

Select Committee Agenda



Communities Select Committee Tuesday, 20th June, 2017

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

Committee Room 2, Civic Offices, High Street, Epping
on **Tuesday, 20th June, 2017**
at **7.00 pm** .

Glen Chipp
Chief Executive

Democratic Services Officer

Democratic Services Manager
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Members:

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

SUBSTITUTE NOMINATION DEADLINE:

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 - 16)

(Director of Governance) To agree the notes of the meeting of the Select Committee held on 14 March 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. TERMS OF REFERENCE/WORK PROGRAMME (Pages 17 - 26)

(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.

6. DRAFT HOUSING STRATEGY 2017-2022 (Pages 27 - 98)

(Director of Communities) to consider the attached report.

7. EFDC SAFEGUARDING WORK (Pages 99 - 104)

(Director of Communities) to consider the attached report.

8. HRA FINANCIAL PLAN 2017/18 (Pages 105 - 120)

(Director of Communities) to consider the attached report.

9. HOUSING SERVICE STANDARDS - PERFORMANCE REPORT 2016/17 AND REVIEW (Pages 121 - 160)

(Director of Communities) To consider the attached report.

10. KEY PERFORMANCE INDICATORS - 2016/17 (OUTTURN) PERFORMANCE (Pages 161 - 178)

(Chief Executive) to consider the attached report.

11. CORPORATE PLAN KEY ACTION 2016-17 - QUARTER 4 (OUTTURN) POSITION (Pages 179 - 192)

(Chief Executive) to consider the attached report.

12. COMMUNITIES DIRECTORATE BUSINESS PLAN 2017 (Pages 193 - 202)

Members will recall that O & S had requested that Portfolio Holders present their Business Plans at the first meeting of the new O & S Cycle on the 6 June. As the Business Plans are developed on a Directorate basis, such a presentation would have required some careful choreography. However, agreement has been reached, that it makes more sense for the Business Plans to be presented to the relevant Select

Committee, where there would be better alignment. This way the Select Committees would have time to undertake a more in-depth scrutiny role regarding the numerous services which make up their Select Committees.

On this basis, the relevant Portfolio Holders are requested to attend this meeting and take the Select Committee through their plans for the coming year.

13. 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.

14. FUTURE MEETINGS

To note the dates of the future meetings of this Committee; they are:

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

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF COMMUNITIES SELECT COMMITTEE
HELD ON TUESDAY, 14 MARCH 2017
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 8.55 PM**

Members Present:	Y Knight (Chairman), G Shiell (Vice-Chairman), R Baldwin, A Beales, G Chambers, K Chana, R Gadsby, S Heap, L Hughes, A Mitchell, H Whitbread and W Marshall (Tenants and Leaseholders Federation)
Other members present:	S Stavrou, J Lea and J H Whitehouse
Apologies for Absence:	L Girling and B Rolfe
Officers Present	A Hall (Director of Communities), P Pledger (Assistant Director (Housing Property)), R Wilson (Assistant Director (Housing Operations)), D Butler (Youth Engagement Officer), G Gold (Assistant Community Health & Wellbeing Manager), A Hendry (Senior Democratic Services Officer) and Haydn Thorpe (Asst Housing Maintenance Manager)

59. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

It was noted that Councillor G Chambers was substituting for Councillor B Rolfe.

60. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Select Committee held on 17 January 2017, be agreed.

61. DECLARATIONS OF INTEREST

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

62. ANNUAL REPORT FROM THE YOUTH COUNCIL

The Select Committee received their annual report from the Youth Council on their activities and achievements during the current year and plans for the next 12 months.

Four Youth Councillors made a presentation at this meeting; they were Zachary Foster an independent Youth Councillor, Lisa Nakimuli from King Harold Academy, Finlay Jordan from Davenant Foundation School and Annabelle Yamen representing Epping St Johns School.

They thanked the members for the Council's loyalty and support for the Youth Council over the past nine years. The Committee noted that these were newly elected members and were looking forward to their two years of service. In total about 25 Youth Councillors were elected in November 2016. They also thanked members for the grant of £8,000 project money that had enabled them to deliver the

highly successful Emotional Health & Wellbeing project – ‘MiLife’ in seven secondary schools.

Their aim was to ensure that all their peers and the schools continued to have a voice and be involved in their work.

In October 2015, the previous members of the Youth Council held a Youth Conference at the Civic Offices to promote Local Democracy week and one of the stronger themes that resulted from consulting with the 90 strong delegates was the issue of mental health, deemed to be a major issue for young people; to this end they commissioned the Red Balloon Family, a local charity, to work with them and create the MiLife Roadshow.

The Roadshow aimed to raise awareness of positive mental health and help build resilience, enabling young people to help themselves and have better mental health. Over the year they would educate and support over 7000 pupils in the Epping Forest District in their initial year. With 7000 pupils experiencing this hour long roadshow, equating to £1.72 per pupil, it turned out to be very good value. In addition to the £8,000 from Epping Forest District Council, they were also able to secure £4,000 from the Epping Forest Youth Strategy group.

The North East London Foundation Trust (NELFT) and NHS England had expressed their approval of the MiLife Roadshows and would like to work with Epping Forest Youth Council (EFYC) to digitalise the programme so that it can be delivered to all schools, nationally, at no further cost. This project had exceeded the Youth Council's expectations and they were very proud of their work.

The EFYC used social media as an important part of promoting their work and the profile of young people in the Epping Forest District. Giving young people a voice was what the Youth Council was all about. And, as Youth Councillors they have contributed to various consultations. They also have representations on the Epping Forest Youth Strategy Group and have been invited to work closely with the PCC and the Youth Engagement team at Essex Police, as well as the Young Essex Assembly, NELFT volunteers and the Jack Petchey Achievers Network, as well the local school councils.

They also have a busy training programme and had received accreditation for Mental Health First Aid training and will be completing Dementia Friends Awareness Raising as well as Fearless Training by Essex Police, designed to empower young people to make their community a safer place.

Youth volunteering remains a big theme for them and they will be taking part in a Youth Volunteering Day during the summer holidays.

They also reported that in their short time as youth councillors they have obtained external funding of £2700 from various sources over the last 4 months.

The High Sheriff of Essex had endorsed the MiLife project and had submitted it to the High Sheriffs national Crimebeat Awards.

They have produced a Manifesto and they hoped to continue working with the NELFT NHS team in schools to address young people's mental health issues and build resilience. They would also like to work with schools to promote the accredited Mental Health First Aid training. They will also be promoting the Suggestion Boxes in schools to enable pupils to contact them and ask for support in improving services.

In order to bring new and exciting ideas to the community through project work the Youth Council would like the Committee's support to release the £5000 DDF grant money. This work will include working with Epping Town Partnership to support the Youth Festival in July; to collaborate with the Police Cadets on community events relevant to young people; to work with the Community Health and Wellbeing team in schools to address substance misuse, physical health and child obesity; to promote interactive Youth activities map; and to work closely with the Police and Schools to ensure young people to have a better relationship with the police through the "Cuppa with a Copper" campaign.

They finished by thanking the Select Committee for their continued support and help to give young people a voice through the Youth Council.

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

Councillor Holly Whitbread congratulated the speakers on their presentation. She was interested in Anti-Social Behaviour (ASB) and wondered if they had any ideas on how to tackle ASB. She was told that that the Youth Council's aim was to work with EFDC Councillors on this. There was a lot of work to do on drug abuse and they would like to work with younger pupils (years 7&8) to steer them away.

Councillor Whitbread asked if they thought of using social media to consult people. She was told that they did a lot of work on social media and also distributed leaflets and were doing a lot of work to build on this.

Councillor Knight noted that there was the Crucial Crew scheme and that the Committee had heard about its value. It seemed that young people found it easier approaching other young people. She asked what feedback they had and how their roles as youth councillors impacted this. She was told that the Youth Council was now relaunching the "Suggestion Box" for schools and were finding that the pupils found it easier dealing with people of their own age. They also have had feedback sheets from the MiLife Roadshows which were followed up and it offered some pupils a chance for them to ask for help.

Councillor Stavrou complimented them on a really good presentation. She liked the work that they had carried out on the 'MiLife' initiative; she said that it was good to catch issues like this earlier on in life. She was looking forward to seeing what the Youth Council would do in the future. Ms Butler the Youth Engagement Officer said that 'MiLife' came from the previous Youth Councillors, the idea coming from their Youth Conference. They were now looking at drug and alcohol awareness.

Councillor Knight asked the Youth Councillors if they would like to consider one of their members being co-opted onto the Select Committee (either one individual or through a rota) as she thought their input into the issues discussed as part of the

Committee's Work Programme would be valuable. The Youth Councillors thought that was a good idea and they would be happy for one of their number to be co-opted onto this Committee. Councillor Knight said that she would take this to the next Overview and Scrutiny Committee for their consideration and approval.

RESOLVED:

- (1) That the Select Committee thank the members of the Youth Council for their presentation, reviewing their achievements and future work programme;
- (2) That the Select Committee recommends to the Overview and Scrutiny Committee that the £5,000 (allocated from DDF) be released to the Youth Council for projects during 2017/18; and
- (3) That the Committee seeks approval from the Overview and Scrutiny Committee to co-opt a Youth Councillor onto this Select Committee.

63. REVIEW OF THE OPENING HOURS AT LIMES CENTRE, CHIGWELL

The Assistant Director (Housing Operations), Mr Wilson introduced the report on the Limes Centre. The centre itself provided a services 'multi agency' hub for local people and the Limes Farm Centre has a large main hall and smaller activities which are available for hire, for both regular bookings and one-off events, including evenings and weekends, which include sports clubs, Children's parties and large faith gatherings.

At its meeting on 9 March 2015, 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.

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.

The pilot period commenced in January 2016 and covered 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
- 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

As a result of the extended opening hours and the provision of additional services, the number of residents accessing services had 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%).

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

Because of this it was recommended that the Communities Select Committee recommend to the Housing Portfolio Holder that the additional temporary part-time Housing Officer post be made permanent to enable the extension of services and longer opening hours.

Councillor Chambers and Mr Marshall both agreed that residents would like to see the extended hours made permanent. Councillor Stavrou noted that the attendance numbers had doubled and so it had proved its worth.

Councillor Chambers asked what would be the cost to extend the hours permanently. He was told that it was in the region of £13k pa.

RESOLVED:

That the Communities Select Committee recommends to the Housing Portfolio Holder that due to the success of the pilot and 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 be made permanent.

64. PRESENTATION ON DISABLED ADAPTATIONS TO COUNCIL PROPERTIES

A short presentation on Disabled Adaptions to Council properties was given by the Assistant Director (Housing Property and Development) Paul Pledger, supported by the Haden Thorpe the Housing Asserts Manager. The meeting noted that about six months ago the Assistant Director Private Sector Housing and Communities Support

gave a short presentation on adaptations carried out in the private sector. The Committee then asked for a similar review of Council properties.

The adaptations were divided into two types, Minor Adaptions (Revenue) and Major Adaptions (Capital). They had an annual budget of £450,000 a year and they all started with a referral from Essex County Council's Social Care Occupational Therapy (OT) Service.

The adaptations help people remain in their homes and clears beds in hospitals. They also have an under occupancy test, if the property was under occupied by 2 or more bedrooms, they would not carry out the adaptations as they should really downsize. Also if tenants were in rent arrears they would not carry out any works. It was also noted that they did not means test Local Authority tenants.

All the adaptations done were assessed by the ECC OT Service who would also prioritise each application and they were actioned in that order.

About £50,000 pa was spent on minor adaptations such as installing hand rails, grip rails and half steps. An average of 170 minor adaptations are carried out in a year, with an average completion time of 23 days. They had a target of 28 days. At the end of Quarter 3 there were only 5 left outstanding. The service achieved a 98% score in the tenant satisfaction survey.

Major Adaptions accounted for the remainder of the budget (£400,000 pa.), there were about 190 of these per year, ranging from putting in extensions, to through floor lifts, stairlifts, level access showers, over bath showers, improving/adapting kitchens, installing ramps and hardstandings.

Except for the building of extensions, works took an average of 72 days. Their target was 56 days. They were above their target as Essex CC tended to ask for upfront payments for putting in Crossovers. The average number of outstanding jobs was 52, but they did have a 100% tenant satisfaction.

Extensions to properties were capped to a value of £35,000; if it were to cost more they would try to get the occupant to pay the difference or work out a different scheme with them. There were currently 8 waiting to be carried out.

The other major piece of work carried out was the installation of lifts especially through floor or stairlifts. Through - floor lifts were for people in wheelchairs and was not an easy adaption to do. Stairlifts were easier as they had a contract with Stannah. They were used across the Essex authorities and when no longer needed the lifts were dismantled and reused elsewhere. But this Essex wide contract would be ending in June 2017 and it would be left to EFDC to take this up. Officers were currently identifying alternatives.

Other major adaptations were bathroom adaptations such as graded floor showers (wet rooms), installations of showers and planned bathroom maintenance programme. They did these more than any other works and were offered to tenants who were on their planned maintenance programme. A graded floor shower was sometimes put in as a default. There was currently a backlog of about 70 jobs.

Councillor Knight asked who was responsible for inspecting the stairlifts. She was told that we were but that Stannah did it on our behalf; this was needed for the insurance on the stairlifts.

Officers were currently looking at this for when the contract runs out in June 2017, as were every other local authority in Essex. It was noted that Stannah was due to come in and discuss this with us shortly.

Councillor Stavrou asked about graded floor bathrooms; what happens if a young family wanted a bathroom. She was told that graded floor bathrooms were only put into ground floor, one bedroom flats. The flat must also be accessible for disabled people.

Mr Marshall asked about under occupancy and if an appropriate property was available, would that property also need adapting. He was told that it would, but the Council would also have a family property back. The tenants must consider downsizing if it was medically possible, if not exceptions could be made.

Mr Marshall then asked if officers could not reach agreement with Stannah, what would happen to the stairlifts already put in. Mr Thorpe said that they were currently having talks with Stannah about this and were still evaluating this.

Mr Marshall asked if a stairlift was not wanted by the next occupant would it be removed. He was told that it would remain.

Councillor Mitchell asked, if there was a repair needed would the cost come out of the Council's budget. She was told that it was all covered by the agreement with Stannah.

Councillor Chambers said that it was useful to include servicing in any contract with Stannah. With regard to Occupational Therapy services, a lot of councils were working with agency OT services. He asked if the Council had considered employing a part time Occupational Therapists? Mr Pledger said that we did not pay ECC for this service. Officers have looked at bringing in our own OT but we would not save any money by doing this.

Councillor Janet Whitehouse noted that VAEF also carried out minor adaptations; were they used? She was told that the Council did not use VAEF but used their own staff.

The Chairman thanked the officers for their clear and interesting presentation.

65. 12 MONTH PROGRESS REPORT ON HOUSING BUSINESS PLAN ACTION PLAN 2016/17

The Director of Communities, Mr Hall, introduced the progress report on the Housing Revenue Account Business Plan Key Action Plan for 2016/17. This set 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 was good practice that the progress made with the stated actions was monitored; one of the Select Committee's Terms of Reference was to review progress during the year.

Members were made aware that the Cabinet had agreed that, in future, shorter business plans should be produced to a standard template based on the four directorates. It was noted that it had not yet been decided how progress with these new business plans will be monitored.

It was also noted, that the HRA Financial Plan would 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.

The Committee reviewed the 6 Month Progress Report on the Key Action Plan on a page by page basis.

It was noted that the Finance and Performance Management Cabinet Committee had recommended to the Cabinet to continue the Council House Building Programme and to revert from the Council's Modern Home Standard back to the Government's Decent Home Standard.

It was noted that under Action (6) (Council House Building Programme), the first two properties are to be handed over at the end of March 2017.

Under Action (13) Councillor Stavrou noted that Phases 4 to 6 of the Housebuilding Programme were still looking at brownfield sites, but this was not popular with the existing residents. She asked what would be the upper number for the number of properties that could be taken on for the Council Housebuilding Programme. Mr Hall said that there was no real number for this as Section 106 sites were not developed on our own land. He commented that purchasing S106 units was generally easier than building them ourselves.

Councillor Chambers asked that for any housing land development that impacts residents, if all members be informed of this. Mr Hall said that they did inform the ward members on the larger schemes.

Looking at Action (23) Mr Marshall said that the Tenants and Leaseholders Federation were actively looking for associations to join their group.

Councillor Heap asked what had gone wrong with Action (33), (maintain housing stock to modern standards), as it was listed as not achieved. Mr Hall said that the Select Committee would be looking at this issue under the next item. He explained though, that one of our contractors had not been performing.

RESOLVED:

That, having considered the 12-Month Progress Report for the Key Action Plan contained within the HRA Business Plan 2016/17, the Housing Portfolio Holder and Director of Communities noted the comments of the Select Committee accordingly.

**66. COMMUNITIES KEY PERFORMANCE INDICATORS QUARTER 3
PERFORMANCE AND REVIEW OF 2017-18 TARGETS**

The Director of Communities introduced the updating report on the Quarter 3 performance for the relevant Key Performance Indicators for the Communities Directorate along with the review of targets for 2017/18.

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 were 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 was 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.

The overall position for all thirty-seven 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.

10 of the Key Performance Indicators fell 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.

It was anticipated that this one indicator not currently achieving the target would meet its target by the end of Quarter 4.

The Committee went on to review the proposed indicators and targets for next year. It was noted that 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.

The review of the KPIs which fell within the areas of responsibility of the Communities Select Committee had resulted in 2 proposed changes to targets:

- **COM004** - Temporary accommodation – the target has been decreased
- **COM006** - Modern Home Standards – it was now recommended that this be deleted subject to agreement by the Cabinet.

Councillor Chambers complimented officers for achieving the target for COM010 – on the Council's Careline Services. It was noted that the national targets were similar so it was suggested that we kept this target.

Councillor Chana noted the difficulties we had with contractors and asked if we had an approved list. He was told that the rules said that any contractors must be registered with "Construction Line". Councillor Chana asked if we did any vetting of these companies. He was told that yes, we did carry out further vetting once they have met the "Construction Line" initial standards.

Councillor Knight asked how the arrangements for the outsourcing of Careline was doing at present. Mr Wilson said that there were no problems at present. Staff were going along with the arrangements that had been put in place or will be putting in place. They were looking to put in high standard specifications for the contract that they hoped to let at the end of the year or early next year.

RESOLVED:

- (1) That the Q3 performance in relation to the Key Performance Indicators within the Select Committee's areas of responsibility be noted; and
- (2) That the proposed Key Performance Indicator set and associated targets for 2017/18 for those areas which fall within the Select Committee's areas of responsibility be endorsed.

67. CORPORATE PLAN KEY ACTION PLAN 2016-17 QUARTER 3 PROGRESS

The Select Committee reviewed the Quarter 3 progress on the Corporate Plan Key Action Plan for 2016/17. The Key Objectives were 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 contained a range of actions designed to achieve specific outcomes and were working documents and were therefore subject to change and development to ensure the actions remain relevant and appropriate.

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 fell 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'

Mr Marshall asked about the relocation of the Housing Repairs Service from the Epping Depot to alternative accommodation, for which North Weald had originally been proposed. He was advised that the Cabinet had determined that the Housing Repairs Depot would now be co-located with other services at the Oakwood Hill Depot, Loughton.

RESOLVED:

That the third quarter progress of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility be noted.

68. TERMS OF REFERENCE/WORK PROGRAMME

(a) Terms of Reference

The Select Committee's Terms of Reference were noted.

(b) Work Programme

The Select Committee noted their Work Programme and that all but two items had been completed and three additional items.

They noted that item 37 – *Housing Strategy 2017-2022* would be going to the June 2017 meeting; and that item 38 – *review of the future use of sheltered/ grouped housing scheme sites* had been deferred pending the outcome of the Stage 1 further HRA Financial Options report.

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

The Committee noted that a report would be going to the next Overview and Scrutiny Committee asking permission that a representative of the youth councillor be co-opted onto this Committee for the new municipal year.

70. FUTURE MEETINGS

The Committee noted the future dates for this meeting and that this was their last meeting for this municipal year.

Councillor Stavrou thanked the Chairman for her good chairmanship during the year saying that she had enjoyed attending the meetings and listening to the various presentations they had during the last 12 months.

The Chairman in turn, thanked the members, vice chairman and officers of the Committee for their hard work and support throughout the year.

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COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2017/18

Title: Communities Select Committee
Status: Select Committee
<ol style="list-style-type: none">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; and9. 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

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Communities Select Committee (Chairman – TBA)

(Draft) Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			20 th June 2017 5 th September 2017 7 th November 2017 16 th January 2018 22 nd March 2018
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2017 (Medium)	<i>(Housing Portfolio)</i> Scheduled – for June 2017 meeting	
(2) Communities Key Performance Indicators (KPIs) – 2016/17 Out-Turn	June 2017 (Low)	<i>(Housing Portfolio)</i> Scheduled – for June 2017 meeting	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2016/17 Out-Turn	June 2017 (Low)	<i>(All Portfolios)</i> Scheduled – for June 2017 meeting	
(4) Presentation of Communities Business Plan – 2017/18	June 2017 (Low)	<i>(All Portfolios)</i> Scheduled – for June 2017 meeting	
(5) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	September 2017 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i>	
(6) Annual Diversity Report of Housing Applicants and Lettings	September 2017 (Low)	<i>(Housing Portfolio)</i>	

(7) Annual Report on the HomeOptions Choice Based Lettings Scheme	September 2017 (Low)	<i>(Housing Portfolio)</i>	
(8) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2017 (Low)	<i>(Housing Portfolio)</i>	
(9) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2017 (Low)	<i>(All Portfolios)</i>	
(10) Annual feedback on the success of the Crucial Crew initiative and proposals for future delivery	September 2017 (Low)	<i>(Safer Greener Transport Portfolio)</i>	
(11) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
(12) 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>	
(13) Annual Report of the Community Safety Partnership	November 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
(14) Annual feedback on the success of the Summer Holiday Activity Programme and learning points for the future	November 2017 (Low)	<i>(Leisure and Community Service Portfolio)</i>	
(15) Six-Month Review of the HRA Financial Plan 2017/18	November 2017 (High)	<i>(Housing Portfolio)</i>	

(16) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2017 (Low)	<i>(Housing Portfolio)</i>	
(17) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	November 2017 (Low)	<i>(All Portfolios)</i>	
(18) Briefing on the proposed Council rent increase for 2018/19	January 2018 (Low)	<i>(Housing Portfolio)</i>	
(19) 6-Month Progress Report on Annual Housing Strategy Action Plan	January 2018 (Medium)	<i>(Housing Portfolio)</i>	
(20) HRA Financial Plan 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i>	
(21) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2018 (Low)	<i>(Housing Portfolio)</i>	
(22) Communities Key Performance Indicators (KPIs) – Targets for 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i>	
(23) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2018 (Low)	<i>(All Portfolios)</i>	
(24) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	March 201 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i>	

(25) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2018 (High)	<i>(Leisure and Community Service Portfolio)</i>	
Special (Planned) Items			
(26) HRA Financial Plan 2017/18	June 2017 (High)	<i>(Housing Portfolio)</i>	
(27) Housing Strategy 2017 – 2022 <i>(Comments to the Cabinet)</i>	June 2017 (High)	<i>(Housing Portfolio)</i>	
(28) Safeguarding at EFDC – current position	June 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
(29) Review and funding of Garden Maintenance Scheme for Older and Disabled Council Tenants <i>(Recommendations to Housing Portfolio Holder)</i>	September 2017 (High)	<i>(Housing Portfolio)</i>	
(30) Review of Housing Allocations Scheme, Tenancy Policy and Tenancy Strategy after 2 years operation (with any changes effective from April 2018) <i>(Recommendations to the Cabinet)</i>	November 2017 (High)	<i>(Housing Portfolio)</i>	

(31) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	November 2017 (High)	<i>(Housing Portfolio)</i>
(32) Presentation by Epping Forest CAB on its use of EFDC funding	November 2017 (High)	<i>(Housing Portfolio)</i>
(33) Review of annual funding to the CAB for two Debt Advisors <i>(Recommendations to Cabinet)</i>	November 2017 (High)	<i>(Housing Portfolio)</i>
(34) Review of Housing Service Strategy on Home Ownership and Leaseholder Services	January 2018 (Low)	<i>(Housing Portfolio)</i>
(35) Review of Housing Assistance Policy <i>(Recommendations to Cabinet)</i>	January 2018 (Medium)	<i>(Housing Portfolio)</i>
(36) 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>	January 2018 (High)	<i>(Housing Portfolio)</i>
(37) Review of Housing Service Strategy on Anti-Social Behaviour and Harassment	March 2018 (Low)	<i>(Housing Portfolio)</i>
(38) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	March 2018 (High)	<i>(Housing Portfolio)</i>

Items added to Work Programme during the year		
Planned Items for Future Years		
12-Month Progress Report on Annual Housing Strategy Action Plan	July 2018 (Medium)	<i>(Housing Portfolio)</i>
Housing Strategy Key Action Plan 2018/19 <i>(Recommendations to Housing Portfolio Holder)</i>	July 2018 (Medium)	<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>	
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Report to Communities Select Committee

Date of meeting: 20th June 2017



Portfolio: Housing – Cllr S. Stavrou



Subject: Pre-scrutiny of Draft Housing Strategy 2017-2022

Responsible Officer: Alan Hall – Director of Communities (01992 564004)

Democratic Services: Adrian Hendry (01992 564246)

Recommendations:

- (1) That the Select Committee considers the Draft Housing Strategy 2017-2022 (attached as an Appendix) and provides any comments that it may have on the Draft Housing Strategy to the Housing Portfolio Holder for consideration, prior to consideration and adoption by the Cabinet; and**
- (2) That the Select Committee continues to review future Annual Key Action Plans for the Housing Strategy prior to approval each year, and reviews progress with Key Action Plans every 6 months, in accordance with its previous practice.**

1. In 2009, the Cabinet adopted the Council's current Housing Strategy. Although there is no longer any legal or policy requirement, it is accepted good housing and local government practice for a local authority to have an up to date Housing Strategy. A new Draft Housing Strategy has therefore been produced by officers, which covers the period 2017-2022 and is attached as an Appendix.

2. The update to the Housing Strategy has been delayed from when it was originally due, since the former Housing Portfolio Holder had previously agreed that it should not be updated until the Draft Local Plan had been published, because much of the Housing Strategy relates to the provisions within the Local Plan. However, it was also agreed that, in the meantime, an annual Housing Strategy Key Action Plan should continue to be produced, with progress monitored by the Communities Select Committee every 6 months until the new Housing Strategy is formulated and adopted, which the Select Committee (and predecessor bodies) has done.

3. However, now that: the Draft Local Plan has been published; the outcome of Stage 1 of the Council's HRA Financial Options Review has been determined by the Cabinet; and the contents of the last Government's Housing White Paper are known; the Council is now in a good position to update its Housing Strategy.

4. The purpose of the Housing Strategy is to assess the District's current and future housing needs, and to set out the Council's approach to meeting those needs. The Strategy sets out a suggested overall Vision for housing in the District (based on the District's former Community Strategy), together with the Council's key housing objectives and the aims and objectives relating to individual housing issues. It also provides a Key Action Plan for the first year of the Strategy, which will be updated on an annual basis. It is proposed that the Select Committee continues to review future Annual Key Action Plans prior to approval each year, and reviews progress with Key Action Plans every 6 months, in accordance with its previous practice.

5. It should be noted that the Housing Strategy does not cover the aims, objectives and

actions of the Council as landlord, except for those aspects that contribute to the Strategy (e.g. Council housebuilding).

6. The Housing Strategy has been produced with contributions from a number of senior officers in the Housing Service and the Planning Policy Team, which the Director of Communities has collated and edited to ensure a consistent approach, format and language throughout the document.

7. The Housing Portfolio Holder has invited the Select Committee to consider, pre-scrutinise and provide her with any comments on the Draft Housing Strategy for her to consider, before it is presented to the Cabinet for consideration and adoption. Any suggestions that the Housing Portfolio Holder feels unable to include in the final version of the Strategy will be included in the covering report to the Cabinet, so that it is aware of the Select Committee's views.



Housing Strategy

2017 - 2022





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with navigational links

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Chapter 1

Introduction

Background

This Housing Strategy assesses the District's current and future housing needs, and sets out the Council's approach to meeting those needs. It takes account of both national and local priorities and the links between other Council and non-Council strategies that influence, and are influenced by, the Housing Strategy. The Strategy sets out the overall Vision for housing in the District, the key housing objectives and the aims and objectives relating to individual housing issues. It also provides a Key Action Plan for the first year of the Strategy.

Every attempt has been made to ensure that the Housing Strategy is not a "technical document", and that it meets the needs of the widest possible audience, including tenants and private occupiers, housing organisations, Council members and other interested parties. Documents referred to in the on-line version of this Strategy can be accessed through links that are shown [in dark blue text](#).

The Housing Strategy is a dynamic document, which will be continually developed and reviewed. In particular, the Key Action Plan will be reviewed and updated on an annual basis. Chapter 12 gives more details about reviewing these.

The Epping Forest District

The Epping Forest District covers urban and rural areas of 131 square miles, including around twelve towns and larger villages, ranging in population size of between 2,000 and 30,000, currently totalling around 131,500 people. It is an attractive Green Belt area, with good road and rail links to the capital, so it is popular with commuters. The southern parts of the District are on the borders of Greater London and are more populous and urbanised.

The total number of dwellings in the District was around 55,630 in April 2017. Of these properties, around 85% are in the private sector. Around 6,340 properties (11%) are owned by the Council, which is by far the main social landlord in the District. The number of housing association properties is steadily increasing, with around 3% of the District's dwellings now owned by housing associations.

Formal adoption of the Housing Strategy

This Housing Strategy was adopted at a meeting of the Council's Cabinet on 11th July 2017, following detailed scrutiny by the Council's Communities Select Committee.

Period of Housing Strategy

The Strategy sets out the District's housing plans for the medium term (i.e. over the next 5 years). However, these plans have been formulated with regard to the housing objectives for the long term which, in some cases, can span a period of 30 years.

The Housing Strategy will be updated in five years' time, during 2022, unless there are significant changes required to the Council's strategic approach. The Key Action Plan will be updated annually.

Chapter 2

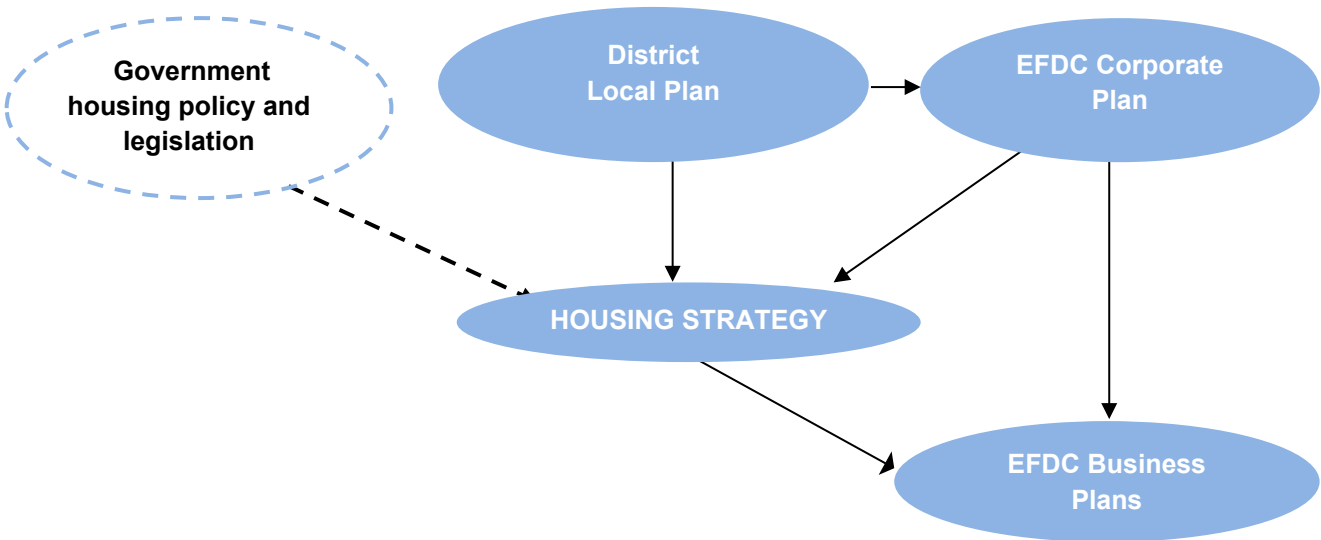
Strategic aims and priorities

Introduction

This Housing Strategy is only one of a range of complementary and inter-related strategic documents and plans produced by the Council. It is also influenced by a number of strategies produced by other agencies. In formulating the Housing Strategy, careful regard has been given to relevant corporate objectives and strategies. This section of the Strategy sets out where it sits in relation to other strategies produced by the Council and the Council's strategic housing aims and objectives.

The Council's strategic approach to housing

The hierarchy of the Council's strategic approach to housing can be summarised in the following chart:



EFDC Corporate Plan

The Council's prime strategic document, that sets out the Council's priorities for the planning and delivery of services over a five-year period (currently 2015-2020).

District Local Plan

The Council's prime town planning document that sets out all the Council's town planning policies and land allocations. The current Local Plan is in the process of being updated. A new Draft Local Plan was published for consultation in October 2016 and, following analysis and consideration of the comments received, a Pre-Submission Local Plan will be produced in Spring 2018.

Government housing policy and legislation

Clearly, the Council must comply with legislation - which is often updated and influences and affects the Council's delivery of its Housing Strategy. Similarly, Government housing policy (which often results in legislation) has an influence on the Housing Strategy as well. The Government's latest housing policy was set out in its

Housing White Paper [Fixing our broken housing market](#) published in February 2017, which has influenced this Housing Strategy.

EFDC Business Plans

Each of the Council's Directorates produces an annual Business Plan, in support of the EFDC Corporate Plan, setting out the key actions and resource requirements for the forthcoming year.

Corporate Vision and Objectives

The [Council's Corporate Plan 2015 – 2020](#) recognises that the Epping Forest District is full of character and wants it to continue to be a great place to live, work, play, study and do business.

The Corporate Plan sets out the Council's Vision in 10 separate statements. The four statements that are directly related to this Housing Strategy are as follows:

- We want to make best use of existing infrastructure to meet the District's needs for development in the most sustainable locations with the least possible impact on our natural and historic environment;
- We want to keep the individual character, identity and separateness of our towns and villages by protecting the Green Belt;
- We want new homes to meet the needs of local people while also supporting economic development. The scale of development should be appropriate to the size of our towns and villages, bringing vitality and other benefits to our communities; and
- We want to build relationships with our partners to develop initiatives and service improvements with reduced costs, greater efficiency and better value for money.

The Draft Local Plan's Vision for the District

Chapter 3 of this Housing Strategy sets out the Council's approach to formulating its Local Plan for the future. The Local Plan has a Vision relating to the sort of place that the District will be by 2033, through 10 statements. Five of these are directly related to this Housing Strategy. These are that, by 2033, the District will be a place where:

- Residents continue to enjoy a good quality of life;
- New homes of an appropriate mix of sizes, types and tenures to meet local needs have been provided and well integrated communities created;
- Development respects the attributes of the different towns and villages
- Development needs will be met in the most sustainable locations; and
- Significant residential development will be located near Harlow to support the economic regeneration of the town.

Vision for the Housing Strategy and the Key Housing Objectives

Epping Forest will be a place that has safe, decent and good quality housing, of an appropriate mix of sizes, types and tenure, that meet the local needs of those who want to live in the District.

This Housing Strategy has nine Key Housing Objectives. These are:

- To ensure that plans are in place and that sufficient land is allocated to meet the assessed housing need for the District;
- To make provision for objectively assessed market and affordable housing needs within the District, to the extent that this is compatible with national planning policy;
- To ensure that new homes provide an appropriate mix of sizes, types, forms and tenures to meet local needs and to create balanced, mixed and well-integrated communities;
- To ensure that the growth in the number of homes in the District is properly planned, along with adequate infrastructures such as roads, health facilities and schools (i.e sustainable);
- To make affordable housing available – both for rent and for low cost home ownership - in rural and urban locations, for local people who want to live in the District;
- To ensure that people with special needs are able to live in suitable accommodation with appropriate levels of support;
- To quickly accommodate homeless people in suitable, permanent accommodation;
- To make provision for the identified needs of the Travellers and Travelling Showpeople; and
- To ensure that all homes in the District, in both the public and private sector, are in a decent condition

Individual Housing Objectives

Individual housing objectives relating to the needs and demands of different sectors of the community are given throughout this Housing Strategy.

Chapter 3

The Council's Local Plan

Purpose of a Local Plan

Every local planning authority is expected to prepare and regularly update a Local Plan. A Local Plan is normally a district-wide plan which sets out the long-term vision, objectives and policies to guide the future development of an area. It also provides the strategic context within which any Neighbourhood Plans should be developed.

Local plans are designed to identify and protect areas of value, such as areas of nature conservation and recreational importance (e.g. Epping Forest and the Lee Valley Regional Park), as well as the Metropolitan Green Belt. They are also intended to guide where future development (including for residential, employment and retail purposes) should be focused. In addition, they include policies which are used to assess planning applications as they come forward, to ensure that high quality development is delivered, and that it is supported by the infrastructure needed.

