates. It is not yet been decided how progress with these new business plans will be monitored.
6. It should also be noted, though, that the HRA Financial Plan will continue to be updated annually and reviewed by the Communities Select Committee prior to it being finalised, with half-yearly reviews undertaken by the Select Committee as it has done in the past.

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**HRA Business Plan 2016/17
6-MONTH PROGRESS REPORT ON KEY ACTION PLAN**

Action	Corporate Housing Objectives	Responsibility for Achievement	Target Date	12-Month Progress Report <i>(as at 1st March 2017)</i>
Housing General				
<p>1) Review the HRA Financial Plan, through formal officer reviews on a quarterly basis and reviews by the Communities Select Committee on a half-yearly basis.</p>	HO 1 / 2 / 3 / 4 / 5 / 6	Director of Communities	Mar 2017	<p>Achieved – Quarterly reviews have been produced by the Council’s HRA Business Planning Consultant. The Quarter 2 Review was reported to the 21st November meeting of the Communities Select Committee for consideration. The Quarter 4 Review is effectively being undertaken through the Stage 1 HRA Financial Options Review Report due to be considered by the Finance and Performance Management Cabinet Committee on 6th March 2017, to which all members of the Select Committee are invited to attend to give their views.</p>
<p>2) Undertake an HRA Financial Options Review, and agree actions to be taken to safeguard key housing services, whilst ensuring that the HRA does not fall into deficit at any time over the next 30 years</p>	HO 1 / 2 / 3 / 4 / 5 / 6	Director of Communities	Sept 2016 Mar 2017	<p>Achieved – The Stage 1 HRA Financial Options Review Report has been produced and is due to be considered by the Finance and Performance Management Cabinet Committee on 6th March 2017, to which all members of the Select Committee are invited to attend to give their views. The Cabinet Committee is expected to make its recommendations to the Cabinet on the future strategy for the HRA at the meeting.</p>
<p>3) <i>(Subject to Cabinet approval)</i> Consider additional appropriate housing improvements and service enhancements, if affordable following the HRA Financial Options Review.</p>	HO 1 / 2 / 3 / 4 / 5	Director of Communities	Jan 2017	<p>Not Required – Due to the Government’s requirement that all social landlords reduce their rents by 1% p/a from April 2016, there are currently insufficient resources for service enhancements.</p>

4) Ensure that a sufficient number of vacant Council properties are sold on the open market, in order to pay the required levy to the Government to fund the extension of the Right to Buy to housing association tenants	HO 1 / 5	Director of Communities	Mar 2017 Nov 2017	Delayed – The latest information from the Government is that no payments will be required in 2017/18 at the earliest and that a consultation exercise will be undertaken on the proposals some time this year,
5) Engage with the Council's corporate Transformation Programme, particularly in relation to improved customer contact and customer service	HO 1 / 2 / 3	Director of Communities	Mar 2017	In Progress – Officers from across the Housing Service have been involved with, and contributing to, the Transformation Programme.

Council Housebuilding Programme

6) Complete Phase 1 of the Council's Housebuilding Programme, to provide 23 new affordable rented homes in Waltham Abbey.	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	July Sept 2017	In Progress – Following the termination of the contract with the previous contractor, a new contractor was appointed at the end of October 2016 to complete the works. The first 2 properties are due to be handed over in March - with others following in May, June and September.
7) Commence Phase 2 of the Housebuilding Programme, to provide 51 new affordable rented homes at Burton Road, Loughton.	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	Mar 2016	Achieved – The contractor commenced on site as planned, and works are currently in progress.
8) Procure a variety of works contractors, under separate contracts, and commence Phase 3 of the Housebuilding Programme, to provide 34 new affordable rented homes in Epping, Coopersale and North Weald	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	Aug 2016 Feb 2017	Achieved – Tenders for 6 of the 7 separate contracts comprising Phase 3 were approved by the Council Housebuilding Cabinet Committee in December 2016 with the final tender approved by the Housing Portfolio Holder in February 2017.
9) Obtain planning permission for up to 40 new affordable rented homes in Loughton, to comprise Phase 4 of the Council Housebuilding Programme	HO 1 / 2 / 3 / 5 / 6	Asst Director (Housing Property & Development)	July 2017	In Progress – Planning permission has been secured on 10 sites for Phase 4 which, subject to the outcome of the Stage 1 HRA Financial Options Review, will create 31 new affordable homes. One further planning application for 10 new homes at Vere Rd is in progress. However, no further progress has been undertaken due to the temporary moratorium placed on the Council Housebuilding Programme, pending the outcome of the Stage 1 Review.

<p>10) Submit planning applications for up to 33 new affordable rented homes in Buckhurst Hill and Ongar, to comprise Phase 5 of the Council Housebuilding Programme</p>	<p>HO 1 / 2 / 3 / 5 / 6</p>	<p>Asst Director (Housing Property & Development)</p>	<p>Dec 2016</p>	<p>In Progress – Planning permission has been secured on 5 sites for Phase 5 which, subject to the outcome of the Stage 1 HRA Financial Options Review, will create 13 new affordable homes. Two further planning application for 15 new affordable homes are in progress. However, no further progress has been undertaken, due to the temporary moratorium placed on the Council Housebuilding Programme, pending the outcome of the Stage 1 Review.</p>
<p>11) Enter into an agreement, in partnership with B3Living, to purchase 8 affordable rented homes proposed at Barnfield, Roydon, to fulfil the requirements of the Section 106 Planning Agreement for the development.</p>	<p>HO 1 / 2 / 3 / 5 / 6</p>	<p>Asst Director (Housing Property & Development)</p>	<p>April 2016</p>	<p>Achieved – The Agreement was signed and works are currently on site. The completed properties are due to be handed over in Summer 2017.</p>
<p>12) Purchase a sufficient number of vacant properties from the open market to ensure that the Council utilises all of its “one-for-one” replacement RTB receipts</p>	<p>HO 1 / 2 / 3 / 5 / 6</p>	<p>Asst Director (Housing Property & Development)</p>	<p>Dec 2016</p>	<p>Achieved – The Council has completed the purchase of 6 properties from the open market.</p>
<p>13) Enter into discussions with the landowner of the Fyfield Research Park, Ongar about the possibility of the Council purchasing 32 affordable rented homes, to fulfil the requirements of the Section 106 Planning Agreement for the development of the site.</p>	<p>HO 1 / 2 / 3 / 5 / 6</p>	<p>Asst Director (Housing Property & Development)</p>	<p>June 2016</p>	<p>Not Required – It has been concluded that the development is currently too large for the Council Housebuilding Programme.</p>
<p>14) Complete the development and financial appraisals for the remaining Council sites with development potential and, through the Council’s Housebuilding Cabinet Committee, determine which sites planning permission for development should be sought.</p>	<p>HO 1 / 2 / 3 / 5 / 6</p>	<p>Asst Director (Housing Property & Development)</p>	<p>Apr 2016</p>	<p>Achieved – All currently identified development and financial appraisals have been completed. Where the Council Housebuilding Cabinet Committee has agreed that development should be pursued, planning applications have been submitted.</p>
<p>15) Make appointments to the new 3-year fixed term posts of Housing Development Manager and Housing Development Officer</p>	<p>HO 6</p>	<p>Asst Director (Housing Property & Development)</p>	<p>June 2016 Jan 2017</p>	<p>Unsuccessful – An appointment was made to the post of Housing Development Manager. However, the post-holder resigned after a few weeks, due to the uncertainties over the future of the Council Housebuilding Programme. It was not possible to make an appointment to the Housing Development Officer post, and attempts are currently being made to source someone from an agency.</p>

				The vacant Housing Development Manager post will not be filled until the future of the Council Housebuilding Programme has been determined through the Stage 1 HRA Financial Options Review.
Housing Management				
16) Prepare for the Government's "Pay to Stay" Scheme, whereby tenants with higher incomes will be required to pay higher rents	HO 2 / 5	Asst Director (Housing Property & Development)	Mar 2017 Mar 2018	Not required – The Government has recently announced that the compulsory requirement to introduce Pay to Stay schemes has been rescinded.
17) Prepare for the Government requirement to reduce the maximum length of fixed-term tenancies provided to new tenants from 10 years (as currently provided by the Council) to 5 years	HO 2	Asst Director (Housing Operations)	March 2017 March 2018	Delayed - No preparations can be made until the Government announces the detailed arrangements, which have been delayed. The implementation date is expected to be around April 2018.
18) Complete an Environmental Improvement Scheme for the Oakwood Hill Estate, Loughton, in partnership with Essex County Council, through a specially-formed Task Force of key individuals and partners	HO 2 / 3 / 4	Asst Director (Housing Property & Development)	June 2016 Sept 2017	Delayed – Following EFDC and residents being dissatisfied with the quality of the footpath surfacing laid by Essex CC for trial works, EFDC are awaiting details of options from Essex CC for the remaining works.
19) Introduce an IT system to improve the efficiency and effectiveness of the management of the Council's leasehold property portfolio, including the provision of direct debit facilities to Council leaseholders for the first time	HO 1 / 2 / 3 / 5 / 6	Communities Support Manager	April 2016	Achieved – The new system was successfully installed in April 2016 and appears to be working well.
20) Review the success and effectiveness of the extension of the opening hours of the Council Office at the Limes Centre, Chigwell into weekday afternoons and the increased the range of Council services accessible from the Office	HO 2	Area Housing Manager (South)	Sept 2016 Mach 2017	In Progress – Extended opening hours and an increased range of Council services have been introduced and appear to be successful. The success and effectiveness is due to be considered by the Communities Select Committee at its meeting in March 2017.
21) Extend the funding for the Epping Forest Citizens Advice Bureau to enable the CAB to appoint their two Debt Advisors for a further year	HO 1 / 2	Asst Director (Housing Operations)	April 2016	Achieved – The funding was extended for a further year, and the work of the two Debt Advisors continues to be valued by residents. Indeed, it has recently been agreed to extend the funding for an additional year

Tenant Participation

22) Work with the Tenants and Leaseholders Federation to stabilise the scheme of “mystery shopping” on the Council’s housing services by trained tenants.	HO 2 / 3 / 4	Tenant Participation Officer	July 2016 Dec 2017	No Progress - Following the resignation of the Tenant Participation Officer, it has not been possible to pursue this action yet. Furthermore, despite all best efforts, numbers involved with the Federation continue to dwindle. However, it is hoped that this initiative can be picked up again if the Federation membership can be re-invigorated.
23) Increase the number of recognised tenants associations within the District and, at the same time, increase the number of members of the Tenants and Leaseholders Federation.	HO 4	Tenant Participation Officer	Mar 2017	Unsuccessful to Date – Despite the efforts of the former and current Tenant Participation Officers, residents appear reluctant to devote the time to setting up new tenant associations.

Housing Related Support

24) Undertake a review of the Council’s Careline Monitoring Service, in order to determine the most appropriate approach for the future	HO 1 / 2	Asst Director (Housing Operations)	Jun 2016 Nov 2016	Achieved – The review has been undertaken and was considered by the Communities Select Committee in November 2016. The Select Committee made recommendations to the Cabinet that the Monitoring Service be outsourced, which were subsequently agreed by the Cabinet.
25) Undertake a review of the Council’s Sheltered Housing Service, in order to determine the most appropriate approach for the future	HO 1 / 2 / 5	Asst Director (Housing Operations)	Nov 2016	Delayed – No work can be undertaken on this review until the Careline Monitoring Service has been outsourced, since staffing resources need to be reviewed in a comprehensive manner.
26) Undertake a review of the Council’s sheltered housing assets, in order to determine the most appropriate approach for the future	HO 1 / 2 / 3 / 4 / 5 / 6	Director of Communities	Sept 2016	In Progress – An Officer Working Party has been established and has met on a number of occasions. A number of proposals have been formulated, but they cannot be brought forward for consideration until the future of the Council Housebuilding Programme has been determined through the Stage 1 HRA Financial Options Review.

27) Complete a feasibility study into the condition and future use of the chalets at Norway House, the Council's Homeless Persons Hostel	HO 1 / 2 / 3 / 6	Asst. Director (Housing Property and Development)	June 2016	Achieved – A recent technical inspection has established that the chalets are still in a reasonable structural condition and do not need to be replaced in the foreseeable future.
Housing Repairs and Maintenance				
28) Implement programme for repairs and maintenance expenditure over 5 and 30 years.	HO 3 / 5	Asst. Director (Housing Property and Development)	March 2017	Achieved – Following approval of the Business Plan, all work making up the Planned Maintenance Programme for 2016/17 was put in place
29) Install mains operated smoke detectors in all Council owned properties over the next 5-years	HO 3	Housing Assets Manager	March 2017	Achieved - This has now been completed, with all properties now having mains-operated smoke detectors installed.
30) Timetable at least one meeting each year with the Tenants Federation to discuss the annual repairs and maintenance programme.	HO 2 / 3	Asst. Director (Housing Property and Development) / Mears	March 2017	Not yet required – This will be undertaken in March 2017.
31) Seek planning permission for a new depot site from which to relocate the Housing Repairs Service to free up the existing Epping Depot for redevelopment.	HO 3	Asst. Director (Housing Property and Development)	August 2016	Achieved – Planning permission was secured in August 2016. However, a decision on whether or not to progress with the works has been held in abeyance, until the outcome of the Council-wide Strategic Accommodation Review has been decided.
32) Closely monitor the new materials supply contract with Grafton Buildbase, and if performance deteriorates to an unacceptable level, then implement arrangements with an alternative supplier.	HO 1 / 3	Mears	June 2016 March 2017	In progress – Due to poor performance by the supplier, the contract with Grafton Buildbase has now been determined by mutual agreement. A new EU-compliant Framework Agreement has been identified and a Portfolio Holder decision is currently being prepared. The target to conclude this contract award is the end of March 2017.