Timeframe for EFDC's Local Plan

The Council's current Local Plan was adopted in 1998, although some parts were subsequently replaced in 2006 by the Council's adopted Local Plan Alterations. Most of these policies are 'saved' although, since the publication of the [National Planning Policy Framework \(NPPF\)](#) by the Government in 2012, some are now considered to be out of date and cannot be used.

To ensure that the District has an up-to-date and robust planning policy context against which to bring forward development, the Council is now preparing a new Local Plan for the period 2011 to 2033. This will set out the level and distribution of development, including for new homes and jobs.

So far the Council has undertaken three stages of public consultation, as follows:

- [Community Visioning](#) (November 2010 to January 2011)
- [Issues and Options 'Community Choices'](#) (July to October 2012)
- [Draft Local Plan](#) (October to December 2016)

Once all the comments received during the Draft Local Plan consultation period have been reviewed, amendments will be made, where appropriate, to the Plan. The Council will then publish a 'Pre-Submission' Local Plan and seek representations on its 'soundness'. The Plan, together with the representations received from this stage of consultation, will then be submitted to the Secretary of State for Communities and Local Government and will be independently examined.

It is anticipated that the new Local Plan will be adopted in 2019, subject to approval by the Secretary of State. Once the new Local Plan is adopted, it will be the statutory development plan for the District, and will be used to decide planning applications. As the Local Plan progresses, the Council will be able to give increasing 'weight' to its policies when determining planning applications.

Housing in the Draft Local Plan 2016

A key element of the Local Plan is to ensure that sufficient housing will be provided to support the needs of the District's existing and future population and its businesses over the Local Plan period (up to 2033). Making sure that people have access to high quality housing, whatever their financial situation, is key to ensuring the long-term quality of their lives.

It is also vital that there are sufficient workers to support the District's economy, so that businesses know that there is a locally-based workforce with the right skills to support their business needs, to make them feel confident in investing within the District.

National policy places a duty on local planning authorities to achieve delivery of a wide choice of high quality homes and to boost significantly the supply of housing. This is not just about making sure that the numbers of homes needed are provided, but that they are also of the right type, size and tenure. The Council, through the Local Plan, and the subsequent site specific planning decisions that it makes, will seek to support the delivery of a wide choice of high quality homes which create sustainable, inclusive and mixed communities. This is in line with the NPPF which says that, in order to achieve this, local planning authorities should:

- Plan for a mix of housing based on current and future demographic trends, market trends and the needs of different groups in the community (such as, but not limited to, families with children, older people, people with disabilities, service families and people wishing to build their own homes);
- Identify the size, type, tenure and range of housing that is required in particular locations, reflecting local demand; and
- Where they have identified that affordable housing is needed, set policies for meeting this need on site, unless off-site provision or a financial contribution of broadly equivalent value can be robustly justified (for example, to improve or make more effective use of the existing housing stock) and the agreed approach contributes to the objective of creating mixed and balanced communities. Such policies should be sufficiently flexible to take account of changing market conditions over time.

Self and Custom Build

Under the Self Build and Custom Housebuilding Act 2015, local authorities are required to hold a register of people who want to acquire serviced plots of land in their area for self and custom housebuilding. The Housing and Planning Act 2016 and subsequent Regulations have further strengthened the role and the requirements for local authorities, and require them to permission sufficient land suitable for self and custom building housing to meet the demand on their Self and Custom Build Register within three years.

The Council has received two allocations of funding from the Government, which it will be using to develop, promote and implement the requirements for self and custom build housing, as follows:

- **Community Housing Fund** – The Council has been allocated around £32,200 to support community-led housing developments. The Council is working in partnership with neighbouring East Herts, Uttlesford and Harlow Councils to pool the funding they have also received, making a total of just over £100,000, to take forward a joint project across the HMA.

The project will look at all aspects of community-led housing, including self and custom build and Community Land Trusts, to identify existing and new participants for these models of housing delivery. The research will include a series of events and will provide information to inform interested people about the potential for community-led schemes

- **Self and Custom Build Fund** - The Government has recognised that the requirements to implement self and custom build create a new burden on local authorities and has therefore made additional funding available. The Council is receiving around £96,000 over a 4-year between 2016/17 and 2019/20. The Council is therefore utilising this funding to appoint a new Affordable Housing Officer, for 3 years, to provide the required capacity to undertake this additional work – which will be reviewed towards the end of the 3-year period to assess the staffing resources required beyond this period.

Chapter 4

Strategic Housing Market Assessment

Purpose of a Strategic Housing Market Assessment (SHMA)

To have a clear understanding of the number and type of homes needed, the NPPF says that local planning authorities should prepare a Strategic Housing Market Assessment (SHMA). A SHMA is a technical and objective piece of analysis to help understand the likely future housing needs of an area. It should not be influenced by current physical or policy constraints, or the capacity that may or may not exist within an area to accommodate the homes needed. It provides the 'starting point' by which a local authority, or group of authorities, can understand the likely level and type of new homes that they should be seeking to provide through their Local Plans. This is known as the Objectively Assessed Housing Need (OAHN).

The Housing Market Area (HMA)

Government policy requires that a SHMA should assess housing need in an effective Housing Market Area (HMA). An HMA is '.... a geographical area defined by household demand and preferences for all types of housing, reflecting the key functional linkages between places where people live and work.'

HMAs are defined by considering a range of matters including dwelling prices, where people choose to move to, and travel to work patterns. In practice, this means that HMAs very often cross administrative boundaries, and local planning authorities are required to work with all the other authorities within their Housing Market Area, under the 'Duty to Co-operate', including, where appropriate, through the preparation of a joint SHMA.

Technical analysis of the data on the matters set out above has identified that the Epping Forest District sits within a Housing Market Area which also includes East Hertfordshire District, Harlow District and Uttlesford District. The four authorities, together with Essex County Council and Hertfordshire County Council, have a long history of joint working on strategic planning issues, not least on assessing housing need and planning for future growth. In response to the 'Duty to Co-operate', in October 2014 the councils in the HMA established the Co-operation for Sustainable Development Member Board (the "Co-Op Board") to take a strategic approach to the delivery of housing and economic needs across the area.

Role of the SHMA in setting a Local Plan Housing Target

It is important to recognise that the information from the SHMA should not be considered in isolation, as it forms part of a wider Local Plan evidence base to inform the development of housing and planning policies. The SHMA does not seek to determine rigid policy conclusions, but instead provides a key component of the evidence base required to develop a sound framework for the future planning of an area.

It is also important to recognise that the OAHN is not the Local Plan housing target. The OAHN is tested against a range of considerations to determine whether the OAHN can be accommodated within the HMA and within individual districts. This includes considering whether there is the physical capacity to accommodate the OAHN or whether to do so would cause harm which is contrary to the principles and policies of the NPPF. This further testing

is used to then establish what the Local Plan housing target should be. This is why the OAHN is often described as the 'starting point' to determining a Local Plan Housing Target.

The 2015 SHMA

The most recent comprehensive [West Essex/East Hertfordshire SHMA](#), produced by Opinion Research Services, was published in September 2015. It used a wide range of data, including the Office for National Statistics' Sub-National Population Projections (district-level), the Department for Communities and Local Government's Household Projections, the councils' own data on past housing completions, the councils' Housing Register data and the level of existing affordable housing stock.

The revised SHMA, having identified the extent of the geographic area to be assessed (the HMA), then undertook a detailed analysis of a range of information in order to establish an OAHN for both the HMA and for the individual local authorities within it.

The analysis led to the identification of the OAHN for both the HMA and for the individual local authorities within it. The SHMA also gives a breakdown of housing need by tenure and dwelling size/type, as shown in Table 4.1 It is important to recognise that the housing apportionment set out below for the Epping Forest District relates to the District as a whole, rather than being site specific. The mix of housing on individual sites will need to reflect the individual characteristics and location of each site, the existing housing stock in the area and viability. In addition, the Council would expect the affordable housing mix on individual sites to reflect the market housing mix (in terms of size of units), although local evidence may indicate that on some sites a different approach needs to be taken.

Table 4.1 - Market and affordable housing mix by local authority (SHMA, 2015)

OAHN 2011 - 2033		East Herts DC	Epping Forest DC	Harlow DC	Uttlesford DC	HMA Total
Market Flat	1 bed flat	710	430	170	140	1,400
	2+ bed flat	810	450	30	80	1,400
Market House	2 bed house	1,510	1,020	610	690	3,800
	3 bed house	5,640	4,090	1,690	4,290	15,700
	4 bed house	2,740	1,580	50	3,110	7,500
	5+ bed house	770	510	-	1,410	2,700
Market total *		12,200	8,100	2,500	9,700	32,500
Affordable Flat	1 bed flat	820	570	100	320	1,800
	2+ bed flat	470	450	550	330	1,800
Affordable House	2 bed house	1,210	710	940	850	3,700
	3 bed house	1,410	1,180	1,400	1,060	5,050
	4+ bed house	310	310	360	220	1,000
Affordable total *		4,200	3,200	3,400	2,800	13,600
Grand total *		16,400	11,300	5,900	12,500	46,100

* figures may not total due to rounding

The SHMA also gives a breakdown of the likely affordable housing need by tenure and dwelling size/type, as shown in Table 4.2 below.

Table 4.2 - Affordable housing breakdown by local authority (SHMA, 2015)

Affordable 2011 - 2033		East Herts DC	Epping Forest DC	Harlow DC	Uttlesford DC	HMA Total
Affordable Rent Flat	1 bed flat	720	520	90	290	1,600
	2+ bed flat	400	350	460	230	1,400
Affordable Rent House	2 bed house	1,020	550	790	580	2,900
	3 bed house	1,130	950	1,200	720	4,000
	4 bed house	270	280	320	180	1,000
Affordable rent total *		3,500	2,600	2,900	2,000	11,000
Intermediate Affordable Flat	1 bed flat	100	50	10	30	200
	2+ bed flat	70	100	90	100	400
Intermediate Affordable House	2 bed house	190	160	150	270	800
	3 bed house	280	230	200	340	1,000
	4+ bed house	40	30	40	40	100
Intermediate affordable total *		700	600	500	800	2,600
Grand total *		4,200	3,200	3,400	2,800	13,600

* figures may not total due to rounding

Emerging OAHN data 2016

Following the publication of the 2015 SHMA, the Office of National Statistics and Department for Communities and Local Government published updated population and household projections in July 2016. The West Essex/East Herts authorities commissioned consultants Opinion Research Services to undertake some checking of the Objectively Assessed Housing Need in the light of the new projections, which resulted in the “[Note on updating the Overall Housing Need based on 2014 based projections for West Essex and East Herts \(August 2016\)](#)”.

It is important to recognise that the “Update Note” does not represent a full SHMA refresh, but rather an initial assessment of the impact of the updated projections on OAHN. It does not contain any investigation of the figures in detail, or any breakdown by tenure and dwelling size/type. This will be done when the SHMA is next formally updated by the West Essex/East Herts authorities.

The assessment detailed in the Update Note has indicated that the Objectively Assessed Housing Need for the HMA may now likely be some 54,600 dwellings (rather than 46,100 as listed in Table 4.1). Table 4.3 shows the split of this between the four authorities.

Table 4.3 – OAHN comparison

	East Herts DC	Epping Forest DC	Harlow DC	Uttlesford DC	HMA Total
Indicative OAHN from the 'Note on updating the Overall Housing Need'	19,400	13,300	7,800	14,100	54,600
OAHN from the SHMA 2015	16,400	11,300	5,900	12,500	46,100

In light of this new information, the West Essex/East Herts authorities commissioned consultants AECOM to assess the potential to increase the level of housing to be delivered across the Housing Market Area. This demonstrated that the level of infrastructure and environmental constraints are such that to provide for the full OAHN based on the July 2016 figures would result in Local Plans which did not fully accord with other policies set out in the NPPF.

The assessment has, however, shown that the HMA has the potential to accommodate around 51,100 homes over the period 2011 - 2033. Further detail on this assessment can be found in the [Sustainability Appraisal of Strategic OAHN Spatial Options for the West Essex and East Herts Housing Market Area \(August 2016\)](#).

As a result of this joint work, in March 2017, the West Essex/East Herts authorities signed a [Memorandum of Understanding \(MoU\) on the Distribution of OAHN](#) up to 2033. Under the MoU, it is proposed that the OAHN will be apportioned in way set out in Table 4.4.

Table 4.4 – Proposed apportionment of OAHN within the MoU (March 2017)

Local authority	Net new dwellings 2011 - 2033
East Hertfordshire District Council	18,000
Epping Forest District Council	11,400
Harlow District Council	9,200
Uttlesford District Council	12,500
Total across the HMA	51,100
'...of which the area in and around Harlow* will provide'	16,100

* 'In and around Harlow' refers to Harlow town as well as around Harlow in adjoining districts

The figure of 11,400 net new dwellings was used within the Draft Local Plan 2016 consultation as the housing requirement for Epping Forest District for the period 2011 – 2033.

It should be noted that the Government's Housing White Paper, [Fixing our broken housing market](#), has indicated that the Government will be preparing a standardised methodology for the calculation of OAHN. When this is published, the four authorities in the HMA will update the SHMA.

Chapter 5

Affordable Housing

Aim

To maximise and increase the amount of good quality affordable housing in the District, in the form of affordable rented housing and low cost home ownership, to meet the assessed level of need for affordable homes.

Objectives

- a) Work with housing associations and developers to increase the number of affordable homes within the District;
- b) On developments which provide for 11 or more homes (or on land in excess of 1,000sqm gross floor space), seek a minimum of 40% of the homes as affordable housing through the use of agreements under Section 106 of the Town and Country Planning Act 1990, with the affordable housing mix on such sites reflecting the private housing mix;
- c) In exceptional circumstances, where the Council considers that the provision of on-site affordable housing provision would be inappropriate, seek the off-site provision of affordable housing, equivalent to at least 40% of the combined total number of properties developed on-site and off-site, or the provision of a financial contribution equivalent to the amount of subsidy the developer would have needed to contribute to the affordable housing, if it was provided on-site;
- d) Generally, for developments with more than 25 affordable homes, seek up to 25% of the total affordable housing as shared ownership homes (not as "starter homes"), to assist first time buyers to gain access to home ownership and to meet the National Planning Policy Framework's requirement for the provision of affordable home ownership properties;
- e) In order for shared ownership homes to be affordable to as many people as possible, ensure that:
 - Initial equity sales to individual applicants for shared ownership properties are no less than 20% and no more than 75% of the open market value of the property;
 - For development appraisals undertaken by housing associations for the purchase or development of affordable housing, the assumption used for the average initial equity shares to be sold to applicants across all of the shared ownership properties on the development is no more than 35%, and is reflected in offers made to landowners and developers;
 - Shared owners are able to purchase additional equity shares (staircase) up to full 100% ownership, except for rural housing schemes for which a maximum of 80% equity can be purchased under current Homes and Communities Agency policy; and
 - The initial rent charged for the equity retained by the housing association is equivalent to no

- more than 2% of the value of the unsold equity per annum, with subsequent rent increases determined in accordance with the relevant housing association's rent setting policy;
- f) Seek to ensure that housing associations and other housing providers charge affordable rents at no more than the level of the relevant Local Housing Allowance for the locality;
 - g) Ensure that developers comply with the Council's latest [Guidance Note to Planning Applicants on the Submission of Viability and Financial Appraisals for Affordable Housing](#) and robustly assess and validate Viability Appraisals submitted for developments where developers assert that it is not possible to meet the Council's affordable housing requirements, in order to ensure that as much affordable housing is obtained as viably possible;
 - h) Work with parish councils to increase the amount of affordable housing in rural areas, by granting planning permission for small scale affordable housing schemes on appropriate sites within the Green Belt, adjacent to rural settlements, as an exception to normal planning policy, where there is a demonstrable local housing need.
 - i) Through the Council's Scheme of Preferred Housing Association Partners, encourage partnerships with housing associations already operating within the District, rather than with new housing associations.
 - j) Seek to ensure that all new affordable homes meet or exceed the minimum internal space standards of the Government's Nationally Described Space Standards.

Key issues

Affordable housing need

Chapter 4 explains and summarises the latest [Strategic Housing Market Assessment \(SHMA\)](#), which was undertaken in 2015. The SHMA identified that a total of 3,220 new affordable homes are required to be provided in the District over the 22-year period between 2011 and 2033. The assessed need for the Epping Forest District by tenure, property type and size is as follows:

Table 5.1 – Assessed housing need

Tenure	Type	Size	Numbers			%
Affordable Rent	Flats	1 Bed	520	870	2,650	83%
		2 Bed +	350			
	Houses	2 Bed	550	1780		
		3 Bed	950			
		4 Bed +	280			

Intermediate Housing	Flats	1 Bed	50	150	570	17%
		2 Bed +	100			
	Houses	2 Bed	160	420		
		3 Bed	230			
		4 Bed +	30			
			Total	3,220		

The above assessment equates to an average of 146 new affordable homes being required to be provided every year for the 22-year period of the Local Plan.

Recent affordable housing completions

Due to the small number of housing sites brought forward in recent years, resulting from the early achievement of the previous Structure Plan targets, there have been very low numbers of affordable homes provided in recent years, as shown in the table below:

Table 5.2 – Recent affordable homes completions

Tenure	2016/17	2015/16	2014/15	2013/14
Rented	0	21	26	4
Shared Ownership	0	19	43	5
Totals	0	40	69	9

Affordable housing pipeline

A further 14 developments have either detailed or outline planning permission and are either on-site or have not yet started. These developments will provide an additional 370 affordable homes, as follows:

Table 5.3 – Breakdown of affordable homes sites

Site	No. of Affordable Homes	Status (as at 1.6.17)
Knollys Nursery, Waltham Abbey	63	On site
Phase 2 - EFDC housebuilding sites	51	On site
Phase 3 – EFDC housebuilding sites	34	Soon to commence
Phase 1 - EFDC housebuilding sites	23	On site
Barnfield, Roydon	11	On site

Phases 4-6 EFDC housebuilding sites	58	Not yet started
Fyfield Research Park, Ongar	44	Not yet started
Hillhouse Independent Living Scheme, Waltham Abbey	24	Not yet started
Norton Heath Riding Centre, High Ongar	15	Not yet started
Pyrles Lane, Loughton	14	Outline P/P only
Stoneshot Farm, Waltham Abbey	10	Not yet started
Netherhouse Farm, Sewardstone	8	Not yet started
Happy Grow Garden Centre, Thornwood	8	Not yet started
Institute Road, Thornwood	6	Not yet started
Esperanza Nursery, Stapleford Abbots	1	Not yet started
Total	370	

Local Plan requirements

The Council's [adopted Local Plan 1998 \(as amended in 2006\)](#) seeks the provision of 40% affordable housing on housing developments in excess of 15 homes (or in excess of 0.5Ha) in urban areas and 50% on developments in excess of 10 homes (or in excess of 1,000sqm gross floor space) in rural areas.

Following the [Stage 1 District-wide Viability Assessment](#) undertaken by the Council's viability consultants, Dixon Searle, in 2015, the Draft Local Plan seeks the provision of 40% affordable housing on all developments of 11 homes or more (or in excess of 1,000sqm gross floor space).

The affordable housing provision is secured through the use of agreements under Section 106 of the Town and Country Planning Act 1990, with the affordable housing mix on such sites reflecting the private housing mix.

Off-site provision and developer contributions

Both the [Adopted Local Plan](#) and the [Draft Local Plan](#) make it clear that the Council will always seek the provision of affordable housing on large development sites, if at all possible. This is to ensure that there are sufficient affordable homes provided to meet the assessed affordable housing need. However, it is recognised that, in some exceptional circumstances, on-site provision may not be appropriate. In these cases, either off-site provision of affordable housing, or a financial contribution in lieu of the required affordable housing provision, may be agreed.

When off-site provision is agreed, the amount of affordable housing sought will be at least 40% of the combined number of properties on the large development and the off site

development. For example, on a development of 50 properties, the Council would seek 32 properties off-site (i.e. 40% of the original 50 market homes on the first site + 40% of the additional 32 homes on the second site – which happen to be all affordable homes).

When financial contributions are agreed, the Council will seek a contribution equivalent to the amount of subsidy the developer would have needed to contribute to the affordable housing, if it was provided on-site. The Council will then use this financial contribution to help fund an affordable housing development elsewhere in the District.

In such circumstances, the level of financial contribution needs to be assessed through the developer providing a detailed Financial Appraisal assessing the difference in anticipated property sales values, other income, construction costs and other costs (including a reasonable developer's profit) between a development with all the dwellings being provided as market housing and a development with the required affordable housing provision on site. The Financial Appraisal needs to be supported with appropriate and suitable evidence of the assessed income and costs.

The Council will then arrange for the Financial Appraisal to be reviewed in detail by the Council's affordable housing consultants, the cost of which is met by the developer. When the Council's consultants have all the required evidence and information, they will review the Appraisal and provide the Council with a detailed report on their findings, which will comment on each assumption and will advise the Council on whether or not they are of the view that the proposed financial contribution is appropriate and therefore acceptable.

Affordable housing tenure

In the Government's White Paper "[Fixing our broken housing market](#)" published in February 2017, the Government announced that it had decided not to implement its previous proposal to require local planning authorities to ensure that a minimum percentage of all affordable homes on development sites were provided as "starter homes". Instead, the Government said that it "intends to amend the [National Planning Policy Framework \(NPPF\)](#) to introduce a policy expectation that development sites of 11 homes or more deliver a minimum of 10% affordable home ownership units".

The Government's Starter Home Initiative is a mechanism to assist first time buyers between 23 and 40 years of age to purchase a new home with a discount of 20% off of the open market value, up to a maximum sale price of £250,000 outside of London. This can be compared to the more conventional shared ownership schemes, through which first time buyers can purchase as little as 20% equity initially, and pay an affordable rent to a housing association for the remaining equity. Over time, shared owners can purchase remaining tranches of equity (known as "staircasing") up to 100% (80% in rural areas).

Whilst the Starter Home Initiative has a number of benefits, the monthly costs to first time buyers are higher than for shared ownership. Shared ownership has proved to be a very successful, tried and tested form of affordable home ownership for first time buyers in the District for many years. Moreover, developers in Epping Forest have shown little interest in providing starter homes on new developments, especially as the District borders three London boroughs, where the maximum sale price for starter homes is much higher, at £450,000, with similar build-costs.

Therefore, generally, the Council expects developers to meet the Government's minimum 10% affordable home ownership requirement through the provision of shared ownership, and not starter homes.

As can be seen from Table 5.1 above, around 80% of the required affordable homes for the District are needed as affordable rented homes. These are defined by the Government as having rent levels up to 80% of market rents, including service charges. Therefore, based on an affordable housing target of 40%, if 80% of these were provided as affordable rented housing, 32% of all the properties on developments requiring affordable housing should be provided as affordable rented housing, with the remaining 8% provided as intermediate housing (e.g. shared ownership). However, this would be less than the 10% affordable home ownership expected to be required through the NPPF. Moreover, it is not considered viable to expect housing associations to market and sell small numbers of shared ownership properties (i.e. less than five homes).

Therefore, having regard to all of the above, the Council will generally require the tenure split for the affordable housing provision on developments comprising more than 25 homes to be 75% affordable rented homes and 25% shared ownership homes, with 100% affordable rented homes provided on developments with between 10 and 25 affordable homes.

It is essential to ensure that new shared ownership homes are provided at affordable levels and meet HCA requirements, in terms of both the amount of initial equity that is sold to applicants and the rent levels charged by housing associations for the retained equity. Therefore, the Council will include requirements within Section 106 Agreements relating to the provision of shared ownership homes that meet Objective (e) set out at the commencement of this chapter.

Rent levels for affordable rented housing

In an area with high property prices, such as the Epping Forest District, it is usually the case that affordable rent levels at 80% of market rents (including service charges) would be higher than the relevant Local Housing Allowance (LHA) for the area.

The LHA is the maximum amount of rent for which housing benefit can generally be received. If a rent is higher than the LHA level, and the tenant is in receipt of housing benefit, the tenant would have to meet the difference in rent above the LHA level, which is not usually sustainable. LHA levels differ across the District, depending on the Broad Rental Market Area (BRMA) in which properties are located. There are three BRMAs in the District.

For this reason, the Council will work closely with its Preferred Housing Association Partners and other housing associations to ensure that, through the use of Section 106 Planning Agreements, the rents charged by housing associations (and the Council) are no higher than the relevant LHA for the BRMA.

Viability

The Council's Draft [Local Plan 2016](#) reflects the NPPF's requirements that, if it would be unviable for a development to fully comply with the Council's affordable housing policies and requirements, the Council would accept either a lower amount of affordable housing and/or a different tenure mix - subject to the applicant providing a detailed Viability Appraisal, with adequate and appropriate supporting evidence.

The Council has produced a ["Guidance Note to Planning Applicants on the Submission of Viability and Financial Appraisals for Affordable Housing"](#) to:

- Provide applicants with greater clarity and guidance on the application of planning policy;

- Inform applicants of the Council's approach to assessing and validating Viability/Finance Appraisals; and
- Help minimise delays in determining planning applications.

The Guidance explains national planning policies and the Council's key local planning policies relating to affordable housing and viability and sets out the Council's requirements for the submission of Viability Appraisals where the developer is of the view that it would be unviable for a development to provide the expected amount and/or tenure of affordable housing.

In such circumstances, the Council will arrange for the Viability Appraisal to be reviewed in detail by the Council's affordable housing consultants, the cost of which is met by the developer. When the Council's consultants have all the required evidence and information, they will review the Appraisal and provide the Council with a detailed report on their findings, which will comment on each assumption and will advise the Council on whether or not they are of the view that the Appraisal can be validated as being acceptable and sound and will identify any areas where individual assumptions or evidence cannot be validated or supported.

Where affordable housing proposals from developers are not considered sufficient or acceptable, it is likely that the Council will refuse planning permission.

Rural housing and rural exception sites

The lack of affordable housing in villages is likely to have a greater effect on the village community and local residents than in urban areas. The opportunities for increasing the amount of affordable housing are also generally less than in urban areas. This is because less suitable sites for development usually become available in rural areas, mainly because of the importance the Council places on protecting the Metropolitan Green Belt, which means that local residents are more likely to have to move away from their local area than residents in larger areas.

This is recognised by both the Council's [adopted Local Plan 1998 \(as amended in 2016\)](#) and the [Draft Local Plan](#), which include a "rural planning exceptions policy", whereby planning permission may be granted on sites that provide all (or nearly all) affordable housing, for which planning applications for market housing would be refused.

However, certain conditions must be met, including that the development must be:

- In smaller settlements that have a recognisable community, distinct and separate from the metropolitan area;
- Small scale;
- In response to a demonstrable local housing need (identified through a rural housing survey);
- Supported by the Parish Council;
- Well-related to the existing settlement; and
- Providing the majority of housing as affordable homes in perpetuity, with only small amounts of market housing provided in exceptional circumstances - where it can be proved, through a Viability Appraisal (submitted in accordance with the Council's latest [Guidance Note to Planning Applicants on the Submission of Viability and Financial](#)

[Appraisals for Affordable Housing](#) that a wholly affordable housing development would be unviable.

In order to ensure that these rural affordable housing schemes only provide accommodation for local residents, applicants must be:

- Long-established local residents (i.e. those who have lived in the village for at least 5 of the preceding 10 years) requiring separate accommodation;
- Immediate family dependents of long-established local residents;
- Former long-established residents; or
- Living elsewhere, who cannot otherwise take up, or continue to, work in the village.

To date, four rural housing schemes have been provided under the rural planning exceptions policy providing a total of 26 affordable homes, namely: Manns Yard, Willingale; Houchin Drive, Fyfield; Harlow Rd, Matching Tye and School Lane, Abbess Roding.

The Council has selected Hastoe Housing Association to be its Preferred Rural Housing Association Partner, which is working with a number of parish councils to help assess their local housing needs and to provide more rural housing schemes.

Preferred Housing Association Partners and the Epping Forest Strategic Housing Partnership

For a number of years, the Council has operated a Scheme of Preferred Housing Association Partners, through which it currently has four Preferred Partners with whom the Council works in partnership to undertake all affordable housing developments in the District. This is for three main reasons:

- The Preferred Partners have a good understanding of the housing needs of the District and work closely with the Council through regular briefings, meetings and discussions;
- The Council wants to support the Preferred Partners to build up their management base within the District; and
- The Council can work with the Preferred Partners to ensure that they meet the Council's expectations and requirements in terms of, for example, viability, governance, the quality of new developments and their housing management.

The Council has therefore formed the Epping Forest Strategic Housing Partnership, which comprises representatives from the four Preferred Partners and senior Council housing officers. The Council's current Preferred Housing Association Partners are:

- B3Living
- East Thames
- Hastoe (rural specialist)
- Moat

Developers intending to undertake new developments that include any affordable housing are encouraged to seek tenders from each of the Preferred Housing Association Partners, to ensure that they obtain the most competitive price. The Council will only support bids for grant funding to the Homes and Communities Agency from its Preferred Housing Association Partners, and it is a standard requirement in the Council's Section 106 Planning

Agreements with developers that the affordable housing must be provided by one of the Council's Preferred Partners.

In preparation for the increased amounts of affordable housing developments that will be brought forward as part of the proposed site allocations in the Council's [Draft Local Plan](#), including the proposed strategic sites around Harlow, the Council will shortly be selecting at least a further two Preferred Housing Association Partners that meet the Council's criteria and needs in the near future.

Internal space standards

The Council's [Draft Local Plan 2016](#) requires all new homes, including all affordable homes, to meet the minimum gross internal floor areas and storage set out in the Government's [Technical housing standards – nationally described space standard \(March 2015\)](#). These are shown in the table below:

Table 5.4 – DCLG's Space Standards

DCLG's Nationally Described Space Standards Minimum Gross Internal Floor Areas and Storage (m ²)					
No. of bedrooms	No. of bed spaces	1 storey dwellings	2 storey dwellings	3 storey dwellings	Built-in storage
1	1p	39 (37')			1.0
	2p	50	58		1.5
2	3p	61	70		2.0
	4p	70	79		
3	4p	74	84	90	2.5
	5p	86	93	99	
	6p	95	102	108	
4	5p	90	97	103	3.0
	6p	99	106	112	
	7p	108	115	121	
	8p	117	124	130	

(*) Where a 1 bedroom (1 person bed space) has a shower room instead of a bathroom, the floor area may be reduced from 39m² to 37m², as shown bracketed.

Key partners

- [Homes and Communities Agency](#)
- [Preferred Housing Association Partners](#)
- [Developers](#)
- [Parish and town councils](#)

Chapter 6

The Council's Housebuilding Programme

Aim

To increase the Council's housing stock through the construction of new well-designed affordable rented homes on the Council's land and the purchase of good quality affordable rented housing from private developers.

Objectives

- a) Develop good quality new affordable rented homes on Council-owned land that meet the Council's Housing Design Standards and help meet the need for affordable rented homes within the District, funded from the following sources:
 - "One-for-one replacement" Right to Buy capital receipts;
 - Section 106 Planning Agreement contributions from developers in lieu of on-site affordable housing provision;
 - Funding from the Homes and Communities Agency (where possible);
 - The Housing Revenue Account (HRA);
 - Loans from the Public Works Loan Board (PWLb) (when required);
 - Any other external sources of funding that may be identified or secured from time to time; and/or
 - Cross-subsidy from the sale of other development sites (if necessary);
- b) Maximise the use of "one-for-one replacement" Right to Buy capital receipts within the required timescales and minimise the amount of receipts that have to be passed to the Government;
- c) Seek and deliver appropriate opportunities to purchase new affordable rented housing from developers, at a subsidised price, through Section 106 Planning Agreements; and
- d) Charge affordable rents, up to the relevant Local Housing Allowance for the area, for all new homes that are built or acquired by the Council.

Key issues

Background

The Council has made a policy decision to undertake a modest Housebuilding Programme, to build new affordable rented homes on Council-owned land, predominantly difficult to let garage sites (with more than 20% of the garages vacant and with no waiting list), and to purchase affordable rented housing from developers, at a subsidised price, through Section 106 Planning Agreements.

Since the Council had not built any general needs housing since 1985, kick-starting a major development programme without the resource and skills in place was a big challenge. Therefore, through a competitive procurement process, the Council has appointed a

Development Agent (East Thames) to oversee the development process - from the undertaking of initial development and financial appraisals, through to detailed design, planning submissions, procurement of contractors and supervision of the works. The Council has adopted East Thames' Design Standards for its new homes, with some amendments, and has produced a [Development Strategy](#) that sets out the Council's approach to its Housebuilding Programme.

The "client" role of the development process is undertaken by the Council's small Housing Development Team; the Housebuilding Programme is overseen by the Council Housebuilding Cabinet Committee, comprising a number of members of the Council's Cabinet.

In March 2017, the Council reviewed the resources available to the Council and identified that there are sufficient resources to continue to fund the Council Housebuilding Programme for the foreseeable future, especially whilst 30% of the costs can be funded from "one-for-one replacement" Right to Buy capital receipts. Additional borrowing would be required, although the review confirmed that such additional loans could be repaid within a reasonable period.

Site identification

With around 92% of the District falling within the Metropolitan Green Belt, and with limited suitable land owned by the Council, the Council initially identified a portfolio of 65 garage sites that were designated as 'difficult to let', that may have development potential. These "brownfield" sites are all located in existing Council estates. However, the sites are generally small areas of land with narrow access points, along with a mix of other legal risks associated with access and legal rights of way. By contrast, these new homes will improve the existing environment, reduce anti-social behaviour and contribute towards the revitalisation of existing communities.

Viability of sites

A Financial Appraisal is undertaken on each site to determine whether the development is viable. This is based on a 30-year payback period, and each scheme must produce a positive Net Present Value over the same 30-years. Where the pay-back period is in excess of 30 years, some form of subsidy is required. Any sites found to be unsuitable for development are considered by the Cabinet Committee for alternative uses (such as creating off-street parking, or disposal on the open market).

Development Programme

Following assessment of each of these sites, planning applications were submitted for 56 sites considered to have development potential. Table 6.1 sets out the current position with the planning applications for these sites (as at June 2017).

Table 6.1 – Outcome of planning applications (as at 1st June 2017)

Status	No. of Sites	No. of Homes
Sites that have received planning permission	37	166
Sites where planning applications are pending	4	34
Sites where planning permission has been refused	14	36

Totals	56	229
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Following the receipt of planning permissions to date, the Council Housebuilding Programme provided in Table 6.2 has been formulated.

Table 6.2 – Council Housebuilding Programme

Phase	Location(s)	No. of Homes	Status (as at 1.6.17)
1	Waltham Abbey	23	On site
2	Loughton	51	On site
3	Epping, Coopersale, North Weald, Ongar	34	Soon to commence
4	Loughton	31(*)	To be procured
5	Buckhurst Hill, Ongar, High Ongar	13(*)	To be procured
6	Waltham Abbey	14(*)	To be procured
Totals		166	

(*) Additional homes are expected to be included, once planning applications have been determined

Section 106 planning agreement sites

The Council has already agreed to purchase from a developer the 8 affordable rented homes required under a Section 106 Planning Agreement, at Barnfield, Roydon.

Since such homes that are subject to Planning Agreements are required to be sold at a discount, do not require any Council-owned land and do not require significant Council staff resources to develop, subject to sufficient funding being available, the Council will continue to consider such opportunities as they arise, which will usually have to be in competition with the Council's Preferred Housing Association Partners.

Funding

The Council has agreed that the Housebuilding Programme will be self-funded, without any financial support from the General Fund. The principle funding streams are as follows:

- **Capital receipts from Right to Buy sales** (referred to as 1-4-1 receipts) - The use of 1-4-1 receipts is limited to funding up to 30% of the cost of a replacement home, and is time limited to three years from receipt. Failure to use the 1-4-1 receipts within three years results in them having to be returned to the Government, with interest;
- **S106 Agreement contributions from developers in lieu of on-site affordable housing provision** - These are one-off payments from private developments where the inclusion of affordable housing has been considered to be inappropriate. The Council has agreed that all such financial contributions should be used to help fund its Housebuilding Programme. Although the Council can agree the trigger point for payment of the S106 contribution, the timing of the cash flow cannot be relied upon as the Council cannot control when the developments start on site;

- [Loans from the Public Works Loans Board \(PWLB\)](#) - The Council already has significant loans from the PWLB, some of which are able to fund the Housebuilding Programme, but additional loans will be required in the future.
- [The Council's own housing \(HRA\) balances](#). Rents from its existing Council properties are able to be used to help fund the Programme.

Affordable Rent Policy

The Council has adopted an Affordable Rent Policy, which determines the rent level to be charged for properties built or acquired under the Housebuilding Programme, which is the lower of:

- 80% of market rents for the location; or
- The Local Housing Allowance within the Broad Market Rental Area in which the property is situated.

The Broad Market Rental Area (BRMA) in which the property is situated is set by the Rent Officer Service, based on the 30th percentile of market rents in the BMRA (although, due to annual freezes in LHA levels, they are now based on less than the 30th percentile of market rents in reality). The Epping Forest has 3 BMRAs. The Local Housing Allowance (LHA) is the maximum amount that can be paid to a tenant in housing benefit. Therefore, any difference between the actual rent and the LHA must be paid by the tenant themselves.