33) Renew at least 3,300 key components each year to maintain its housing stock to a more modern standard based on industry standard life cycles.	HO 3	Housing Assets Manager	March 2017	Not achieved – As at Quarter 3, the Council is 1,184 components behind its target. It is unlikely this target will now be achieved as the main aspects of work currently being progressed are complex works such as re-roofing and re-wiring to flat blocks where the work is high value and the number of properties affected are small. In any event, the future adoption of the Council's Modern Home Standard, or a reversion to the Decent Home Standard, will be reviewed as part of the Stage 1 HRA Financial Options Review.
34) Continue to hold meetings with the Repairs Focus Group	HO 2 / 3	Asst. Director (Housing Property and Development)	March 2017	Not achieved – Due to the departure of the previous Tenant Participation Officer and the demands of the Council Housebuilding Programme on the Asst. Director (Housing Property and Development) it was not possible to schedule a meeting in 2016. However, it is planned to hold a meeting during 2017, now that a new Tenant Participation Officer has been appointed.
35) Continue to offer a 75% discount for leaseholders for 30-minute front entrance fire door installations to flats	HO 3	Housing Assets Manager	March 2017	In progress – The Council has been offering this to all leaseholders to coincide with its own Door Installation Programme. To date, 427 leaseholders have been offered fire doors since April 2014, of which 281 (66%) have been installed.
36) Implement the second set of “key deliverables” as agreed by the Repairs Advisory Group and the Housing Portfolio Holder:	HO 3	Mears	Sept 2016 June 2017	Part-Achieved: 1) <i>Customer Focused Training</i> – This has now been completed for all Housing Repairs and Housing Assets staff 2) <i>HQN Assessment & Trading Account</i> – Some work was completed for the Assessment, but officers generally felt that the approach taken by HQN was not useful and it was not pursued any further. Following discussions between Housing and Finance, it has been determined that

				<p>there would be no benefit in creating a trading account</p> <p>3) <i>Asbestos Policy</i> – A new Asbestos Policy has been drafted and is currently with the Council's Health & Safety Officer for comment. A new leaflet for tenants on asbestos in their home has been produced and is available on-line</p>
37) Seek to include at least one local business on the list of tenderers for all future contracts.	HO 3	Housing Assets Manager / Mears	March 2017	In progress – Wherever this is possible, a local supplier is added to all tender lists.
38) Analyse and report the SAP rating results of the National Home Energy Rating (NHER) software programme annually.	HO 3	Housing Assets Manager	March 2017	Not yet required – This will be undertaken towards the end of the year, once all work has been completed up to 31 March 2017.
39) Continue to seek and apply for grant funding, such as Domestic Renewable Heat Incentive (RHI) and the Green Deal Home Improvement Fund, to fund energy efficiency measures	HO 1 / 3	Housing Assets Manager	March 2017	In progress – The Council continues to apply for, and be successful in securing, Domestic Renewable Heat Incentive (RHI) grant for its installation of air-sourced heat pumps to rural properties that do not have access to mains gas supplies. This is a Government grant to recognise the use of renewable energy, and is available for 7-years after installation. The total projected income over 7-years is £490k. The actual amount received to date is £86k.
40) Provide Mechanical Ventilation with Heat Recovery (MVHR) solutions for properties suffering from severe condensation.	HO 3	Housing Assets Manager	March 2017	In progress – Properties in need of MVHR units are mainly identified during the winter months. All new-build properties on the Council Housebuilding Programme are having MVHR units fitted as standard.
41) Ensure all new homes, from Phase 2 onwards, built under the Council Housebuilding Programme are built to the Code for Sustainable Homes Code 4 or higher.	HO 3	Asst. Director (Housing Property and Development)	March 2017	Achieved – This is now set out in the Specifications and Employers Requirements for new build contracts
42) Monitor opportunities to trial and utilise renewable heating technologies.	HO 3	Housing Assets Manager	March 2017	In progress – This is generally reviewed on an on-going basis. However, no new technologies have been trialled so far this year.

<p>43) Review the budget headings and formats for the Repairs Service with a view of setting up accounting systems that will analyse, monitor and report on a surplus or deficit.</p>	<p>HO 1 / 3 / 5</p>	<p>Mears</p>	<p>June 2016 March 2017</p>	<p>In progress – This is to form a specific task for the new HRA Accountant following a restructure in the Accountancy Service area. A formal review of the first 6-months' costs is currently taking place in readiness. However, it has been identified that part of the operating costs need to be passed to the Capital Programme for repairs. The latest up-to-date Schedule of Rates have been purchased and installed, to give a more accurate benchmark for repair costs.</p>
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Key to Corporate Housing Objectives

HO 1 - Value for Money

HO 2 - Housing Management

HO 3 - Repairs and Maintenance

HO 4 - Tenant Participation

HO 5 - Housing Finance

HO 6 - Housing Development

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SCRUTINY



Report to: Communities Select Committee

Date of meeting: 14 March 2017

Portfolio: Housing (Councillor S. Stavrou)

Subject: Key Performance Indicators:

- 2016/17 - Quarter 3 performance
- 2017/18 – Review and targets

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the select committee reviews Q3 performance in relation to the key performance indicators within its areas of responsibility;**
- (2) That the select committee reviews the proposed key performance indicator set for 2017/18 for those areas which fall within its' areas of responsibility, and provide comment for the Finance and Performance Management Cabinet Committee as appropriate.**

Executive Summary:

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

Other Options for Action:

No other options are appropriate in this respect. Failure to identify performance measures, set targets, monitor and review KPI performance, and consider corrective action where

necessary, could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

1. A range of thirty-seven (37) Key Performance Indicators (KPIs) for 2016/17 was adopted by the Finance and Performance Management Cabinet Committee in March 2016. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.
2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Communities Select Committee
3. A headline end of Q3 performance summary in respect of the KPIs falling within the Communities Select Committee's areas of responsibility for 2016/17, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report. Attached at Appendix 2 are the Improvement plans for COM002 (void re-lets) (days) and COM006 (Modern Homes Standard), which failed to achieve target for the quarter.

Key Performance Indicators 2016/17 – Q3 Performance

4. The overall position for **all** thirty-seven (37) KPIs at the end of the Quarter 3, was as follows:
 - (a) 26 (70%) indicators achieved third quarter target;
 - (b) 11 (30%) indicators did not achieve third quarter target, although 4 (11%) of KPIs performed within the agreed tolerance for the indicator; and,
 - (c) 31 (84%) indicators are currently anticipated to achieve the cumulative year-end target, and a further 3 (8%) are uncertain whether they will achieve the cumulative year-end target.
5. **Communities Select Committee indicators** - 10 of the Key Performance Indicators fall within the Communities Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q3 for these 10 indicators, was as follows:
 - (a) 8 (80%) indicators achieved target;
 - (b) 2 (20%) indicators did not achieve target, and
 - (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
 - (d) 9 (90%) indicators are currently anticipated to achieve year-end target, and a further 1 (10%) is uncertain whether it will achieve year-end target.
6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2016, or were subsequently determined by the appropriate service directors.
7. The Select Committee is requested to review Q3 performance for the KPIs within its areas of responsibility. The full set of KPIs was also considered by Management Board

on 25 January 2017 and will be considered by the Finance and Performance Management Cabinet Committee on 30 March 2017.

KPI annual review

8. The KPI set is reviewed annually by Management Board to ensure the indicators and their targets are appropriate to provide challenge in the Council's key areas and to meet its objectives.
9. Whilst the recent annual review considered that the current indicator set was appropriate to provide challenge and improvement during 2017/18, a number of changes to targets have been identified for the coming year.
10. The provisional target for each indicator has been identified by service directors and relevant portfolio holder(s), based on third-quarter performance (and the estimated outturn position) for the current year. Management Board will review the provisional targets against outturn data for 2016/17 when this becomes available, and any revisions to next year's targets will be reported to the appropriate select committee in along with first quarter 2017/18 data.
11. The review of the KPIs which fall within the areas of responsibility of the Communities Select Committee has resulted in 2 proposed changes to targets, the details of which are set out below and more fully in Appendix 3:
 - (a) COM004 Temporary accommodation – the target has been decreased
12. Improvement plans will be developed for each KPI for 2017/18, identifying actions to achieve target performance, if they fail to reach target at any quarter. The plans will be considered and agreed by Management Board, and submitted to the select committee along with the quarters' performance submission.
13. The Select Committee is requested to consider the proposed KPIs and targets for 2017/18 which fall within its areas of responsibility. These will also be considered by the Finance and Performance Management Cabinet Committee at its meeting on 30 March 2017, and the views of the Select Committee will be reported to the Cabinet Committee.

Resource Implications: none for this report

Legal and Governance Implications: none for this report; however performance management of key activities is important to the achievement of value for money.

Safer, Cleaner, Greener Implications: none for this report

Consultation Undertaken: Relevant Select Committees and the Finance and Performance Management Cabinet Committee.































Background Papers: KPI submissions held by the Performance Improvement Unit.

Impact Assessments:

Risk Management: none for this report

Equality: none for this report.

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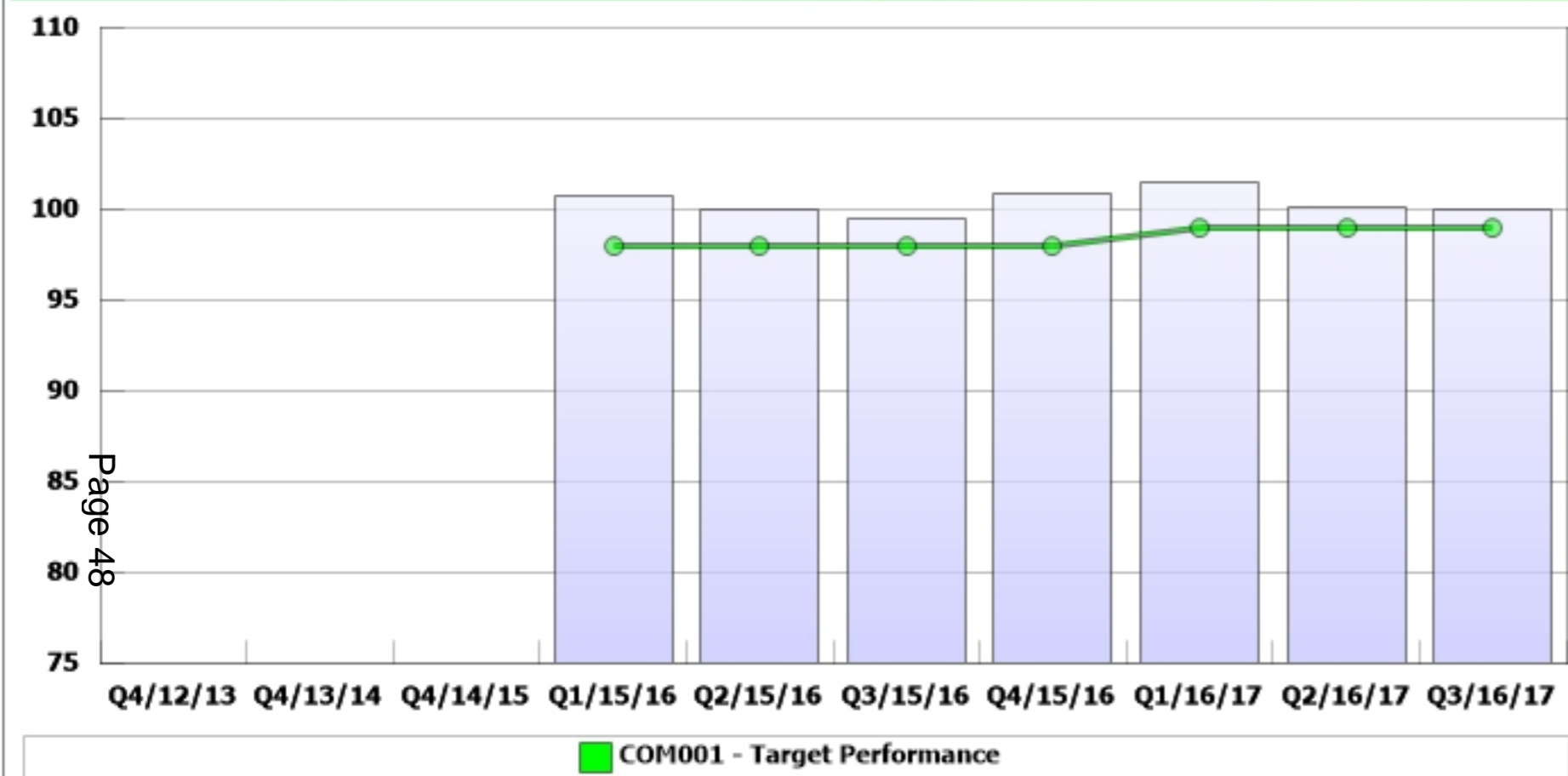
Quarterly Indicators		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Is year-end target likely to be achieved?		
		Tgt	Actual	Tgt	Actual	Tgt	Actual	Tgt	Actual			
Communities												
COM001	(Housing rent) (%)	99.00%	101.59%		99.00%	100.13%		99.00%	100.07%		99.00%	Yes
COM002	(Void re-lets) (days)	37	49		37	42		37	39		37	Yes
COM003	(Tenant satisfaction) (%)	98.00%	100.00%		98.00%	100.00%		98.00%	99.65%		98.00%	Yes
COM004	(Temp. accommodation) (no.)	140	103		140	111		140	101		140	Yes
COM005	(Non-decent homes) (%)	0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		0.0%	Yes
COM006	(Modern Homes Std) (%)	825	587		1,650	1,414		2,475	2,116		3,300	Uncertain
COM007	(Emergency repairs) (%)	99.00%	99.15%		99.00%	99.14%		99.00%	99.19%		99.00%	Yes
COM008	(Responsive repairs) (days)	7.00	4.87		7.00	5.15		7.00	5.58		7.00	Yes
COM009	(Emergency repairs) (%)	98.00%	98.00%		98.00%	98.00%		98.00%	98.00%		98.00%	Yes
COM010	(Calls to Careline) (%)	97.50%	99.90%		97.50%	99.80%		97.50%	99.80%		97.50%	Yes