Contractors

Generally, contractors are procured through the use of East Thames' EU-compliant Contractors Framework. Generally, design and build contracts are utilised but, for Phase 3, the Council has adopted an alternative procurement strategy that breaks down the eight sites into seven separate contracts, with a mixture of design & build and traditional fully-designed contracts. This was primarily to overcome the lack of interest from many developers for multi-site contracts, due to the complications and difficulties of contractors managing dispersed sites.

Key partners

- [East Thames and their consultants](#)
- [Contractors](#)
- [Public Works Loan Board](#)
- [Parish and town councils](#)

Chapter 7

Homelessness

Aim

To prevent homelessness and to respond to homelessness applications in accordance with statutory requirements, efficiently, effectively and fairly, helping homeless people to secure appropriate accommodation and keeping the use of bed and breakfast accommodation to a minimum.

Objectives

- a) Prevent homelessness wherever possible and provide appropriate advice and assistance to homeless and potentially homeless people;
- b) Carry out the Council's statutory duties and investigate homelessness applications thoroughly and fairly;
- c) Ensure that adverse homelessness decisions are reviewed, when requested, within statutory time limits;
- d) Continue to provide hostel accommodation and effectively manage the Council's hostel for the benefit of homeless people;
- e) Continue to work closely with Epping Forest Housing Aid to secure rent deposit guarantees;
- f) Provide rental loans and landlord deposits to enable homeless people to access accommodation in the private rented sector;
- g) Continue to work with Safer Places to enable victims subjected to domestic abuse to be accommodated in safe and secure accommodation and, for those who wish to do so, to stay safely in their own homes;
- h) Seek to minimise the numbers of homeless households that are in temporary accommodation at any one time;
- i) Continually explore alternative and innovative options for the provision of temporary accommodation, in order to minimise the use of bed and breakfast (B&B) accommodation, and seek to ensure that only single people are accommodated in B&B;
- j) Review the Council's Homelessness Strategy every three years;

Key issues

Background

Under the Housing Act 1996 (as amended) and the Homelessness Reduction Act 2017, the Council has a statutory duty to prevent, investigate and respond to homelessness applications. When investigating applications and considering its response, the Council must consider whether or not an applicant:

- Is homeless and eligible for assistance;
- Has a priority need;
- Is homeless intentionally; and
- Has a local connection with the District.

Depending on the outcome of these investigations, the Council's duties in response range from having a "full duty" to provide or secure permanent accommodation through to only providing advice and assistance.

The focus of the Council's work will continue to be to prevent homelessness occurring in the first instance and assisting applicants to find alternative accommodation themselves before their homelessness occurring, rather than providing Council housing itself or making a nomination to a housing association.

The Council produces a detailed [Homelessness Strategy](#) every 3 years, the last one covering the period 2015-2018.

Homelessness Prevention Team

The Council has a Homelessness Prevention Team, providing homelessness advice and assistance to people presenting themselves as being homeless or threatened with homelessness. The Team work with applicants to consider all the options available which could prevent the household from becoming homeless before they make a formal homelessness application.

Homelessness Prevention Officers provide a comprehensive service with a range of initiatives at their disposal to assist them with resolving the housing difficulties of clients they are seeking to serve. However, when the Homelessness Reduction Act 2017 (see below) comes into force in 2018, additional duties and responsibilities will be placed upon the Team.

Table 7.1 shows the number of cases presented to the Homelessness Prevention Service over the last four years and the reasons. It should be noted that these figures do not take into account the many other enquiries made by the general public. The success of the Homelessness Prevention Service has had a direct impact on the homelessness acceptance rate, which otherwise would have been much higher.

Table 7.1 – Number of cases presented to the Homelessness Prevention Service

Prevention Action	2013/14	2014/15	2015/16	2016/17
Mediation	2	2	1	1
Reconciliation	8	3	4	2
Financial payments from homelessness prevention fund	3	2	1	1
Debt advice	3	4	2	1
Resolving housing benefit problem	13	6	9	7
Sanctuary scheme for victims of domestic violence	5	2	9	0

Crisis intervention	4	3	4	2
Negotiation to help someone remain in the private rented sector	17	7	3	8
Providing other assistance to enable someone to remain in private rented sector	28	30	64	27
Mortgage arrears	15	5	0	5
Other homelessness prevention measure, where work has commenced but there has been no further contact and resolution is unknown	228	268	279	237
Housed in hostel or HMO	6	1	2	5
Housed in private rented sector with landlord incentive scheme	91	66	71	48
Housed in private rented sector without landlord incentive scheme	53	80	57	53
Accommodation arranged with friends or relatives	39	30	24	37
Supported accommodation	22	29	34	12
Social housing management move	9	8	6	4
Social housing: Housing Register offer	41	45	37	31
Social housing: Housing Association direct offer	10	13	13	2
Low cost home ownership scheme	1	1	1	0
Other homelessness relieved	9	4	4	14
Total cases prevented	613	615	625	497

Reasons for homelessness

There are a number of reasons why people become homeless. Table 7.3 sets out the reasons for households in Epping Forest becoming homeless over the past four years. As can be seen, one of the most common reasons for homelessness is the loss of privately rented accommodation.

Table 7.3 – Reasons for homelessness

Reason for acceptance	2013/14	2014/15	2015/16	2016/17
Parents not willing to accommodate	16	8	13	9
Other relatives not willing to accommodate	2	6	2	0
Non-violent relationship breakdown	1	3	4	2

Violent breakdown of relationship (partner)	4	6	6	8
Violent relationship breakdown (involving associated person, such as a relative)	0	0	2	1
Racially motivated violence	0	0	0	0
Other forms of violence	1	0	2	0
Racially motivated harassment	0	0	0	0
Other forms of harassment	0	0	0	0
Mortgage arrears	3	0	1	0
Local authority rent arrears	2	0	0	0
Housing Association rent arrears	0	1	2	0
Private rented rent arrears	4	6	9	6
Termination of assured short-hold private sector tenancy	25	11	17	11
Reason other than termination of assured short hold tenancy, such as tied accommodation	5	7	12	16
Leaving asylum accommodation	0	1	0	1
Leaving prison / remand	0	0	0	0
Left hospital	1	0	0	0
Left other institution or Care	0	1	0	0
Leaving armed forces home	0	0	0	0
Other reason	1	2	1	2
Total	65	52	71	56

Categories of homeless applicants in Priority Need

Table 7.4 below provides an analysis of the applicants found to be in priority need, unintentionally homeless and owed a full homelessness duty. As can be seen, households with dependent children (including the violent breakdown of a relationship with their partner) represent the highest number of acceptances in each of the last four years.

Table 7.4 – Analysis of homeless applicants

Priority need category	2013/14	2014/15	2015/16	2016/17
Applicant homeless because of fire, flood, storm or similar disaster	0	1	0	0
Applicants with dependent children (including violent breakdown of relationship with partner)	50	37	55	40
Applicants in priority need because of pregnancy but no other children	3	0	0	0
Applicants aged 16-17 years	1	0	0	1
Applicants formerly in care and aged 18-20 years	1	1	0	0
Applicants vulnerable due to old age	3	1	1	1
Applicants vulnerable because of physical disability	0	6	6	5
Applicants vulnerable because of mental illness or disability	6	5	7	6
Applicants vulnerable due to alcohol dependency	0	0	0	0
Applicants who were former asylum seekers	0	1	0	1
Vulnerable for other special reason	0	0	0	0
Applicant vulnerable having been in custody or remand	0	0	0	0
Applicants vulnerable for formerly being in care	0	0	0	0
Applicants with care and support needs having served in HM Forces	0	0	0	0
Applicants (with no children) vulnerable on account of violence including domestic violence	1	0	2	2
Total applicants accepted for a priority need	65	52	71	56

Homelessness Reduction Act 2017

The Homelessness Reduction Act 2017 received Royal Assent in April 2017 and places considerable additional duties on local authorities nationally to prevent and reduce homelessness. The provisions are expected to be introduced from April 2018, following the production of a new Homelessness Code of Guidance by the Government to take account of the new Act.

The Government has recognised that the provisions in the Act will make a significant call on the resources of local authorities and has said that it will provide financial support to help meet the additional burdens of the new duties. The main additional duties are (in summary) as follows:

- The period that a person can be considered to be threatened with homelessness (when the Council's new duties start) is extended from 28 days to 56 days;

- An applicant seeking homelessness support is to be automatically judged to be homeless once the period specified in a Section 21 Notice expires (which is the standard notice period provided by private landlords to tenants and is recognised as the single biggest cause of homelessness), preventing councils advising applicants to remain in occupation beyond expiry;
- An assessment of an applicant's case must be undertaken, which must be provided to the applicant with a personal housing plan in order to provide effective support;
- Applicants have a right to a review of their assessment; and
- A requirement for local authorities to secure accommodation for at least 12 months for all applicants whom the authority is satisfied are eligible for assistance, regardless of priority need.

Homelessness funding

The Council currently receives two main sources of external funding to assist with the prevention and response to homelessness, with an expectation that a third source of funding will be introduced during 2017/18.

For a number of years, the Council has received annual homelessness prevention funding from the Government. The current funding is for around £110,000 per annum, until April 2020 when the funding will be reviewed. This funding is used to fund the costs of some of the Council's Homelessness Prevention Team.

In April 2017, the Government introduced its new Flexible Homelessness Support Grant to local authorities (replacing its former Temporary Management Grant) and has committed to provide £277,000 and £313,000 to the Council in 2017/18 and 2018/19 respectively to fund homelessness services. This replaces the Council's previous Temporary Management Grant of £60,000 per annum. In June 2017, the Council's Cabinet agreed the use of some of the grant and will give consideration to the use of the remaining grant later in 2017/18, once the effects, implications and costs of the Homelessness Reduction Act 2017 are better known.

The Government has already recognised that the Homelessness Reduction Act 2017 will place considerable additional duties and burdens on local authorities and, for this reason, has announced that it will provide additional financial support to local authorities to help meet the new duties. It is expected that further details will become available during 2017/18.

Avoiding bed and breakfast accommodation – increased temporary accommodation

The majority of homeless households with dependent children seeking assistance from the Council are, in the first instance, accommodated temporarily at the Council's Homeless Persons Hostels at Norway House, North Weald or at Hemnall House, Epping.

Due to the numbers of homeless households that the Council has to assist each year, it has been necessary for a number of years to temporarily accommodate some homeless people in bed and breakfast accommodation, until more permanent accommodation can be secured for them. The law says that councils should only place homeless households with dependent children in B&B accommodation in emergencies and, even then, for no more than 6 weeks. For this reason, the Council mainly uses B&B hotels to temporarily accommodate single people.

However, this form of accommodation is still avoided as much as possible since, not only is it not the most appropriate form of accommodation for homeless people (and often located outside the District), it is also costly to the Council to use. The net cost to the Council's General Fund of accommodating a single person in a B&B hotel is currently around £8,300 per year, which represents the Government penalty of reduced subsidy that the Council receives to meet the cost of providing housing benefit to residents for using B&B accommodation.

For these reasons, the Council is continually seeking new and innovative ways to increase the amount of alternative forms of temporary accommodation for homeless people.

Two recent initiatives are:

- [The proposed provision of temporary modular accommodation](#) (referred to as "pods") at Norway House, North Weald - to provide temporary accommodation for homeless households, at a lower cost than traditionally-built, permanent accommodation and than placing homeless households in bed and breakfast hotels.

A pilot scheme for 3 pods to accommodate 6 vulnerable single homeless people has been agreed, which is currently being procured. As a result of the saving in the housing benefit subsidy penalty and the income from the licence charges, the payback period for providing one pod is less than 4 years, since 30% of the capital costs will be funded from "one-for-one replacement" Right to Buy receipts.

- [The use of private rented accommodation at the Zinc Arts complex, Ongar to provide temporary accommodation](#) - the Council has agreed to use, for a trial period, 3 of the 25 units at the complex to accommodate homeless households who would otherwise be accommodated in B&B hotels. Under the agreement, the Council is providing "top-up funding" to the landlord of around £1,900 per annum per property. This is being funded from the Government's Flexible Homelessness Support Grant and represents the difference between the agreed rent levels and the relevant Local Housing Allowance (LHA) for the area. Not only is this a better form of temporary accommodation than B&B hotels, it also results in net saving to the Council's General Fund of around £6,400 per household per annum.

The success of the trial will be reviewed in due course.

Preventing homelessness initiatives

The Council has a number of initiatives in place to assist those who have either lost their home or are facing eviction. The main initiatives are set out below:

Epping Forest Housing Aid Scheme (EFHAS)

One of the difficulties that homeless and other housing applicants have in accessing the private rented sector (especially those in receipt of housing benefit) is to provide damage deposit guarantees in advance of occupation, which is routinely required by private landlords. Because of this, many homeless applicants have no alternative but to seek accommodation from the Council. If they are in a priority need category, the Council then has a legal duty to provide accommodation.

The EFHAS is a scheme for helping homeless people to access private rented accommodation by providing damage deposit guarantees to the landlords of the properties

the applicant wishes to rent. All the guarantees are covered by money held in EFHAS's bank account.

EFHA was set up as a charity in 1995 with financial support from the National Lottery Charities Board and grants of £31,500 from the Council. In addition, the Council has also agreed to underwrite up to £60,000 of damage deposit guarantees, in order to ensure that the guarantees do not over-commit EFHAS's available resources. Since the scheme has been introduced, the Council has not been called upon to pay out any of the underwritten guarantees.

Between 1995 and 2017 EFHA has helped over 350 homeless families move into the private-rented sector who, without this assistance, would otherwise have been unable to do so. Many of these families would have had to seek accommodation from the Council direct. Currently there are 72 guarantees in place, totalling around £57,000.

All referrals to the EFHAS are made by the Council through the Homelessness Prevention Team. Assistance can also be given to applicants who do not have sufficient furniture through the Furniture Re-use Scheme based in Epping.

Rental Loan Scheme

The Council's Rental Loan Scheme was set up in 2008 and complements the EFHAS scheme (referred to above) by providing applicants with a rental loan to meet the cost of the first month's rent in advance, and/or the required landlord's deposit, when securing accommodation in the private sector. Applicants are required to repay the loan on an interest-free basis over 36 months, thereby recycling the loan to enable others to benefit from the scheme in the future.

Families who are assisted with rental loans have their new accommodation inspected by the Council's Private Sector Housing Team to ensure they are suitable and free from any significant hazards.

Housing Association Leasing Direct (HALD)

The Council set up a Housing Association Leasing Direct (HALD) scheme with Genesis Housing Association in 2010. The Council has assisted 17 households to date in accessing accommodation under the scheme, through nominations made by the Homelessness Prevention Team, who would otherwise have been homeless. Those referred to the scheme must be eligible for full housing benefit in order to qualify for assistance, with the household being able to remain in the property for two years under an assured short-hold tenancy.

Private Lease Agreements Converting Empty Properties (PLACE) Scheme

The PLACE scheme has been set up by a consortium of seven councils, including this Council, following a successful bid for DCLG funding. The Scheme offers a capital grant to owners of long-term empty properties to renovate their property to a standard suitable for letting. In return, the owner is obliged to lease the property for three years to Genesis Housing Association and the accommodation is made available to families nominated by the Homelessness Prevention Team.

Parental exclusions – mediation

Young people can sometimes have volatile relationships with their parents and can be at risk of exclusion from their home. Essex County Council's Social Services, in partnership with the Council's Homelessness Prevention Team, undertake mediation in a number of cases each year through specialist homelessness youth workers to attempt to reconcile young people with their parents in order for them to remain at home.

Young Parent Scheme

Railway Meadow in Ongar is a supported housing scheme provided in partnership with Brentwood and Uttlesford Councils to support young parents in overcoming challenges during their pregnancy and the first year of their child's life. The scheme comprises 13 self-contained flats with a communal lounge, activity area, training kitchen and office. The accommodation is offered to young mothers, fathers and couples aged between 16 and 25 years of age. The support gives young people essential parenting and life skills to enable them to move on and live independent lives.

The scheme is owned and managed by East Thames and referrals are received from the Council, and Brentwood and Uttlesford Councils, with residents being re-housed by their host authority at the appropriate time. Epping Forest District Council has nomination rights to eight of the flats.

"Sanctuary" Scheme

The Council's "Sanctuary" Scheme assists victims of domestic abuse or Hate Crime on a tenure neutral basis. The scheme provides a safe room within the victim's home. A typical sanctuary room includes a fire door with mortice locks, smoke detectors, fire blanket and two fire extinguishers. The Council's Community Safety Team works in partnership with Essex Police, Essex Fire and Rescue and Safer Places on the provision of the schemes, with all referrals made through the Homelessness Prevention Team. There are currently five "active" sanctuary rooms installed which have prevented homelessness, with 16 Sanctuary schemes installed across the District since the scheme was first introduced.

Single Accommodation for Epping Forest (SAFE) Scheme

SAFE was set up in 1983 and is managed by NACRO Community Enterprises, a registered housing association and charity, which offers supported accommodation to single people.

The scheme works in partnership with Social Care's Divisional Based Intervention Team, the Essex Probation Service, the Youth Offending Team and Family Mosaic Support. The scheme helps resolve the housing difficulties of single people across the District who would otherwise become homeless. The Council originally provided SAFE with land free of charge for the first properties and SAFE now provides 37 bedspaces across the District.

The accommodation provides a mix of both shared and self-contained housing. On average, around 20 single young people are provided with accommodation each year.

The Council also provides move-on accommodation for some SAFE residents who are unable to access the private sector, through direct offers of Council accommodation. This enables a through-put of single people assisted by the Scheme.

Rough sleeping

Generally, the Council only identifies a very small number of rough sleepers within the District – mainly, due to the work of the Homelessness Prevention Team.

Following the cessation of a DCLG grant to assist local authorities to deal with rough sleeping, through an outreach service provided by St Mungo's Broadway (a homelessness charity), the Council has agreed to continue this work and fund a local outreach service for rough sleepers, and is currently identifying an appropriate organisation to arrange for support workers to visit rough sleepers, provide advice, arrange short-term night shelter accommodation and try to make arrangements for them to reconnect with any area with which they have an established connection.

Discretionary housing payments

Discretionary housing payments (DHPs) are paid to tenants in receipt of housing benefit who need additional help with their housing costs. Private sector tenants in particular, who have a change of circumstances (such as a loss of employment), may find that their contractual rent is higher than their housing benefit entitlement. DHPs can help such tenants meet the shortfall and prevent them going into arrears and subsequently becoming homeless. Payments are made over a short period until the tenant's circumstances improve or they obtain more affordable accommodation.

Key partners

- DCLG
- Essex Community Rehabilitation Company
- Essex Children's and Families Service
- Epping Forest Community Mental Health Team
- NACRO Community Enterprises
- East Thames
- Moat
- Epping Forest Housing Aid Scheme
- Relate
- Epping Forest Citizens Advice Bureau
- Safer Places

Chapter 8

Supported Housing for Older and other Vulnerable People

Aim

To help vulnerable people with special housing needs to live in homes suitable for their needs, with appropriate levels of support.

Objectives

- a) Work with other statutory and voluntary agencies to enable people with special housing needs to live in homes suitable for their needs, with appropriate levels of support;
- b) Ensure that supported housing and outreach support services of the right type are provided to those in most need at an economic cost;
- c) Encourage the provision of “lifetime homes” within all new developments;
- d) Undertake adaptations to Council properties to enable tenants with physical disabilities to remain in their existing homes;
- e) Deliver disabled facilities grants (DFGs) and discretionary Housing Assistance to assist older and vulnerable residents remain in their own homes;
- f) Ensure that the Council is aware of, and takes steps to meet the needs of, the ageing population in Epping Forest;
- g) Provide advice and support to older owner-occupiers needing to arrange repairs and improvements to their homes, including energy efficiency advice, through the Council’s CARE Agency;
- h) Ensure that accommodation at sheltered housing schemes meets modern standards, suitable for older people;
- i) Provide help to older people in their homes who need monitoring and emergency assistance, through the Council’s Careline Service; and
- j) Provide Handyperson Services for older people living in the District.

Key issues

Older people

Population forecasts by the Office for National Statistics suggest that the population of Epping Forest residents over 65 years of age will increase over future years. Findings of the West Essex and East Hertfordshire Strategic Housing Market Assessment (SHMA) show that just over 8% of the population of this region are aged 75 years or above. This suggests that increased housing support will be required to a larger number of older people.

Table 8.1 - Current and projected population of older people

Proportion of people aged 75+	Current	Projected (2033)
Epping Forest District (ONS, 2014)	9.2%	12.3%
West Essex and Herts region, SHMA (2011 Census)	8.0%	12.4%

Study into the impact of an ageing population in the Epping Forest District

In 2016, the Council undertook a major study into the [Impact of an Ageing Population in the Epping Forest District](#). National statistics estimate that between 2015 and 2020, over a period when the general population is expected to rise by 3%, the numbers of people aged over 65 are expected to increase by 12%; the numbers aged over 85 by 18%; and the number of centenarians by 40%. This will impact on every community across the UK but, in particular, those areas already starting from an elderly demographic baseline.

The Epping Forest District falls within this category, with over 25,000 people aged 65 and older already living within the District and an additional 27,000 people aged over 50 years. In order to help the Council understand the effects and impact of an ageing population on services within the district, a Key Action was included within the Council's Corporate Plan 2015–2020, for a study to be undertaken to assess potential needs of older people over the next 10 to 20 years. The following three key priorities were chosen for the study, as they relate to services provided by the Council and local partners and are key contributors to general wellbeing and quality of life:

- [Health and Wellbeing](#) - current and future physical, mental and emotional health and wellbeing;
- [Living in Epping Forest](#) – homes, services at home, services in the community, transport and accessibility and plans for future living; and
- [Communication](#) – current and future needs for receiving and sending information to the Council and partner organisations across the district.

The study included interviews with staff and councillors from across the Council, at all levels, to gain an understanding of the various issues relating to older people that are already being identified. The discussions covered issues from potential increases in the number of people requiring assisted waste collections to the impact on finance and benefit services.

Meetings were then held with a range of external partners at senior management levels, including Essex County Council's Public Health Team, the West Essex Clinical Commissioning Group, Voluntary Action Epping Forest, Age UK, British Red Cross (Community Agents), Alzheimer's Society and various other services from the voluntary (Third) sector.

Following the initial research, a series of focus groups and consultation workshops for older people were then held around the District, from all demographics, including people involved in high levels of physical activity and those leading more sedentary lifestyles.

One of the key focuses of the study was the levels of dementia in the District which, as can be seen from Table 8.2, is expected to increase significantly by 2025:

Table 8.2 – Forecast growth in people with dementia in Epping Forest and Essex

	2013	Projected (2025)	Growth
Epping Forest	1,855	2,553	37.6 %
Whole of Essex	20,302	29,304	44.3 %

The findings of the study confirmed that, to meet the needs of the current and future ageing and elderly population of the Epping Forest District, statutory organisations including the Council, Essex County Council, the NHS and third sector partners, need to be planning together - and 'for real' - to make best possible use of local resources. There is no room for duplication of services, or use of high-cost interventions, when there are initiatives that can produce the same results on a much smaller budget.

The study established, from discussions held with all of the older people interviewed, that most older people's aim is to try and remain in their own homes for as long as possible and that, when the time comes when they will be less mobile, they would much prefer to stay in their own homes and have adaptations and support provided to them in their existing homes. Most said that they would only seek to live in residential care homes, or even move to smaller accommodation, if they had exhausted all options for living in their existing home.

Retaining independence was highlighted as the most important aspect of their lives, followed by living near friends and/or family. Even in cases where one member of a couple has dementia or other impairment, their partners wish to keep the person in their own home for as long as they can. However, it was acknowledged that this was not always possible without support from local services and the expectation was that there would be a need for these to be gradually expanded to cope with future demands.

A detailed report on the Study was produced, which provided an overview of the work undertaken, the findings and a series of recommendations. A Key Action Plan was then formulated, comprising 32 separate actions to be undertaken by a range of local organisations, including the Council. Progress with the Key Action Plan is monitored by the Council's Communities Select Committee every 6 months.

The Local Plan and "lifetime homes"

It is important that a proportion of new homes provided in the District can, through the design of those homes, provide for the needs of people with, or who may develop, accessibility needs. This reflects the evidence set out in the latest [Strategic Housing Market Assessment](#), referred to in Chapter 4, that there is an existing need for accessible housing in the District, which will continue, taking into account the ageing profile of the District's population over the period of the Local Plan. Improving housing standards to strengthen local communities and reduce the need for residential care by enabling vulnerable people to remain in their homes, or be able to have the choice to be able to move into a new home, is an important part of improving the overall housing mix within the District.

Consequently, the Council's preferred approach, set out in its [Draft Local Plan](#) is that all new homes should be built to Category 2 (Accessible and Adaptable Homes) Building Regulation Standards (previously referred to as "lifetime home" standards).

The needs of those with accessibility difficulties, including older people, can be supported by bungalow accommodation. However, recent information contained in the Council's Annual Monitoring Report shows that there has been a gradual erosion of the District's existing stock of bungalows. The Council therefore considers that bungalows can play an important

role, because of their potential ease of adaptation – meaning that they can provide choice for people with accessibility needs, including the current and future needs of older people.

Draft Policies H 1 and H 2 of the [Draft Local Plan](#) (Housing Mix & Accommodation Types and Affordable Housing) therefore include provisions for enabling disabled and older people to remain in their own home for as long as possible through only permitting developments that:

- Provide a mix of market and affordable housing that include a range of house types and sizes to address local requirements, including for ‘down-sizing’;
- Provide for all new homes to be accessible and adaptable as defined by the Building Regulations in effect at the time of the application; and
- Supporting proposals for housing specifically designed to meet the identified needs of people with support needs (including older people), requiring specialist accommodation, where:
 - They meet a proven identified need;
 - The location is appropriate in terms of access to facilities, services and public transport; and
 - They are of an appropriate design to accommodate the required amenities and support staff.

In addition, where there is evidence of an identified unmet need in the local area and the location is appropriate in terms of access to facilities, services and public transport, the [Draft Local Plan](#) requires larger scale new residential developments to incorporate specially designed housing/specialist accommodation for people with support needs (including older people) and for self/custom build schemes, with affordable housing being required to be provided on all such developments. The loss of bungalows will also be resisted, as they provide a supply of accessible accommodation.

Sheltered housing and independent living

There has been a shift in the housing needs of older people in recent years, away from accommodation-based support, such as sheltered accommodation, towards more floating support and the provision of telecare. Table 8.3 provides details of the different types of accommodation of older people, and their numbers, in the District:

Table 8.3 – Number of schemes providing supported accommodation

Type	Number of buildings	Number of properties
Sheltered housing	13	468
Schemes for frail older people	2	99
Residential accommodation	13	469
Nursing homes	4	260
Total	32	1,296

It is clear that rented sheltered accommodation and schemes for frail older people are far less popular amongst older people than in the past; often, Council sheltered accommodation is allocated to housing applicants with quite low levels of housing need, and some schemes

are difficult to let – whereas the housing need for general needs housing applicants continues to increase.

Many Council properties on housing estates that have previously been considered particularly suitable for older people, and therefore designated for older people, have had to be de-designated and let to younger people in recent years, due to a lack of demand. Therefore, there is no need to provide any more rented sheltered accommodation for older people in the District.

However, there is a need for additional rented and market independent living (or “extra care”) schemes in the District, as illustrated in Table 8.4, which is based on the latest data from Essex County Council:

Table 8.4 – Need and supply for independent living schemes in Epping Forest

Tenure	Identified Need	Existing Supply	In Development	Shortfall
Affordable Rented	84	40	24	20
Market Housing	143	0	36	107
Total	227	40	60	127

Review of the Council's sheltered housing assets

The Council has a number of sheltered housing schemes across the District, some of which are coming to the end of their operational life and will soon no longer be fit for purpose - unless significant investment is provided to bring them up to modern standards. For example, some schemes still provide bed-sit accommodation, which is no longer considered suitable for older people.

During 2017/18, the Council will be undertaking a review of its sheltered housing assets in order to determine the most appropriate approach for the future. This will include assessing the current standard, condition and lettable of, and need for, the Council's existing sheltered housing schemes and proposals for the future.

Review of the Council's Sheltered Housing Service

The Council currently provides a Sheltered Housing Service to all of its tenants in its sheltered housing schemes (who live in purpose-built accommodation and receive a daily visit from the Scheme Manager) and a reduced level of service to older people living in other designated accommodation for older people (comprising a bi-weekly, weekly or fortnightly visit from a Scheme Manager) for which charges are made.

However, there are increasing numbers of older people living in sheltered accommodation and other designated accommodation for older people who say that they do not wish to receive such an intensive support service; whilst there are other older people living in non-designated Council accommodation and private accommodation, including owner-occupiers, who are in need of this service and are willing to fund the cost.

The Council will therefore be undertaking a review of its Sheltered Housing Service in order to determine the most appropriate approach for the future. Under the Review, consideration will be given to having teams of Scheme Managers covering specified areas and visiting older people in sheltered housing schemes where the service is most needed. In addition,

the provision of a Supported Housing Service to older people living in other Council properties and the private sector will be explored.

Epping Forest Careline

The Council provides a Careline Service, which offers a 24 hour, 365 days per year, emergency alarm monitoring service to older and disabled people living within the District. The Service is also offered to other vulnerable groups, including victims of domestic violence and younger people with disabilities.

The Council's own sheltered housing schemes and other designated dwellings for older people on housing estates have a hard-wired system installed in their properties with a speech module mounted on the wall and a pull cord in each of the rooms. There are currently around 2,230 properties in the District linked to the centre in this way.

Around 1,380 of the connections are in private individuals' homes, which are connected via a dispersed alarm, which has an associated neck-worn radio trigger. A range of various sensors are offered, for example on-line smoke alarms and fall/flood detectors. The Council aims to install a basic dispersed alarm for any new private client when requested on an urgent basis within two working days of receiving the application. This timescale is regularly achieved.

Council representatives regularly give presentations to local groups and other agencies promoting the service. In addition, leaflets and posters are placed at the Council's information points, libraries, and Citizens Advice Bureaux. The service is advertised in the local press, and the Council's tenants' magazine "Housing News".

In the past, annual funding for the Careline Service was provided by Essex County Council. However, following continuous reductions in funding over a number of years, this funding was totally ceased in April 2017, resulting in the Service having to be fully-funded from charges made to users from this date. However, the County Council does contribute towards the cost of the initial provision of all telecare equipment and continues to meet the service user's Careline charge for the first 12 weeks, in order to encourage and demonstrate to users the benefits of receiving the Service.

The Careline Monitoring Service is currently provided by the Council itself. However, following a detailed review earlier in 2017, the Council's Cabinet agreed that it would be more cost effective and resilient in the long term if the Monitoring Service was outsourced to a larger third party provider. Following a competitive tender exercise, it is planned that the new third party provider will provide the service from late 2017. However, the Council will continue to take overall responsibility for its Careline Service, of which the Monitoring Service forms a part, including the installation of new equipment and updating residents' information.

Disabled adaptations to Council properties

The Council undertakes and funds adaptations to the homes of disabled and older Council tenants, based on assessments and recommendations from occupational therapists funded by Essex County Council's Adult Social Care Service, to enable them to stay in their own homes for as long as possible. Unlike disabled facilities grants (see below) the need for adaptations are not means-tested. Expensive adaptations are not provided if it would be more appropriate for the household to move to more suitable alternative accommodation

The Council spends around £400,000 per annum on major disabled adaptations and £25,000 per annum on minor adaptations.

In 2016/17, 125 minor adaptations (such as handrails and slopes) and 213 major adaptations (for example, installation of stair lifts and wet-rooms) were undertaken. On average, minor adaptations are generally undertaken within 2-3 weeks, with major adaptations undertaken within around 6-10 weeks.

Disabled facilities grants (DFGs)

The provision of disabled facilities grants (DFGs) is a statutory function of the Council. They are means-tested grants given to occupants of private and housing association properties for adaptation works to their home. In order to help meet the cost of providing them, local authorities receive an annual fund from the Government. Until 2014, this funding came direct from the DCLG but now comes by way of the Better Care Fund (BCF). This was £665,000 in 2016/17, which was around 85% more than the amount received the previous year (£360,000).

The legislation and rules governing the provision of DFGs are nationally determined. Applications are initiated by individual referrals made by Occupational Therapists funded by Essex County Council's Adult Social Care Service. This means that the number of applications received is essentially outside of the Council's control.

Demand has continued to increase year on year and balancing the funding with the level of demand has become more of a challenge since the introduction of the BCF, because of the wide variations in funding from year to year. This is in addition to the fact that the amount to be received is not generally announced until shortly before the beginning of the financial year, after the Council has already set its own budgets for the estimated amount that it must fund itself.

CARE Service (Caring and Repairing in Epping Forest)

CARE is the Council's Home Improvement Agency (HIA) service which is managed and run in-house by the Council. It helps people in need of care and support in the private housing sector, mainly those who are older and/or disabled, to live independently in the community for as long as they want to do so. The range of services provided by CARE includes:

- Housing related information, advice and practical support planning;
- Handyperson services;
- The organisation of modifications to home environments, from minor alterations to complex major disabled adaptations;
- Assistance with accessing benefits and obtaining funding for improvements; and
- Signposting to additional support services.

On average, CARE deal with around 900 enquiries each year. However, a large part of its work is the administration of the majority of disabled facilities grant (DFG) applications on behalf of qualifying residents, providing invaluable technical support and assistance.

Until April 2017, CARE was funded from a combination of fees to service users, funding from the Council and £51,000 from Essex County Council's (ECC) Housing Related Support budget. However, the County Council's funding was withdrawn from April 2017. Therefore, in order to be able to continue this valuable service, the Council agreed to replace the

County Council's funding with top-sliced funding from the Better Care Fund from 2017/18. For future years, the capital allocation for DFGs will be monitored on an ongoing basis to ensure the viability of this source of funding.

Handyperson services

All older people living in the District receive a free Handyperson Service, through which small household jobs are undertaken by professional tradesmen. Council tenants living in its sheltered accommodation receive the service through the Council's Housing Repairs Service, whilst other Council tenants and private occupiers receive the service through Voluntary Action Epping Forest (VAEF), which is also funded by the Council.

Internal Decorating Service for Council tenants

The Council provides an Internal Decorating Service for older or disabled Council tenants who need help with decorations. Normally this is the tenant's responsibility, but the Council decorates one room of choice every 5 years, free of charge, for people who are over 65 years of age, or receiving disability benefits, with a clear rent account, living in 1 or 2 bedroom properties.

Key partners

- Essex Police
- Essex Fire and Rescue Service
- West Essex Clinical Commissioning Group
- Essex County Council
- Voluntary Action Epping Forest
- Better Care Fund
- Private landlords
- Housing associations

Chapter 9

Gypsies and Travellers

Aim

To understand the housing needs of gypsies, travellers and travelling showpeople to ensure that an appropriate number of authorised sites are provided within the District, based on requirements.

Objectives

- a) Reduce the incidence of gypsies and travellers becoming homeless through eviction, without having alternative sites to move to;
- b) Improve living conditions on the sites, through setting and enforcing site licence conditions;
- c) Meet the assessed need for pitch provision and reduce unauthorised encampments; and
- d) Minimise the impact of gypsy and traveller sites on the countryside and the settled communities.

Key issues

Introduction

The Council is required to plan to meet the identified housing needs of gypsies and travellers which, for the purposes of this Housing Strategy, includes travelling showpeople. The provision of sites for gypsies and travellers is often a contentious issue. As legally recognised ethnic groups, Romany gypsies and Irish travellers are protected by equality legislation. This means that it is unlawful to treat them less favourably than other groups, including the provision of the opportunity to live in a decent home. It does not mean, however, that gypsies and travellers should receive any preferential treatment; they are subject to the same legal restrictions, including those under planning legislation, as the settled community.

As at November 2016, the District had a total of 40 permanently-authorised and 7 temporarily-authorised gypsy and traveller sites, totalling 127 pitches and 15 pitches respectively. Only one of the sites, in Stanford Rivers (16 pitches), is in the public sector, and is managed by Essex County Council. The rest are on privately-owned land. 31 of the permanently-authorised sites, and all of the temporarily-authorised, are in Roydon and Nazeing.

The provision of caravan and mobile home sites for gypsies and travellers, on land not previously used for this purpose, is subject to the need for planning permission. However, apart from some of the towns and larger villages, the Epping Forest District lies entirely within the Metropolitan Green Belt, which has meant that there is a lack of immediately suitable land on which sites can be provided. This is because gypsy and traveller sites are classed as 'inappropriate development' in the Green Belt by the National Planning Policy Framework (NPPF). This has, in part, resulted in a number of unauthorised encampments, some of which have been 'tolerated', with enforcement action being taken on others.

The Council has previously dealt with issues relating to travellers reactively, considering planning applications as they arise. In addition, the Council has a housing responsibility to provide suitable accommodation for travellers who report as homeless. The Council is currently seeking to allocate sites for traveller pitches and travelling showpeople yards in the new Local Plan to meet the identified need as set out in the Essex Gypsy and Traveller and Travelling Showpeople Accommodation Assessment (GTAA) July 2014 and 2016 update EFDC interim note. Consultation on the [Draft Local Plan](#) ended in December 2016, and includes provision to meet the need for 38 pitches to support the needs of the gypsy and traveller community and 1 yard to support the needs of travelling showpeople over the period of the Local Plan (2011-2033). In order to meet this need, the [Draft Local Plan](#) has allocated a number of sites - including provision within the strategic sites around Harlow and sites across the other settlements. In addition, the [Draft Local Plan](#) includes a policy to assess applications that may come forward on unallocated sites.

Gypsy and traveller accommodation – legislative requirements

The Housing Act 2004 requires local authorities to assess the needs of gypsies and travellers in the area and to develop strategies to meet the needs identified.

The Government's policy on sites for gypsies and travellers is set out in the Planning Policy for Traveller Sites (PPTS) 2015. This states that the Government's overarching aim is to ensure fair and equal treatment for travellers that facilitates their traditional and nomadic way of life, while respecting the interests of the settled community. The PPTS goes on to say that local authorities should 'make their own assessment of need for the purposes of planning' and advises that local authority local plans should:

- Identify (and update annually) specific deliverable sites to provide five years' supply against locally set targets;
- Identify a supply of specific developable sites, or broad locations of growth, for Years 6-10 and, where possible, Years 11-15 of the plan;
- Consider joint development plans on a cross-authority basis, to provide more flexibility on identifying sites;
- Relate the number of pitches to the circumstances of the specific size and location of the site and the surrounding population's density; and
- Protect local amenity and environment.

Gypsy and Traveller Accommodation Assessment (GTAA)

In order to make the assessment required by the PPTS, the Essex Planning Officers Association commissioned Opinion Research Services (ORS) to carry out a [Gypsy and Traveller Accommodation Assessment](#) (GTAA) on behalf of Essex local authorities. Their report, published in July 2014, revised and updated a previous GTAA that had been carried out in 2008. However, in August 2015, after the GTAA had been published, the Government changed the definition of 'traveller' in the PPTS to exclude gypsies and travellers that have ceased travelling.

This change in definition presented some difficulties for the Essex authorities that had participated in the GTAA, as it was strongly suspected that many of the gypsies and travellers that had been assessed as requiring accommodation would not meet the new definition.

ORS was therefore commissioned to carry out further work to provide updated GTAA figures under the new definition. In order to do this, ORS applied the principle that the new definition would only be met where gypsies and travellers still travelled (or had ceased to travel temporarily) for work purposes and, in doing so, stayed away from their usual place of residence.

ORS attempted to interview residents on all occupied pitches and plots, including any that were currently unauthorised. Residents on a significant number of the pitches (approximately 75%) chose not to be interviewed and ORS therefore extrapolated figures to account for them. The revised Essex-wide GTAA report has not yet been published, but the data analysis has been complete, so in order to inform the [Draft Local Plan](#), the Council commissioned ORS to produce an '[Interim Briefing Note](#)' containing the relevant data for the Epping Forest District. This was published in September 2016 and contains the overall updated assessment of need for the District.

The results of the updated assessment are shown in Table 9.1 below, which shows the requirement for pitches under the revised definition to be 38 additional pitches for gypsies and travellers and one additional travelling showperson's yard for the period of the Council's Local Plan (2011-2033). However, between 2011/12 - 2015/16, 16 gypsy and traveller pitches were completed, and a further four pitches currently have planning permission, meaning a net requirement of just 18 additional pitches and one additional travelling showperson's yard by 2033.

It should be noted that the provision of this number of additional pitches will not resolve the accommodation needs of gypsies and travellers that may have ceased travelling, but still identify as themselves as gypsies or travellers on the grounds of ethnicity (and may, therefore, have an aversion to living in 'bricks and mortar' dwellings). For most, the alternative of living on park home sites would not be an option, since plot sizes on these sites are generally insufficient for a home and any structures or vehicles that families use to pursue their traditional lifestyles.

The needs of these residents will therefore need to be assessed in the future, as part of the wider housing needs of the area, for example through the Strategic Housing Market Assessment (SHMA).

Interim Briefing Note - additional pitch requirements for Epping Forest District

The Interim Briefing Note projected the need for additional residential pitches in the District over the period 2011-2033 for gypsies, travellers and travelling show people as follows:

Table 9.1 Pitch requirements in the District (for travellers that meet the new definition)

Type/Period		Gypsies and Travellers	Travelling Show people
Requirement	Need 2011/12 to 2015/16	16	0
	Future requirement 2016/17 to 2020/21	16	1
	Future requirement 2021/22 to 2025/26	2	
	Future requirement 2026/27 to 2030/31	3	

	Future requirement 2031/32 to 2032/33	1	
Total requirement 2011/12 to 2032/33		38	1
Already completed 2011/12 to 2015/16		16	0
Already permitted 2011/12 to 2015/16 (not yet completed)		4	0
NET REQUIREMENT to 2032/33		18	1

GTAA – requirement for short stay transit sites

There are currently no operational gypsy and traveller transit sites in Essex. In their 2014 GTAA report, ORS suggested that the provision of a transit site may address the significant number of unauthorised encampments that occur in the County. It was therefore their recommendation that there should be at least two transit sites in Essex, providing between 10 and 15 pitches each; ECC is currently trying to identify sites that might be suitable in terms of size and location.

Site licence conditions on permanent residential gypsy and/or traveller sites

The Council is required to issue licences on all authorised park homes sites in the District with conditions that adequately protect the health, safety and wellbeing of people residing at, or visiting, the sites. In September 2014, following a consultation with relevant partners - including gypsy and traveller communities - the Council agreed [site licence conditions for permanent residential gypsy and traveller sites](#). The agreed conditions were broadly the same as those for other permanent residential park home sites, with some variations to take account of cultural and lifestyle differences between the two communities.

Enforcement of the site licence conditions rests with the Council, and a suitable partner is currently being sought to assist with this enforcement.

Key partners

- Department of Communities and Local Government
- Essex County Council
- Local councils
- Opinion Research Services

Chapter 10

Housing in the Private Sector

Aim

To provide good quality housing in the private sector through the provision of advice and assistance, including financial assistance where appropriate, and to ensure that minimum housing standards are met through positive engagement with owners and landlords, taking enforcement action where necessary.

Objectives

- a) Take action to ensure that the condition of privately rented accommodation meets the standards required by legislation and good practice;
- b) Deal with complaints of harassment and illegal eviction to ensure that tenants can live safely in their homes and to take enforcement action against landlords where necessary;
- c) Pro-actively identify, survey and license all houses in multiple occupation (HMOs) and take appropriate action to ensure adequate standards are met for fire safety, provision of amenities, management, repair and occupancy levels;
- d) License any new park home sites and carry out annual site inspections of all existing sites, to ensure compliance with site licence conditions; and
- e) Work with the horticultural industry to ensure living conditions for on-site worker accommodation are safe and to an acceptable standard for permanent occupation.

Key issues

Private renting

The number of people renting in the private sector is increasing nationally and locally. The high cost of buying a home and the shortage of social housing means many families have to rent privately in the medium to long-term. There are now more than 9 million people renting privately in England; the private rented sector makes up 18 per cent of all households in England. Nearly 50% of the growth in the private rented sector in the last two years has come from families with children and almost half of tenants are aged 35 years and over.

The Office for National Statistics (ONS) data for 2011 shows that 11% of Epping Forest District Council residents live in privately rented accommodation, which is less than the national average. Assuming the District is following national trends, this figure is likely to increase in the years ahead.

The Council's last Private Sector House Condition Survey undertaken in 2011 estimated that around 50% of properties in the private rented sector and around 21% of owner-occupied

properties did not meet the Government's Decent Homes Standard. It was also estimated that around 24% of privately rented and around 11% of owner-occupied properties have at least one significant hazard under the national Housing Health and Safety Rating System (HHSRS) that is likely to affect the occupier's health and safety.

With the increasing demand for private renting, it is important to try to ensure that property conditions in the private rented sector are as good as possible and at least meet minimum standards to protect the health and safety of occupiers, many of whom are vulnerable.

The Council responds to complaints from tenants about their property conditions and enforces standards where necessary. Enforcement action is always carried out in accordance with the [Regulators' Code](#) and the Council's [Private Sector Housing Enforcement Policy](#). The Council's current Private Sector Housing Enforcement Policy was last updated in September 2015.

The Housing and Planning Act 2016 introduces new enforcement tools for local authorities to improve conditions in the private rented sector and, in particular, to deal with rogue landlords that flout the law. This includes the introduction of civil penalty notices as an alternative to prosecution. Therefore, the Council will be updating its Private Sector Housing Enforcement Policy in the near future. A staged approach is taken to enforcement wherever possible, to ensure that solutions are initially sought through advice, co-operation and agreement. However, where this is not successful, some cases require formal action, which may ultimately lead to prosecution or other summary action.

On average, the Council responds to around 280 complaints each year from tenants regarding their property conditions, which generally result in formal action being taken in around 10 cases each year.

The Council wants to work proactively with landlords. Therefore, a survey was carried out in 2016 with all known private landlords operating in the District to establish how best to keep them informed and updated on relevant issues. The survey revealed that 53% of landlords own only one or two properties and nearly 40% considered themselves to be inexperienced landlords. The Council intends to introduce a new service shortly to enable landlords to access an online resource of information on topical issues such as new legislative requirements and be signposted to other websites for additional information.

Harassment and illegal eviction

The overwhelming majority of landlords are reputable and behave in a professional manner. However, there are a small proportion of landlords who neglect their properties and exploit their tenants. While good landlords can have an extremely positive impact on the lives of their tenants, the small minority of bad landlords can have an equally negative impact.

The Council tries to address complaints of harassment and illegal eviction from tenants about their landlords. These complaints are taken very seriously and the penalties on successful prosecution include a heavy fine and possible imprisonment. Most cases can be resolved informally, so that the tenant can remain safely in their home but, on rare occasions, the matter is escalated and enforcement is necessary.

Houses in multiple occupation (HMOs)

As the availability of affordable housing becomes further stretched, more people (including families) are looking towards living in shared accommodation, such as bedsits. Houses in multiple occupation (HMOs) tend to attract the most vulnerable people and the

accommodation often tends to be of relatively low quality - because it involves some sharing of amenities (such as washing, toilet and kitchen facilities) and relies on good landlord management, which is not always in place. It is recognised nationally that a small but significant number of 'rogue' landlords exploit their tenants by renting sub-standard and dangerous accommodation to vulnerable tenants, sometimes in overcrowded conditions.

The Government is committed to raising standards in HMOs and, later in 2017, proposes to extend the existing mandatory licensing scheme that currently tackles the highest risk HMOs (being 3 storeys or more), to include all HMOs occupied by five or more people living as two or more households. Licensing is an effective tool for controlling the standards in HMOs to ensure that there are adequate amenities for the number of occupiers and fire safety measures in place and to limit the number of occupiers to prevent overcrowding.

Currently there are only 13 licensed HMOs in the District. A programmed survey of possible HMOs is currently being carried out to determine those properties that require a licence under the existing regime, but have not applied for one, and those properties that do not currently require a licence, but will need to apply for one when the new licensing regime is introduced.

It is an offence to operate a licensable HMO without a licence or, where an HMO is licenced, for the property to be in breach of one or more licence conditions. Enforcement action will be taken against landlords that are found to be operating a licensable HMO without a licence and who do not then take the appropriate steps to ensure their property is appropriately licenced.

In view of the significantly increased numbers of HMOs that will need to be licenced, and breaches enforced, increased number of environmental health officers will be required, funded from the increased income received from the charges that the Council is able to make for its licensing functions.

Park home sites

There are currently seven commercially-run residential park home sites in the District. The Council has a licensing function to ensure the health, safety and welfare of residents on the sites and also to protect them from any harassment or illegal eviction by site owners.

Park homes are commonly occupied by older people who have downsized to smaller, more affordable, housing. The Mobile Homes Act 2013 was introduced to address the problem that a small, but significant, number of site owners nationally were abusing their power to take advantage of, and discriminate unfairly against, certain residents - particularly those that were older and more vulnerable.

The Act introduced a number of important provisions to be enforced by local authorities against site owners, including:

- Strengthening the councils' harassment powers in relation to withdrawing or withholding services;
- Making it an offence to unfairly block the sale of a home to a potential purchaser;
- Simplifying the enforcement procedure for local authorities where a breach of a site licence condition occurs; and
- Introducing the requirement that site rules, where they exist, are fair, non-discriminatory and are only introduced following a full consultation with residents.

The Act also allows local authorities to charge for this licensing function and the Council has a fee-charging regime based on the size of the park home site. A charge is made for any new site licence applications but, more importantly, an annual fee is chargeable to existing sites (depending on site size) which covers the costs of a full annual site inspection and the time taken dealing with complaints regarding site conditions that may occur during the year.

Nursery worker accommodation

Employees on horticultural nursery sites in the District often live and work on the sites for the growing season, in temporary accommodation, before leaving to work elsewhere in the winter months. However, concerns have arisen that some people are living and working on sites permanently (in breach of planning rules), including families with young children, in accommodation that is poor and unsafe.

The Council undertook a survey in 2015, which involved carrying out site inspections and interviewing site owners and occupiers where possible. It was found that 59 of the 73 commercial growing sites identified had employees that also lived in accommodation on site, on a permanent basis – with several sites that included families with young children.

The type of accommodation varied but, typically, the worst conditions were most commonly found in holiday-style caravans that presented issues such as severe risks of fire and explosion, electrocution, excess cold, insanitary drainage and poor drinking water quality. There were also concerns around overcrowding and the safety of young families living in inadequate accommodation on commercial sites.

In response, the Council set up a Nursery Worker Accommodation Task Group, bringing together existing services involved with the nursery worker community, to address a number of issues including:

- The Council's longer term planning objectives for the industry, for inclusion in the District's new [Local Plan](#);
- Bringing the accommodation, amenity and environment for nursery employees and their families up to an acceptable standard; and
- Significantly improving the drinking water and drainage supply to the sites which, in many cases, is seriously defective.

A consultation exercise has taken place on local accommodation standards proposed by the Council and there has been a meeting between representatives of the Council, Lea Valley Growers Association, National Farmers Union and a small number of site owners to discuss how the requirements regarding planning, accommodation standards (including drinking water supply and drainage provision) can best be met within reasonable timescales.

The long-term objective is to work with the industry to agree an acceptable standard of accommodation for the permanent occupancy of workers on the nursery sites. In the meantime, the Council will continue to monitor conditions and enforce improvements if it is found that conditions are such that residents' health and safety is at serious risk.

Discretionary housing assistance

In addition to Disabled Facilities Grants, the Council provides discretionary financial assistance to private sector residents by way of:

- **Decent Homes Repayable Assistance** - means tested, repayable grants of up to £10,000 for work to bring properties up to the Decent Homes Standard. Applicants must be:
 - At least 60 years of age;
 - Chronically sick or disabled; or
 - Be a household with dependent children.
- **Small Works Repayable Assistance** - means tested, repayable grants of up to £3,000 (to the same category of people as for Decent Homes Repayable Assistance) for work to:
 - Rectify a significant hazard under the Housing Health and Safety rating System (HHSRS);
 - Rectify any disrepair likely to damage the fabric of the property; or
 - Improve thermal comfort.
- **Empty Homes Repayable Assistance (EHRA)** - loans of up to £10,000 (repayable on sale or disposal) to owners of long-term empty properties that intend to reside in the property themselves.

The types of assistance available and the eligibility criteria of each are set out in the [Housing Assistance Policy 2015-2017](#).

Fuel poverty

The Council carried out a [Private Sector House Condition Survey](#) in 2011 which indicated that 14% of occupiers in the private sector in the District were in 'fuel poverty'. At that time, the definition of fuel poverty applied to occupiers of dwellings where 10% of their net household income would need to be spent to give an adequate provision of warmth and hot water.

The Government's definition of fuel poverty changed in 2013 to households that have to spend more than a median amount on fuel to keep their home at a reasonable temperature and if spending that amount puts their remaining income below the poverty line.

Although it is considered, nationally, that there has been a reduction in the number of fuel-poor households under the new definition, the Council has no current data on the numbers and locations of fuel-poor households in the District. Without this data, it will be impossible to take a targeted approach to meet the Government's objective of ensuring that as many homes as is reasonably practicable achieve a minimum energy efficiency rating of B/C by 2030.

The Council is therefore undertaking a desktop exercise to collect information, which will hopefully result in a source of data from which fuel-poor households can be identified, and targeted, in order to improve their ability to heat their homes at reasonable cost.

Key partners

- [Essex County Fire and Rescue Service](#)
- [Essex County Council](#)
- [Lea Valley Growers Association and National Farmers Union](#)
- [West Essex Clinical Commissioning Group](#)

Chapter 11

Empty Homes in the Private Sector

Aim

To bring long-term empty properties back into use and, in so doing, increase the supply and range of housing, enhance the environment, help tackle homelessness and help reduce anti-social behaviour.

Objectives

- a) Make effective use of information on empty homes within the District;
- b) Maintain effective partnership working within the Council and with external partners to support empty homes initiatives;
- c) Raise awareness of the issues associated with empty homes in the District and encourage action to bring them back into use;
- d) Offer financial assistance where applicable to renovate empty properties so that they are in a condition suitable for occupation;
- e) Enhance the character of the local community through the improvement and re-use of empty homes; and
- f) Take enforcement action to bring empty homes back in to use, where appropriate and where resources permit.

Key issues

Introduction

Recent governments and the Council have recognised the value of reducing the number of empty properties, as part of an overall ambition to provide additional homes.

In order to achieve this, various incentives and options have been introduced nationally, to encourage local authorities to take positive action. These include the New Homes Bonus (which rewards councils for bringing empty properties back into use) and allowing councils local flexibility to charge up to 50% extra council tax on property that has been unoccupied and unfurnished for two years or more.

This, together with an upturn in the housing market following the financial crisis in 2008, has contributed to a marked reduction in empty properties both nationally and locally. The official statistics on empty homes for England show that the recorded figures for the total number of empty homes peaked in 2008 at 783,119 but dropped to 448,999 by 2015.

The Council maintains a database of empty homes using information from council tax and other areas of the Council, supported by information from owners and other individuals. This information is used to prioritise empty homes for action where required. This data shows a similar downward trend locally in the District, as shown in Table 11.1 below.

Table 11.1 Total numbers of empty homes in Epping Forest District (2005-2015)

Status	2005	2008	2014	2015
All empty homes	1,837	1,500	1,391	607
All long-term empty homes (for more than 6 months)	934	611	431	347
Empty more than two years	Not recorded	Not recorded	124	122

The Council seeks to effectively publicise the opportunities there are to help bring empty properties back into use and to encourage property owners to take these up. Communities are also made aware of the role that the Council can play.

Approach to service delivery

In order to develop an effective strategy for dealing with empty properties, it is important to understand why properties are left empty for long periods of time, so that time and resources can be better directed to tackle those issues that prevent homes being returned to use more quickly.

Common reasons why properties are not returned to use when they are empty have been identified (both nationally and locally) as:

- A previously rented property now needs refurbishment before it can be let again and the landlord is unable to finance this;
- A property has been inherited on the death of the owner and it has not been possible to reach a decision quickly on what to do with it;
- Properties that have been bought to refurbish and the work is taking a long time to complete;
- Properties that are being held empty as an investment or to pass on to their children. There are some very high value properties in the District that have been empty for more than two years;
- The property owner has died but probate has not been granted for a variety of reasons (such that it is not being progressed because it is not in the financial interest of the person that will inherit the estate); and
- Flats over commercial units can be difficult to occupy by anyone other than the owner of the commercial element, either for security reasons (for example, a pharmacy) or suitability (such as a pub). However, if the owner resides elsewhere, the flat stays empty.

While it is recognised that any empty property can be a problem, and therefore all owners of long-term empty properties should be pursued, it is sensible to concentrate limited time and resources on those properties that have been empty for the longest time.

Evidence shows that a significant number of properties in the District identified as long-term empty (i.e. those that have been empty for six months), come back into use within two years. Therefore, in considering the Council's priorities for action, the focus of more significant work is on those properties that have been empty for more than two years, or are the subject of

complaint. In these cases, the Council risk-assesses properties to produce a target list for focused action based on an annual process of prioritisation.

The aim to reduce the number of empty properties must be balanced against the fact that it is not an offence to leave a property empty. In the first instance, the Council's strategy is to try and engage with property owners in a positive and co-operative way to encourage them to return their property to use, helping them find solutions and offering financial support where appropriate. This may be through:

- [The Council's PLACE \(Private Leasing Agreements to Convert Empties\) Scheme](#) - which is administered by a consortium of 5 local authorities, including the Council. The Scheme provides financial assistance to owners of long-term empty properties that need renovation before they can be brought back in to use; or
- [Empty Homes Repayable Assistance](#) – which is a loan provided by the Council, of up to £10,000 (repayable on sale or disposal), to owners of long-term empty properties that intend to reside in the property themselves.

However, the Council will take enforcement action where the consequences of the property being left empty may give rise to issues that justify this. The process followed is set out in the Council's [Housing Service Strategy on Empty Homes in the Private Sector](#). Enforcement action is always carried out in accordance with the [Regulators' Code](#) and the [Private Sector Housing Enforcement Policy](#), which is regularly updated.

Empty homes are prioritised for action if they are problematic in their local neighbourhoods (e.g. through anti-social behaviour) and could meet particular housing need;

Types of enforcement action considered are:

- [Compulsory Purchase Orders](#) - local authorities have the power to acquire land and property compulsorily where the owner is not willing to sell by agreement.
- [Empty Dwelling Management Orders \(EDMOs\)](#) - allow local authorities to take management control of certain empty properties for a period of up to seven years during which time the owner retains ownership.
- [Enforcing improvements to the property](#) - various statutory provisions (such as the Housing Act 2004) are available where a property is defective or causing nuisance to others. The action may not in itself lead directly to the property being brought back into use but it may focus the mind of the owner.
- [Enforced Sale](#) - the Law of Property Act 1925 gives local authorities the power to enforce the sale of a property on which it has a registered debt. The debt is recovered from the proceeds of the sale.

Key partners

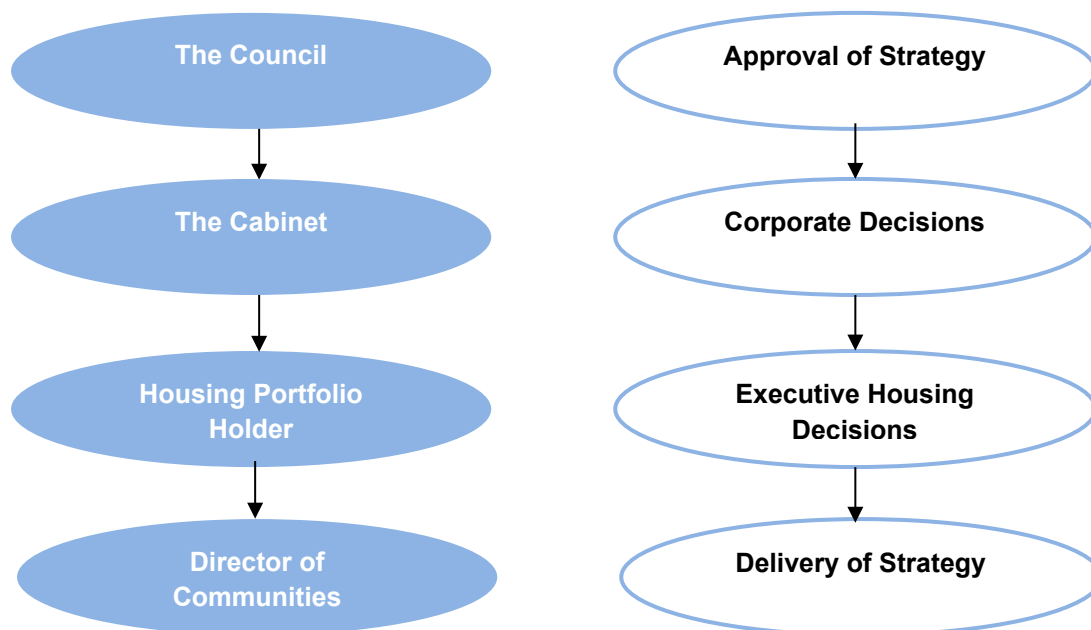
- [Consortium for the PLACE Scheme \(Chelmsford City Council, Harlow Council, Uttlesford District Council, East Herts District Council and Hertsmere Borough Council\)](#)
- [Genesis Housing Association](#)

Chapter 12

Monitoring delivery of the Strategy

Framework for delivering the Strategy

In view of its strategic importance, this Housing Strategy was adopted by the Council's Cabinet, following pre-scrutiny by the Council's Communities Select Committee. However, responsibility for the delivery of the strategy rests with the elected Housing Portfolio Holder and the Director of Communities. The decision-making hierarchy can be summarised as follows:



Key Action Plans

An important part of this Housing Strategy is its Key Action Plan. The Housing Strategy's first Key Action Plan is attached as an Appendix.

For each of the actions, the Action Plan sets out:

- The relevant category;
- The person responsible; and
- Target date for completion.

Subsequent Key Action Plans will be produced on an annual basis and will be approved by the Housing Portfolio Holder, on the recommendation of the Communities Select Committee, who will consider the Draft Key Action Plan in detail.

Reviewing and monitoring the Housing Strategy and Key Action Plan

Progress on the Housing Strategy Key Action Plans will be formally monitored by the Communities Select Committee every six months.

The Housing Strategy itself will be reviewed during 2022, or earlier if the need for significant revisions is identified.

Appendix

Housing Strategy Key Action Plan 2017-18

No	Category	Action	Responsibility	Timescale
1	Local Plan	Produce a Housing Implementation Strategy to show how the Council will manage the delivery of new housing in the District	Assistant Director (Planning Policy)	June 2018
2	Local Plan	Start the development of Strategic Masterplans for relevant sites across the District to guide housing mix and composition to ensure sustainable communities in line with Draft Local Plan Policy	Assistant Director (Planning Policy)	July 2018
3	Local Plan	Set up mechanisms for the achievement of high quality design of new residential developments, including the Quality Review Panel	Assistant Director (Planning Policy)	July 2018
4	Local Plan	Complete Stage 2 of the District-Wide Viability Assessment to determine a viable level of affordable housing provision within future developments.	Assistant Director (Planning Policy) / Director of Communities	November 2017
5	Local Plan	Publish a "Regulation 19" Pre-Submission Draft Local Plan for representations.	Assistant Director (Planning Policy)	February 2018
6	Local Plan	Prepare for the submission of the Final Local Plan to the Planning Inspectorate for Independent Examination.	Assistant Director (Planning Policy)	June 2018

No	Category	Action	Responsibility	Timescale
7	Local Plan	Work in partnership with Epping Town Council and a development partner to commence a regeneration scheme for the St Johns Area of Epping, which includes an appropriate amount of market and affordable housing.	Director of Neighbourhoods	September 2018
8	Local Plan	Develop and promote the Council’s Self and Custom Build Register and work in partnership with East Herts, Uttlesford and Harlow Councils to pool Community Housing Funding from the Government, to undertake a joint project to consider all aspects of community-led housing, including self and custom build and Community Land Trusts	Director of Communities	July 2018
Page 90	Local Plan	Appoint a new Affordable Housing Officer for an initial 3-year period, to provide additional capacity to respond to increased planning applications for affordable housing as a result of the Local Plan and to undertake the additional work to develop the Council’s approach to self and custom build housing	Director of Communities	July 2018
	Affordable Housing	<div>Work with housing associations and developers to complete the development of 175 new affordable homes, with planning permission, for rent and shared ownership at the following non-Council owned sites:</div> <div><div>(a) Knollys Nursery, Waltham Abbey63 homes</div><div>(b) Fyfield Research Park, Ongar44 homes</div><div>(c) Hillhouse Independent Living Scheme, Waltham Abbey24 homes</div><div>(d) Barnfield, Roydon11 homes</div><div>(e) Stoneshot Farm, Waltham Abbey10 homes</div><div>(f) Netherhouse Farm, Sewardstone8 homes</div><div>(g) Happy Grow Garden Centre, Thornwood8 homes</div><div>(h) Institute Road, Coopersale6 homes</div><div>(i) Esperanza Nursery, Stapleford Abbots1 home</div></div>	Director of Communities	September 2018

No	Category	Action	Responsibility	Timescale
11	Affordable Housing	Re-tender the contract for the provision of specialist affordable housing viability advice.	Director of Communities	March 2018
12	Affordable Housing	Review and revise the Council's Tenancy Policy to implement the introduction of 5-year fixed term tenancies for all new tenants, to meet the requirements of the Housing and Planning Act 2016 and subsequent Government Guidance.	Assistant Director (Housing Operations)	July 2018
13	Affordable Housing	Review and revise the Council's Housing Allocations Scheme, to ensure that Council and housing association accommodation continues to be targeted at those assessed as being in the most need	Assistant Director (Housing Operations)	July 2018
14	Affordable Housing	Increase the number of Preferred Housing Association Partners, to ensure that there is a sufficient number of social landlords operating in the District to deliver the number of affordable homes required by the Local Plan.	Director of Communities	December 2017
15	Affordable Housing	Prepare for the sale of "high value" Council properties to fund the proposed levy to the Government to meet the requirements of the Housing and Planning Act 2016.	Assistant Director (Private Housing & Communities Support)	April 2018

No	Category	Action	Responsibility	Timescale
16	Affordable Housing	Continue to work with Hastoe Housing Association and Parish Councils to investigate the development potential for rural housing schemes in villages, through the Council's Rural Planning Exceptions Policy.	Director of Communities	September 2018
17	Council Housebuilding	Complete the development of 51 new affordable homes for rent at Burton Road, Loughton, under Phase 2 of the Council's Housebuilding Programme.	Assistant Director (Housing Property & Development)	June 2018
18	Council Housebuilding	Complete the development of 34 new affordable homes for rent at North Weald, Ongar, Epping and Coopersale, under Phase 3 of the Council's Housebuilding Programme.	Assistant Director (Housing Property & Development)	September 2018
19	Council Housebuilding	Market and sell the Council-owned development site at Pyrles Lane Nursery, Loughton with a requirement that the required 40% affordable homes are sold to the Council on practical completion for letting to applicants on the Council's Housing Register.	Assistant Director (Housing Property & Development)	March 2018
20	Council Housebuilding	Obtain additional loans from the Public Works Loan Board to fund Phases 4-6 of the Council Housebuilding Programme.	Director of Resources	March 2018

No	Category	Action	Responsibility	Timescale
21	Homelessness	Undertake a pilot scheme to provide 3 modular units of temporary accommodation at Norway House, North Weald to accommodate 6 single vulnerable homeless households and review the success of the pilot scheme after 12 months' occupation.	Director of Communities	Pilot Scheme – December 2017 Review – December 2018
22	Homelessness	Review the success of placing 3 homeless households at Zinc Arts, Ongar, for a trial period to consider if further placements should be made for homeless households.	Assistant Director (Housing Operations)	September 2017
23	Homelessness	Review the level of staffing resources required to meet the new duties of the Homelessness Reduction Act 2017.	Assistant Director (Housing Operations)	March 2018
24	Homelessness	Produce a new Draft Homelessness Strategy, ready for consultation.	Assistant Director (Housing Operations)	March 2018
25	Homelessness	Identify and commission an appropriate organisation to arrange for support workers to visit rough sleepers, provide advice and arrange short term night shelter accommodation.	Assistant Director (Housing Operations)	October 2017
26	Homelessness	Increase the staffing levels at Norway House, the Council's Homeless Persons Hostel in North Weald, by 0.5FTE to assist with increased workloads and improved on-call coverage.	Housing Options Manager	September 2017

No	Category	Action	Responsibility	Timescale
27	Homelessness	Undertake a further review of the Council's Flexible Homelessness Support Grant, to ensure that it is used to meet the highest priorities of need	Assistant Director (Housing Operations)	December 2017
28	Homelessness	Consider the provision of shorter (2-year) non-secure fixed term tenancies to homeless households accommodated in Council properties, with a clear requirement for the tenants to find alternative accommodation during the tenancy period, as part of the review of the Housing Allocations Scheme	Assistant Director (Housing Operations)	July 2018
29	Supported Housing – Older & Other Vulnerable People	Progress the Key Action Plan from the Council's study into the Impact of an Ageing Population in the Epping Forest District.	Assistant Director (Community Services & Safety)	July 2018
30	Supported Housing – Older & Other Vulnerable People	Undertake a review the Council's sheltered housing assets with a view to remodelling or redeveloping sheltered housing sites that are no longer fit for purpose.	Director of Communities	March 2018
31	Supported Housing – Older & Other Vulnerable People	Undertake a review of the Council's Sheltered Housing Service in order to determine the most appropriate approach to future delivery.	Assistant Director (Housing Operations)	July 2018

No	Category	Action	Responsibility	Timescale
32	Supported Housing – Older & Other Vulnerable People	Include a policy in the Local Plan that requires all new homes on housing developments in the District to be accessible and adaptable as defined by the Building Regulations in effect at the time of the application.	Assistant Director (Planning Policy)	September 2018
33	Supported Housing – Older & Other Vulnerable People	Include a policy in the Local Plan that supports proposals for housing specifically designed to meet the identified needs of people with support needs where they meet a proven identified need.	Assistant Director (Planning Policy)	September 2018
34	Supported Housing – Older & Other Vulnerable People	Work with Essex County Council to facilitate the provision of a new Independent Living (Extra Care) scheme for older people at Hillhouse, Waltham Abbey, comprising both market housing and affordable rented homes.	Director of Communities	September 2018
35	Gypsies and Travellers	Ensure that the Local Plan includes provision for a sufficient number of additional pitches for gypsies and travellers, in accordance with the assessed need from the Interim Briefing Note on Additional Pitch Requirements for the Epping Forest District.	Assistant Director (Planning Policy)	June 2018
36	Gypsies and Travellers	Seek a suitable partner to undertake the enforcement of site licence conditions on permanent residential gypsy and traveller sites.	Assistant Director (Private Housing & Communities Support)	March 2018
37	Private Sector Housing	Deliver the Action Plan formulated by the Nursery Workers Accommodation Working Party and consider and adopt a corporate protocol for dealing with unsuitable living conditions within agricultural and nursery accommodation, from a housing, planning, legal and economic development perspective.	Assistant Director (Private Housing & Communities Support)	June 2018

No	Category	Action	Responsibility	Timescale
38	Private Sector Housing	Introduce a new service to provide an on-line resource of information on topical issues for private landlords.	Private Housing Manager (Technical)	March 2018
39	Private Sector Housing	Prepare for the Government's proposed extension of the mandatory licensing scheme for houses in multiple occupation (HMOs), including the recruitment of sufficient additional environmental health officers to respond to the increased workload.	Assistant Director (Private Housing & Communities Support)	June 2018
40	Private Sector Housing	Undertake a desktop exercise to provide a source of data to identify and target fuel-poor households, to provide information on improving their ability to heat their homes at a reasonable cost.	Assistant Director (Private Housing & Communities Support)	June 2018

**For alternative formats contact
housinginfo@eppingforestdc.gov.uk, 01992 564041**

May 2017





SCRUTINY



Report to Communities Select Committee

Date of meeting: 20th June 2017

Subject: EFDC Safeguarding Work

Officer contact for further information: J Chandler

Committee Secretary: Adrian Hendry

Recommendations/Decisions Required:

That the Communities Select Committee receives a report on the wide range of safeguarding work that the Council has undertaken, over the last three years that the safeguarding team has been in place.

Report:

Background

1. The Council's Safeguarding team has been in existence since May 2014, following initial DDF funding for a fixed period of 2 years, and a subsequent Cabinet decision, to make the posts permanent on the establishment of the Council, through significant budget support from the Housing Revenue Account.
2. Over the last three years, we have seen the importance of the role that safeguarding plays within a range of functions of the council, with a gradual increase, year on year, in the number of safeguarding concerns raised on behalf of children, families, and adults with needs for care and support. Since 2014, the amount of referrals received in the safeguarding team has reached over 600 (involving a total 842 children and adults), ranging from neglect of children, to adults suffering from the effects of hoarding and poor mental health.

Training provision

3. The training programme that has been provided for our staff across the Council, which has included online and face to face training, has enabled staff to become more proficient at identifying signs of abuse and neglect and more confident in referring cases. Hence, we have been able to be more proactive in addressing concerns and making effective referrals to our statutory and voluntary sector partners, in order to provide the support needed in each case.
4. Apart from the core training delivered to frontline staff and Elected Members, we have also devised specific models of training for delivery to the Council's trades people, as part of their 'Tool Box Talk' sessions and have assisted these staff in their ability to report concerns, by providing a report card, which they can use to tick key things that they have identified in households. To date, these have ranged from hoarding concerns, through to unattended children and poor standards of living conditions.
5. The report cards are submitted to respective line managers, who will then visit the premises on the basis of conducting a works' standard visit and managers then report directly to the safeguarding team for action or further referral to the most appropriate agencies.
6. New training programmes and staff procedures are being devised as needed in respect of new or emerging issues such as hoarding, which has seen around 30 cases referred in the last two years.

7. This work has resulted in a Hoarding group being established in the Council, in order to try and tackle hoarding in a preventative manner, and to address cases of long-term hoarding which can cost Council's hundreds of thousands of pounds to address over a number of years.