COM001 Rent collected from current and former tenants as a % of rent due (excluding arrears brought forward).

Additional Information: An efficient rent collection service is important so that as much of the rent due, and therefore potential income to the Council as landlord, is collected. This indicator measures the rent collected in the year-to-date regardless of when the rent charge was raised, as a percentage of the rent charges raised in the year-to-date, for all current General Needs and Housing for Older People.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/16/17	99.00%	100.07%	✓
Q2/16/17	99.00%	100.13%	✓
Q1/16/17	99.00%	101.59%	✓
Q4/15/16	98.00%	100.90%	✓
Q3/15/16	98.00%	99.55%	✓

Annual Target: 2016/17 - 99.00%
 Target: 2015/16 - 98.00%
 Indicator of good performance: A higher percentage is good
 ↑ is the direction of improvement



Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

Within target

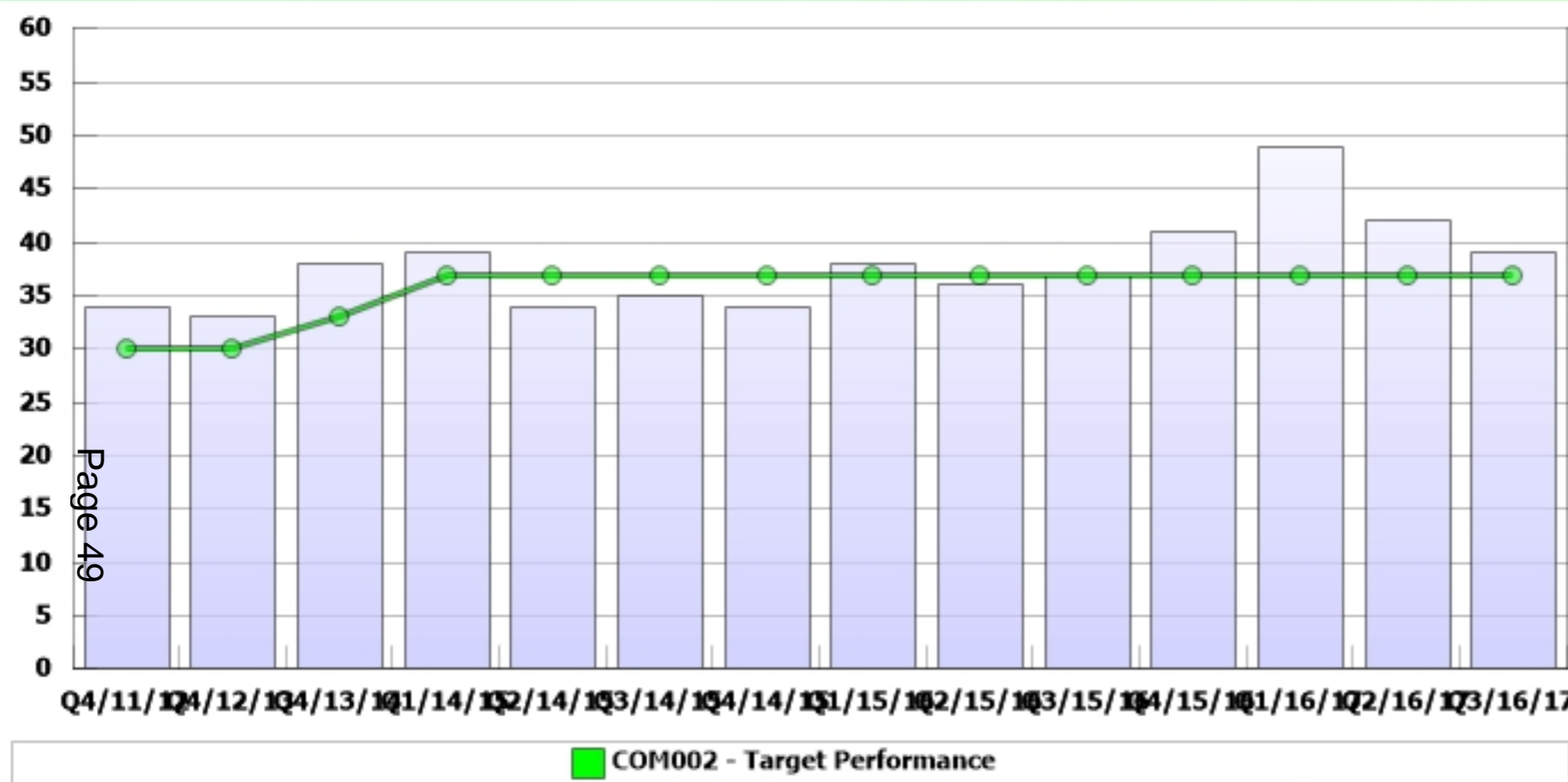
Corrective action proposed (if required):

COM002 On average, how many days did it take us to re-let a Council property?

Additional Information: The calculation excludes those properties which are 'difficult to let' (offered to and refused by at least two applicants) or 'major works' (works over 6 weeks AND over £1500 in cost terms). In addition it also excludes 'properties let through mutual exchanges', 'very sheltered accommodation' and 'properties the council intends to sell or demolish'.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/16/17	37	39	✗
Q2/16/17	37	42	✗
Q1/16/17	37	49	✗
Q4/15/16	37	41	✗
Q3/15/16	37	37	✓

Annual 2016/17 - 37 days
 Target: 2015/16 - 37 days
 Indicator of good performance:
 A lower number of days is good
 ↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes



Comment on current performance (including context):

A further reduction has been achieved by Housing Options and the Voids team and it is anticipated that this will continue into the next quarter and the target will be achieved.

Corrective action proposed (if required):

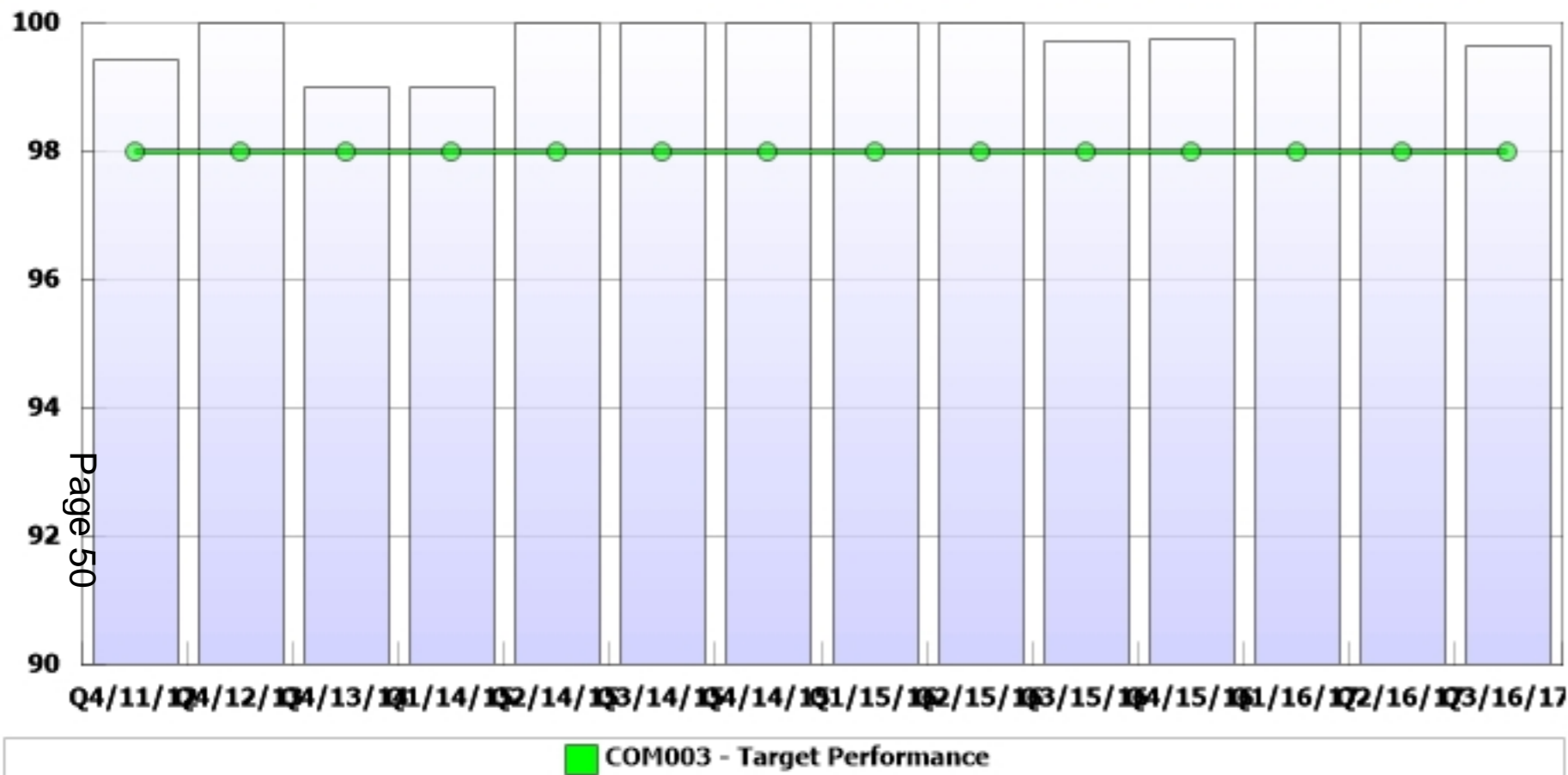
Where possible we are pre-allocating and pre-verifying applications to minimize rent loss once a property is ready. We are also in the process of changing from fortnightly to weekly advert cycles and it is hoped this will result in further improvement.

COM003 How satisfied were our tenants with the standard of the repairs service they received?

Additional Information: This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time and to the satisfaction of tenants

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q3/16/17	98.00%	99.65%
Q2/16/17	98.00%	100.00%
Q1/16/17	98.00%	100.00%
Q4/15/16	98.00%	99.75%
Q3/15/16	98.00%	99.72%

Annual 2016/17 - 98.00%
 Target: 2015/16 - 98.00%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement



Is it likely that the target will be met at the end of the year?

Yes



Comment on current performance (including context):

Total number of MCM Surveys completed totals 89, number of SMS responses received totals 196. The performance continues to deliver high levels of satisfaction to the tenants of EFDC.
 SMS responses were introduced in October 2016.