Types of safeguarding cases referred to Safeguarding

8. As mentioned, hoarding is a very common problem amongst private and Council tenants and as well as costing thousands of pounds to clear people's properties, this can take up a considerable amount of officer time, including the Council's housing teams, environmental health staff and the safeguarding team. Also, if hoarding is not dealt with sensitively, cases in other areas have seen hoarders suffer so greatly that they commit suicide.
9. Poor mental health is prominent in many of the safeguarding cases dealt with on a regular basis by the Council and this can impact on children, neighbours and wider families. Due to the shortages of Social Workers and Mental Health specialists, these particular cases can be very drawn out, due to delays in securing essential assessment by specialists.
10. Neglect is another key concern across the district and forms part of most safeguarding cases referred. A significant amount of time is expended by the Council's staff in collating information to be forwarded to Social Care and proving local cases, as often referrals are met with resistance if care services have previously or are currently involved with the family.
11. Concerns of mental capacity in older people is also an escalating issue and this has been highlighted by the introduction of the Care Act in 2015. Many cases of self-neglect in older people living in the district have arisen over the last two years, as have cases where older people are actually being abused by family relatives, both in terms of financial and physical abuse. In several cases, this has happened where family members have returned to live with parents following loss of employment and housing.
12. Domestic Abuse, although a category in its' own right, is also a major safeguarding concern across the district. Often a parent will be the subject of abuse, but there is always an effect on any children living within the household and teams across the Council work closely together to support all victims within these cases. Children may also be subject to independent referrals, if their needs are not being met.
13. Over the last two years, there has also been an increase in the number of referrals regarding threats of suicide from tenants and other members of the public. These have been made to a number of staff, but particularly those working in the Benefit's and Council Tax teams and to Planning Officers. To help support staff in dealing with these incidents, a Suicide Protocol and Procedures was devised in 2016, which has been circulated widely across the Council and special staff briefings have been provided.
14. The safeguarding team also receives a very high number of concerns about the welfare and safety of children and young people and these can range from severe cases of neglect, to physical and emotional abuse, or all three, which is not uncommon. In many cases, the Council's involvement is protracted over months rather than days or weeks, and particularly where other agencies do not appear to applying as much tenacity to the case. I have therefore included a short case study as Appendix 1, on a safeguarding case involving a young boy that the team has been actively dealing with over the last two years. The boy was 6 years old when the case was identified by the team.
15. Our staff have also dealt with a number of cases relating to some of the lesser known safeguarding issues such as Modern Slavery and Child Sexual Exploitation, which require swift and effective working with the police. One recent case, which involved both of these serious crimes, resulted in the arrest of several key perpetrators and the intelligence around this case was provided by the Council's anti-social behaviour team.
16. The highest categories of cases identified by the Council are; welfare, neglect, domestic violence, mental health (now the highest) and threat of suicide.

Case Management

17. In each safeguarding case identified, the Council has a very important role to play in ensuring that people are protected from further harm and this can be a very time consuming and complex area of work.
18. In all cases, the safeguarding team is responsible for identifying, securing and collating all information related to individual cases, from colleagues across the Council. Often, this can include reports from Housing, Benefits and Environment Health, ASB Officers and occasionally other sections such as Fraud Investigation and Planning.
19. Once all relevant information has been collated, this is directed to the responsible agency, which can include Police and Social Care, for formal referral where required, or if support rather than intervention is required, information is passed to other organisations, to work with individuals and families.
20. The recently established West NHS Single Point of Access is used, as a referral for local support, where cases are assessed and effectively addressed by one or more local statutory and voluntary sector agencies.
21. However, in cases where the safeguarding team believe that someone is at imminent risk of significant harm, a call and follow up email will made to the Police or Social Care for urgent action.
22. Once any safeguarding or other information is referred it is then uploaded to the Council's M3 secure database system, which can only be accessed by key staff within the Community Safety/Safeguarding Team.
23. The safeguarding officers will follow up on any safeguarding referrals made, to ensure that action is being taken to prevent any further harm to individuals and to identify whether any remedial action needs to be taken by the Council in the case of housing tenants or private tenants that it is involved with.

Evolverment of the Safeguarding role of the Council

24. Since the Council established a dedicated safeguarding resource as part of the Community Safety Team, there has been approximately 80% more safeguarding cases identified each year, than previously, and this is due to the provision of training and awareness raising amongst staff across the Council. In addition, the roles of the safeguarding officers and the wider Community Safety Team have evolved significantly, with the need for considerable inventiveness and lateral thinking on a daily and sometimes, hour by hour basis, in order for them to be able to meet the demands of safeguarding, both in terms of complexity of cases and challenges presented.

Reason for decision:

N/A

Options considered and rejected:

N/A

Resource implications:

1.5 FTE staff.

Legal and Governance Implications:

The Council is required to fulfil its responsibilities under the Children Act 2004 and the Care Act 2015.

Safer, Cleaner Greener Implications: As included within report.

Consultation Undertaken: N/A

Background Papers: None

Impact Assessments: As attached

Case Study.

In December 2015, the Council's Safeguarding Team received a call from the father of a local child aged 6, who was being cared for by his ex-partner. The father was concerned for his son's welfare when he saw him, due to his physical condition and behavior and he and the child's mother were involved in an ongoing custody case, he wanted support from the Council in getting his concerns investigated. Based on the information provided at the time, the safeguarding team made a referral to children's Social Care.

26.02.16 – The Mothers' Social Worker report for court, stated that she was "struggling to improve and maintain home conditions and whilst this doesn't pose an immediate risk, could impact on his health and development if it does not improve".

16.06.16 - Father advised Safeguarding, that he had received a letter from Social Care stating that his son's Child in Need Plan had been closed, due to lack of engagement by his Mother. The Council chased this up with Social Care and were advised the same.

14.07.16 - Father rang Safeguarding, to say that he still had concerns that his son was continuing to live in unsanitary conditions and that no-one in Social Care was listening to him. A further safeguarding referral was made to social care, by the Council.

02.08.16 - The Safeguarding Team chased Social Care and they agreed to re-open the case.

18.08.16 - A new Social Worker attempted to visit the mother several times at home. Mother made many excuses as to why she couldn't be visited.

03.10.16 – Mother emailed Social Worker to say she'd moved. Safeguarding believed this to be untrue and expressed concern. Social Worker subsequently gained access to this property but it was believed to be the Grandmother's home and not where the Mother and Child were actually living.

05.10.16 - Social Worker asked Safeguarding for landlord details for inclusion in another court report. Mother was not registered at the 'new' address – still registered at previous address. Social Worker agreed she felt the Mother and child were living at the original address.

17.03.17 - Safeguarding received another call from Father re. concerns that Social Care were not doing enough.

22.03.17 - Social Worker suggested that there was no evidence that the Mother was not living at the 'new' address. Safeguarding therefore sent a range of evidence, which supported the fact that the Mother had been guilty of benefit fraud and perjury, and was still living at original address.

24.03.17 – Safeguarding made an informal complaint to Social Care Service Manager regarding concerns about how the case was being handled.

27.03.17 - Confidential information was shared by EFDC with Social Worker for court, which she then shared with the Mother, enabling the Mother to be prepared for court, where she stated that she was now living at another address.

05.04.17 – The Mother wrote to the Social Worker saying she would now be moving back to the original property.

28.04.17 - A Council Housing Benefits Officer carried out a visit to the 'original property'. No-one was home, but they reported a foul smell coming from the flat and raised a safeguarding concern. An Environmental Health Officer (EHO) was asked to visit the flat, as it was not a Council property.

24.05.17 - EHO finally got access to the property. The landlord (a family friend), the Mother and several family members had already spent a couple of hours clearing the property and it was still in a very poor state.

22.05.17 - Social Worker sent the Safeguarding Team an email thanking them for the Council EHO's quick response and 'working together' to keep the young boy safe.

It was discovered that the Mother had never actually moved out of the original property and had continually lied to Social Care and the Family Court. The boy, who is now 8 years old, has lived in awful conditions for two years and this is believed to have contributed to his poor mental and physical health.

Report to Communities Select Committee

Date of meeting: 20th June 2017

Portfolio: Housing – Cllr S. Stavrou

Subject: HRA Financial Plan 2017-18

Officer contact for further information:

Alan Hall – Director of Communities (01992 564004)

Committee Secretary: Adrian Hendry



Recommendations:

- (1) That the Housing Revenue Account (HRA) Financial Plan 2017-18, attached as an Appendix, be considered; and**
- (2) That the Select Committee provides any comments or concerns to the Housing Portfolio Holder and Director of Communities accordingly.**

1. Each year, the Council formulates its Housing Revenue Account (HRA) Financial Plan for the forthcoming year. The Financial Plan sets out the forecast income and expenditure for the Council's HRA for the following 30 years, to enable early decisions to be made based on these long term forecasts. Each year, the Financial Plan takes account of the latest budget figures, Council policy, Government policy and Council decisions, and makes assumptions for a range of future income and costs.

2. In previous years, the HRA Financial Plan has formed a Chapter within the Council's HRA Business Plan, which was considered by the Select Committee prior to formal sign-off of the Business Plan by the Housing Portfolio Holder. However, following the corporate decision to only have one business plan for each Directorate - covering just key actions and resource implications - a HRA Business Plan is no longer produced. However, in view of its importance in informing key strategic financial decisions needing to be made by the Council, the Council continues to produce a HRA Financial Plan – and the Financial Plan for 2017-18 is attached as an Appendix.

3. As in previous years, the HRA Financial Plan has been produced by Simon Smith, the Council's HRA financial planning consultant with SD Smith Consultancy, in consultation with the Director of Communities and Finance Officers.

4. The latest Financial Plan starts from 2016/17 and is based on the latest out-turn forecasts for 2016/17 and the agreed budgets for 2017/18. It also takes account of the Cabinet's decisions following the Stage 1 HRA Financial Options Review undertaken earlier in the year, when it was agreed that the Council should continue with its Council Housebuilding Programme for Phase 4-6 and revert to the Government's Decent Home Standard from the Council's own Modern Home Standard. Indeed, the Financial Plan is usually produced in March each year, but has been delayed this year pending the outcome of the Stage 1 HRA Financial Options Review.


5. The Financial Plan demonstrates that, despite the Government's policy that all social rents must be reduced by 1% per annum for four years which clearly has an effect on rental income, the HRA continues to be in a reasonable healthy state, and that all of the current and planned HRA loans are able to be repaid within 25 years (or 26 years from April 2016), whilst maintaining a minimum HRA balance of £2 million throughout the Plan period.

6. The Financial Plan also identifies that, on current forecasts, almost £90million of service enhancements or housing improvements could be introduced from 2023, over the remaining Plan period.

7. It should be noted that the Financial Plan has been produced before the outcome of the General Election is known. It therefore points out that, if the Conservative Party is returned to Government, although there was no specific reference in their Election Manifesto, it is unknown whether their previous policy to require stock retained councils to sell higher value void properties, to fund an annual levy payable to Government, will be continued. If it is, it is likely to have a significant impact on the Council's HRA, which the Council has already agreed would trigger a Stage 2 HRA Financial Options Review.

8. The Select Committee is asked to consider the HRA Financial Plan 2017-18 and provide any comments or concerns to the Housing Portfolio Holder and Director of Communities accordingly.

9. The Cabinet has previously asked the Communities Select Committee to review changes to the HRA Financial Plan twice each year, at its scheduled meetings in October and March. In addition, senior Housing and Finance officers also formally review the Financial Plan in July and January each year too.



EPPING FOREST DISTRICT COUNCIL - FINANCIAL PLAN 2017/18

SD SMITH CONSULTANCY LTD

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1. Introduction

1.1 The Council's Housing Revenue Account (HRA) business planning consultants have prepared this HRA Financial Plan, following detailed consideration by the Council's Communities Select Committee and Housing Portfolio Holder. The Council has produced a Financial Plan since 2011, which has been continually reviewed from the implementation of self-financing and remains subject to quarterly reviews. Previously, the Financial Plan formed part of the Council's annual Housing Revenue Account (HRA) Business Plan. However, following the Council's corporate decision to cease all detailed business plans (replacing them with much shorter Directorate Action and Resource Plans), the Financial Plan is now produced as a stand-alone document.

1.2 This is the fifth Financial Plan since the introduction of self-financing and provides for a firm base of certainty given that the level of debt taken on the 28th March 2012 and interest rates of the fixed loans that funded this transaction have commenced. The Plan is based on the latest information available in terms of the Council Housebuilding Programme, capital investment requirements, Government policy and any refinancing implications.

2. Executive Summary

2.1 The HRA Self-Financing Regime commenced April 2012 with a debt allocation to the Council of £185.456million. This latest version of the Financial Plan demonstrates that the HRA remains viable throughout all the years of the Plan, although partial refinancing of debt is required, whilst the continuation of the Council Housebuilding Programme and the ability to fund long-term housing improvements and service enhancements is achievable. The Plan has the potential to repay the allocated debt within a period of 26 years, according to the schedule of fixed loan repayments, based on the assumptions contained within the Plan.

2.2 The Financial Plan will require continual updating on the basis of the changes to levels of right to buy sales, implementation of new Government policy, amendments to the Council Housebuilding Programme, future inflation, in-year budget amendments, changes to investment levels and interest earned on balances.

3. Underlying assumptions

3.1 A detailed HRA Financial Plan model has been produced for the Council, launched from 2016/17, and based on the latest out-turn forecasts for 2016/17 and the agreed budgets for 2017/18, with the following key assumptions:

- Balanced to the forecast out-turn HRA budgets for 2016/17 and approved budgets for 2017/18;

- Balanced to the forecast HRA Capital Programme for major works for 2016/17 - 2020/21 with additional expenditure and variations to funding where required;
- Rents not increasing as per the Government's original policy of CPI plus 1%, but under the new Government directive of 1% reductions each year up to and including April 2019. The exception being new tenancies being re-let at their formula rent, with the annual 1% reduction being applied thereafter. From April 2020, it is assumed that rents will increase once again by CPI plus 1%, based on the most recent Government statement from the former Chancellor of the Exchequer, George Osborne;
- General Inflation set at 2.5% (the exception being rent increases, the 2017/18 budgets and HRA Capital Programme up to 2020/21);
- Right to Buy sales were 46 in 2016/17 and estimated at 30 for both 2017/18 and 2018/19, then with a gradual reduction thereafter;
- Continuation of the required internal borrowing for the General Fund from the HRA, to ensure a neutral position for the General Fund compared to the situation prior to self-financing;
- Interest rates as per the treasury schedule (below) with internal borrowing rates rising from 1% to 2%;

Loan £m	Interest Basis	Interest Rate	Maturity
31.800	Variable	0.62%	Mar 2022
30.000	Fixed	3.46%	Mar 2038
30.000	Fixed	3.47%	Mar 2039
30.000	Fixed	3.48%	Mar 2040
30.000	Fixed	3.49%	Mar 2041
33.656	Fixed	3.50%	Mar 2042

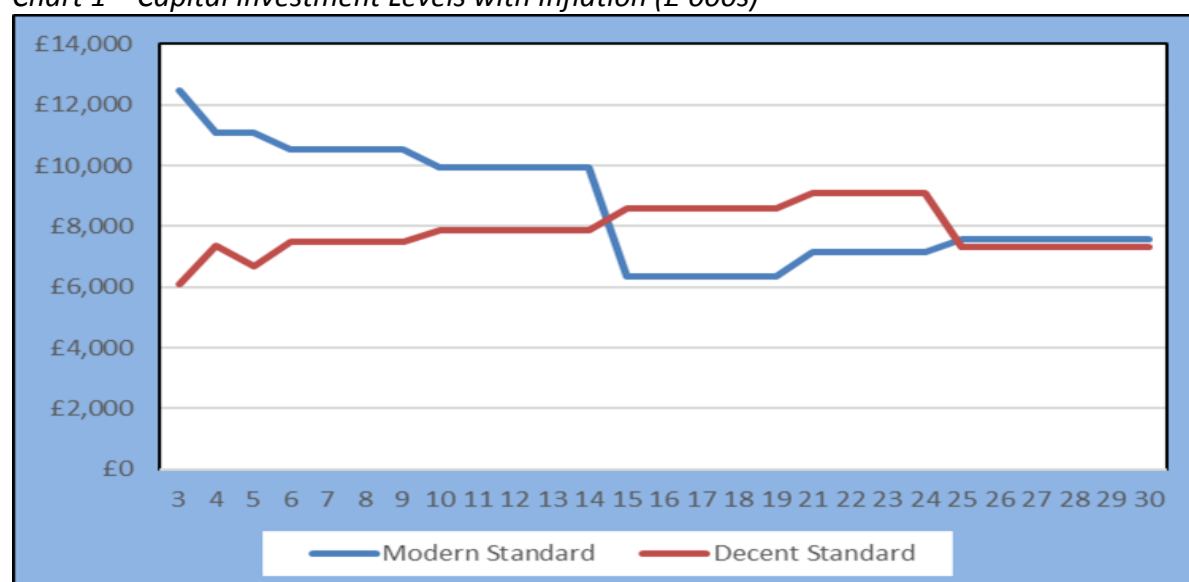
- Housing improvements and service enhancements to benefit tenants, when affordable in the longer-term;
- A Council Housebuilding Programme of 221 homes over 4 years (averaging 55 per annum) to maximise the use of 1-4-1 receipts from higher than anticipated right to buy sales; and
- The previous purchase from the open market of 6 properties to minimise the amount of right to buy receipts returned to the Government.

3.2 The most critical assumption relates to the required stock investment and needs. Due to a re-evaluation of the HRA finances by the Council, through its Stage 1 HRA Financial Options Review undertaken in March 2017, and the wish to continue with the Council

Housebuilding Programme, the previously modelled full maintenance standard (known as the Modern Home Standard) for the Council's housing stock has reverted to the Decent Homes Standard, introducing extended replacement life-cycles. The database for capital investment needs is continually being updated and the February 2017 iteration is included within this Plan.

3.3 The differences between the two standards is presented graphically below:

Chart 1 – Capital Investment Levels with Inflation (£'000s)



In overall terms the reduction in capital expenditure over 28 years is £17.575million. The key benefit for reducing to the Decent Homes Standard is in the reduction of required expenditure in the earlier years (i.e. years 3 to 14). The main differences between the two standards are that major components such as kitchens, bathrooms, roofing and heating have their life-cycles extended. Therefore, items that would have been replaced in the early years are then replaced at a later stage.

4. Headline Outputs

4.1. This latest version of the Financial Plan has been modelled with the assumptions detailed above. Due to the annual rent reductions and increases of expenditure for the Council Housebuilding Programme set against reductions in investment in the current stock the following assumptions have been made:

- Repayment of the debt within 25 years (or 26 years from April 2016), as per the current loan portfolio, whilst holding a revised minimum balance of £2million (inflated);
- Refinancing of the £31.8million loan repayment of £12.292million in 2021/22 (year 6), repaid by 2023/24 (year 8) or £14.810million in 2021/21 repaid by 2024/25 if the

HRA were to purchase the s106 affordable homes at Pyrles Lane, Loughton as an extension to the Council Housebuilding Programme;

- Continuation of a Self-Financing Reserve, to hold funds sufficient to meet loan maturity dates;
- Gradual reduction over 5 years of reserves held in the Major Repairs Reserve and the Revenue Repairs Account

The table below identifies the levels of service enhancements and improvements which could potentially be funded by the Plan over a 30-year period (at today's prices) and/or could possibly be used to reduce the amount of borrowing (subject to exit penalties):

Years 1-5	£ Nil
Years 6-10	£1.175million
Years 11-15	£5.725million
Years 16-20	£9.000million
Years 21-25	£16.325million
Years 26-30	£57.500million
Total over 30 Years	£89.725million

4.2 The 2015/16 Financial Plan identified that £62.5million was available for service enhancements and improvements over 30 years, so the positive financial impact of changes to the Plan since last year are demonstrated in this increase, namely the reduction of the investment in the current stock to the Decent Homes Standard and also the Plan moving on a year. As highlighted above, reviews of the Plan will continue on a quarterly basis, since these may well impact on the deliverability of the service enhancements in the longer term.

4.3 The following charts set out:

- The in-year cashflow and balance projections for the HRA;
- The capital investment requirements (including the above service enhancements) and availability;
- The debt repayment profile
- The HRA Self-Financing Reserve

Chart 2 - HRA Projections (£'000s)

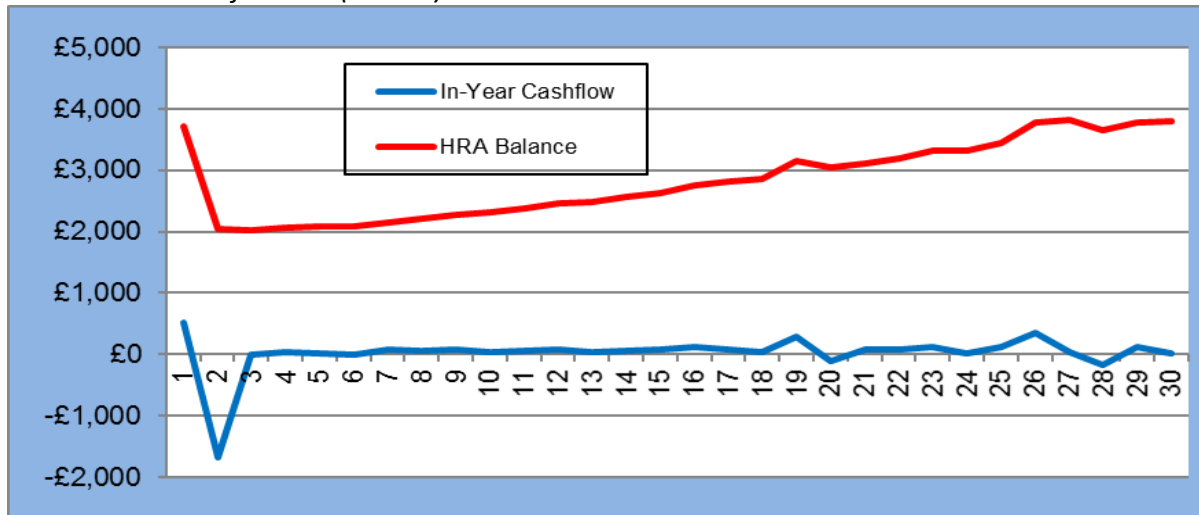


Chart 3 - Capital Expenditure Profile and Funding (£'000s)

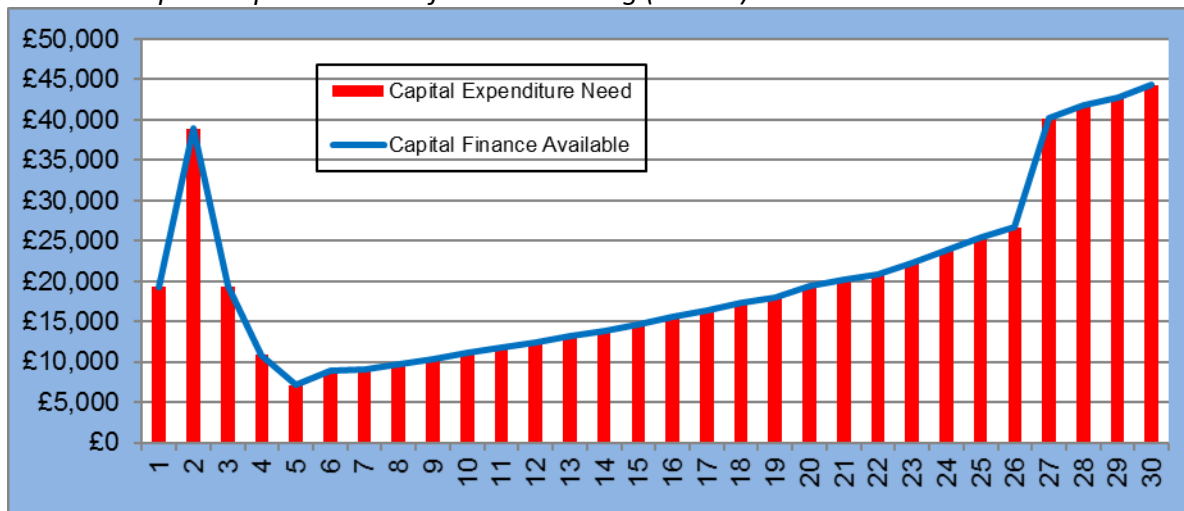


Chart 4 - Projected Debt Profile (£'000s)

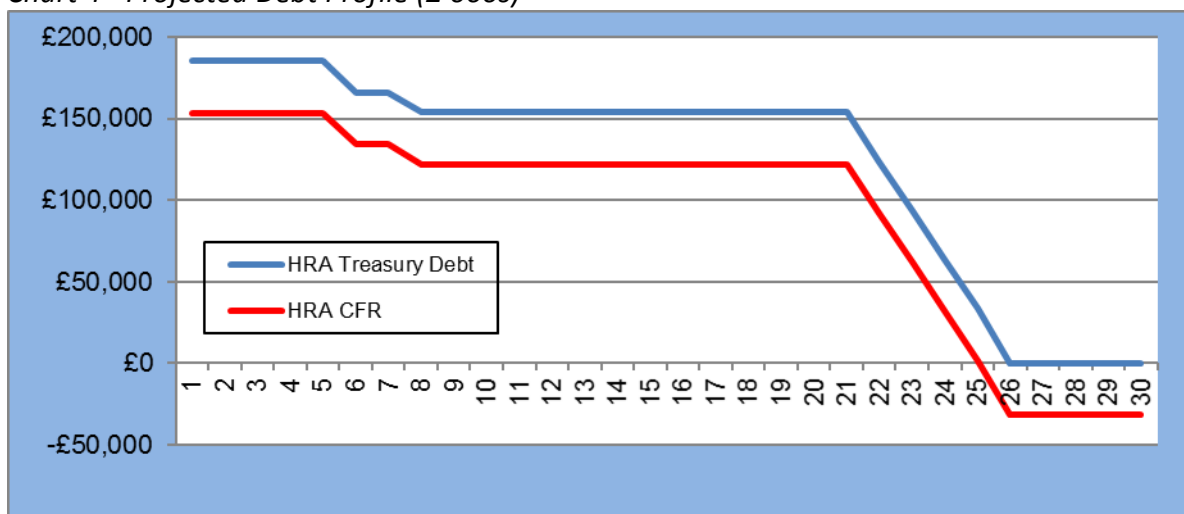
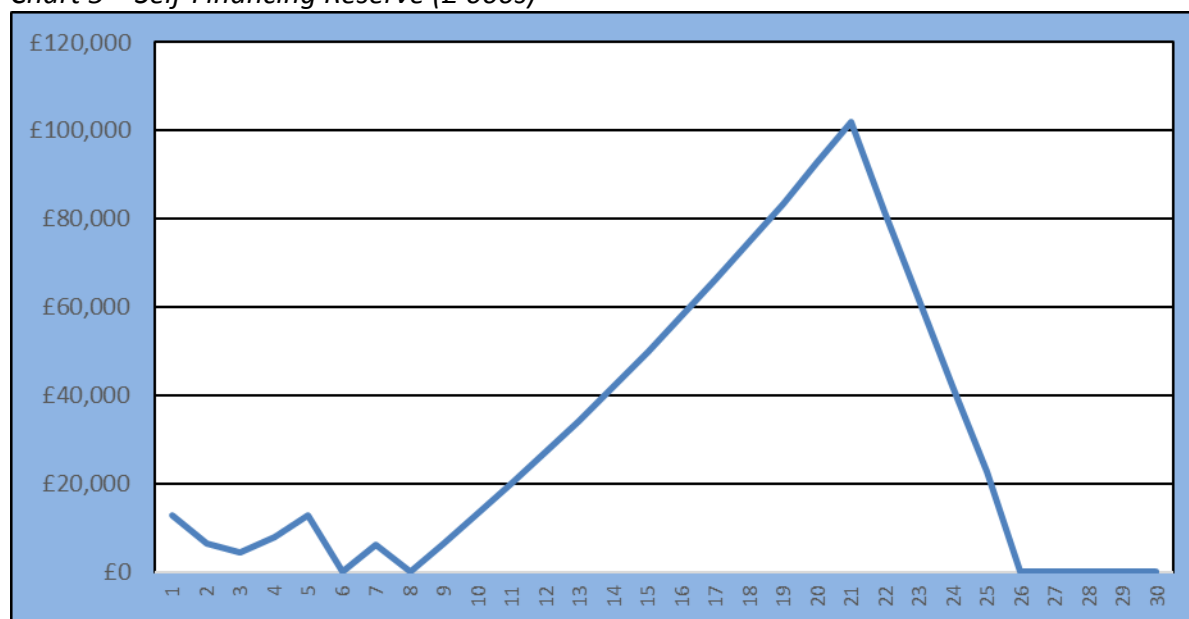


Chart 5 – Self-Financing Reserve (£'000s)



4.4 The charts above firstly demonstrate that the HRA remains in positive balance throughout the 30 years of the Plan. However, in order to achieve this, part-refinancing is required of £12.292million to fund the full Housebuilding Programme.

4.5 The Plan, based on these assumptions, also has the potential to repay the HRA element of debt (HRA CFR) within 25 years (or 26 years from April 2016) and includes actual interest rates, assumptions as to interest levels for internal borrowing between the HRA and the General Fund and provision for improvements / service enhancements. At the end of 26 years the HRA will be in the same position as prior to self-financing, with no attributable debt and a negative HRA CFR.

4.6 The Self-Financing Reserve is funded directly from contributions from the HRA, which are forecast to increase on an annual basis (with exceptions for years 2 to 3 to fund the Council Housebuilding Programme) and reduced when loans mature. Interest earned on the balances is credited to the HRA.

5. Sensitivities

5.1 Given that the Financial Plan has been specifically modelled to repay the debt settlement over a 26-year period, by decreasing the levels of capital expenditure, it proves that the Plan is viable but not wholly resilient to changes in the key assumptions. This is particularly relevant, as some significant increases will impact on the increasing of the refinancing requirement in the short to mid-term and impact on service enhancements in the longer-term.

5.2 In addition, at the time of writing, the outcome of the General Election is awaited. If the Conservative Party is returned to Government, although there was no specific reference in their Election Manifesto, it is unknown whether their previous policy to require stock

retained councils to sell higher value voids properties, to fund an annual levy payable to Government, will be continued. If it does, it would have a significant impact on the Council's HRA, which the Council has already agreed would trigger a Stage 2 HRA Financial Options Review. It is understood that the other main political parties have said that they would rescind this policy.

5.3 It must be noted that all management, maintenance and capital expenditure are forecast to increase by base inflation only and therefore any real increases above these provisions will have to be met by efficiency savings or reductions in future service enhancement levels.

6. Next Steps for The Council

6.1 The previous Government reinvigorated the Right to Buy (RTB) policy, coinciding with the commencement of the Council's first Financial Plan. The Council continues to see an increase in the number of right to buy sales which does have an impact on the Plan in terms of providing additional resource for the provision of new build or open market acquisition but with additional receipts and loss of future rental income from the higher level of properties sold. Whilst the Plan allows for an increased volume of sales, the situation will continue to be carefully monitored. This is particularly important in ensuring that all receipts are utilised in a timely manner to avoid returning these to the Government.

6.2 The Council also needs to await the outcome of the General Election and subsequent announcements on the future of the policy for local authorities to sell their higher value void properties, which will determine whether or not the Council needs to undertake a Stage 2 HRA Financial Options Review.

6.3 CIPFA are yet to finalise the calculation of future depreciation charges under componentisation of assets and therefore the transitional arrangements have been used throughout the life of the Plan, but it is expected that there will be little or no impact from any changes made.

6.4 Once the latest cash flows and estimates for the Council Housebuilding Programme have been assessed, the required additional borrowing or refinancing of existing loans will need to be arranged.

7. Risk and Reward

7.1 Having moved to self-financing for the HRA it has significantly altered the risk profile in HRA Financial Plans and for the Council's Housing Service since 2012.

7.2 We have classified the following risks under the headings shown:

Description	Impact	Likelihood	Mitigation and residual risk
Inability to spend all 1-4-1 Receipts within 3 years, resulting in payment to DCLG	MEDIUM	HIGH	Although accepted that payments to DCLG are now inevitable, ongoing financial monitoring enables understanding of the position and progress with housebuilding phases will be progressed as soon as possible
Insufficient knowledge of current stock causes unknown liabilities	HIGH	LOW	Surveys are undertaken on regular basis, with databases continually updated.
Cost inflation is higher than income inflation	HIGH	MEDIUM	Continuation of effective budget and financial control -> reduce impact to MEDIUM or LOW
Interest rates rise	MEDIUM	LOW	Flexible approach to debt funding giving opportunities to refinance
Right to Buy levels increase	MEDIUM	MEDIUM	Depends on Government policy towards future discounts, reintroduction of pay to stay and moves in the housing market; managing costs to the number of properties held -> reduce impact to LOW (but impact on availability of housing)
Restriction on housing benefits; introduction of Universal Credit	HIGH	HIGH	Intensive management and services to vulnerable tenants -> reduce likelihood to MEDIUM
Government revisits the self-financing settlement	HIGH	MINIMAL	No action by the Council, but investment of available resources could reduce scale of impact.
Rent increases are not implemented in accordance with Government expectations	HIGH	MINIMAL	This Plan takes into account the latest guidance on social rents

APPENDIX – Projected Cash Flows

HOUSING REVENUE ACCOUNT PROJECTIONS

Epping Forest DC

Year £'000	2016.17 1	2017.18 2	2018.19 3	2019.20 4	2020.21 5	2021.22 6	2022.23 7	2023.24 8	2024.25 9	2025.26 10	2026.27 11	2027.28 12	2028.29 13	2029.30 14	2030.31 15
INCOME:															
Gross Rental Income	32,042	31,730	32,387	32,446	33,485	34,507	35,568	36,665	37,791	38,946	40,138	41,368	42,631	43,929	45,263
Void Losses	-254	-129	-215	-217	-302	-311	-321	-331	-341	-351	-362	-373	-385	-396	-408
Charges for Services & Facilities	1,610	1,752	1,796	1,841	1,887	1,934	1,982	2,032	2,083	2,135	2,188	2,243	2,299	2,356	2,415
Non-Dwelling Rent	877	892	914	937	961	985	1,009	1,034	1,060	1,087	1,114	1,142	1,170	1,200	1,230
Contribution From General Fund	370	380	390	399	409	419	430	441	452	463	475	486	499	511	524
Total Income	34,645	34,625	35,272	35,406	36,440	37,534	38,669	39,841	41,044	42,279	43,552	44,865	46,214	47,600	49,023
EXPENDITURE:															
Supervision & Management - General	-5,303	-5,550	-5,689	-5,831	-5,977	-6,126	-6,279	-6,436	-6,597	-6,762	-6,931	-7,104	-7,282	-7,464	-7,651
Supervision & Management - Special	-3,770	-3,898	-3,995	-4,095	-4,198	-4,303	-4,410	-4,520	-4,633	-4,749	-4,868	-4,990	-5,115	-5,242	-5,373
Other Management Expenditure	-378	-477	-489	-501	-514	-527	-540	-553	-567	-581	-596	-611	-626	-642	-658
Provision for Bad/Doubtful Debts	-100	-100	-104	-162	-246	-335	-261	-270	-278	-194	-200	-206	-212	-219	-226
Contribution to Repairs Fund	-5,800	-6,000	-6,200	-5,475	-6,461	-6,623	-6,808	-7,130	-7,334	-7,517	-7,705	-7,898	-8,095	-8,297	-8,505
Total Revenue Expenditure	-15,351	-16,025	-16,477	-16,064	-17,395	-17,913	-18,299	-18,909	-19,409	-19,804	-20,300	-20,809	-21,330	-21,864	-22,412
Interest Payable on Loans	-5,562	-5,562	-5,863	-6,022	-6,022	-6,177	-5,717	-5,532	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348
Treasury Management Expenses	-64	-62	-64	-65	-67	-68	-70	-72	-74	-76	-77	-79	-81	-83	-85
Interest on Receipts & Balances	264	168	215	318	516	636	646	651	654	765	881	1,004	1,130	1,260	1,394
Net Depreciation	-8,029	-8,220	-8,220	-8,220	-8,426	-8,636	-8,852	-9,073	-9,300	-9,533	-9,771	-10,015	-10,266	-10,522	-10,785
Net Operating Income	5,903	4,925	4,863	5,353	5,046	5,375	6,377	6,906	7,568	8,284	8,937	9,618	10,319	11,042	11,787
APPROPRIATIONS:															
FRS 17 /Other HRA Reserve Adj	-24	-24	-25	-25	-26	-26	-27	-28	-29	-29	-30	-31	-31	-32	-33
Self Financing Reserve	0	0	0	-3,450	-5,000	-5,350	-6,030	-6,262	-6,461	-6,666	-6,877	-7,095	-7,321	-7,553	-7,792
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure Charged to Revenue	-5,367	-6,580	-4,842	-1,850	0	0	-245	-562	-1,007	-1,553	-1,969	-2,416	-2,929	-3,390	-3,878
Total Appropriations	-5,391	-6,604	-4,866	-5,325	-5,026	-5,376	-6,303	-6,852	-7,497	-8,248	-8,876	-9,542	-10,281	-10,975	-11,704
ANNUAL CASHFLOW	512	-1,679	-3	28	20	-2	74	54	71	36	61	76	38	67	83
Opening Balance	3,202	3,714	2,034	2,031	2,059	2,079	2,078	2,152	2,206	2,277	2,313	2,374	2,450	2,488	2,555
Closing Balance	3,714	2,034	2,031	2,059	2,079	2,078	2,152	2,206	2,277	2,313	2,374	2,450	2,488	2,555	2,638
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	12,720	6,350	4,360	7,810	12,810	0	6,030	0	6,461	13,126	20,004	27,099	34,419	41,972	49,765
HRA New Build Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