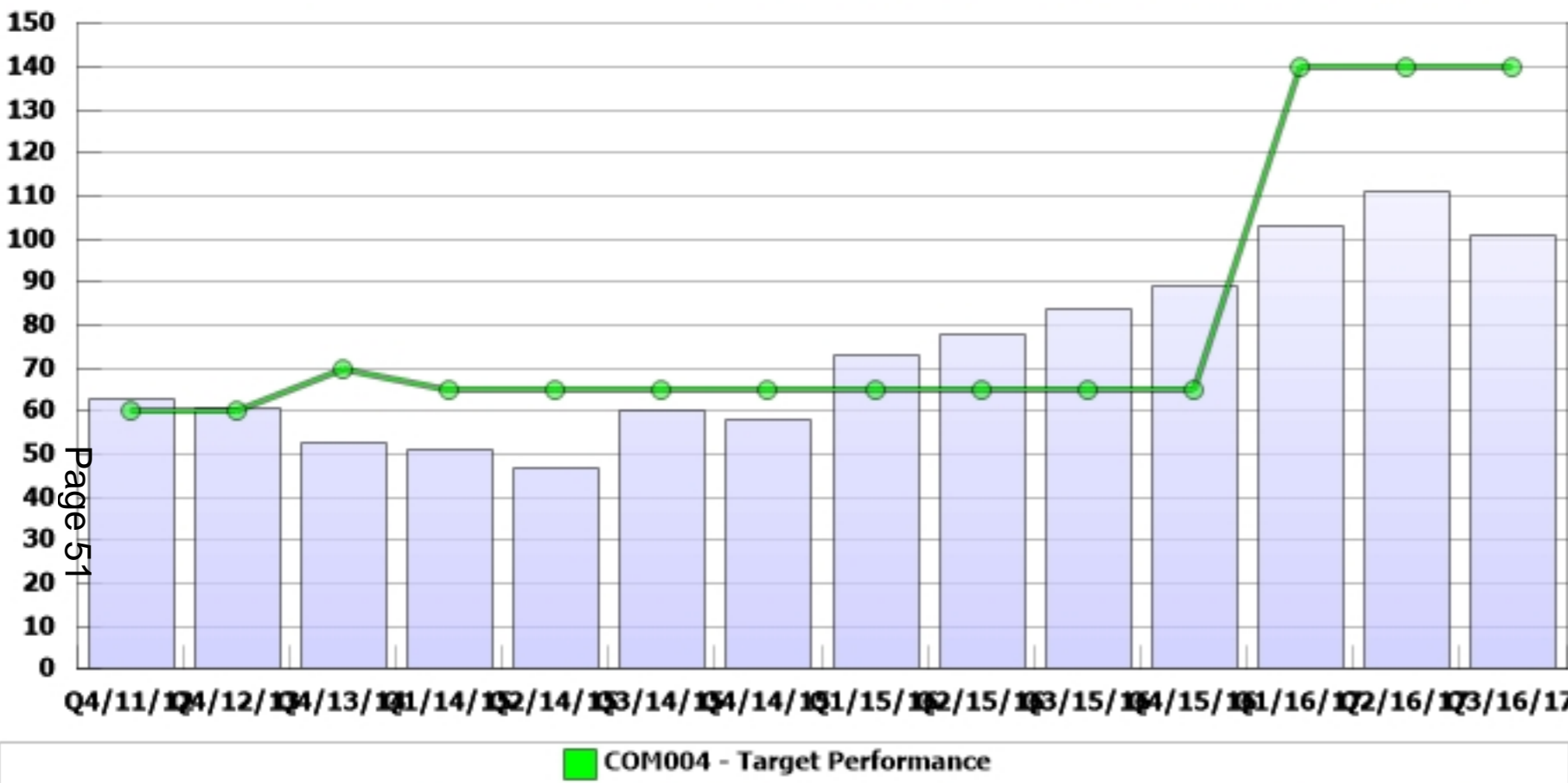
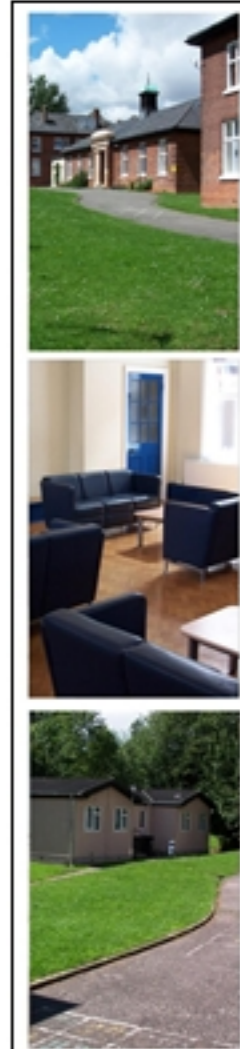
Corrective action proposed (if required):

COM004 How many households were housed in temporary accommodation?

Additional Information: This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation. Annual performance is judged on the average of all four quarters performances.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/16/17	140	101	✓
Q2/16/17	140	111	✓
Q1/16/17	140	103	✓
Q4/15/16	65	89	✗
Q3/15/16	65	84	✗

Annual 2016/17 - 140
 Target: 2015/16 - 65
 Indicator of good performance:
 A lower number is good
 ↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

(Q3 2016/17) - Performance is within target.
 The number of households in temporary accommodation is lower this quarter than the last quarter.

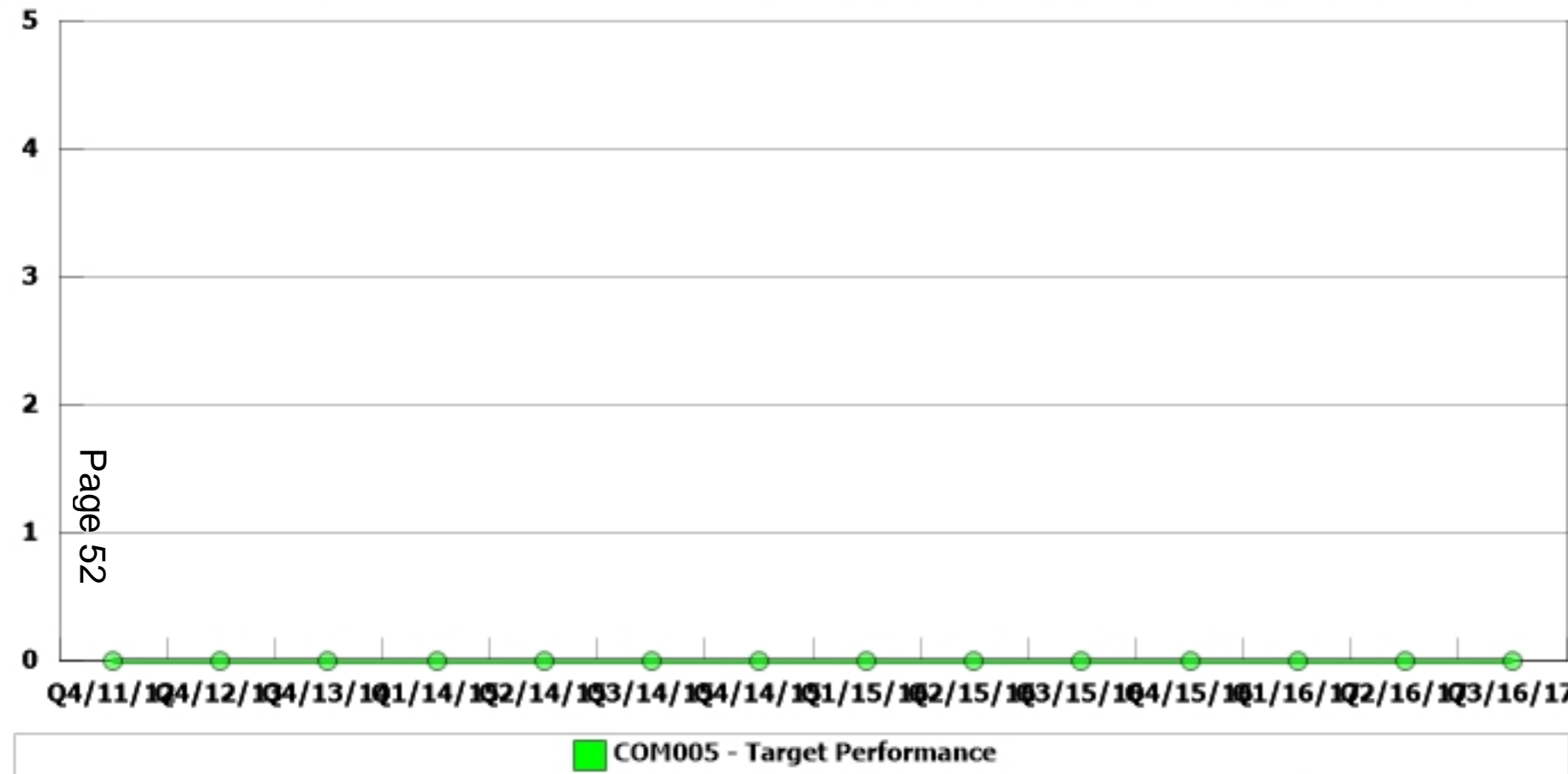
Corrective action proposed (if required):

COM005 What percentage of our council homes were not in a decent condition?

Additional Information: This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q3/16/17	0.0%	0.0%
Q2/16/17	0.0%	0.0%
Q1/16/17	0.0%	0.0%
Q4/15/16	0.0%	0.0%
Q3/15/16	0.0%	0.0%

Is it likely that the target will be met at the end of the year?

Yes

Annual 2016/17 - 0.00%
Target: 2015/16 - 0.00%

Indicator of good performance: A lower percentage is good

↓ is the direction of improvement

Comment on current performance (including context):

During the planned Capital and Revenue works programmes for 2016-17 building elements during Q3 2016-17 have been replaced on potential Non-Decent properties the total number of building elements replaced are shown in the table below: -

Total install summary actual	Q1	Q2	Q3	Q4	Total
Planned Heating Installations	48	46	40	0	134
Electrical Rewires and upgrades	179	253	229	0	661
Planned Front entrance doors	30	155	124	0	309
Planned Replacement Windows	38	27	56	0	121
Planned tiered and flat roofing	123	51	70	0	244
Planned water- tank replacements	23	10	10	0	42
Planned kitchen installations	61	143	82	0	286
Planned bathroom installations	85	142	81	0	318
Component renewal total	587	827	702	0	2116

The cumulative total of 2116 building element replacements is 359 lower than the Modern Home Standard Backlog Target for Q3 2016-17

Corrective action proposed (if required):

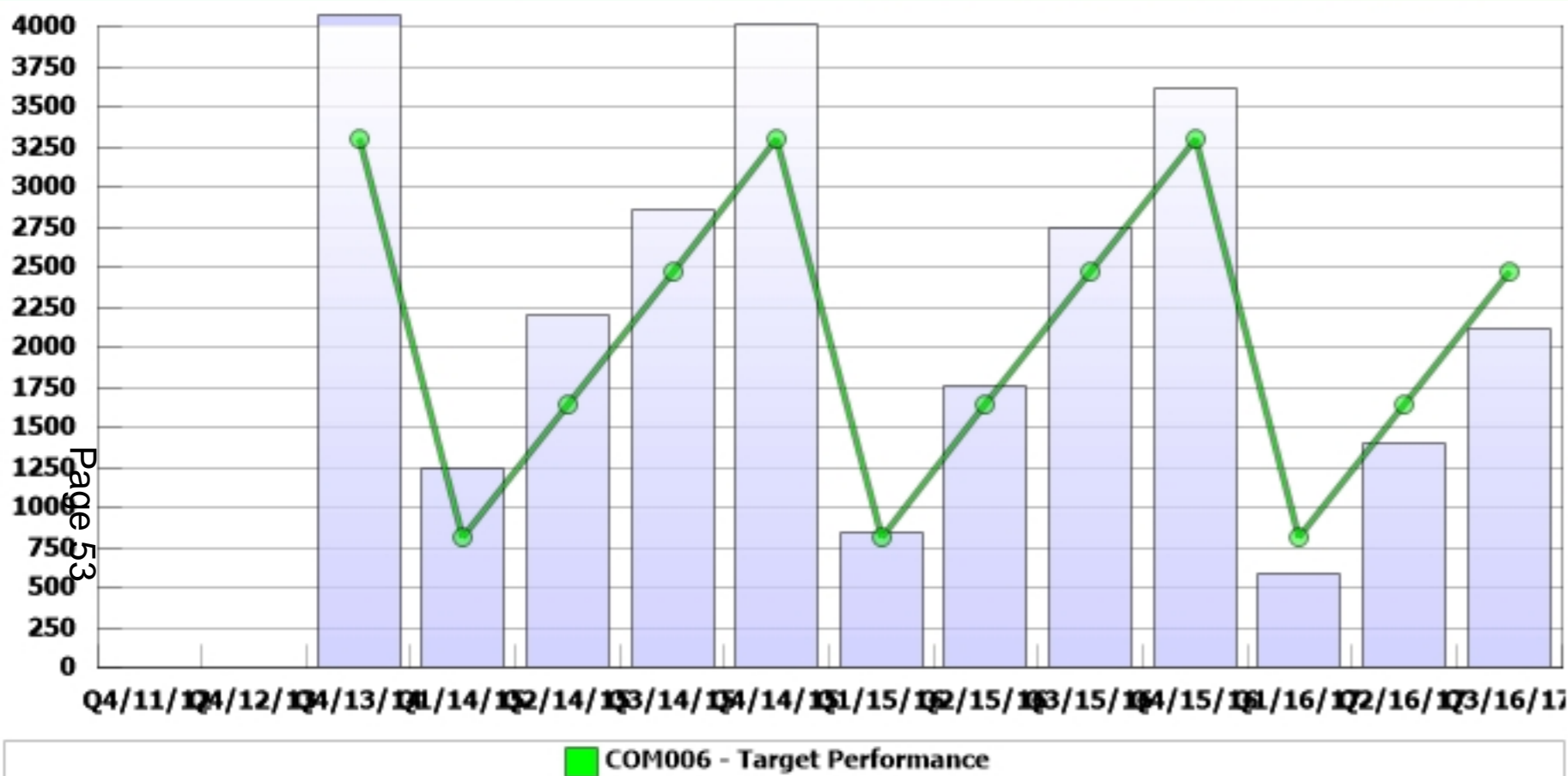
However, due to the acceleration of the Capital works programmes which commenced in 2013 cumulatively over the 3 year period 13827 building elements have been replaced which is 1452 building elements ahead of the Modern Home Standard Backlog Target of 12375

COM006 How many of the key building components required to achieve the Modern Homes Standard were renewed?

Additional Information: We are not currently at the Modern Homes Standard. If we were, we would still anticipate having to replace in excess of 2750 components per year to maintain that standard. Therefore, in order to address the backlog over time we will aim to replace in excess of this annual requirement each year, until we reach the Modern Homes Standard across our housing stock.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Status
Q3/16/17	2,475	2,116	✗
Q2/16/17	1,650	1,414	✗
Q1/16/17	825	587	✗
Q4/15/16	3,300	3,615	✓
Q3/15/16	2,475	2,752	✓

Annual Target: 2016/17 - 3,300
2015/16 - 3,300

Indicator of good performance:
A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Uncertain

Comment on current performance (including context):

The cumulative total of 2116 building element replacements in 359 lower than the Modern Home Standard Backlog Target for Q3 2016-17 meaning the target is unlikely to be met at Q4.

However, due to the acceleration of the Capital works programmes which commenced in 2013 cumulatively over the 2 year period as additional 1452 building elements, have been replaced ahead of the Modern Home Standard Backlog target of 12375 when compared to the 2 year cumulative target of 9,950 key components.

Corrective action proposed (if required):

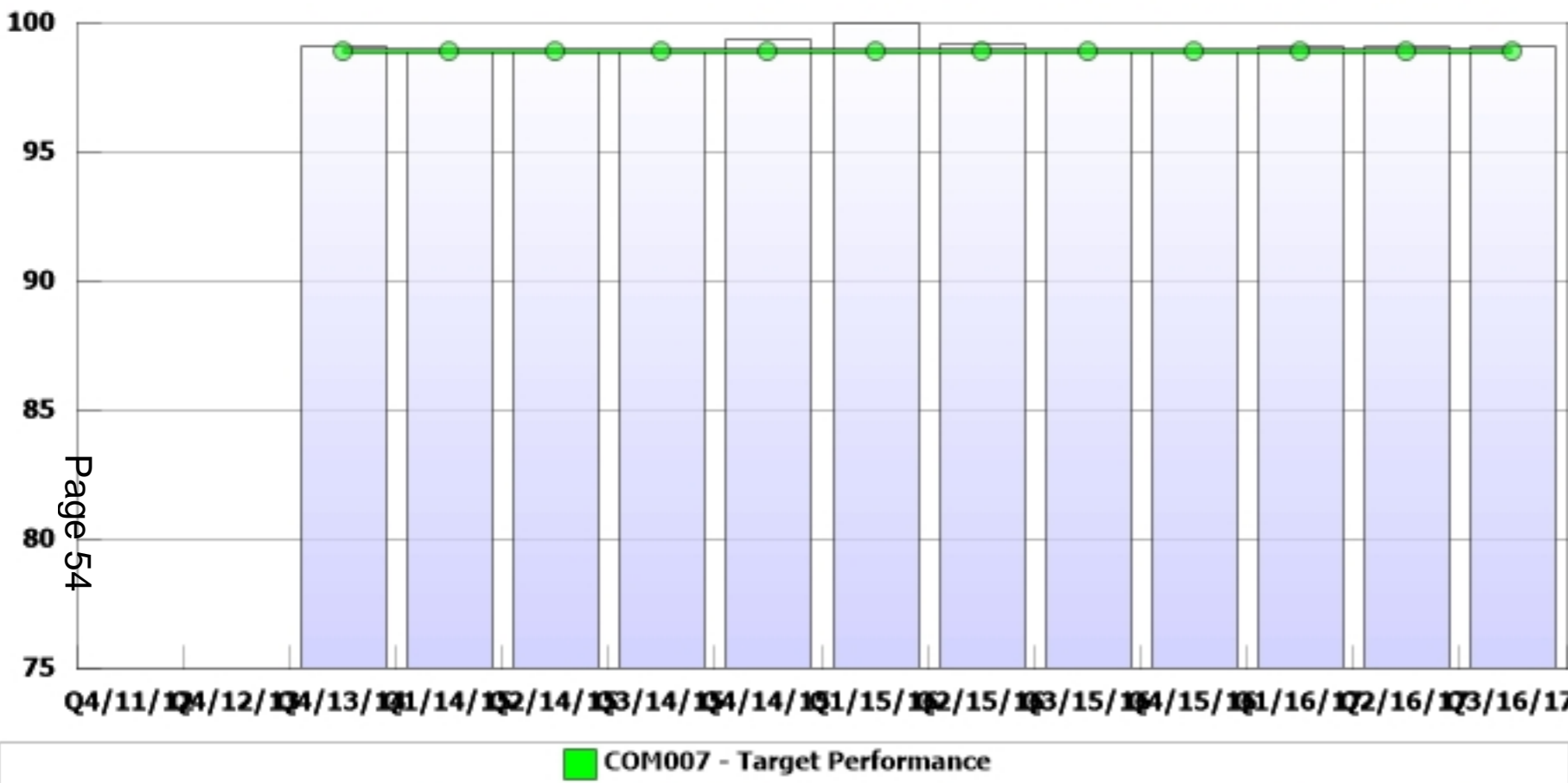
The acceleration of the Capital works programmes means that properties are meeting the Modern Home Standard are ahead of the Backlog Target achievable as a whole, albeit the Q3 target is not being met in 2016-17. Based on the Stock Condition Surveys and the Capital works completed since the Modern Homes was introduced there has been a reduction in need for some of the elements such as front entrance doors, kitchens and bathrooms replacements simply because they don't need to be done. Some of the shortfall in completing key building elements is attributed to the poor performing specialist PVCu double-glazing window and door installer. This has been addressed by terminating the contract and renew appointing the works to an alternative contractor. This action will not however pull back the shortfall in Q3 and is unlikely to catch up in Q4. The other Capital works programmes such as re-roofing, rewiring, boiler replacements and lift improvements are key building elements that are currently meeting the Modern Home Standard Backlog Target, and are also difficult and expensive to accelerate.

COM007 What percentage of all emergency repairs are attended to within 4 working hours?

Additional Information: This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the completion of emergency repairs is 4 hours.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Visual
Q3/16/17	99.00%	99.19%	✓
Q2/16/17	99.00%	99.14%	✓
Q1/16/17	99.00%	99.15%	✓
Q4/15/16	99.00%	99.00%	✓
Q3/15/16	99.00%	99.00%	✓

Annual Target: 2016/17 - 99.00%
 Target: 2015/16 - 99.00%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

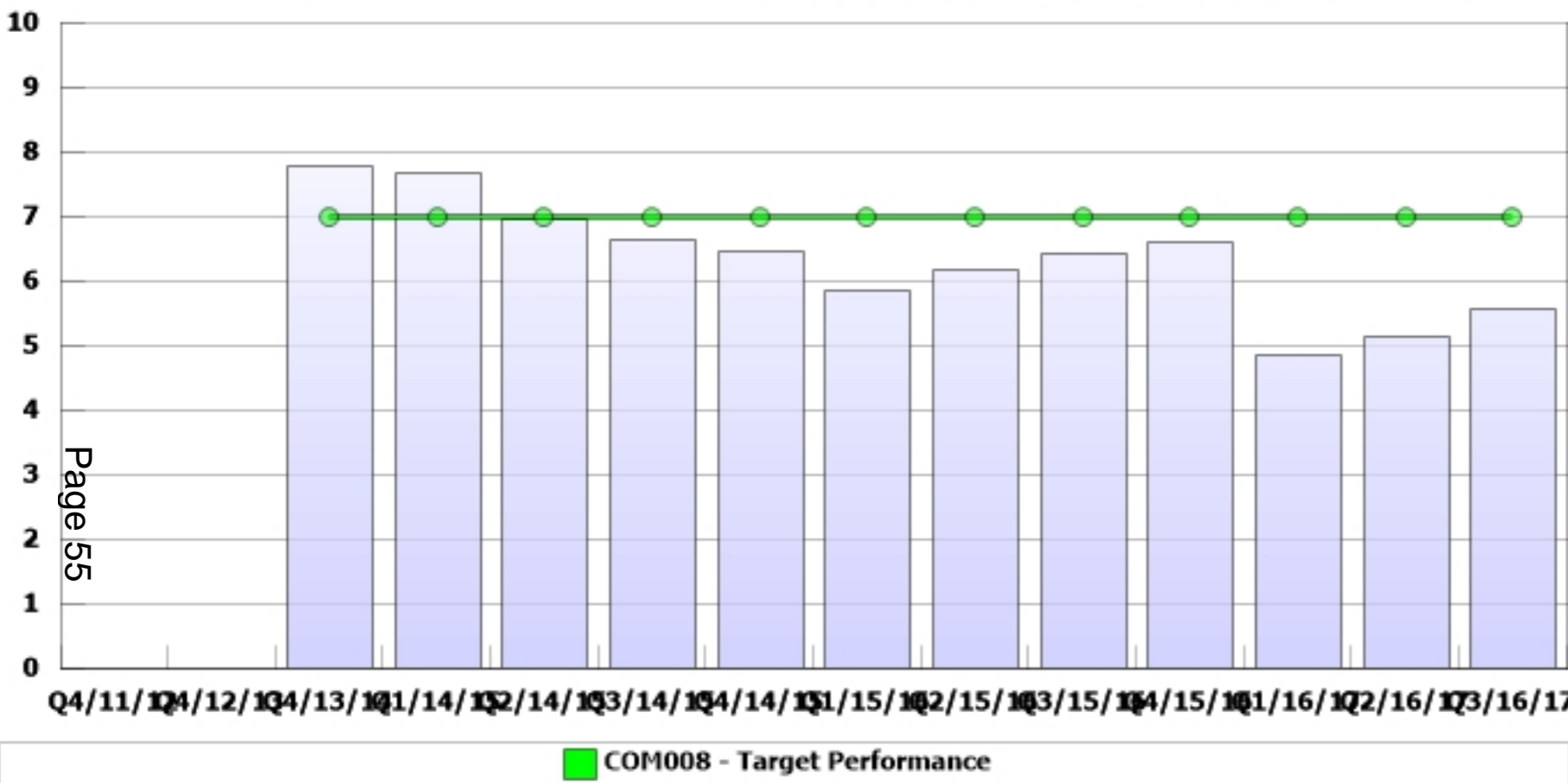
The performance exceeds the target set.

Corrective action proposed (if required):

Additional Information: This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the average overall completion of responsive repairs is 7 working days.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual
Q3/16/17	7.00	5.58
Q2/16/17	7.00	5.15
Q1/16/17	7.00	4.87
Q4/15/16	7.00	6.62
Q3/15/16	7.00	6.44

Annual 2016/17 - 7.00 working days
 Target: 2015/16 - 7.00 working days
 Indicator of good performance:
 A lower number of days is good
 ↓ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

The performance is 2 days better than target performance expected.