EPPING FOREST DISTRICT COUNCIL - FINANCIAL PLAN 2017/18

HOUSING REVENUE ACCOUNT PROJECTIONS

Epping Forest DC

Year	2031.32	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	2043.44	2044.45	2045.46
£'000	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
INCOME:															
Gross Rental Income	46,641	48,064	49,527	51,032	52,579	54,178	55,832	57,533	59,283	61,085	62,938	64,846	66,810	68,830	70,910
Void Losses	-421	-434	-447	-460	-474	-489	-504	-519	-535	-551	-568	-585	-603	-621	-640
Charges for Services & Facilities	2,476	2,537	2,601	2,666	2,733	2,801	2,871	2,943	3,016	3,092	3,169	3,248	3,329	3,413	3,498
Non-Dwelling Rent	1,260	1,292	1,324	1,357	1,391	1,426	1,462	1,498	1,536	1,574	1,613	1,654	1,695	1,737	1,781
Contribution From General Fund	537	550	564	578	593	607	623	638	654	671	687	704	722	740	759
Total Income	50,493	52,010	53,570	55,173	56,821	58,524	60,283	62,093	63,955	65,870	67,840	69,867	71,953	74,100	76,308
EXPENDITURE:															
Supervision & Management - General	-7,842	-8,038	-8,239	-8,445	-8,656	-8,873	-9,094	-9,322	-9,555	-9,794	-10,038	-10,289	-10,547	-10,810	-11,081
Supervision & Management - Special	-5,508	-5,645	-5,787	-5,931	-6,080	-6,232	-6,387	-6,547	-6,711	-6,878	-7,050	-7,227	-7,407	-7,593	-7,782
Other Management Expenditure	-674	-691	-708	-726	-744	-763	-782	-801	-821	-842	-863	-884	-906	-929	-952
Provision for Bad/Doubtful Debts	-232	-239	-247	-254	-262	-270	-278	-287	-295	-304	-314	-323	-333	-343	-353
Contribution to Repairs Fund	-8,717	-8,935	-9,159	-9,388	-9,622	-9,863	-10,110	-10,362	-10,621	-10,887	-11,159	-11,438	-11,724	-12,017	-12,318
Total Revenue Expenditure	-22,974	-23,549	-24,139	-24,744	-25,364	-26,000	-26,651	-27,319	-28,003	-28,705	-29,424	-30,162	-30,917	-31,692	-32,486
Interest Payable on Loans	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,339	-4,301	-3,260	-2,216	-1,168	0	0	0	0
Treasury Management Expenses	-88	-90	-92	-94	-97	-99	-102	-104	-107	-109	-112	-115	-118	-121	-124
Interest on Receipts & Balances	1,671	1,835	2,003	2,178	2,358	2,619	2,513	2,116	1,724	1,339	928	707	706	705	707
Net Depreciation	-11,055	-11,331	-11,615	-11,905	-12,203	-12,508	-12,820	-13,141	-13,469	-13,806	-14,151	-14,505	-14,868	-15,239	-15,620
Net Operating Income	12,700	13,526	14,378	15,260	16,167	17,189	17,884	19,343	20,839	22,372	23,912	25,793	26,756	27,753	28,785
APPROPRIATIONS:															
FRS 17 /Other HRA Reserve Adj	-34	-35	-36	-37	-37	-38	-39	-40	-41	-42	-43	-44	-46	-47	-48
Self Financing Reserve	-8,040	-8,295	-8,558	-8,830	-9,110	-9,399	-9,697	-10,005	-10,322	-10,650	-10,988	0	0	0	0
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure Charged to Revenue	-4,513	-5,123	-5,743	-6,102	-7,135	-7,679	-8,077	-9,179	-10,463	-11,562	-12,534	-25,710	-26,875	-27,584	-28,713
Total Appropriations	-12,586	-13,453	-14,337	-14,968	-16,282	-17,116	-17,813	-19,223	-20,826	-22,254	-23,565	-25,754	-26,921	-27,631	-28,761
ANNUAL CASHFLOW	113	74	42	292	-115	73	71	120	13	118	347	39	-165	122	24
Opening Balance	2,638	2,751	2,825	2,867	3,159	3,044	3,117	3,188	3,308	3,320	3,438	3,785	3,823	3,659	3,780
Closing Balance	2,751	2,825	2,867	3,159	3,044	3,117	3,188	3,308	3,320	3,438	3,785	3,823	3,659	3,780	3,804
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	57,804	66,099	74,657	83,487	92,596	101,995	81,692	61,697	42,019	22,668	0	0	0	0	0
HRA New Build Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

EPPING FOREST DISTRICT COUNCIL - FINANCIAL PLAN 2017/18

HOUSING CAPITAL PROJECTIONS

Epping Forest DC

Year £'000	2016.17 1	2017.18 2	2018.19 3	2019.20 4	2020.21 5	2021.22 6	2022.23 7	2023.24 8	2024.25 9	2025.26 10	2026.27 11	2027.28 12	2028.29 13	2029.30 14	2030.31 15
EXPENDITURE:															
New Build Lifecycle & Planned	0	0	0	0	0	0	-11	-92	-108	-110	-113	-128	-223	-244	-250
Existing Stock Lifecycle & Planned	-10,823	-14,340	-6,085	-7,349	-6,701	-8,352	-8,582	-8,818	-9,060	-9,783	-10,052	-10,329	-10,613	-10,905	-12,259
Disabled Adaptations	-430	-450	-400	-400	-410	-441	-452	-464	-475	-511	-524	-537	-551	-565	-608
Other Capital Expenditure	-108	-50	-50	-50	-50	-51	-53	-54	-55	-57	-58	-59	-61	-62	-64
Acquisitions Expenditure	-2,104	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Build Development	-5,848	-24,041	-12,845	-3,027	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements/Improvements	0	0	0	0	0	0	0	-208	-609	-624	-992	-1,378	-1,748	-2,137	-1,484
Previous Year's B/F Shortfall	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditure	-19,313	-38,881	-19,380	-10,826	-7,161	-8,845	-9,097	-9,635	-10,308	-11,086	-11,740	-12,431	-13,195	-13,912	-14,664
FUNDING:															
Major Repairs Reserve	9,984	18,543	8,224	8,220	6,869	-3,447	8,852	9,073	9,300	9,533	9,771	10,015	10,266	10,522	10,785
Right to Buy Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	0	12,292	0	0	0	0	0	0	0	0	0
Other Receipts/Grants	1,495	175	470	70	70	0	0	0	0	0	0	0	0	0	0
Right to Buy 1-4-1 Reserves	2,467	7,212	3,853	686	222	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	0	6,370	1,990	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contributions	5,367	6,580	4,842	1,850	0	0	245	562	1,007	1,553	1,969	2,416	2,929	3,390	3,878
Total Capital Funding	19,313	38,881	19,380	10,826	7,161	8,845	9,097	9,635	10,308	11,086	11,740	12,431	13,195	13,912	14,664
In-Year Net Cashflow	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MRR Account:															
Opening Balance	12,283	10,328	4	0	0	1,556	0	0	0	0	0	0	0	0	0
Net Contribution from Depreciation	8,029	8,220	8,220	8,220	8,426	8,636	8,852	9,073	9,300	9,533	9,771	10,015	10,266	10,522	10,785
Use of Reserve to Capital	-9,984	-18,543	-8,224	-8,220	-6,869	3,447	-8,852	-9,073	-9,300	-9,533	-9,771	-10,015	-10,266	-10,522	-10,785
Closing Balance	£10,328	£4	£0	£0	£1,556	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

EPPING FOREST DISTRICT COUNCIL - FINANCIAL PLAN 2017/18

HOUSING CAPITAL PROJECTIONS

Epping Forest DC

Year £'000	2031.32 16	2032.33 17	2033.34 18	2034.35 19	2035.36 20	2036.37 21	2037.38 22	2038.39 23	2039.40 24	2040.41 25	2041.42 26	2042.43 27	2043.44 28	2044.45 29	2045.46 30
EXPENDITURE:															
New Build Lifecycle & Planned	-256	-283	-445	-483	-495	-507	-520	-533	-546	-560	-574	-588	-603	-618	-633
Existing Stock Lifecycle & Planned	-12,596	-12,942	-13,298	-13,664	-14,852	-15,260	-15,680	-16,111	-16,554	-13,650	-14,026	-14,411	-14,808	-15,215	-16,034
Disabled Adaptations	-623	-638	-654	-671	-722	-740	-758	-777	-797	-857	-879	-901	-923	-946	-970
Other Capital Expenditure	-66	-67	-69	-71	-72	-74	-76	-78	-80	-82	-84	-86	-88	-90	-93
Acquisitions Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Build Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements/Improvements	-2,028	-2,524	-2,891	-3,119	-3,197	-3,605	-3,863	-4,820	-5,956	-10,219	-11,124	-24,229	-25,321	-25,954	-26,603
Previous Year's B/F Shortfall	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditure	-15,568	-16,454	-17,358	-18,007	-19,338	-20,186	-20,897	-22,319	-23,932	-25,368	-26,686	-40,215	-41,743	-42,824	-44,333
FUNDING:															
Major Repairs Reserve	11,055	11,331	11,615	11,905	12,203	12,508	12,820	13,141	13,469	13,806	14,151	14,505	14,868	15,239	15,620
Right to Buy Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Receipts/Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Right to Buy 1-4-1 Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contributions	4,513	5,123	5,743	6,102	7,135	7,679	8,077	9,179	10,463	11,562	12,534	25,710	26,875	27,584	28,713
Total Capital Funding	15,568	16,454	17,358	18,007	19,338	20,186	20,897	22,319	23,932	25,368	26,686	40,215	41,743	42,824	44,333
In-Year Net Cashflow	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Position	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MRR Account:															
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Contribution from Depreciation	11,055	11,331	11,615	11,905	12,203	12,508	12,820	13,141	13,469	13,806	14,151	14,505	14,868	15,239	15,620
Use of Reserve to Capital	-11,055	-11,331	-11,615	-11,905	-12,203	-12,508	-12,820	-13,141	-13,469	-13,806	-14,151	-14,505	-14,868	-15,239	-15,620
Closing Balance	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

Report to Communities Select Committee

Date of meeting: 20th June 2017

Portfolio: Housing – Cllr S. Stavrou

Subject: Housing Service Standards – Performance Report 2016/17 and Review



Officer contact for further information:

Alan Hall – Director of Communities (01992 564004)

Committee Secretary: Adrian Hendry

Recommendations:

- (1) That performance against the previously-agreed Housing Service Standards in 2016/17 (where measured), as set out in the Appendix, be considered;**
- (2) That the 81% achievement of all measurable and measured targets associated with the Service Standards be noted;**
- (3) That, subject to the views of the Tenants and Leaseholders Federation, no changes to the Housing Service Standards be recommended to the Housing Portfolio Holder for the forthcoming year; and**
- (4) That the Housing Service Standards, and performance against the Service Standards in 2017/18, be reviewed again in June 2018.**

Background

1. Since 2007, the Council has had a range of Housing Service Standards, covering all of the Housing Service's main areas of activity, formulated in consultation with the Tenants and Leaseholders Federation.
2. The Standards, and the Housing Service's performance against them, are considered each year by the Communities Select Committee to determine whether or not any changes to the Service Standards should be recommended to the Housing Portfolio Holder.
3. In the past, all tenants have been provided with a leaflet setting out all of the agreed Housing Service Standards, which is also included as part of the Tenants Handbook given to new tenants. However, both the leaflet and the Tenants Handbook are now available on-line (with hard copies available if requested).

Performance against the Housing Service Standards in 2016/17

4. Last year, when reviewing the Service Standards and the Performance Schedule, the Select Committee requested increased performance and activity information on a number of the Service Standards within the Performance Schedule, which have been included in this year's Schedule.

5. The Appendix provides details of the current Housing Service Standards and – where measurable and appropriate – the Housing Service's performance in meeting the standards in 2016/17. As a comparison, the Appendix also provides details on performance in 2015/16 and 2014/15.

6. It is emphasised that it is not possible to measure performance against every Service Standard. In a number of cases, there is nothing that can be measured, since the Standard is a "statement of intent"; in a number of other cases, whilst performance could potentially be measured, it has previously been agreed that the time and resources that would be required to properly record and monitor performance is not warranted.

7. There are 48 Housing Service Standards that include measurable and measured targets. Of these, 39 (81%) of the targets were achieved in 2016/17.

Changes to the Service Standards

8. The Director of Communities has reviewed the current Housing Service Standards, having regard to performance in 2016/17 and changes in legislation and Council policy. As a result, no changes are proposed for the forthcoming year – which is the first year that no changes have been proposed for a number of years.

9. However, it suggested that the Service Standards, and performance against them, are reviewed again in June 2018.

Consultation with the Tenants and Leaseholders Federation

10. The Tenants and Leaseholders Federation was consulted on the Service Standards and the Performance Schedule at its meeting on 24th May 2017. The Federation considered the Performance Schedule and asked a few questions relating to the non-achievement of some of the targets relating to Sheltered Housing and Careline. As a result the Federation suggested that the last column provides brief details for these non-achievements, which have been included in the attached Schedule in the Appendix.

Epping Forest District Council Housing Service						
ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17						
Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments

We aim to....

GENERAL						
(G1) Report on our performance against these Service Standards to your Tenants and Leaseholders Federation every year, and review the Standards in the light of performance	Director of Communities	Whether or not performance is reported	Yes	Yes	Yes	
(G2) Generally satisfy at least 80% of our tenants with the overall housing service provided	Director of Communities	Overall level of tenant satisfaction as surveyed through the national STAR survey	87 %	87 %	88 %	Target achieved. The Satisfaction Survey is undertaken every three years – the next survey will be undertaken in 2018
(G3) Respond to your letters within 10 working days on routine matters, or acknowledge within 5 working days and then provide you with a full response within 28 days on more complex issues	Director of Communities	Not measured.	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(G4) Give you an opportunity to appeal within 3 months to a senior officer about any decision made about your housing that affects you.	Director of Communities	No. of appeals considered by senior officers	2 appeals	21 appeals	2 appeals	The high number of appeals considered in 2015/16 was due to the change in the Housing Allocations Scheme in that year
(G5) Give you an opportunity to complain about anything you are unhappy about, fully investigate your complaint, and inform you of the outcome of your complaint within the Council's published timescales.	Director of Communities	(a) No. of Step 2 complaints (to Asst. Directors) received	16 comps.	21 comps.	13 comps.	Step 3 complaints were discontinued during 2016/17
		(b) No. of Step 3 complaints (investigated by Complaints Officer)	6 comps.	9 comps.	11 comps.	
(G6) Deliver a copy of the Council's "Housing News" to your home (giving useful information about your housing) at least twice each year	Team Leader (Information & Customer Relations)	No. of issues of Housing News produced	2 issues	2 issues	1 issue	Target achieved.
HOMELESSNESS						
(H1) Give you an interview with a Homelessness Prevention Officer within 7 days of initial contact, or on the same day if an emergency	Asst. Housing Options Manager (Homelessness)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(H2) If necessary, provide you with suitable temporary accommodation, whilst we investigate your homelessness application, until we provide you with a written decision	Asst. Housing Options Manager (Homelessness)	Total no. of applicants in temporary accommodation at end of year	116 apps	103 apps	52 apps	There was a further increase (over 10%) in the number of homeless households in temporary accommodation in 2016/17
(H3) If requested by you, review a homelessness decision that you are unhappy with by a senior officer within 8 weeks	Asst. Director (Housing Operations)	No. of homelessness reviews	39 reviews	Not previously collected	Not previously collected	
		% Within target time (unless with the permission of the applicant to extend period)	100 %	100 %	100 %	Target achieved.
(H4) Advise you of your right of appeal to the County Court within 21 days on a point of law if you are unhappy with the homelessness decision after it has been reviewed (<i>Statutory right and timescale</i>)	Asst. Director (Housing Operations)	(a) No. of appeals to the County Court on points of law	2 appeals	Not previously collected	Not previously collected	
		(b) % of appeals to County Court upheld	0 upheld	Not previously collected	Not previously collected	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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HOUSING REGISTER AND ALLOCATIONS

(HR1) Register your housing application or garage application, and advise you of the level of priority (band) given, within 10 working days of receipt of all the information we need from you and other people.	Asst. Housing Options Manager (Allocations)	(a) Average time to register	2-3 days	3-4 days	3-4 days	Target achieved.
		(b) No. of applications awaiting registration at end of year	0 apps	0 apps	0 apps	
(HR2) Notify you in writing of any change in your priority banding, within 7 days of the change being made	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	
(HR3) Write to you at least every year if you have not expressed any interest in vacant properties under the Home Options Scheme, and ask if you wish to remain on the Housing Register	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	
(HR4) Give you at least 5 calendar days notice between offering you a tenancy and the tenancy commencement date	Asst. Housing Options Manager (Allocations)	Not measured.	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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(HR5) Unless you are a homeless applicant, allow you to choose the vacant Council or housing association home you would like to be offered (through our HomeOption Scheme), subject to the interest expressed by other applicants with higher priority	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	
(HR6) If you are not a Council tenant already, or are moving into sheltered housing, offer you an Introductory Tenancy initially, followed by a Flexible Tenancy automatically after 1 year, if you have not caused any anti-social behaviour, have had any significant rent arrears or broken any other Conditions of Tenancy.	Area Housing Managers	Not measured.	N/A	N/A	N/A	
(HR7) Give you a decision on your request for a mutual exchange within 5 working days of receiving an application from you and the other party/parties, with all the required information provided.	Asst. Housing Options Manager (Allocations)	Not measured.	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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HOUSING MANAGEMENT

(HM1) If you are a new tenant, visit you at home within 10 weeks of your tenancy commencing, to introduce you to your local housing officer and to discuss the main conditions of your tenancy and any queries you may have	Area Housing Managers	(a) No. of new tenant visits undertaken	135 visits	153 visits	170 visits	Target achieved
		(b) % of visits undertaken within 10 weeks	100 %	99 %	84 %	
(HM2) Provide you with the following options to pay your rent: <ul style="list-style-type: none"> • At a Council Cash Office • At any post office • At any "PayPoint" access point • By direct debit / standing order • By credit card • By text • Through the internet • By telephone • By salary deduction 	Communities Support Manager	Not measured	N/A	N/A	N/A	
(HM3) Give you a choice of any date in the month to pay your rent by direct debit.	Communities Support Manager	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(HM4) Provide you with written confirmation of the balance on your rent account in April/May each year (unless your account is clear or only in credit or arrears by less than £10)	Area Housing Managers	Whether or not balance confirmations are sent out by end of May	Yes	Yes	Yes	Target achieved.
(HM5) Provide you with a detailed statement of your rent account for the previous 12 months on request or automatically every three months if you are in arrears by more than £1	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HM6) Make every effort to enter into an agreement with you to clear any rent arrears that you have through reasonable instalments, before we take any legal action to recover the arrears	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HM7) Make every effort to meet with you to discuss any rent arrears before any court hearing takes place	Area Housing Managers	(a) No. of visits to tenants' homes to discuss rent arrears	1,152 visits	979 visits	1,385 visits	
		(b) No. of office interviews held to discuss rent arrears	1,564 i/views	1,500 i/views	1,722 i/views	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(HM8) If you are an Introductory Tenant or a Demoted Tenant, give you an opportunity to appeal to a senior officer against any proposed legal action within 2 weeks of you being advised of the proposed legal action.	Asst. Director (Housing Operations)	(a) No of reviews held for introductory tenants	2 reviews	5 reviews	0 reviews	
		(b) No. of reviews held for demoted tenants	0 reviews	1 reviews	0 reviews	
(HM9) Remove abandoned vehicles from housing estates (after making enquiries of the DVLA on ownership and contacting the owner) within 5 weeks of receiving a complaint	Area Housing Managers	(a) No. of abandoned vehicles removed from housing estates after making enquiries of DVLA	0	Not previously collected	Not previously collected	
		(b) % of abandoned vehicles removed within 5 weeks of EFDC completing enquiries of the DVLA	N/A	100%	100%	
(HM10) Remove clearly abandoned and potentially dangerous vehicles from housing estates within 5 working days of receiving a complaint	Area Housing Managers	No. of clearly abandoned vehicles removed from housing estates.	0	Not previously collected	Not previously collected	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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(HM11) If you live in a flat with more than four flats in the block, clean the communal area weekly and re-charge you the cost to the Council.	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HM12) Where we clean communal areas of blocks or flats, inspect the standard of cleaning at least twice a year	Area Housing Managers	Whether or not blocks of flats have been inspected at least twice a year	Yes	Yes	Yes	Target achieved.
(HM13) Undertake a formal inspection of your estate by a housing officer (with a representative of any recognised tenant association covering your area and make a note of any required work at least once every year.	Area Housing Managers	No. of estate inspections undertaken	85 inspects.	85 inspects.	85 inspects.	
		% of estate inspections undertaken of those required and planned	100 %	100 %	100 %	Target achieved.
(HM14) Give you a decision on your request for permission to carry out improvements to your Council home (or former Council home) within 2 weeks of us receiving your request and all the required information.	Area Housing Managers	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(HM15) When you vacate your Council home, inform you of your right to compensation for certain improvements you have undertaken within 7 days of you informing us of your vacation and give you a decision on your request for compensation to your Council home within 2 weeks of us receiving your application and all the required information.	Area Housing Managers	No. of compensation claims agreed	2 claims	1 claim	1 claim	
(HM16) If you are unable to succeed to a tenancy because there has already been one succession, offer you a new tenancy of the property in which you are currently living or, if you are not a spouse and are under-occupying the property, the tenancy of another property.	Area Housing Managers	Not measured	N/A	N/A	N/A	
REPAIRS, MAINTENANCE & IMPROVEMENTS						
(R1) Continue to ensure that your home meets the Government's Decent Home Standard	Housing Assets Manager	% of non- decent homes at the end of the financial year	0 %	0 %	0 %	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(R2) Attend all emergency repairs within 4 hours (including out of hours)	Housing Repairs Manager (Mears)	(a) No. of emergency repairs completed	1,621	Not previously collected	Not previously collected	
		(b) % emergency repairs completed within target time (Target – 99%)	99 %	99 %	99 %	Target achieved.
(R3) Carry out all repairs within 7 working days	Housing Repairs Manager (Mears)	(a) Total no. of repairs completed (inc. emergencies)	14,410	Not previously collected	Not previously collected	
		(b) Average time to complete all repairs (inc. emergencies)	5.8 days	6.6 days	6.5 days	Target achieved.
(R4) Provide you with, and keep, an appointment to undertake repairs, within the Council's target times, at the time you report a repair – with a choice of three periods on any day, including a “School Times” option	Housing Repairs Manager (Mears)	% of all repairs, for which an appointment is made and kept (Target – 98%)	98 %	99 %	99 %	Target achieved.
(R5) Remind you of your repairs appointment by text the day before, and give you an estimated time of arrival on the day of appointment	Housing Repairs Manager (Mears)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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(R6) Satisfy at least 97% of tenants with the general standard of the Repairs Service we provide.	Housing Repairs Manager (Mears)	% tenant satisfaction	100%	100%	100%	Target achieved.
(R7) If a repair needs to be inspected first, give you an appointment for a Housing Inspector to visit your home for a morning or afternoon within 10 working days of your request.	Housing Repairs Manager (Mears)	Not measured	N/A	N/A	N/A	
(R8) Arrange for Repairs Inspectors to randomly inspect the quality of work of a sample of repairs carried out by our Housing Repairs Service and contractors	Housing Repairs Manager (Mears)	Average number of properties visited per week to inspect repairs	9 props / week	9 props / week	9 props / week	
(R9) If you are dissatisfied with a repair, arrange for a Supervisor to telephone or visit you within 5 working days of you telling us of your dissatisfaction.	Housing Repairs Manager (Mears)	(a) No. of repair requests completed	15,988 repairs	15,112 repairs	16,026 repairs	
		(b) No. of dissatisfied tenants	0 tenants	0 tenants	0 tenants	
		(c) No. of dissatisfied tenants considered justifiable	0 tenants	0 tenants	0 tenants	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
		(d) No. of dissatisfied tenants considered due to minor problem	0 tenants	0 tenants	0 tenants	
		(f) No. of cases where dissatisfaction was considered to be not due to the Repairs Service	0 cases	0 cases	0 cases	
		(g) No. unable to gain access	0 tenants	0 tenants	0 tenants	
(R10) If we do not complete certain specified repairs within specific timescales, arrange for another repairs contractor to carry out the repair within the same timescale on request <i>(Statutory requirement)</i>	Housing Repairs Manager (Mears)	No. of tenants exercising their "Right to Repair"	0 tenants	0 tenants	0 tenants	
(R11) If a second contractor does not complete certain specified repairs within specific timescales, pay you compensation of £10 + £2 per day until the repair is carried out (upto a maximum of £50) ^(d) <i>(Statutory requirement/amounts)</i>	Housing Repairs Manager (Mears)	Amount of compensation paid	£ Nil	£ Nil	£ Nil	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(R12) Service all the gas appliances in your home (or undertake a safety check if you have installed the appliance yourself), and provide you with a copy of the associated safety certificate, once a year	Housing Assets Manager	% of properties where servicing not undertaken within 12 months (due to no access provided)	0.03 %	0.1 %	0.1 %	
(R13) Arrange for a gas contractor to visit your home to attend to a gas appliance that is required as an emergency (e.g. a water/gas leak) within 2 hours	Housing Assets Manager	% attended within 2 hours	100 %	100 %	100 %	Target achieved.
		% attended within 1 hour	98 %	100 %	100 %	
(R14) Arrange for a gas contractor to visit your home and carry out a non- emergency repair to your heating or hot water system (if no part is required): (a) Within 24 hours (if during the week, or if you are an older person); or (b) On the following Monday (if reported over the weekend and you are not an older person)	Housing Assets Manager	% attended within 24 hours (or on the following Monday (if not an older person and reported over the weekend)	100 %	100 %	100 %	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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(R15) Arrange for a gas contractor to visit your home to repair a gas appliance within 5 working days (when a part is required)	Housing Assets Manager	% attended within 5 working days	100 %	100 %	100 %	Target achieved.
(R16) If you are over 60 years of age and live in a 1 or 2 bed property, redecorate 1 room in your home, on request, every 5 years and within 13 weeks of your request	Housing Assets Manager	(a) No. of internal decorations completed	43 decs.	65 decs.	67 decs.	
		(b) Average time from request to completion	6 weeks	8.6 weeks	5.6 weeks	Target achieved.
		(c) No. of internal decorations outstanding at end of year, not completed within target timescale	6 decs.	0 decs.	0 decs.	

DISABLED ADAPTATIONS

(D1) Advise you in writing about whether or not you are eligible for specific adaptations to your Council home within one week of us receiving a request from the Occupational Therapy Service	Housing Assets Manager	Average time to respond from date of request received from OT Service	1 day	1 day	1 day	Target achieved.
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**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(D2) Carry out minor adaptations to your home within 4 weeks of receiving details of the required work from the Occupational Therapy service	Housing Assets Manager	(a) Average time from decision to completion of work	2.9 weeks	1.8 weeks	2.2 weeks	Target achieved.
		(b) No. of minor adaptations at end of the year not completed within the target time	11 adapts.	4 adapts.	3 adapts.	
(D3) Carry out non-minor adaptations to your Council home within 13 weeks of receiving details of the required work from the Occupational Therapy Service	Housing Assets Manager	(a) Average time from decision to completion of work	12.6 weeks	6 weeks	15 weeks	Target achieved.
		(b) No. of non-minor adaptations at end of the year not completed within the target time	34 adapts	20 adapts	8 adapts	
SHELTERED HOUSING & CARELINE						
(S1) Test your Careline alarm in sheltered accommodation every 3 months and in non-sheltered accommodation every 6 months	Senior Scheme Manager	(a) % of tenants' alarms tested in sheltered schemes within 3 months of the previous test	98%	99%	97%	Target <u>not</u> achieved. Staff sickness prevented 100% achievement in 2016/17 - outstanding tests have now been undertaken

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
		(b) % of tenants' alarms tested in non-sheltered schemes within 6 months of the previous test	99 %	100 %	100 %	Target <u>not</u> achieved. Staff sickness prevented 100% achievement in 2016/17 – outstanding tests have now been undertaken
(S2) Install: (a) 90% of urgent basic telecare packages within 2 working days and 100% within 5 working days; and (b) 100% of non-urgent telecare packages within 15 working days <i>(Telecare Services Assn. Standards)</i>	Housing Manager (Older Peoples Services)	(a) No. of urgent basic telecare packages installed	21	Not previously collected	Not previously collected	
		(b) % of urgent basic telecare packages installed within 2 w/days	88 %	94 %	94 %	Target <u>not</u> achieved 3 urgent installations were outside the target of 90% - these were completed in 5 days which show 100%
		(c) % of urgent basic telecare packages installed within 5 w/days	100 %	96 %	100 %	Target achieved.
		(d) Average time to install a telecare package	6.3 days	7.0 days	5.6 days	
		(e) No. of non-urgent basic telecare packages installed	204	Not previously collected	Not previously collected	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
		(f) % of non-urgent basic telecare packages installed within 15 working days	100%	100%	100%	Target achieved.
(S3) Renew mains batteries in individual (dispersed) alarms every 5 years	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
(S4) Treat all your alarm calls to Careline as potential emergencies, until proved otherwise	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
(S5) Answer your alarm calls to Careline, on average, within 10 seconds	Housing Manager (Older Peoples Services)	(a) No. of alarm calls received from Careline users during the year	59,672	Not previously collected	Not previously collected	
		(b) Average time to respond to calls (including non urgent, routine calls from scheme managers and test calls)	5.6 Seconds	5.4 Seconds	5.5 seconds	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(S6) Answer 97.5 % of all alarm calls to Careline within 60 seconds <i>(Telecare Services Association Standard)</i>	Housing Manager (Older Peoples Services)	% of calls answered within 30 seconds	99.8%	99.8%	99.8%	Target achieved.
(S7) Liaise with other agencies and nominated contacts to ensure the wellbeing of our Careline customers	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
(S8) Record and monitor all alarm calls to Careline, to help train our staff and look at how we can improve our service	Housing Manager (Older Peoples Services)	Whether all calls have been recorded and monitored	Yes	Yes	Yes	
(S9) Repair: (a) 90% of critical faults to telecare equipment within 2 working days, and 100% within 4 working days (b) 100% of non-urgent faults to telecare equipment within 15 working days <i>(Telecare Services Association Standards)</i>	Housing Manager (Older Peoples Services)	(a) No. of critical faults during the year	179	Not previously collected	Not previously collected	
		(b) No. of critical repairs completed within 2 days	95 %	95 %	95 %	Target achieved.
		(c) No. of critical repairs undertaken in 4 days	97 %	98 %	81 %	Target <u>not</u> achieved. Awaiting parts or sensors to be delivered

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Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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		(d) No. of non-urgent faults during the year	41	Not previously collected	Not previously collected	
		(e) % of non-critical repairs undertaken within 15 working days	100%	100%	100%	Target achieved.
(S10) Visit you annually to test the back-up batteries in your Careline alarm and to review your personal details held on our records	Housing Manager (Older Peoples Services)	% of visits undertaken	100%	100%	100%	Target achieved.
(S11) Record, maintain and update your Careline records in a confidential and secure manner	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
(S12) If you live in sheltered accommodation, ensure that your Scheme Manager gives you a home visit (or accounts for you) every day (Monday to Friday – subject to holidays and sickness)	Housing Manager (Older Peoples Services)	Not measured (but monthly records from Scheme Managers are required and checked)	N/A	N/A	N/A	
(S13) If you live in sheltered accommodation and your Scheme Manager is on holiday or is sick, arrange for another Scheme Manager to visit you 3 times a week	Housing Manager (Older Peoples Services)	Whether 3 visits per week have been arranged for absent scheme managers	Yes	Yes	Yes	

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(S14) If you do not live in sheltered accommodation, but are visited by a Scheme Manager, ensure that you receive a visit every week, fortnight or month, as appropriate (as determined by a risk assessment)	Housing Manager (Older Peoples Services)	Average no. of visits per week	179 visits	175 visits	182 visits	
(S15) If you live in sheltered or non-sheltered accommodation for older people and have high support needs, provide you with a Tenant Support Plan – explaining the type and level of support that we will give you - and review the Tenant Support Plan every 12 months (or sooner if requested by you)	Housing Manager (Older Peoples Services)	No. of Residents provided with a support plan	153 residents	164 residents	104 residents	
(S16) Carry out fire drills at sheltered accommodation every six months	Housing Manager (Older Peoples Services)	% of required fire drills undertaken every six months	98%	100%	100%	Target <u>not</u> achieved. Staff sickness prevented 100% achievement in 2016/17 – but outstanding drills have now been undertaken

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ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2016/17

Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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HOUSE SALES

(HS1) Confirm whether or not you are eligible for the Right to Buy within 4 weeks of receiving a properly completed application <i>(Statutory requirement/timescale))</i>	Team Leader (Home Ownership)	(a) No. of RTB applications received	82	98	68	Freeholds - Target achieved. Leaseholds – Target achieved The target was amended from 2 weeks to a more realistic 4 weeks in 2016, on the recommendation of the Communities Select Committee.
		(b) Average periods	F/Hold- 24 days L/Hold – 26 days	F/Hold – 21 days L/Hold – 23 days	F/Hold – 18 days L/Hold – 21 days	
		(c) % within statutory timescale (4 weeks)	F/Hold – 100 % L/Hold – 100 %	F/Hold – 100 % L/Hold – 100 %	F/Hold – 100 % L/Hold – 100 %	
(HS2) Advise you of the valuation, discount and purchase price for the property you wish to purchase within 8 weeks of us confirming the Right to Buy if your property is a house or bungalow or 12 weeks if your property is a flat or maisonette <i>(Statutory requirement/timescales)</i>	Team Leader (Home Ownership)	(a) Average time to provide information	F/Hold – 8.5 weeks L/Hold – 11.5 weeks	F/Hold – 7.3 weeks L/Hold – 10.5 weeks	F/Hold – 7.4 weeks L/Hold – 10.4 weeks	

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		(b) % within statutory timescale	F/Hold – 85 % L/Hold – 93 %	F/Hold – 72 % L/Hold – 86 %	F/Hold – 72 % L/Hold – 92 %	Freeholds - Target <u>not</u> achieved. Leaseholds - Target <u>not</u> achieved. The main reasons for 100% performance not being met were due to: <ul style="list-style-type: none"> • The Corporate Fraud Team investigating potentially fraudulent RTB applications. • Insufficient staffing capacity within the Home Ownership to deal with the workload
(HS3) Give you an opportunity to appeal against our valuation of your home, and to obtain an independent valuation (free of charge) from the District Valuer, within 3 months of you receiving our valuation <i>(Statutory requirement/timescale)</i>	Team Leader (Home Ownership)	(a) No of valuation appeals determined by the DV	5 appeals	6 appeals	3 appeals	
		(b) % of valuation appeals upheld by DV	60 %	Not previously collected	Not previously collected	

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(HS4) If you do not proceed with your purchase, give you two formal notices of 8 weeks each before cancelling your Right to Buy application <i>(Statutory requirement/timescale)</i>	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
LEASEHOLD SERVICES						
(L1) Provide you with a detailed breakdown of your <u>estimated</u> annual service charge at least 4 weeks before the beginning of the financial year	Team Leader (Home Ownership)	No. of weeks before the beginning of the reference year when all estimated service charge accounts were issued for the reference year	4 weeks	4 weeks	4 weeks	Target achieved.
(L2) Provide you with a detailed breakdown of your <u>actual</u> annual service charge within 6 months after the end of the financial year	Team Leader (Home Ownership)	No. of months after the end of the reference year when all actual service charge accounts were issued for the reference year	5.5 months	5.5 months	5.5 months	Target achieved

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(L3) If you fall into arrears with your actual service charge, give you an appropriate amount of time to clear the arrear in accordance with the Council's Sundry Income and Dept Policy ^(g)	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
(L4) Consult you on proposed major repairs and improvements (over £250) and give you the opportunity to nominate a contractor to provide a tender for the work at least 30 days before seeking tenders <i>(Statutory requirement and timescale)</i>	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
(L5) Consult you on the estimated cost of major repairs and improvements and advise you of the selected contractor before commencing the work, and give you at least 30 days to provide any comments you may have, which we will take into account <i>(Statutory requirement and timescale)</i>	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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(L6) Provide you, on request, with a copy of your current service charge account and other relevant information (perhaps if you wish to sell on the leasehold), for a fee, within 2 weeks of your request	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
(L7) Support a District-wide Leaseholders Association and ensure that it meets at least three times each year	Tenant Participation Officer	No. of meetings held	1 meeting	2 meetings	1 meeting	Target <u>not</u> achieved It is proving very difficult to sustain the Leaseholders Association. Officers are currently working with the Chairs of the Association and the Tenants and Leaseholders Federation to consider a new approach to engagement through a new District-wide Tenant and Leaseholder Consultative Group

PRIVATE SECTOR HOUSING

(PS1) Visit 95% of applicants for our (CARE) Service within 3 weeks of the initial enquiry	Private Housing Manager (CARE & Grants)	(a) No. of visits to CARE applicants following initial enquiry	255	Not previously collected	Not previously collected	
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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
		(b) % of visits undertaken within 3 weeks	95%	100%	100%	Target achieved. The majority of visits are agreed in advance with the customer. Cancellations and withdrawals are the main reason why targets are not undertaken within 3 weeks.
(PS2) Undertake jobs through our Handyperson Service within 3 weeks of request	Private Housing Manager (CARE & Grants)	Average time for jobs to be completed	3 weeks	3 weeks	3 weeks	Target achieved. The target was amended from 2 weeks to a more realistic 3 weeks last year (2016), on the recommendation of the Communities Select Committee, to reflect actual performance over the previous 3 years.
(PS3) Generally satisfy at least 95% of our customers for both CARE's core service and Handyperson Service	Private Housing Manager (CARE & Grants)	% satisfied with CARE's core service and the H/person Service	99%	99%	100%	Target achieved.