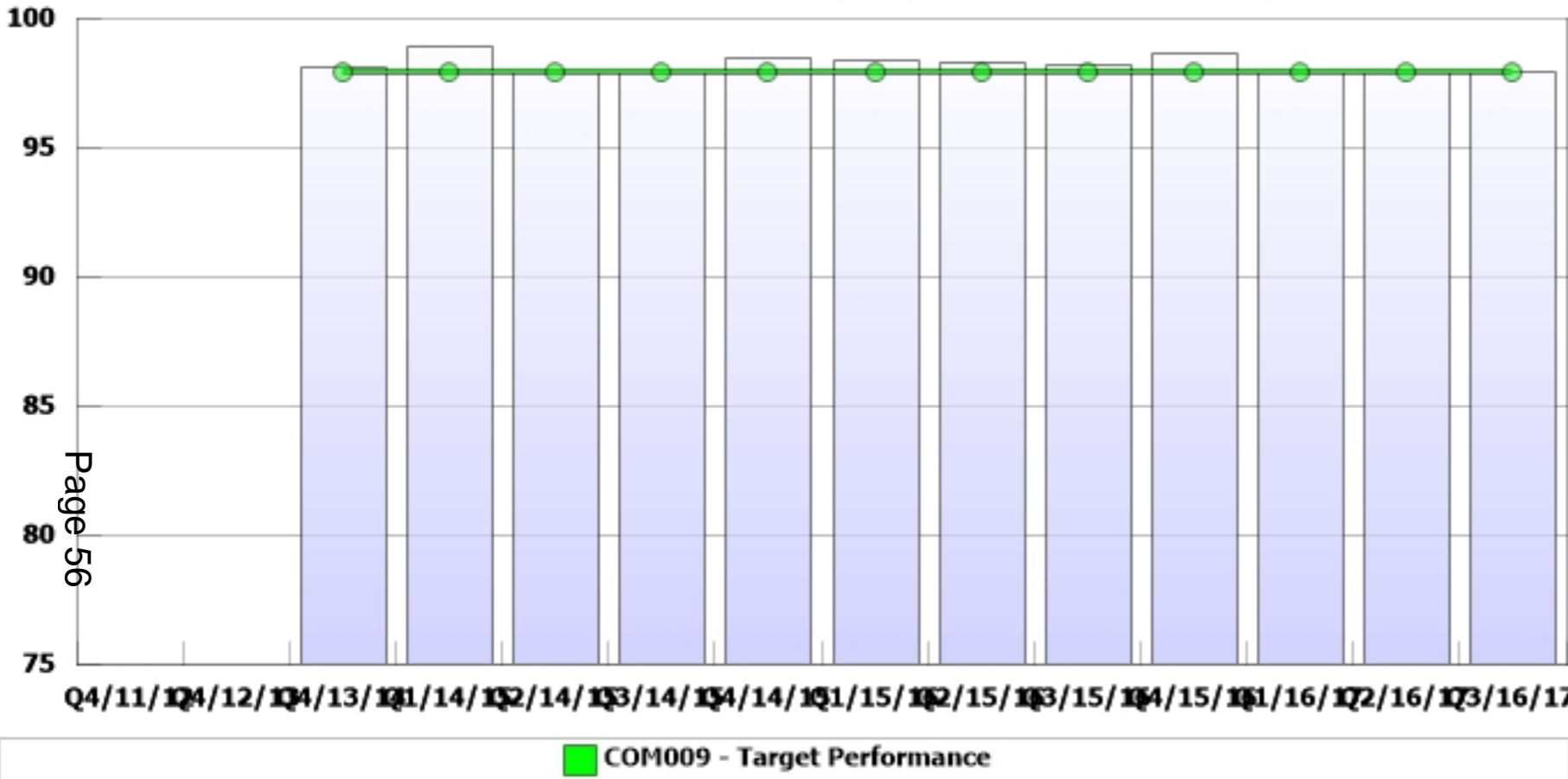
Corrective action proposed (if required):

COM009 What percentage of appointments for repairs are both made and kept?

Additional Information: This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target for the percentage of appointments both made and kept is 98%.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Direction of Improvement
Q3/16/17	98.00%	98.00%	↔
Q2/16/17	98.00%	98.00%	↔
Q1/16/17	98.00%	98.00%	↔
Q4/15/16	98.00%	98.70%	↑
Q3/15/16	98.00%	98.28%	↑

Annual Target: 2016/17 - 98.00%
 2015/16 - 98.00%

Indicator of good performance:
 A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?
 Yes

Comment on current performance (including context):

Performance achieved target for this quarter

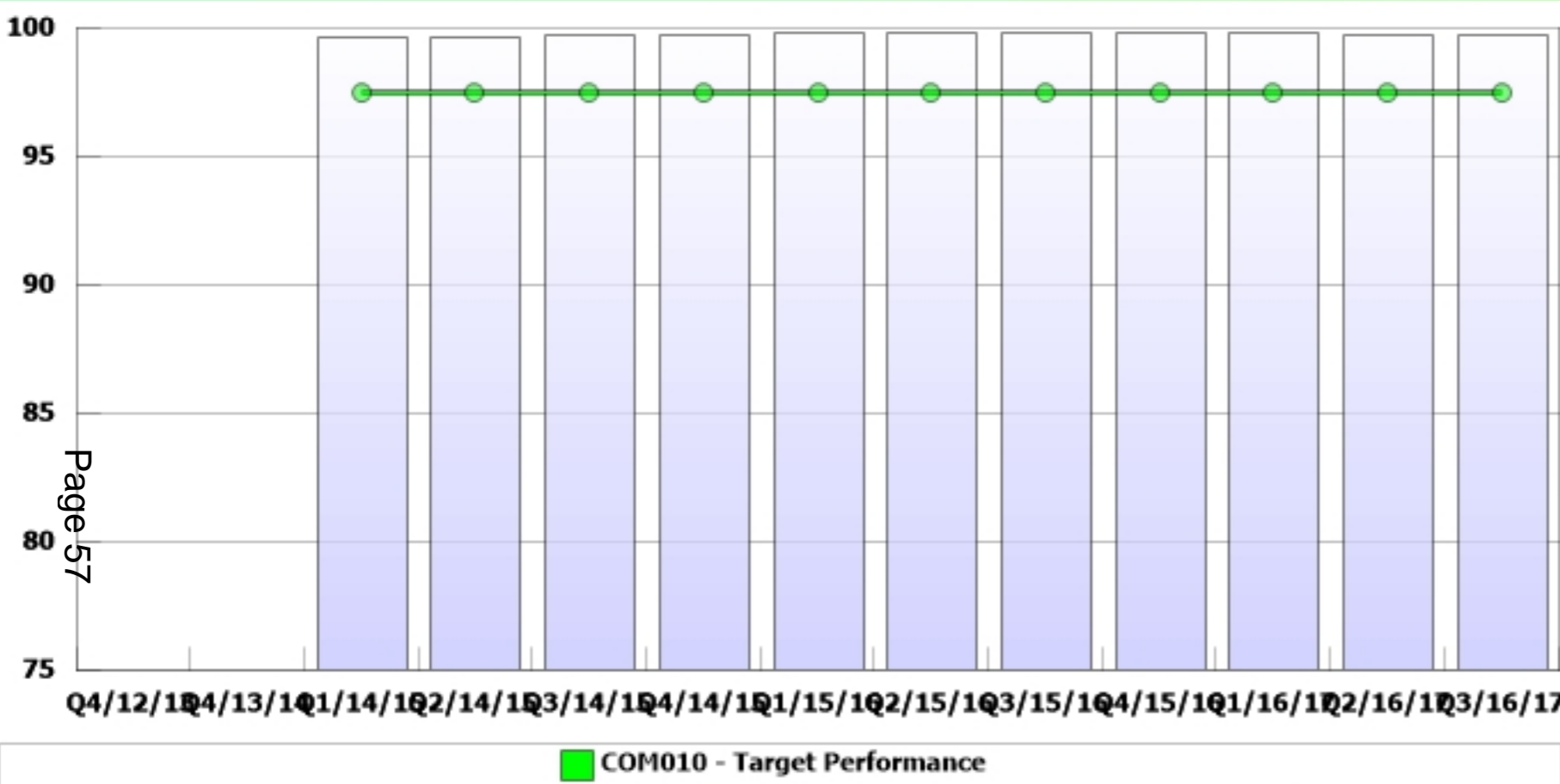
Corrective action proposed (if required):

COM010 What percentage of calls to the council's Careline service are answered within 60 seconds?

Additional Information: Percentage of applicable calls received at the Careline Control Centre from users (i.e. excluding door entry, test calls and calls from Scheme Managers on/off duty) that are answered by a controller within 60 seconds of the call being received at the Control Centre.

For enquiries regarding this indicator contact the Performance Improvement Unit by email on performance@eppingforestdc.gov.uk or by telephone on 01992 564042.

Current and previous quarters performance



Quarter	Target	Actual	Visual
Q3/16/17	97.50%	99.80%	✓
Q2/16/17	97.50%	99.80%	✓
Q1/16/17	97.50%	99.90%	✓
Q4/15/16	97.50%	99.87%	✓
Q3/15/16	97.50%	99.87%	✓

Annual Target: 2016/17 - 97.50%
2015/16 - 97.50%

Indicator of good performance:
A higher percentage is good

↑ is the direction of improvement

Is it likely that the target will be met at the end of the year?

Yes

Comment on current performance (including context):

(Q2 2016/17) - 42970 calls were responded to within 60 seconds within the period out of a total of 43021 calls received during the period. Good performance - well above target

Corrective action proposed (if required):

None required

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COM02 On average, how many days did it take us to re-let a Council property?

Outturn			Target
2013/14	2014/15	2015/16	2016/17
37 days	34 days	41 days	37 days

Responsible Officer

**Alan Hall
Director of Communities**

Improvement Action	Target Dates	Key Measures / Milestones
Consider the advantages and disadvantages of moving from a fortnightly to weekly advertising cycle for the Choice Based Lettings Scheme, now the contract for the service administrator has been renewed	September 2016	None
Undertake pre-qualification checks again for Band A applicants thereby reducing time at the point of allocation now the Allocations Team is back to full staffing levels	July 2016	None
Undertake pre-allocations of available properties again which are with the Repairs Service now the Allocations Team is back to full staffing levels	July 2016	None

<p>Undertake a review to include:</p> <ul style="list-style-type: none"> • rationalising and improving existing sheltered/grouped housing scheme sites • reviewing the need/demand for sheltered/grouped accommodation • comparing demand and location of schemes • consideration of the current condition of schemes <p>The outcome of the review would reduce the number of available difficult-to-let sheltered accommodation properties</p>	<p>April 2017</p>	<p>Report to the Housing Select Committee</p>
<p>Consider introducing even tougher penalties for refusals of offers of accommodation when the Housing Allocations Scheme is reviewed in 2018</p>	<p>January 2018</p>	<p>Report to the Housing Select Committee early 2018 Consultation on the revised housing Allocations Scheme Report to Cabinet</p>
<p>Review the effectiveness of the new Void Planner Post appointed in the Repairs Service (following a cost neutral re-organisation) in order to track void repairs progress</p>	<p>October 2016</p>	<p>None</p>

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

Improvement Actions are within existing resources other than the review of sheltered housing which is a separate and potentially major project.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

None

COM06 How many of the key building components required to achieve the Modern Homes Standard were renewed?

Outturn			Target
2013/14	2014/15	2015/16	2016/17
4,076	4,020	3,615	3,300

Responsible Officer

Alan Hall
Director of Communities

Improvement Action	Target Dates	Key Measures / Milestones
Following the appointment of a specialist PVCu double-glazing window and door installer an increase in the replacement of PVCu double-glazing windows and doors which are key building components is planned.	March 2017	The increased rate of Key Building Components replacements will be measured at the end of Q1, Q2, Q3 and Q4.
Following the appointment of specialist Commercial and Domestic Gas Heating Boiler Installation companies an increase in replacement gas boilers a key building component is planned.	March 2017	The increased rate of Key Building Components replacements will be measured at the end of Q1, Q2, Q3 and Q4.

Following the appointment of a specialist kitchen and bathroom installer an increase in replacement kitchens and bathrooms which are key building components is planned.

March 2017

The increased rate of Key Building Components replacements will be measured at the end of Q1, Q2, Q3 and Q4.

Please detail any budget or resource implications of the improvement actions you have listed overleaf. Please quantify any additional resources which will be required to implement the improvements and detail how the additional resources will be allocated.

None, all budgets and resources are contained within the existing Capital Works Programme.

Please describe any contextual factors, internal or external, which may impact upon the ability to deliver the improvements listed.

None

KPI Ref	Description	Target 2016/17	Q3 2016/17 Performance	Proposed Target 2017/18	Target changed Yes/No	Comments/justification for proposed target for 2017/18 and reasons for targeted reductions in performance
Communities Directorate						
COM001	Rent collected from current and former tenants as a % of rent due (excluding arrears brought forward)	99.00%	100.07%	99.00%	No	The current and proposed targets are challenging, especially in the light of the forthcoming introduction of universal credit and direct payments to claimants.
				Amber tolerance = 0.50% point below target		
COM002	On average, how many days did it take us to re-let a Council property?	Days 37	39	37	No	As can be seen, the Q3 target was not met (nor was Q1 or Q2). It is felt inappropriate to lower weaken the target for this important area; therefore, it is proposed to keep the target the same and seek to meet it next year.
				Amber tolerance = 1 day above target		
COM003	How satisfied were our tenants with the standard of the repairs service they received?	98.00%	99.65%	98.00%	No	The current target is already very high and well into the Top Quartile in the country. In view of the exceptional, ongoing levels of satisfaction, it is not considered necessary or appropriate to reduce the Council's aspirations for performance against this indicator
				No amber tolerance appropriate		

KPI Ref	Description	Target	Q3 2016/17	Proposed	Target changed	Comments/justification for proposed target for 2017/18 and reasons for targeted
COM004	How many households were housed in temporary accommodation?	Households 140	101	130	Yes	The target was increased up to 140 households for the current year, in view of the increasing homelessness. However, it is hoped that, as a result of measures put in place to try to mitigate the effects of homelessness, that this may stem the increase. This lower target threshold is therefore proposed to strive for.
				Amber tolerance = 7 above target		
COM005	What percentage of our council homes were not in a decent condition?	0.0%	0.0%	0.0%	No	It is not possible to make the target any more challenging. Although the Council achieved its target of having no non-decent homes a number of years ago, with the loss in rental income to the HRA (due to the 1% rent reductions), one of the options to be considered as part of the forthcoming Stage 1 HRA Financial Options Review is to reduce investment in the housing stock and no longer have a Modern Home Standard. It is therefore considered essential to ensure that, at the very least, properties that may fail the standard in the near future are identified, and appropriate programmes of work continue to be put into place, to ensure that the Council continues to have no non-decent homes at any time.
				No amber tolerance appropriate		

KPI Ref	Description	Target	Q3 2016/17	Proposed	Target changed	Comments/justification for proposed target for 2017/18 and reasons for targeted
COM006	How many of the key building components required to achieve the Modern Homes Standard were renewed?	Number 3300	2116	3300	No	The target of 3,300 components was carefully assessed from the outset to ensure that more building components are renewed each year than would be required to simply meet standard industry life cycles, in order to deal with the backlog that has arisen over the years and, eventually, for all Council homes to meet the Council's Modern Homes Standard, introduced a few years ago. However, if the outcome of the Stage 1 HRA Financial Options Review is that the Council should revert back to the Decent Home Standard, there would be no need for this KPI any more.
				Amber tolerance = 2% below target		
COM007	What percentage of all emergency repairs (including out of hours emergencies), are attended to within 4 working hours?	99.00%	99.19%	99.00%	No	In view of the existing challenging target and the fact that it reflects the KPI within the Repairs Management Contract with Mears, it is proposed that the current target for this KPI should continue for 2017/18.
				Amber tolerance = 1.00% below target		

KPI Ref	Description	Target	Q3 2016/17	Proposed	Target changed	Comments/justification for proposed target for 2017/18 and reasons for targeted
COM008	What is the average overall time to complete all responsive repairs, from the time the request is made to the time the job is completed?	Working days 7.00	5.58	7.00	No	In view of the existing challenging target, and the fact that it reflects the KPI within the Repairs Management Contract with Mears, it is suggested that the current target for this KPI should continue for 2017/18.
				Amber tolerance = 1.00 working day above target		
COM009	What percentage of appointments for repairs are both made and kept?	98.00%	98.00%	98.00%	No	In view of the existing challenging target and the fact that it reflects the KPI within the Repairs Management Contract with Mears, it is suggested that the current target for this KPI should continue for 2017/18.
				Amber tolerance = 1.00% below target		
COM010	What percentage of calls are answered by the Council's Careline Service within 60 seconds?	97.50%	99.80%	97.50%	No	The indicator is a national requirement and target set by the Telecare Services Association (TSA) for all control centres that meet the TSA's stringent accreditation requirements. The target is very challenging, within the top quartile, and it is proposed that it continues for 2017/18.
				Amber tolerance = 1.00% below target		



SCRUTINY



Report to: Communities Select Committee

Date of meeting: 14 March 2017

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2016/17 – Quarter 3 progress

Officer contact for further information: Barbara Copson (01992 564042)

Democratic Services Officer: Adrien Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Committee review the third quarter (Q3) progress of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2016/17 Q3 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2016/17 was agreed by the Cabinet in March 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance.

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents

progress against the Key Action Plan for 2016/17 for actions most appropriately considered by the Communities Select Committee.

Other Options for Action:

Actions with cross directorate responsibility could be considered by an alternative Select Committees, or not considered by the Select Committees.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritize resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.
2. The Key Action Plan 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. The Leader of Council, in consultation with the Chief Executive, is authorised to agree further changes to the Action plan, following agreement by the Council.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 3 progress against the individual actions of the 2016/17 Key Action Plan, is as below: In reporting outturn progress, the following 'status' indicators have been applied to the to individual actions:

Achieved (Green) - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

On-Target (Green) - specific deliverables or actions will be completed or achieved in accordance with in-year targets;

Under Control (Amber) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets, but completion/achievement will be secured by a revised target date (specified) or by year-end;

Behind Schedule (Red) - specific deliverables or actions have not been completed or achieved in accordance with in-year targets and completion/achievement may not be secured by year-end; and

Pending (Grey) - specific deliverables or actions cannot currently be fully completed or achieved, as they rely on the prior completion of other actions or are dependent on external factors outside the Council's control.

5. There are 49 actions **in total** for which progress updates for Q3 are as follows:

• Achieved or On-Target:	26 (53%)
• Under Control:	13 (27%)
• Behind Schedule:	4 (8%)
• Pending:	6 (12%)
Total	49 (100%)

16 actions fall within the areas of responsibility of the Communities Select Committee.
At the end of Q3:

- 6 (38%) of these actions have been 'Achieved' or are 'On-Target'
 - 5 (31%) of these actions are 'Under Control'
 - 5 (31%) of these actions are 'Pending'
 - 0 (0%) of these actions are 'Behind Schedule'
6. The Committee is requested to review the Q3 progress against Key Action Plan for 2016/17 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
7. This report will also be considered by the Cabinet on 9 March 2017 and will be considered by the Overview and Scrutiny Committee on 28 February 2017.

Resource Implications: None for this report.

Legal and Governance Implications: None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications: None for this report.

Consultation Undertaken: The performance information set out in this report has been submitted by each responsible service director.

Background Papers: Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management: None for this report.

Equality: None for this report.

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Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.

Key Objective (i)(a) To ensure that the Council’s Medium Term Financial Strategy plans to meet the Council’s financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Action	Lead Directorates	Target Date	Status	Progress
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16	Under Control	<p>Q1 (2016/17) - Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.</p> <p>Q2 (2016/17) - As Q1. However, some preliminary work on the resources available to the HRA for the Housebuilding Programme and levels of investment on the Council's housing stock have commenced, which will feed in to the review.</p> <p>Q3 (2016/17) Following the Government's announcement that the proposed High Value Voids Levy will not commence until at least 2018/19, and in view of the need to make strategic decisions for the HRA, the Housing Portfolio Holder has agreed that the further HRA Financial Options Review should be undertaken in 2 stages.</p> <p>The Council's HRA Business Planning Consultant has therefore been commissioned to provide a Stage 1 Options Report for consideration and it is planned to present the Options Report to the Finance and PM Cabinet Committee in Spring 2017, following consultation with the Communities Select Committee and Tenants and Leaseholders Federation, as previously agreed.</p>

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Key Objective (i)(b) To continue to review and develop the Council’s own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John’s Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Nov-16	Under Control	<p>Q1 (2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.</p> <p>Q2 (2016/17) Following a comprehensive assessment of the outstanding works, PA Finlay has now been selected to complete the works through a Completion Contract. The contract is currently in the process of being signed. It is expected that works will commence on site W/C 31st October 2016.</p> <p>Q3 (2016/17) Works commenced W/C 31st October 2016 as planned and the completed homes will be handed over in phases during 2017 for letting.</p>
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16	Achieved	<p>(Q1 2016/17) - The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.</p> <p>(Q2 2016/17) - Works have commenced.</p> <p>(Q3 2016/17) Works continue. There has been a delay due to the need to undertake detailed contamination investigations and associated remedial works, but the contractor is of the view that the programme can be brought back on track. In any event, since it is a Design and Build Contract, there should be no claims for loss and expense from the contractor for the delay.</p>

3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16	Pending	<p>(Q1 2016/17) - Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review, due to be reported to Cabinet in October 2016.</p> <p>(Q2 2016/17) - The outcome of the Strategic Accommodation Review was not able to be reported to the October meeting of the Cabinet, and is unlikely to be reported until early 2017.</p> <p>(Q3 2016/17) As Q1 and Q2. In the meantime, the costs and implications of providing a temporary Housing Repairs Depot at North Weald Airfield is being explored as a possible short term interim option.</p>
5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	30-Jun-16	None	<p>(Q1 2016/17) - A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016.</p> <p>(Q2 2016/17) The Car Parking and Affordable Housing Plan was considered by the Cabinet Committee on 22nd August 2016. Cabinet subsequently approved the Plan, including the Cabinet Committee's recommendation that this site should not be developed for affordable housing, but to provide dedicated parking for the private residents of the Higgins development on the site of the former Sir Winston Churchill PH site. Therefore, this action is now closed.</p>
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping	Communities	30-Jun-16	Under Control	<p>(Q1 2016/17) - Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.</p> <p>(Q2 2016/17) Tenders have been invited on a phased basis for the 7 separate contracts comprising Phase 3 , with three tenders returned to date. The tenders will be reported to the Council Housebuilding Cabinet Committee for approval.</p>

9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton

Communities

31-May-16

Pending

(Q3 2016/17) Tenders for all but one sites were agreed by the Council Housebuilding Cabinet Committee in December 2016. Contract documentation for the 6 sites are being progressed and Start-up meetings with the contractors arranged. Works are due to commence in February/March 2017.

(Q1 2016/17) - A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.

(Q2 2016/17) - 10 planning applications have been approved; 2 applications were withdrawn following further discussions with planning officers; 2 applications were refused planning permission by the Area Plans Sub-Committee and 1 application (Vere Road, Loughton) was being held in abeyance pending the formulation of a Car Parking and Affordable Housing Plan, but is now being progressed following the adoption of a Plan.

(Q3 2016/17) 11 sites within the proposed Phase 4 have now received planning permission; 4 sites have been refused planning permission. However, Phase 4 has not been progressed any further due to the Moratorium placed on the Council Housebuilding Programme by the Cabinet.

10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton

Communities

30-Jun-16

Pending

(Q1 2016/17) - A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.

(Q2 2016/17) - The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.

(Q3 2016/17) The Director of Neighbourhoods intended to report on the



Marketing Strategy to the February Cabinet meeting. However, Management Board has determined that this should be held in abeyance until the Stage 1 Further HRA Financial Options Review has been completed and decisions made on the future of the Council's Housebuilding Programme.

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Key Objective (ii)(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

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Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-16	Under Control	<p>(Q1 2016/17) - It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.</p> <p>(Q2 2016/17) - On the assumption that consultation on the Draft Local Plan will commence on 31st October 2016, the Director of Communities is currently setting up an officer Project Team to formulate a draft Housing Strategy.</p> <p>(Q3 2016/17) The officer Project Team is in the process of drafting the new Housing Strategy. It is planned to present a Consultation Draft of the Housing Strategy to the Communities Select Committee in March 2017, prior to undertaking a consultation exercise on the Draft Strategy. Following consultation, the final version will be submitted to Cabinet for consideration and recommendation to Full Council in Summer 2017.</p>

Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery

Key Objective (ii)(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.

Action	Lead Directorates	Target Date	Status	Progress
1) Undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme	Communities	31-May-16	Achieved	<p>(Q1 2016/17) - The Master Plan has been produced, published and formally endorsed by the Cabinet.</p> <p>(Q2 2016/17) - An Outline Planning Application has been submitted and is due to be determined by the District Development Management Committee in November 2016. Proposals have been received from the 3 Final Tenderers from the Leisure Management Contract.</p> <p>(Q3 2016/17) Outline Planning Permission was granted in November 2016, subject to a Section 106 Agreement being signed, which is under negotiation. In December 2016, Cabinet selected the Preferred Tenderer for the Leisure Management Contract i.e. Places for People who are working towards the submission of full planning application in late March 2017.</p>
2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	Communities	31-April-16	Achieved	<p>(Q1 2016/17) - The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.</p> <p>(Q2 2016/17) - The feedback informed both the Master Plan and the subsequent Outline Planning Application due to be considered in November 2016.</p> <p>(Q3 2016/17) Outline Planning permission granted. Section 106 Agreement to be entered into to compensate for loss of playing pitches at Hillhouse.</p>

5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Communities Heritage and Culture Development Trust

30-Jun-16



Under Control

(Q1 2016/17) - The outcome of the bid for funding from Arts Council England is awaited.