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(PS4) Respond to applicants for Disabled Facilities Grants (DFGs) within 10 working days of receiving a referral from an occupational therapist (OT)	Private Housing Manager (CARE & Grants)	Average time to respond to referrals	10 working days	10 working days	10 working days	Target achieved.
(PS5) Issue a decision on a formal application for a DFG within 3 weeks of receipt	Private Housing Manager (CARE & Grants)	Average time to issue a decision	19 working days	22 working days	10 working days	<p>Target <u>not</u> achieved.</p> <p>The target was amended from 1 to 3 weeks last year (2016), on the recommendation of the Communities Select Committee, to reflect the increase in the number of DFG referrals from Essex County Council over the previous 3 years.</p> <p>The average time to approve DFG applications has improved since last year, but is still outside the revised target of 15 working days, which is mainly due to the continuing high demand for DFGs.</p>

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(PS6) Respond to applicants for other types of financial assistance for private occupiers within 5 working days of receiving a request	Private Housing Manager (CARE & Grants)	Average time to respond to requests	5 working days	5 working days	5 working days	Target achieved
(PS7) Issue a decision on a formal application for other types of financial assistance for private occupiers within 10 working days of receipt	Private Housing Manager (CARE & Grants)	Average time to issue a decision	10 working days	10 working days	10 working days	Target achieved. The target was amended from 5 working days to a more realistic 10 working days last year (2016), on the recommendation of the Communities Select Committee, to reflect the fact that resources have had to be re-directed to the administration of urgent DFG applications, which had impacted the processing of other applications for financial assistance.
(PS8) Respond to requests for assistance from private tenants allegedly being harassed by landlords within 24 hours	Private Housing Manager (Technical)	% of responses within 24 hours	100%	100%	100%	Target achieved.

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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(PS9) Respond to initial enquiries for other private sector housing services (e.g nuisance, filthy / verminous properties, mobile homes, HMOs) within 5 working days	Private Housing Manager (Technical)	% of responses within 5 working days	100 %	100 %	100 %	Target achieved.
(PS10) Issue licences for houses in multiple occupation (HMOs) within 6 months of receiving a properly completed application	Private Housing Manager (Technical)	(a) No. of HMO new licences issued	7	Not previously collected	Not previously collected	
		(b) % of licences issued within 6 months	100 %	100 %	100 %	Target achieved.

TENANT PARTICIPATION

(TP1) Consult you on any significant matters relating to your tenancy and take your views into account when making decisions	Asst. Director (Housing Operations)	No. of major consultations undertaken, that affect all tenants	0 consults.	0 consults.	0 consults.	
(TP2) Consult you on major issues affecting your estate (such as improvement schemes), offering individual choices where appropriate, and feedback on the outcome.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(TP3) Agree our approach to tenant involvement with the Tenants and Leaseholders Federation and maintain a written Tenant Participation Agreement which we review every 3 years.	Asst. Director (Housing Operations)	Whether or not the Agreement was reviewed	Not required	Not required	Yes	The Agreement is due to be reviewed this year (2017) – but this is being held in abeyance pending the review of the approach to tenant participation
(TP4) Invite 2 representatives of all the recognised tenants associations in the District to become members of the Epping Forest Tenants and Leaseholders Federation, which will have a written constitution explaining how it will operate.	Asst. Director (Housing Operations)	Whether or not 2 representatives from recognised tenants associations have been invited	Yes	Yes	Yes	
(TP5) Consult the Tenants and Leaseholders Federation on proposed new, or changed, housing plans, strategies and policies, and take their views into account before making decisions.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	
(TP6) Look for opportunities to form new tenants associations, and support these groups by providing practical or financial support.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
(TP7) Provide start-up funding of £100 to any recognised steering group wishing to form a recognised tenants association, and a further grant of £200 when formally recognised.	Asst. Director (Housing Operations)	(a) No. of new groups provided with start-up funding	0 groups	0 groups	0 groups	
		(b) No. of new groups provided with further grant	2 groups	0 groups	0 groups	
(TP8) Make premises available for meetings of tenants groups or meet any reasonable costs of hall bookings.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	
(TP9) Consider the training requirements of tenants and leaseholders who are members of the Federation or other tenants associations, and assist in arranging suitable training.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	
(TP10) Provide a variety of ways to involve residents, for those that prefer not to attend meetings, including surveys, panels and public events.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	

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(TP11) Review the success of the Council's Tenant Participation Strategy through consultation with the Federation and by conducting a survey once every three years.	Asst. Director (Housing Operations)	% of tenants that feel that the landlord listens to their views and acts upon them as recorded by the triennial-annual Tenant Satisfaction Survey	62 %	62 %	61 %	This is assessed through the triennial Tenant Satisfaction Survey, which will be next undertaken in 2018
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GLOSSARY OF TERMS/ABBREVIATIONS

CARE Service	The Council's "Caring and Repairing in Epping Forest" Service, which provides an advice and support service for older and other vulnerable people to assist them to undertake works to their home, including disabled adaptations.
Careline	The Council's 24-hour speech alarm service, that enables users to speak to the Careline Control Centre and obtain help in an emergency, by activating an alarm in their own home. A range of other telecare facilities can also be provided.
Decent Home Standard	The minimum standard of property condition set by the Government in 2012 for council and housing association properties, which the Council met a number of years ago for all of its properties
Demoted tenancy	A tenancy with less security and rights than a secure tenancy, which a judge has determined should be provided to a tenant as a result of legal action taken by the Council.
Disabled Facilities Grants (DFGs)	A mandatory, means-tested grant provided by the Council to non-Council tenants to enable them to undertake disabled adaptations in their property, usually with the help and support of the Council's CARE Service

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Dispersed alarms	Alarms provided by the Council's Careline Service to people who do not live in Council sheltered accommodation, comprising an alarm unit, an activation pendant and other optional equipment					
District Valuer	The specialist property arm of the Valuation Office Agency (VOA), that provides professional independent property advice and valuations across the public sector, and considers appeals against valuations assessed by the Council for properties to be sold under the Right to Buy.					
DVLA	The Driver and Vehicle Licensing Agency, that licences drivers and vehicles across the country.					
Fixed-term / flexible tenancy	A tenancy provided to a tenant for a fixed period (e.g. 5 or 10 years), towards the end of which a review must be undertaken to determine whether a further tenancy should be provided					
Handyperson Service	A service provided by the Council's CARE Service, to undertake small property-related jobs in older and vulnerable people's homes.					
HMO	A house in multi-occupation, comprising a building with a number of rooms that are shared by a number of separate households, that must meet certain prescribed requirements, and sometimes need a licence.					
HomeOptions Scheme	The Council's choice based lettings scheme, which Locata Housing Services operates on behalf of the Council and 5 neighbouring councils. Under the Scheme, housing applicants can express an interest in receiving an offer of a tenancy for up to 3 vacant council and housing association properties in the District each fortnight. The tenancy is offered to the applicant waiting the longest in the highest priority band who has expressed an interest.					
Housing News	A newsletter that is provided to all the Council's tenants every 6 months, either in magazine form or on-line.					
Housing Register	The list of housing applicants seeking Council or housing association properties in the District, who meet the requirements of the Council's Housing Allocations Scheme.					

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Introductory tenancy	A non-secure tenancy of a Council property, which is offered to all new Council tenants for the first 12 months, which can be extended to up to 18 months in certain circumstances.					
Leaseholder	A person who has a lease from the Council to “own” a flat or maisonette within a Council building. Originally, leases are provided to people who purchase their property in a Council-owned block of flats under the Right to Buy.					
Leaseholders Association	Leaseholders of the Council who meet with Council officers periodically to discuss matters of mutual interest related to leasehold properties, where the Council is the freeholder of the building where they live.					
Mutual exchange	A “swap” of properties between council and/or housing association tenants, with the written agreement of all the landlords involved, whereby the tenants take over the tenant’s responsibilities of the property to which they move					
Occupational Therapy Service	A service provided by Essex County Council, whereby either an occupational therapist employed by the County Council or a private occupational therapist assesses the adaptation works required in a person’s home to enable them to continue to live in their own home with a reasonable quality of life.					
Right to Buy	A statutory Government scheme whereby eligible council and some housing association tenants can purchase the home they are living in, with a discount off the market price dependent on the number of years they have been a tenant, up to a maximum monetary amount.					
Scheme Manager	The person at each of the Council’s sheltered housing schemes, and other designated properties for older people, who provides support to the older tenants living in the accommodation, including the provision of regular visits to check on the tenant’s wellbeing.					
Service charge	A charge made to the Council’s leaseholders for services that they receive from the Council for their accommodation, including cleaning, caretaking, grounds maintenance, communal electricity, repairs to communal parts and contributions towards the cost of structural repairs and improvements.					

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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Sheltered housing	Accommodation reserved for older people to live together, who receive support from a Scheme Manager and access to the Council's Careline Service, and who can partake in social activities together.					
STAR Survey	An agreed set of national questions relating to tenant satisfaction that councils and housing associations are encouraged to ask their tenants periodically, which enables landlords and their tenants to compare satisfaction levels between tenants of different landlords.					
Succession / Succeed	<p>Succession takes place when, in specified circumstances, someone legally takes over the tenancy from their spouse or another family member, following the previous tenant's death. In law, there can only be one succession. A person (spouse or family member) who would otherwise be a successor tenant, but cannot in law because there has already been one succession, will be offered a new tenancy of either the property they are living in or another one, depending on whether or not they under-occupy the property.</p>					
Sundry Income and Debt Policy	A written policy of the Council that sets out the approach Council officers should take to collecting income and debts from residents, particularly where debts have not been paid within the required timescales.					
Telecare	The use of technology to check on a person's wellbeing. The Council's Careline Service uses telecare.					
Telecare Services Association	The "trade body" that sets consistent standard for the operation of telecare services, such as the Council's Careline Service.					
Tenant Participation Agreements	Written agreements between the Council and the Tenants and Leaseholders Federation, and the Council and all the recognised tenants associations in the District, setting out what each party will do to encourage tenants to participate in housing-related activities					
Tenants and Leaseholders Federation	A body comprising representatives of all the recognised tenants associations in the District and the Leaseholders Federation, that meets with Council officers and the Housing Portfolio Holder around every 6 weeks to discuss proposed changes to housing policies and general matters of interest, and which co-ordinates tenant participation within the District, with the assistance of the Council's Tenant Participation Officer,					

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Service Standard	Officer Responsible	Performance Measure	2016/17	2015/16	2014/15	Comments
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Tenant Support Plan	A plan drawn up in consultation with a tenant, setting out the support that will be provided to the tenant by various support agencies.					
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Produced – May 2017

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SCRUTINY



Epping Forest District Council

Report to: Communities Select Committee

Date of meeting: 20 June 2017

Portfolio: Housing (Councilor S. Stavrou)

Subject: Key Performance Indicators 2016/17 – Q4 (Outturn) Performance

Officer contact for further information: Monika Chwiedz (01992 562076)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That the Select Committee reviews performance against the Key Performance Indicators within its areas of responsibility for 2016/17.

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 monitor and review KPI performance and to 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 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.
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 Q4 (outturn) performance summary in respect of each of the KPIs falling within the Communities Select Committee's areas of responsibility for 2016/17, is attached as Appendix 1 to this report together with details of the specific twelve-month performance for each indicator. Attached at Appendix 2 are the Improvement plans for KPIs COM002 Void re-lets, and COM006 Modern Homes standard, which failed to achieve their target for the year.

Key Performance Indicators 2016/17 – Quarter 4 Performance

4. **All indicators** - The overall position for all 37 KPIs at the end of the year was as follows:
 - (a) 28 (75%) indicators achieved target;
 - (b) 9 (25%) indicators did not achieve target; although
 - (c) 3 (8 %) of these KPIs performed within its tolerated amber margin.
5. **Communities Select Committee indicators** - Ten (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 the end of the year for these indicators, was as follows:
 - (a) 8 (80%) indicators achieved target;
 - (b) 1 (10%) indicators did not achieve target; and
 - (c) 1 (10%) indicators performed within their tolerated amber margin.
6. The 'amber' performance status used in KPI reports 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.
7. The Select Committee is requested to review performance at the end of the year in relation to the KPIs for 2016/17 within its areas of responsibility.

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 are held by the Performance Improvement Unit.

Impact Assessments: none for this report

Risk Management – none for this report.

Equality: none for this report.

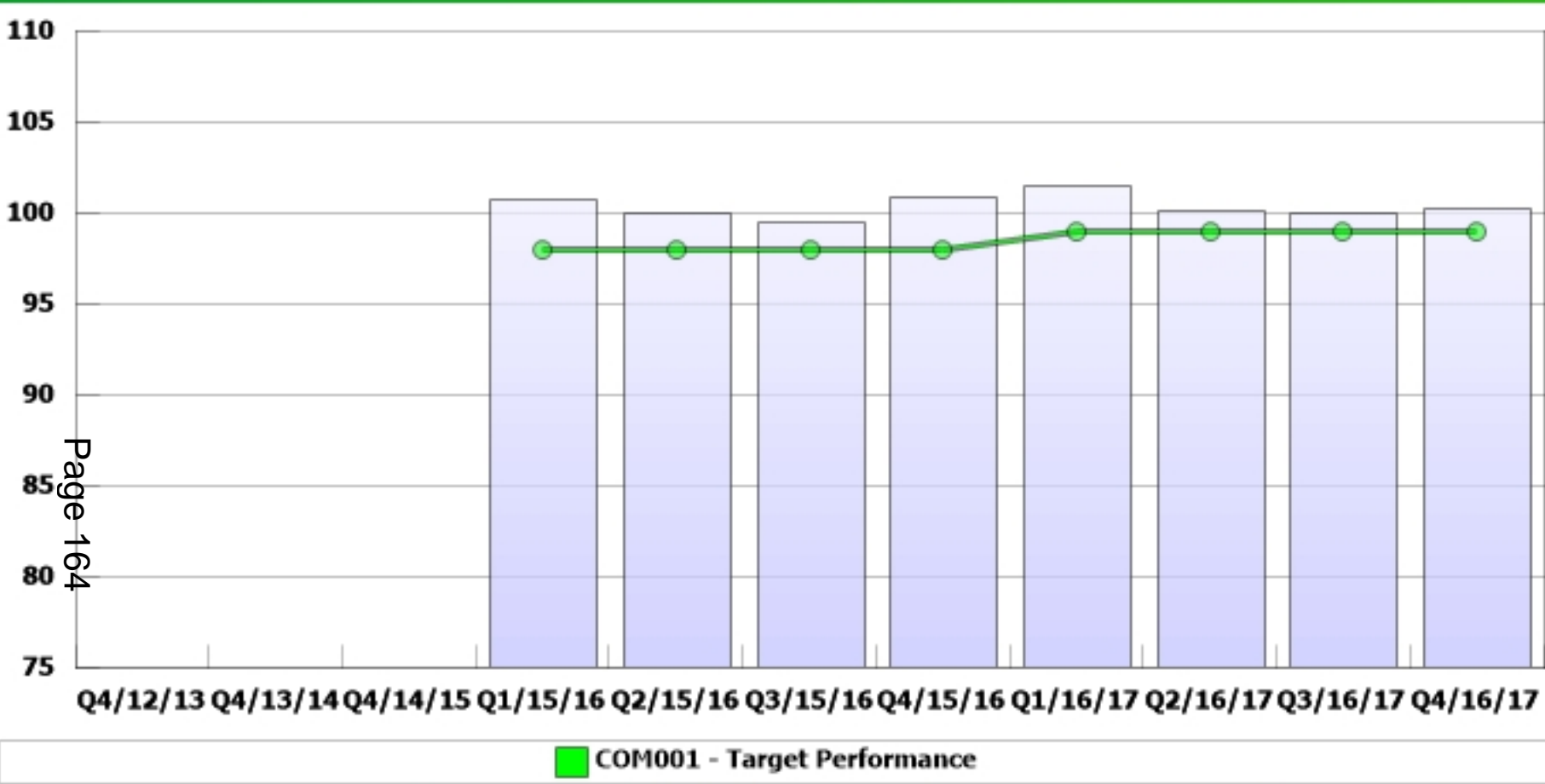
Quarterly Indicators		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Is year-end target likely to be achieved?
		Tgt	Actual		Tgt	Actual		Tgt	Actual		Tgt	Actual		
Communities Quarterly KPIs														
COM001	(Housing rent) (%)	99.00%	101.59%	🟢	99.00%	100.13%	🟢	99.00%	100.07%	🟢	99.00%	100.3...	🟢	Yes
COM002	(Void re-lets) (days)	37	49	🔴	37	42	🔴	37	39	🔴	37	38	🟡	No
COM003	(Tenant satisfaction) (%)	98.00%	100.00%	🟢	98.00%	100.00%	🟢	98.00%	99.65%	🟢	98.00%	99.44%	🟢	Yes
COM004	(Temp. accommodation) (no.)	140	103	🟢	140	111	🟢	140	101	🟢	140	116	🟢	Yes
COM005	(Non-decent homes) (%)	0.0%	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	2,806	🔴	No
COM007	(Emergency repairs) (%)	99.00%	99.15%	🟢	99.00%	99.14%	🟢	99.00%	99.19%	🟢	99.00%	99.21%	🟢	Yes
COM008	(Responsive repairs) (days)	7.00	4.87	🟢	7.00	5.15	🟢	7.00	5.58	🟢	7.00	5.81	🟢	Yes
COM009	(Emergency repairs) (%)	98.00%	98.00%	🟢	98.00%	98.00%	🟢	98.00%	98.00%	🟢	98.00%	98.15%	🟢	Yes
COM010	(Calls to Careline) (%)	97.50%	99.90%	🟢	97.50%	99.80%	🟢	97.50%	99.80%	🟢	97.50%	99.86%	🟢	Yes
Governance Quarterly KPIs														
GOV004	(Major planning) (%)	90.00%	92.86%	🟢	90.00%	95.65%	🟢	90.00%	93.33%	🟢	90.00%	95.24%	🟢	Yes
GOV005	(Minor planning) (%)	90.00%	88.68%	🟡	90.00%	90.71%	🟢	90.00%	92.11%	🟢	90.00%	92.24%	🟢	Yes
GOV006	(Other planning) (%)	94.00%	94.69%	🟢	94.00%	95.85%	🟢	94.00%	95.43%	🟢	94.00%	94.84%	🟢	Yes
GOV007	(Appeals - officers) (%)	20.0%	21.4%	🟡	20.0%	25.0%	🔴	20.0%	27.1%	🔴	20.0%	22.2%	🔴	No
GOV008	(Appeals - members) (%)	50.0%	57.1%	🔴	50.0%	62.5%	🔴	50.0%	70.0%	🔴	50.0%	66.7%	🔴	No
Neighbourhoods Quarterly KPIs														
NEI001	(Non-recycled waste) (kg)	95	101	🔴	196	195	🟢	296	306	🟡	400	415	🟡	No
NEI003	(Litter) (%)	8%	8%	🟢	8%	8%	🟢	8%	9%	🟡	8%	6%	🟢	Yes
NEI004	(Detritus) (%)	10%	10%	🟢	10%	9%	🟢	10%	9%	🟢	10%	4%	🟢	Yes
NEI005	(Neighbourhood issues) (%)	95.50%	98.82%	🟢	95.50%	99.16%	🟢	95.50%	98.80%	🟢	95.50%	98.79%	🟢	Yes
NEI006	(Fly-tip investigations) (%)	92.00%	99.39%	🟢	92.00%	99.01%	🟢	92.00%	98.63%	🟢	92.00%	98.08%	🟢	Yes
NEI007	(Fly-tip: contract) (%)	90.00%	93.72%	🟢	90.00%	91.74%	🟢	90.00%	91.51%	🟢	90.00%	91.91%	🟢	Yes
NEI008	(Fly-tip: non-contract) (%)	90.00%	94.67%	🟢	90.00%	95.22%	🟢	90.00%	94.24%	🟢	90.00%	94.11%	🟢	Yes
NEI009	(Noise investigations) (%)	90.00%	88.76%	🔴	90.00%	90.95%	🟢	90.00%	92.38%	🟢	90.00%	92.22%	🟢	Yes
NEI010	(Increase in homes) (no.)	41	23	🔴	69	68	🟡	87	114	🟢	230	131	🔴	Yes
NEI011	(Commercial rent arrears) (%)	2.5%	2.0%	🟢	2.5%	2.0%	🟢	2.5%	1.8%	🟢	2.5%	1.8%	🟢	Yes
NEI012	(Commercial premises let) (%)	98.00%	98.89%	🟢	98.00%	98.15%	🟢	98.00%	97.42%	🟡	98.00%	97.79%	🟡	Yes
NEI013	(Waste recycled) (%)	30.00%	22.00%	🔴	30.00%	26.09%	🔴	30.00%	25.00%	🔴	30.00%	26.93%	🔴	No
NEI014	Waste composted (%)	30.00%	37.64%	🟢	30.00%	35.00%	🟢	30.00%	33.15%	🟢	30.00%	30.32%	🟢	Yes
Resources Quarterly KPIs														
RES001	(Sickness absence) (days)	1.90	1.50	🟢	3.64	2.98	🟢	5.24	5.03	🟢	7.50	6.71	🟢	Yes
RES002	(Invoice payments) (%)	97%	98%	🟢	97%	97%	🟢	97%	97%	🟢	97%	96%	🔴	No
RES003	(Council Tax collection) (%)	27.27%	27.61%	🟢	51.99%	52.65%	🟢	77.09%	78.00%	🟢	97.00%	98.00%	🟢	Yes
RES004	(NNDR Collection) (%)	28.48%	28.83%	🟢	53.46%	53.25%	🟡	78.67%	78.02%	🔴	97.70%	97.75%	🟢	Yes
RES005	(New benefit claims) (days)	22.00	21.28	🟢	22.00	22.72	🟡	22.00	21.98	🟢	22.00	21.83	🟢	Yes
RES006	(Benefits changes) (days)	6.00	6.91	🟡	6.00	7.62	🔴	6.00	7.69	🔴	6.00	4.77	🟢	Yes
RES009	(Website Availability) (%)	99.60%	99.82%	🟢	99.60%	99.89%	🟢	99.60%	99.73%	🟢	99.60%	99.79%	🟢	Yes
RES010	(Website Broken Links) (%)	95.00%	99.89%	🟢	95.00%	100.00%	🟢	95.00%	100.00%	🟢	95.00%	97.70%	🟢	Yes
RES011	(Website Navigation) (%)	79.90%	80.51%	🟢	79.90%	80.42%	🟢	79.90%	80.34%	🟢	79.90%	80.42%	🟢	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	
Q4/16/17	99.00%	100.33%	✓
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%	✓

Annual Target: 2016/17 - 99.00%
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):

Within target

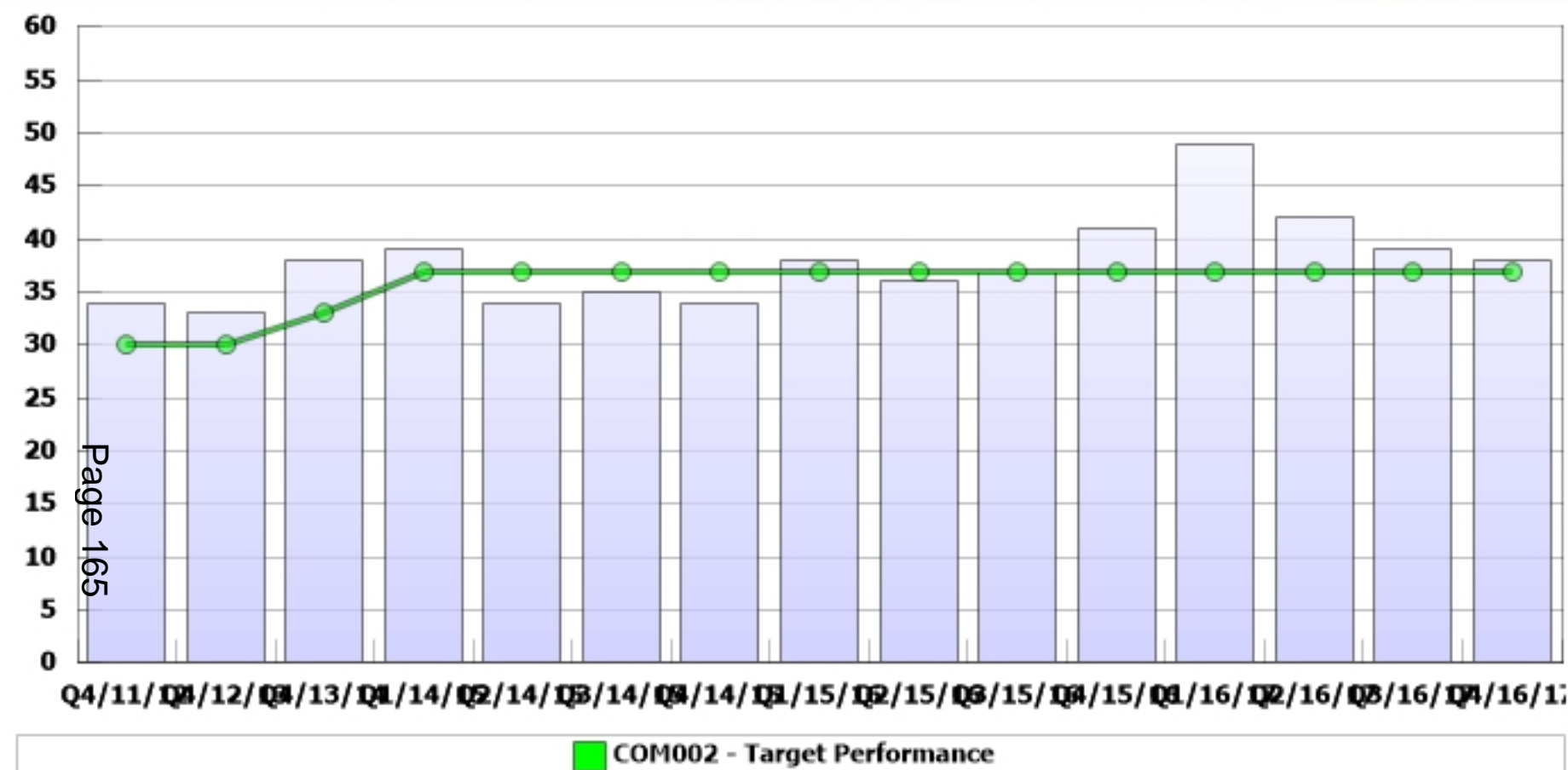
Corrective action proposed (if required):

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
Q4/16/17	37	38
Q3/16/17	37	39
Q2/16/17	37	42
Q1/16/17	37	49
Q4/15/16	37	41

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?

No



Comment on current performance (including context):

At the start of this financial year the void for the first quarter stood at 49 days. Each quarter the figure has progressively reduced to the current level for the final quarter of 33 days, a reduction of 16 days in total. The exceptionally high figure for the first quarter has had an impact on the cumulative figure which is 1 day over the target at 38 days, although this has reduced by 1 day since Q3. Compared to the end of year figure for 2015/16 there has been an improvement of 3 days.

Corrective action proposed (if required):

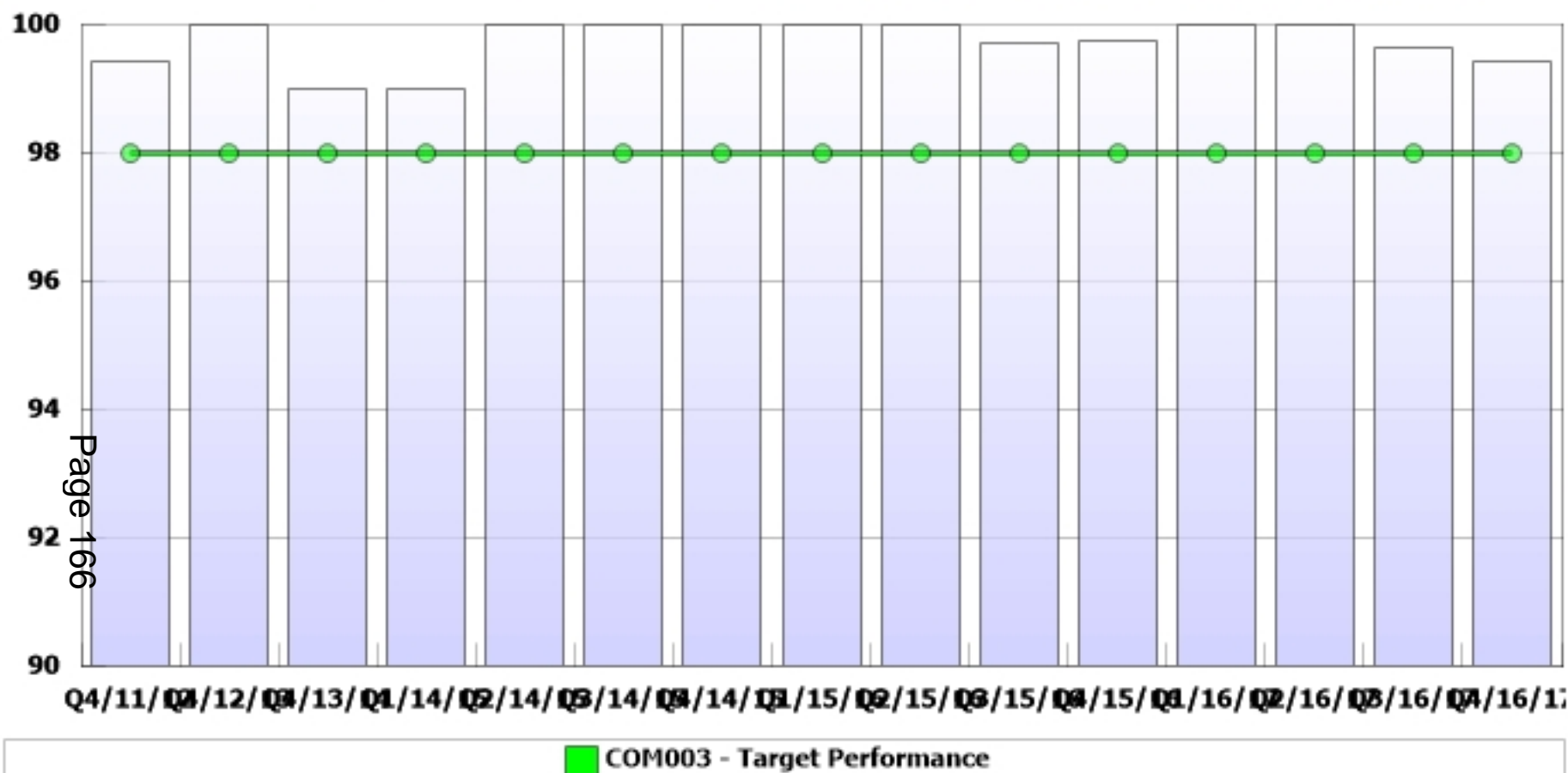
It is hoped that there will be a continued reduction following the introduction of weekly bidding cycles (Feb 2017), pre verification of applications when they are nearing the point of officer, reduction in the time taken to transfer keys between Housing Options and Housing Repairs, a more cohesive approach between the two teams involved in the void and a reduction in the time taken to carry out assessments for sheltered housing.

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
Q4/16/17	98.00%	99.44%
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%

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

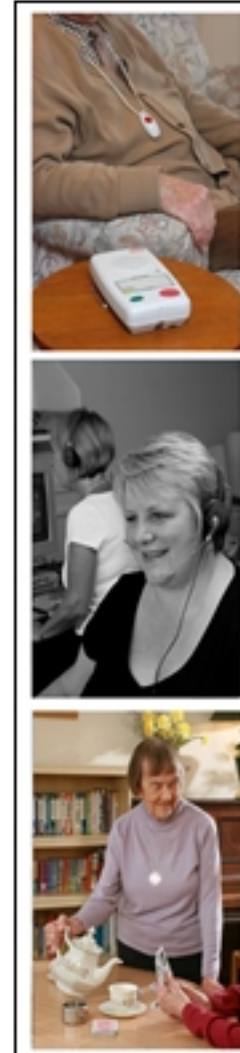
Indicator of good performance:
A higher percentage is good

↑ 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 103, number of SMS responses received totals 435. The performance continues to deliver high levels of satisfaction to the tenants of EFDC.
SMS responses were introduced in October 2016 to help increase the numbers of responses.

Corrective action proposed (if required):

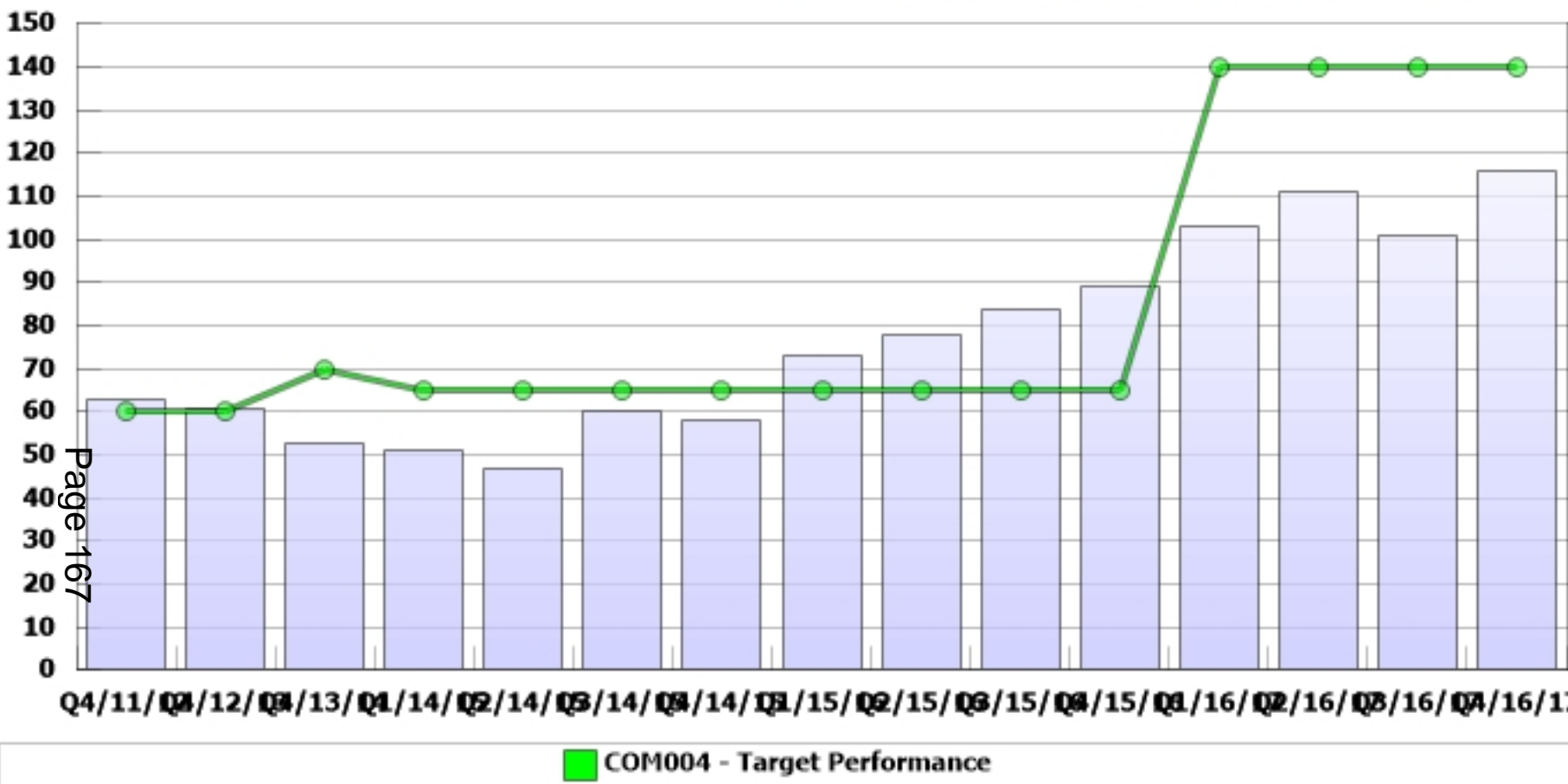
COM004

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	
Q4/16/17	140	116	✓
Q3/16/17	140	101	✓
Q2/16/17	140	111	✓
Q1/16/17	140	103	✓
Q4/15/16	65	89	✗

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):

(Q4 2016/17) - Performance is within target.