(Q2 2016/17) - The bid was successful and £270,000 funding has been awarded jointly to EFDC, Chelmsford CC and Broxbourne BC. The funding will be used to appoint a Commercial Manager for 18 months (to develop new income streams across Epping Forest, Broxbourne and Chelmsford Museums) and a Fundraising Manager to establish a Development Trust for Epping Forest District and Lowewood Museums, and a separate Trust for Chelmsford Museum. The Trusts will operate as Charities, based on companies limited by guarantee and will work in parallel to the Council's operation of the Museums, in order to raise funds and access funding pots which the Councils are unable to access.

(Q3 2016/17) Recruitment to the new posts is being undertaken.

Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

Key Objective (iii)(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

Action	Lead Directorates	Target Date	Status	Progress
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1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre	Communities	31-Mar-17	On Target	(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017 (Q2 2016/17) - As Q1. (Q3 2016/17) As Q1
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Key Objective (iii)(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

Action	Lead Directorate	Target Date	Status	Progress
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District.	Communities	30-Sept-16	Achieved	(Q1 2016/17) - The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion. (Q2 2016/17) - The Study has been completed. The findings will be reported to a Briefing Session for all members immediately before the Council meeting on 1st November 2016. (Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.
2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16	Achieved	(Q1 2016/17) -This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above. (Q2 2016/17) - Now that the Study has been completed, the resultant Action Plan is currently being formulated.

					<p>(Q3 2016/17) - The Action Plan has been produced and is starting to be implemented. 6-Month Progress Reports on the Action Plan will be reported to the Communities Select Committee, with the first report in June 2017.</p>
<p>3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.</p>	<p>Communities</p>	<p>31-Jan-17</p>	<p>Pending</p>	<p>(Q1 2016/17) - Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.</p> <p>(Q2 2016/17) - As Q1.</p>	<p>(Q3 2016/17) - This project continues to be held in abeyance, since the current focus of attention is on the preparations for the implementation of the decisions to be made by the Cabinet in February 2017 on the recommendations of the Communities Select Committee - which is to outsource the Careline Monitoring Service.</p> <p>(Q1 2016/17) - A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.</p>
<p>4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.</p>	<p>Communities</p>	<p>30-Jun-16</p>	<p>Pending</p>	<p>(Q2 2016/17) - As Q2 - but the report may be held over to the January 2017 meeting of the Select Committee, due to officer workload and the number of reports already due to be considered at the November meeting.</p>	<p>(Q3 2016/17) This project is being held in abeyance until the future of the Council Housebuilding Programme has been determined though Stage 1 of the further HRA Financial Options Review.</p>

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COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2016/17

Title: Communities Select Committee

Status: Select Committee

1. To undertake overview and scrutiny, utilising appropriate methods and techniques, of the services and functions of the Communities Directorate;
2. To develop a programme of work each year, informed by relevant service aims and member priorities, to ensure that the services and functions of the Communities Directorate are appropriate and responsive to the needs of residents, service users and others;
3. To consider any matter referred to the Select Committee by the Overview and Scrutiny Committee, the Cabinet or a relevant Portfolio Holder, and to report and make recommendations directly to the Committee, the Cabinet or such Portfolio Holder as appropriate;
4. To consider the effect of Government actions or initiatives on the services and functions of the Communities Directorate and any implications for the Council's residents, service users and others, and to respond to consultation activities as appropriate;
5. To establish working groups as necessary to undertake any activity within these terms of reference;
6. To undertake pre-scrutiny through the review of specific proposals of the Council and its partner organisations or other local service providers, insofar as they relate to the services and functions of the Communities Directorate, to help develop appropriate policy;
7. To undertake performance monitoring in relation to the services and functions of the Communities Directorate, against adopted key performance indicators and identified areas of concern;
8. To identify any matters within the services and functions of the Communities Directorate that require in-depth scrutiny, for referral to the Overview and Scrutiny Committee; and
9. To recommend the establishment of task and finish panels to the Overview and Scrutiny Committee as necessary, in order to undertake any activity within these terms of reference.

Chairman: Councillor Y Knight

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Communities Select Committee (Chairman – Cllr Yolanda Knight)

Work Programme 2016/17

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			
(1) Performance against Housing Service Standards and Review (<i>Recommendations to Housing Portfolio Holder</i>)	June 2016 (Medium)	<i>(Housing Portfolio)</i> Completed - June 2016 meeting	27th June 2016 6th Sept 2016 8th Nov 2016 21st Nov 2016 17th Jan 2017 14th March 2017
(2) 6-Month Progress Report on Housing Strategy Action Plan 2016	June 2016 (Medium)	<i>(Housing Portfolio)</i> Completed - June 2016 meeting	
(3) Communities Key Performance Indicators (KPIs) – 2015/16 Out-Turn	June 2016 (Low)	<i>(Housing Portfolio)</i> Completed - June 2016 meeting	
(4) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2015/15 Out-Turn	June 2016 (Low)	<i>(All Portfolios)</i> Completed - June 2016 meeting	
(5) Summary of key housing provisions of the Housing and Planning Act 2016	June 2016 (Low)	<i>(Housing Portfolio)</i> Completed - June 2016 meeting	
(6) Annual Diversity Report of Housing Applicants and Lettings	September 2016 (Low)	<i>(Housing Portfolio)</i> Completed – September 2016 meeting	

(7) Annual Report on the HomeOptions Choice Based Lettings Scheme	September 2016 (Low)	<i>(Housing Portfolio)</i> Completed – September 2016 meeting
(8) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2016 (Low)	<i>(Housing Portfolio)</i> Completed – September 2016 meeting
(9) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2016 (Low)	<i>(All Portfolios)</i> Completed – September 2016 meeting
(10) Annual feedback on the success of the Crucial Crew initiative and proposals for future delivery	September 2016 (Low)	<i>(Safer Greener Transport Portfolio)</i> Completed – September 2016 meeting
(11) Annual Report of the Community Safety Partnership	8 th November 2016 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed - 8 th November 2016 meeting
(12) Annual feedback on the success of the Summer Holiday Activity Programme and learning points for the future	8 th November 2016 (Low)	<i>(Leisure and Community Service Portfolio)</i> Completed - 8 th November 2016 meeting
(13) Six-monthly Progress Report on Housing Business Plan Action Plan 2016/17	21 st November 2016 (Medium)	<i>(Housing Portfolio)</i> Completed – 21 st November 2016 meeting
(14) Six-Month Review of the HRA Financial Plan 2016/17	21 st November 2016 (High)	<i>(Housing Portfolio)</i> Completed – 21 st November 2016 meeting
(15) Communities Key Performance Indicators (KPIs) – Quarter 2	21 st November 2016 (Low)	<i>(Housing Portfolio)</i> Completed – 21 st November 2016 meeting

(16) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	21 st November 2016 (Low)	<i>(All Portfolios)</i> Completed – 21 st November 2016 meeting
(17) Annual feedback on the success of the Reality Roadshow initiative and learning points for the future	January 2017 (Low)	<i>(Leisure and Community Service Portfolio)</i> Completed – January 2017 meeting
(18) Housing Strategy Key Action Plan 2016 – 12 Month Progress Report	January 2017 (Medium)	<i>(Housing Portfolio)</i> Completed – January 2017 meeting
(19) Briefing on the proposed Council rent increase for 2017/18	January 2017 (Low)	<i>(Housing Portfolio)</i> Completed – For January 2017 meeting
(20) Housing Strategy Key Action Plan 2017 <i>(Recommendations to Housing Portfolio Holder)</i>	January 2017 (Medium)	<i>(Housing Portfolio)</i> No Longer Required – A Key Action Plan will form part of the new Housing Strategy to be considered by the Select Committee at its March meeting.
(21) Housing service improvements and service enhancements – 2017/18 <i>(Recommendations to Cabinet)</i>	January 2017 (High)	<i>(Housing Portfolio)</i> No Longer Required – Due to no resources being available for housing service improvements and enhancements, pending the Stage 1 Further HRA Financial Options Review
(22) HRA Business Plan 2017/18	March 2017 (High)	<i>(Housing Portfolio)</i> No Longer Required – Following the decision of Cabinet members on the introduction of a new corporate approach to business planning from 2017/18.

(23) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2017 (Low)	<i>(Housing Portfolio)</i> Scheduled – For March 2017 meeting
(24) Communities Key Performance Indicators (KPIs) – Targets for 2017/18	March 2017 (High)	<i>(Housing Portfolio)</i> Scheduled – For March 2017 meeting
(25) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2017 (Low)	<i>(All Portfolios)</i> Scheduled – For March 2017 meeting
(26) 12-monthly Progress Report on Housing Business Plan Action Plan 2016/17	March 2017 (Medium)	<i>(Housing Portfolio)</i> Scheduled – For March 2017 meeting
(27) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2017 (High)	<i>(Leisure and Community Service Portfolio)</i> Scheduled – For March 2017 meeting
Special (Planned) Items		
(28) Presentation on Disabled Facilities Grants and current demand and expenditure	September 2016 (Medium)	<i>(Housing Portfolio)</i> Completed – September 2016 meeting
(29) Approach to promotion and marketing of support and financial incentives for under-occupying tenants wanting to transfer	September 2016 (Medium)	<i>(Housing Portfolio)</i> Completed – September 2016 meeting
(30) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2016 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed – September 2016 meeting

(31) Presentation from Essex Police's District Commander on current policing and crime issues in the District	8 th November 2016 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed - 8 th November 2016 meeting
(32) Review of the Council's Careline Service <i>(Recommendations to Cabinet)</i>	21 st November 2016 (High)	<i>(Housing Portfolio)</i> Completed – 21 st November 2016 meeting
(33) Presentation by Epping Forest CAB on its use of EFDC funding	21st November 2016 January 2017 (High)	<i>(Housing Portfolio)</i> Completed – January 2017 meeting
(34) Extension of funding to the CAB for two Debt Advisors	21st November 2016 January 2017 (High)	<i>(Housing Portfolio)</i> Completed – January 2017 meeting
(35) Consultation on the <i>Stage 1</i> Further HRA Financial Options Review – prior to consideration by the Finance and Performance Management Cabinet Committee <i>(Recommendations to the Finance and Performance Management Cabinet Committee)</i>	November 2016 March 2017 (High)	<i>(Housing Portfolio)</i> No longer required – All members of the Select Committee were invited to the special meeting of the Finance and Performance Management Cabinet Committee on 6 th March 2017 to discuss the Stage 1 Financial Options Review and give their views.
(36) Review of the success of the pilot scheme to extend the opening hours of the Limes Centre, following 12 months' operation	March 2017 (Medium)	<i>(Leisure and Community Services and Safer Greener Transport Portfolios)</i> Scheduled – For January 2017 meeting
(37) Housing Strategy 2017 – 2022 <i>(Recommendations to the Cabinet and Full Council)</i>	March 2017 June 2017 (High)	<i>(Housing Portfolio)</i> Deferred – Pending the outcome of the Stage 1 Further HRA Financial Options Review and the Housing White Paper (only recently published)

(38) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2017 November 2017 (High)	<i>(Housing Portfolio)</i> Deferred – Pending the outcome of the Stage 1 Further HRA Financial Options Review
Items added to Work Programme during the year		
(39) Approach to decommissioning CCTV systems	8 th November 2016 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed - 8 th November 2016 meeting
(40) The homelessness situation in Epping Forest and potential mitigation strategies	January 2017 (High)	<i>(Housing Portfolio)</i> Completed – January 2017 meeting
(41) Presentation on disabled adaptations to Council properties	January 2017 March 2017 (Low)	<i>(Housing Portfolio)</i> Scheduled – For January 2017 meeting
Planned Items for Future Years		
Review of the HRA Financial Plan 2017/18	June 2017 (High)	<i>(Housing Portfolio)</i>
6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2017 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i>
12-month review of homelessness loans and tenancy deposits funded by “Invest to Save”	June 2017 (Medium)	<i>(Housing Portfolio)</i>

Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
Review of Housing Allocations Scheme and Tenancy Policy after 2 years operation (with any changes effective from April 2018) <i>(Recommendations to the Cabinet)</i>	September 2017 (High)	<i>(Housing Portfolio)</i>
Review of the approach to the Scheme Management Service to sheltered housing and properties designated for older people <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	November 2017 (High)	<i>(Housing Portfolio)</i>
Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
Review of Housing Service Strategy on Home Ownership and Leaseholder Services	January 2018 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Anti-Social Behaviour and Harassment	March 2018 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Tenant Participation	March 2019 (Low)	<i>(Housing Portfolio)</i>
Review of Housing Service Strategy on Rent Arrears and Administration	November 2019 (Low)	<i>(Housing Portfolio)</i>

Review of Housing Service Strategy on Older People's Housing	September 2020 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Housing and Neighbourhood Management	September 2020 (Low)	<i>(Housing Portfolio)</i>	
Review of Housing Service Strategy on Empty Properties in the Private Sector	March 2021 (Low)	<i>(Housing Portfolio)</i>	