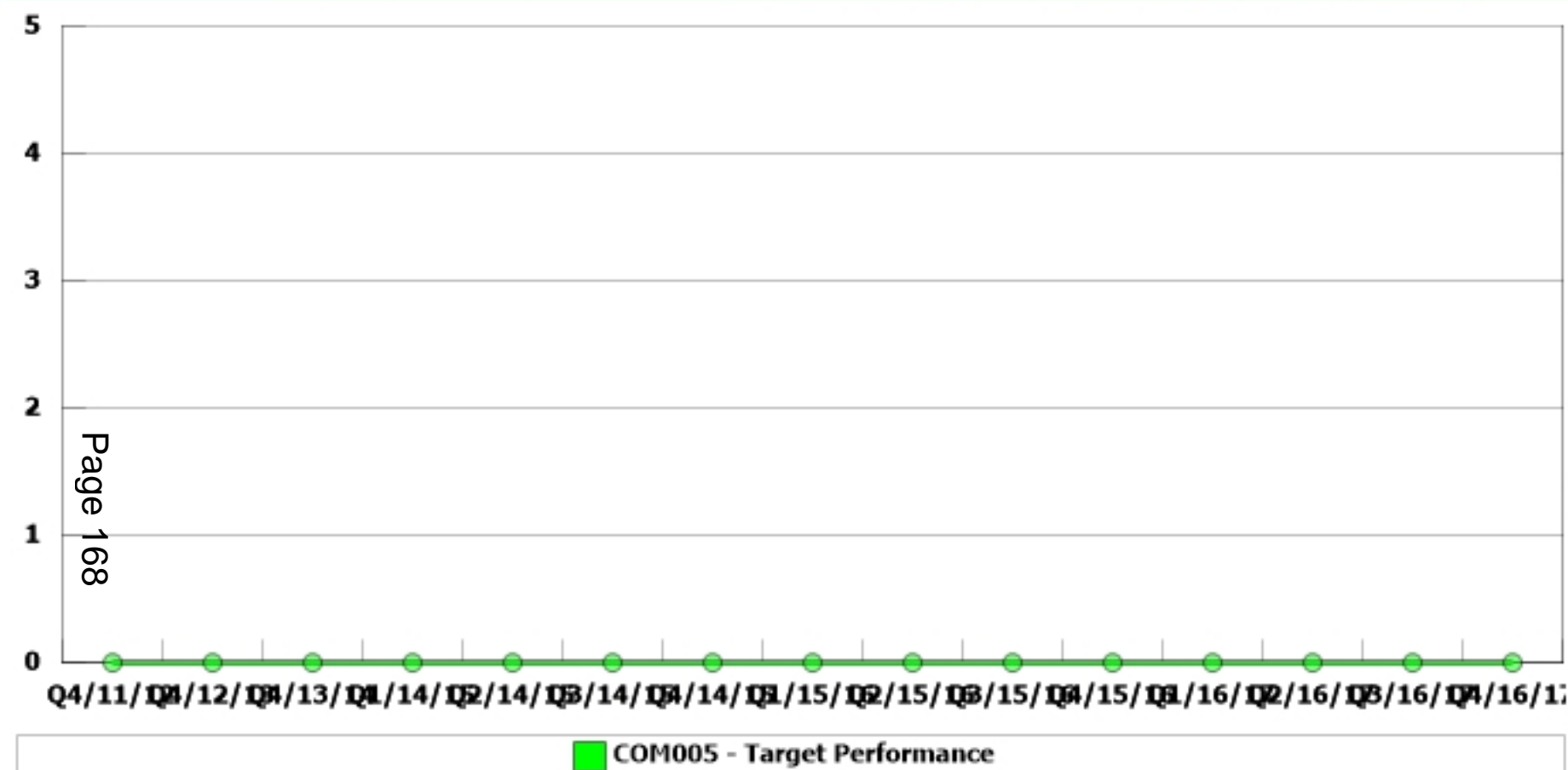
Corrective action proposed (if required):

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
Q4/16/17	0.0%	0.0%
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%



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

Indicator of good performance:
A lower 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):

Potential building element failures have been identified from Stock Condition Survey Address List summarised in KPI COM005 and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category.

Total install summary actual	Q1	Q2	Q3	Q4	Total
Planned Heating Installations	48	46	61	114	269
Electrical Rewires and upgrades	179	253	208	238	878
Planned Front entrance doors	30	155	124	68	377
Planned Replacement Windows	38	27	56	79	200
Planned tiered and flat roofing	123	51	70	27	271
Planned water- tank replacements	23	10	10	5	48
Planned kitchen installations	61	143	82	69	355
Planned bathroom installations	85	142	91	90	408
Cumulative Actual Non-Decent Properties	507	507	507	507	2028

Corrective action proposed (if required):

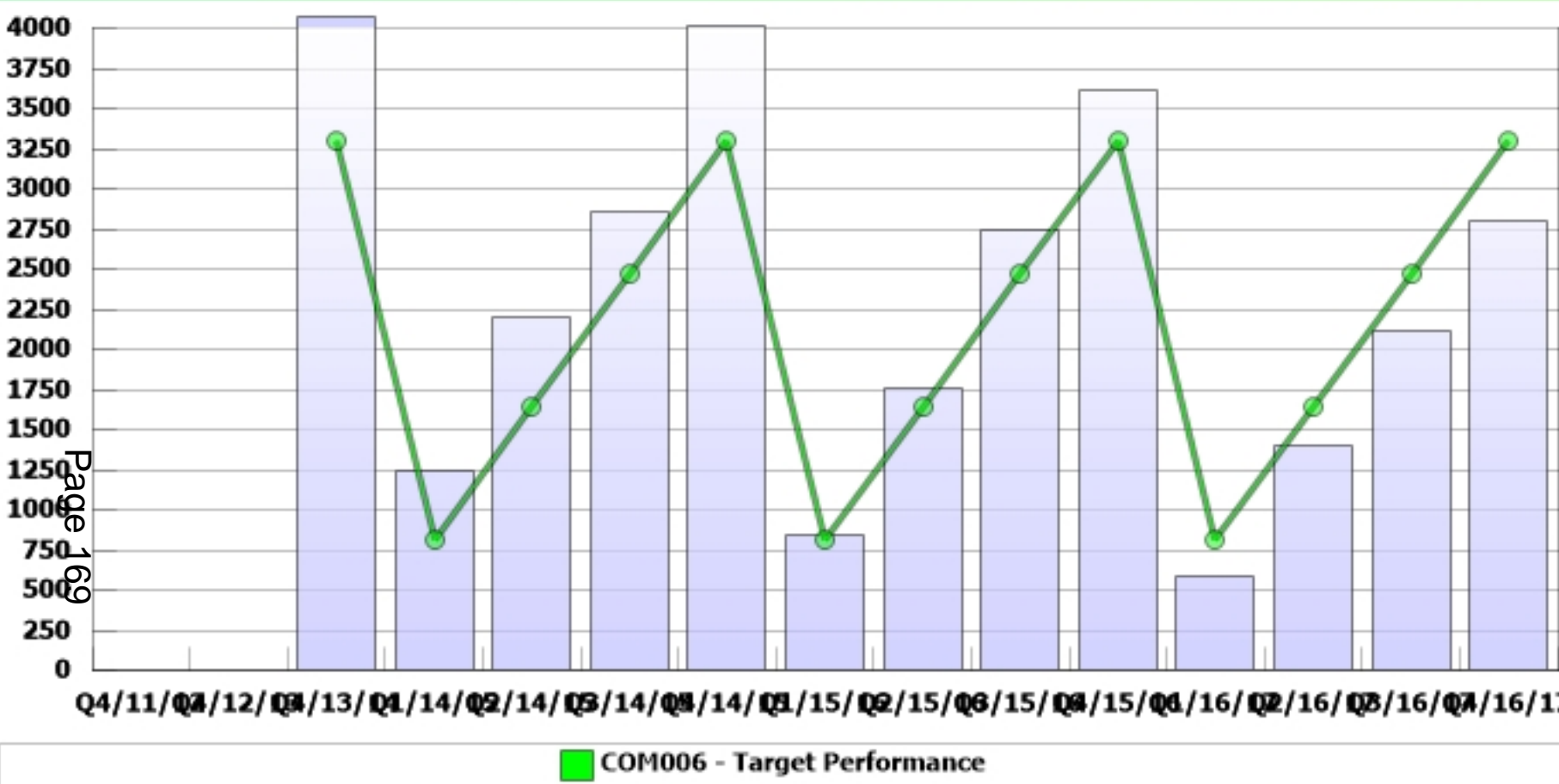
However, due to the acceleration of the Capital works programmes which commenced in 2013 cumulatively over the 3 year period an additional 1317 building elements have been replaced ahead of the Modern Home Standard Backlog Target of 13200

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
Q4/16/17	3,300	2,806
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

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?

No

Comment on current performance (including context):

Potential building element failures have been identified from the Stock Condition Survey 2016-17 Baseline and appropriate Capital and Revenue works programmes have commenced to prevent these properties falling into the Non-Decent category. During 2015-16 over 630 Stock Condition Surveys were completed and during 2016-17 the same number of surveys are planned to ensure no properties fall into the Non-Decent category.

Z Drive/2016-17 30 Year Average lifecycle shows programmes for 2016-17. It is anticipated that works to all potential Non-Decent properties will be completed as part of the planned Capital and Revenue works programmes for 2016-17.

During the planned Capital and Revenue works programmes for 2016-17 building elements during Quarter 4 2016-17 have been replaced on potential Non-Decent properties the total number of building elements replaced are shown in Table 1 below: -

Total Installs Summary Actual	Q1	Q2	Q3	Q4	Cumulative
Planned Heating Installations	48	46	61	114	269
Electrical Wiring and Upgrades	170	250	200	200	820

Corrective action proposed (if required):

This is first Quarter over the 3-year period since the Modern Home Standard Backlog Target was introduced that the 3300 annual total of building element replacements has not been met.

None - because the Council's Cabinet Committee has recommended that the Council reverts back to the Government's Decent Home Standard, away from the Council's Modern Home Standard and as Council housing stock has already had 1317 building elements replaced ahead of the Modern Home Standard Backlog Target housing stock is already ahead of Decent Homes.

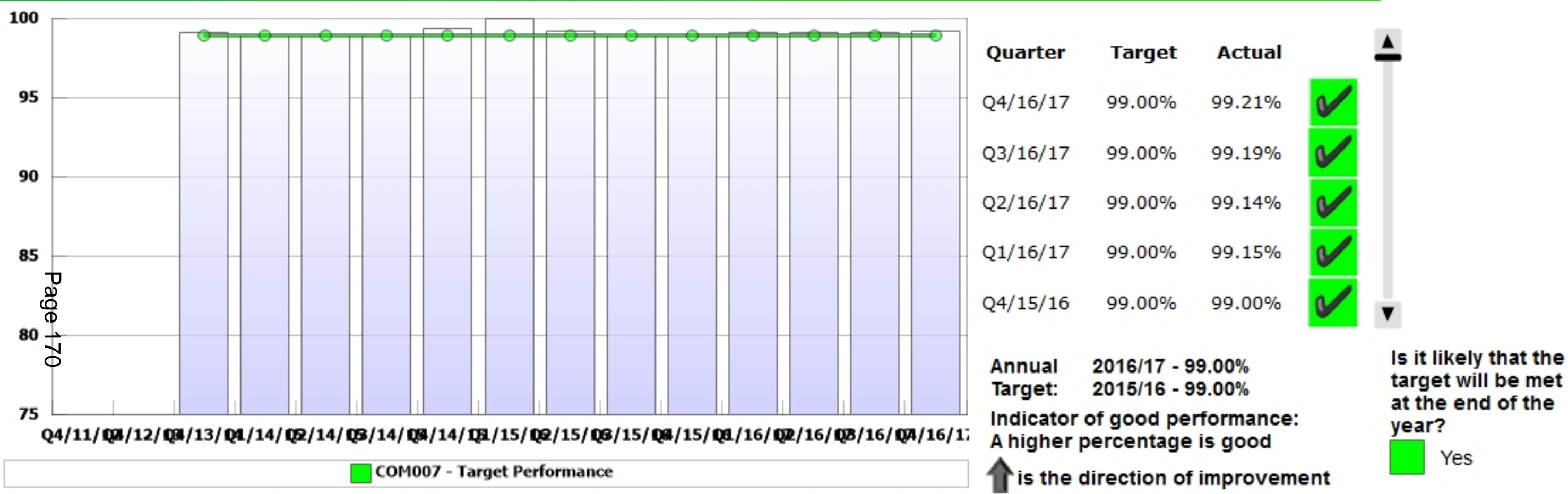
COM007

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



Comment on current performance (including context):

The performance exceeds the target set.

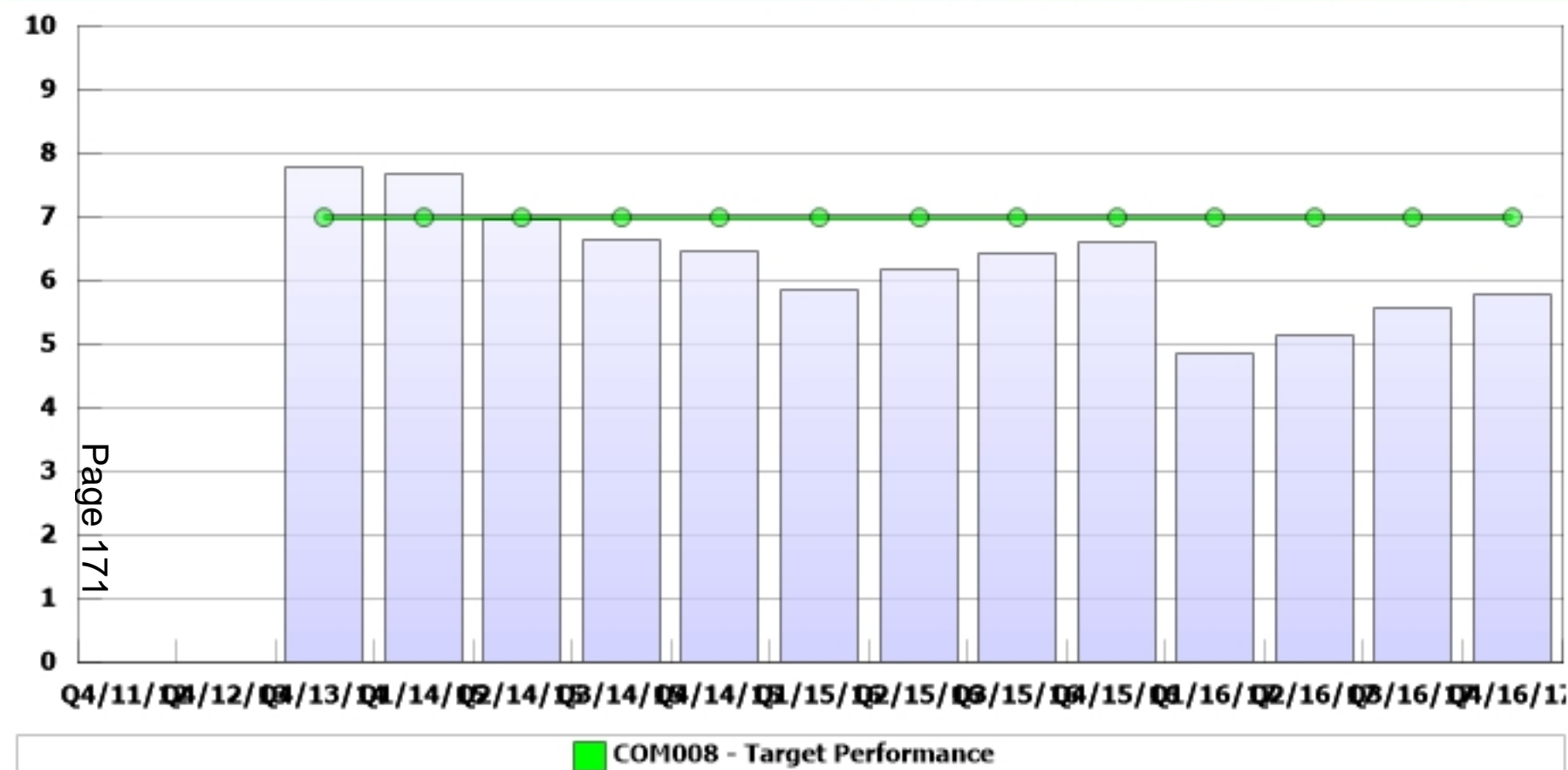
Corrective action proposed (if required):

COM008 What is the average overall time to complete responsive repairs?

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
---------	--------	--------

Q4/16/17	7.00	5.81
----------	------	------

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
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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 for the year. The quarter figures are still under the KPI figure.

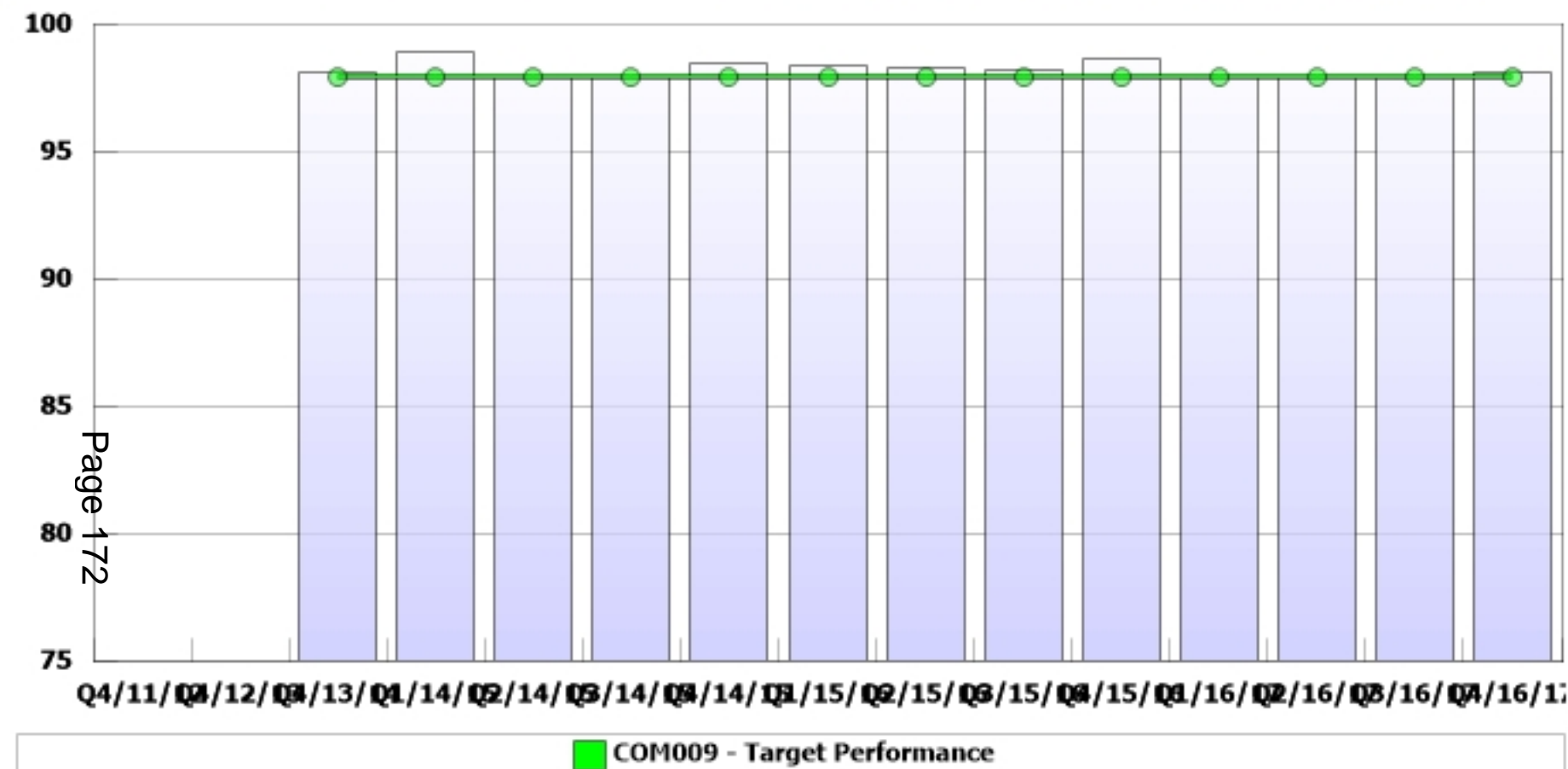
Corrective action proposed (if required):

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
Q4/16/17	98.00%	98.15%
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%



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

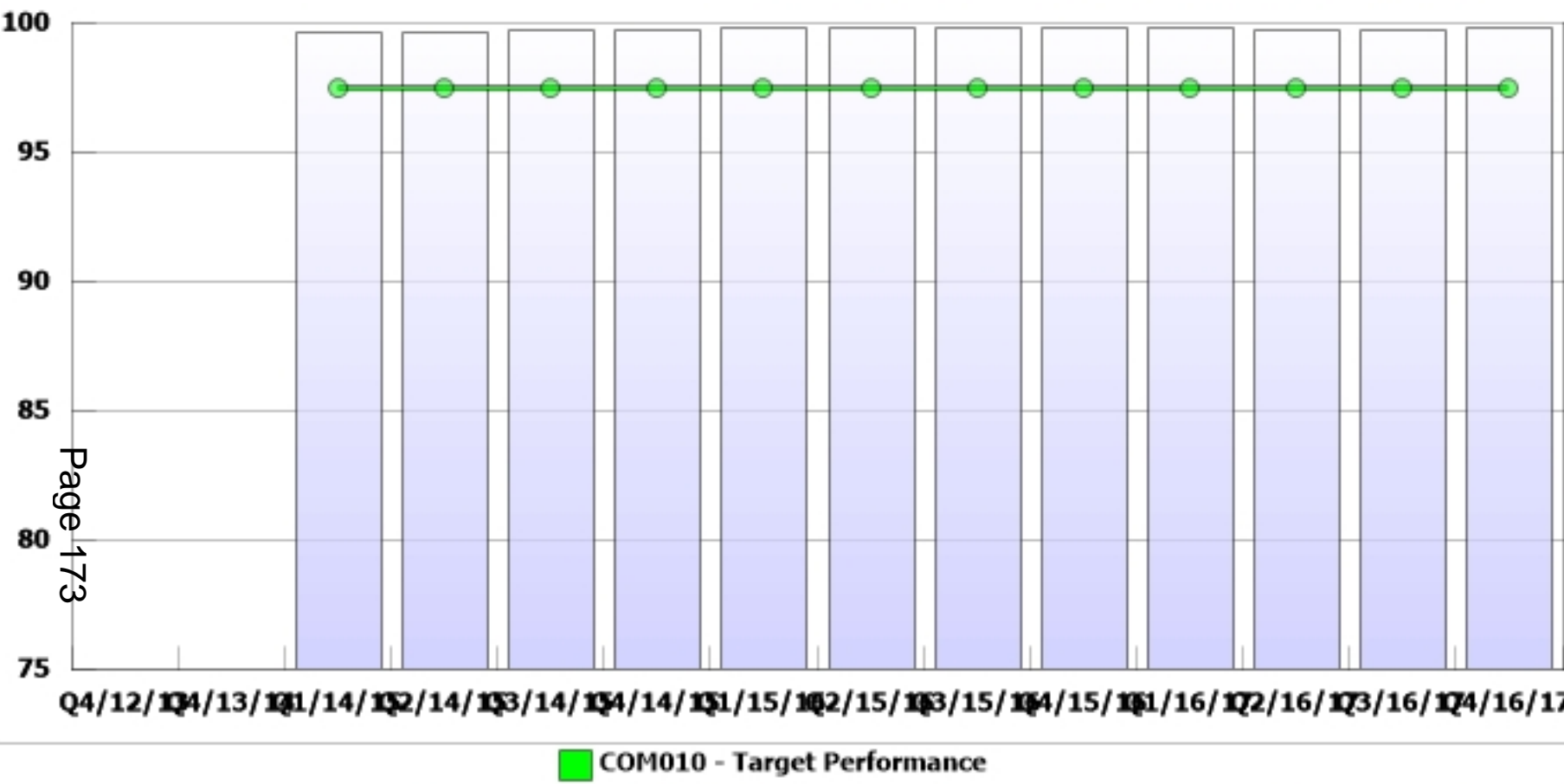
Corrective action proposed (if required):

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
Q4/16/17	97.50%	99.86%
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%



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):

PNC7 system - this is a new system which now only has 1 decimal place and so rounds up/down figure. Given the above - evidence records total as 99.9%. 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.

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



SCRUTINY



Epping Forest District Council

Report to: Communities Select Committee

Date of meeting: 20 June 2017

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2016/17 – Quarter 4 (Outturn) position

Officer contact for further information: Monika Chwiedz (01992 562076)

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Committee review the outturn position 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 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 October 2015. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn 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

outturn progress against the Key Action Plan for 2016/17 for actions most appropriately considered by the Communities Select Committee at the end of the year (31 March 2017).

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 prioritise 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 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. Therefore during Q2, action (i) (b) 5) became no longer required. This is because the Cabinet has decided not to pursue this action.
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 4 (outturn) 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 individual actions:

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

Under Control (Amber) – expected to achieve target in the next 6 months; or

Behind Schedule (Red) - specific deliverables or actions were not completed or achieved in accordance with in-year targets.

There are 49 actions in the Key Action Plan 2016/17. At the end of the year:

- (a) 33 (68%) of the individual deliverables or actions supporting the key objectives had been achieved;
- (b) 9 (18%) of the deliverables are expected to achieve target in the next 6 months.
- (c) 7 (14%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule.

15 actions fall within the areas of responsibility of the Communities Select Committee. At the end of the year:

- 8 (53%) of these actions have been achieved at year end; and

- 3 (20%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule.
 - 3 (20%) of these actions are expected to achieve target in the next 6 months
 - 1 (7%) action (i) (b) 5) became no longer required during Q2.
5. The Committee is requested to review the outturn position of the Corporate Plan 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.
6. This report was also considered by the Cabinet on 15 June 2017 and the Overview and Scrutiny Committee on 6 June 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	Achieved	<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. 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> <p>Q4 (2016/17) The Finance & Performance Management Cabinet Committee undertook the Stage 1 Options Review and Cabinet subsequently agreed Cabinet Committee's recommendation that the Council Housebuilding Programme should be resumed for Phases 4-6 and that the Council should revert back to the Government's Decent Home Standard, from the Council's Modern Home Standard.</p>

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-Jul-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> <p>Q4 (2016/17) The first 2 properties for Phase 1 have been handed over. The remaining properties will be handed over in stages during 2017/18.</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>

					Q4 (2016/17) Works continue
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16		Under Control	<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> <p>Q4 (2016/17) in March 2017, Cabinet agreed that the Housing Repairs Service should be co-located at the Oakwood Hill Depot, Loughton. An officer project team has been formed, chaired by the Asst Director (Housing Property & Devt.), which will consider the works required to achieve the solution and report to Cabinet accordingly.</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 2nd 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, Coopersale, North Weald and Ongar.	Communities	30-Jun-16		Achieved	<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> <p>(Q3 2016/17) Tenders for all but one site 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.</p> <p>(Q4 2016/17) Phase 3 sites have commenced on site.</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		Achieved	<p>(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.</p> <p>(Q2 2016/17) 10 planning applications have been approved; 2 applications were withdrawn following further discussion 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.</p> <p>(Q3 2016/27) 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.</p>

					(Q4 2016/17) Planning permissions secured for Phase 4 will provide 31 new affordable homes.
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		Behind Schedule	<p>(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.</p> <p>(Q2 2016/17) The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.</p> <p>(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.</p> <p>(Q4 2016/17) Now that Cabinet has lifted the Moratorium on the Council Housebuilding Programme, the Director of Neighbourhoods intends to report to the Cabinet on the Marketing Strategy for the sale of the Pyrles Lane sit in June 2017, which will include a proposal for the purchase of the affordable rented homes from the developed that purchases the site.</p>

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.

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> <p>(Q4 2016/17) The Project Team has almost completed the drafting of the document, which is not due to be considered by the Communities Select Committee in June 2017.</p>

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
5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a Museum Heritage and Culture Development Trust	Communities	30-Jun-16	Achieved	<p>(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.</p> <p>(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 Trust 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.</p> <p>(Q3 2016/17) Recruitment to the new posts is being undertaken.</p> <p>(Q4 2016/17) All the ACE-funded posts are now filled. Good progress has been made with the formation of the Development Trust, including a training seminar for senior members and officers. It is anticipated that, following approval by the Portfolio Holder, recruitment of the Trustees will be undertaken in Summer 2017</p>

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
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-Jan-17	Achieved	<p>(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.</p> <p>(Q2 2016/17) – As Q1.</p> <p>(Q3 2016/17) - As Q1.</p> <p>(Q4 2016/17) The success of the expansion was reviewed by the Communities Select Committee in March 2017, who concluded that it had been successful, and recommended to the Housing Portfolio Holder that the arrangement be made permanent</p>

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-Jun-16	Achieved	<p>(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.</p>

					<p>(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.</p> <p>(Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.</p> <p>(Q4 2016/17) No further actions required</p>
2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16		Achieved	<p>(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.</p> <p>(Q2 2016/17) Now that the Study has been completed, the resultant Action Plan is currently being formulated.</p> <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>(Q4 2016/17) As Q3</p>
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16		Behind Schedule	<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>(Q4 2016/17) As Q3</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>Behind Schedule</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>(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 through Stage 1 of the further HRA Financial Options Review.</p> <p>(Q4 2016/17) Now that Cabinet has made a decision to resume the Council Housebuilding Programme, this project can now be progressed</p>
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Communities Directorate Business Plan 2017-18



Communities Directorate Business Plan - 2017/18

No.	Action	Deadline	Target / Success measure(s)	Lead officer / title	Cross reference	Project / BAU
Community Services and Safety						
CSS 1	Establish a Development Trust to support Epping Forest District Museum	Mar 2018	Development Trust in place, with Board Members and new external funding secured for museum projects/development	Julie Chandler – AD (Community Services and Safety)	Corporate Plan Aim (ii)(c) / Cabinet decision	Project
CSS 2	Implement a Commercial approach to delivery of Museum Services through Arts Council England Resilience funding support	Nov 2017	Commercial operation in situ, resulting in increased income for the Museum and improved sustainability	Tony O'Connor – Museum Health & Culture Manager	Corporate Plan Aim (ii)(c) / Cabinet decision	Project
CSS 3	Secure National Portfolio Organisation (NPO) Status from Arts Council England	Mar 2018	Successful outcome to the bid for NPO status and receipt of NPO grant funding	Julie Chandler – AD (Community Services and Safety)	Corporate Plan Aim (ii)(c)	Project
CSS 4	Establish and develop 3 multi-agency action groups to address the Epping Forest Health & Wellbeing priorities of; <ul style="list-style-type: none"> • Early Help & Starting Well • Be Well, Work Well, Stay Well • Age Well 	Oct 2017	All groups established and functional, with Action Plans in place. Improved collaborative working across public and voluntary sector	Gill Wallis – Community Health & Wellbeing Manager	EF Health and Wellbeing Partnership Board./ Corporate Plan Aims (ii)(c) and (iii)(c)	Project (to develop as BAU)
CSS 5	Deliver the actions within the Impact of an Ageing Population (IoAP) StudyAction Plan	Mar 2018	Completion of actions stated within IoAP Action Plan, resulting in improved and relevant health and wellbeing services for older people.	Julie Chandler – AD (Community Services and Safety)	Corporate Plan Aim (iii)(c)	Project

Communities Directorate Business Plan - 2017/18

CSS 6	Install a critical upgrade and extension to CCTV in Epping High Street	Feb 2018	Increased/improved CCTV provision covering a wider area of the High Street, resulting in increased requests for downloads	Adrian Petty – CCTV Officer	CCTV Strategy 2015 – 2022	Project
Housing Property & Development						
HPD 1	<p>Progress the Council Housebuilding Programme through:</p> <ul style="list-style-type: none"> • Completing the 23 new homes in the recovery phase for Phase 1 (Waltham Abbey) • Progressing the construction of 51 new homes in Phase 2 (Burton Road, Loughton) • Commencing and progressing the construction of 34 new homes in Phase 3 (Epping, Coopersale, North Weald & Ongar) • Procuring the development of around 70 new homes in Phases 4-6 (Loughton, Buckhurst Hill, Ongar, Waltham Abbey) • Purchasing 8 new homes at Barnfield, Roydon from the private developer • Subject to Cabinet approval, entering into a development agreement with the purchaser of the Pyrles Lane Nursery site to purchase all the affordable homes on completion 	Mar 2018	Practical Completion of the contracts, on time and within budgets	Paul Pledger – AD (Housing Property & Development)	Corporate Plan Aim (i)(b) / EFDC Housing Development Strategy	Project

Communities Directorate Business Plan - 2017/18

HPD 2	Undertake a pilot scheme to provide 3 modular units to accommodate 6 single homeless people at Norway House, North Weald	Feb 2018	Successful installation of the modular units and happily occupied by single people	Alan Hall – Director of Communities	Homelessness Strategy 2015-2018 / Cabinet decision	Project
HPD 3	Co-locate the Housing Repairs Service at the Oakwood Hill Depot	Mar 2018	Successful co-location of the Housing Repairs Service at the Oakwood Hill Depot	Paul Pledger – AD (Housing Property & Development)	Corporate Plan Aim (i)(b) / Cabinet decision	Project
HPD 4	Undertake a review of the Council's Sheltered Housing Scheme Assets	Feb 2018	Submission of Stage 1 and Stage 2 reports to the Communities Select Committee, with a recommended way forwarded	Paul Pledger – AD (Housing Property & Development)	Corporate Plan Aims (i)(b) and (iii)(c)	Project
HPD 5	Undertake a comprehensive review of the future delivery of the Housing Repairs Service	Nov 2017	Submission of a Review Report to Cabinet that enables Cabinet to determine the preferred approach	Paul Pledger – AD (Housing Property & Development)	Cabinet decision	BAU
Housing Operations						
HO 1	Outsource the Council's Careline Monitoring Service to a third party organisation	Jan 2018	Successful and smooth transfer to the third party provider, that enables the provider to successfully deal with calls from Day One of transfer	Roger Wilson - AD (Housing Operations)	Corporate Plan Aims (i)(c) & (iii)(c) / Cabinet decision	Project
HO 2	Following the outsourcing of the Careline Monitoring Service, undertake a review of the future structure of the Housing Older Peoples Services Team and the delivery of the Sheltered Housing Service	May 2018	Submission to Cabinet of a report on a new structure and future delivery that enables Cabinet to determine an appropriate structure and service delivery	Roger Wilson - AD (Housing Operations)	Corporate Plan Aim (iii)(c) / Cabinet decision	Project

Communities Directorate Business Plan - 2017/18

HO 3	<p>Implement the following new initiatives to mitigate the effects of increasing homelessness in the District:</p> <ul style="list-style-type: none"> • Appoint an additional Homelessness Prevention Officer • Appoint an external company to undertake homelessness reviews • Work with other councils to secure county-wide funding under DCLG's Trailblazer's initiative to respond to the demands of the new Homelessness Reduction Act • Vary the arrangements for the use of loans to homeless applicants to secure accommodation in the private sector • Increase the staffing at the Council's Homeless Persons Hostel • Investigate the possible placement of single homeless people in the private sector at Zinc Arts, Ongar 	Mar 2018	Reduced numbers of households in temporary accommodation	Roger Wilson – AD (Housing Operations)	Cabinet Decisions	BAU
HO 4	Renew the Council's Tenancy Policy in preparation for the introduction of mandatory 5-year fixed term tenancies	Mar 2018	Report to Cabinet on proposed changes, following consultation with the Communities Select Committee and key partners	Roger Wilson – AD (Housing Operations)	Housing Strategy Key Action Plan 2016/17	BAU

Communities Directorate Business Plan - 2017/18

HO 5	Review the Council's Housing Allocations Scheme to ensure that it meets the Council's needs and objectives	Mar 2018	Report to Cabinet on proposed changes, following consultation with the Communities Select Committee and key partners	Roger Wilson – AD (Housing Operations)	Housing Strategy Key Action Plan 2016/17	BAU
HO 6	In partnership with the Tenants and Leaseholders Federation, re-invigorate the Council's approach to tenant participation and engagement, through the introduction of a district-wide Tenants and Leaseholders Consultative Group	Dec 2017	Successful introduction of new Tenant and Leaseholders Consultative Group, with sufficient and able members, and with an agreed Constitution	Roger Wilson – AD (Housing Operations)	N/A	BAU
Private Sector Housing & Communities Support						
PSC 1	Formulate a new 5-year Housing Strategy, assessing the housing needs of the District and how they will be met	Sept 2017	Production of a Housing Strategy and Key Action Plan that are fit for purpose	Alan Hall Director of Communities	Corporate Plan Aim (ii)(a)	Project
PSC 2	Prepare for the introduction of the sale of higher value void Council properties, to fund the proposed levy to Government	Mar 2018	Appropriate arrangements in place to sell sufficient numbers of void Council properties in time to pay levys to Government	Robin Ray – AD (Private Housing & Communities Support)	Housing and Planning Act 2016	BAU
PSC 3	Prepare for the introduction of the mandatory extension of licensing of houses in multiple occupation (HMOs)	Jan 2018	All HMOs covered by the new regulations identified, additional staff appointed and procedures in place, ready for the inspections stage	Sally Devine – Private Housing Manager (Technical)	"Extending mandatory licensing of houses in multiple occupation: a government response document " - DCLG	BAU

Communities Directorate Business Plan - 2017/18

PSC 4	Implement new funding arrangements for the Council's CARE Service, following the withdrawal of ECC Housing Related Support funding	Sept 2017	Use of sufficient Better Care Fund funding to replace the grant income withdrawn by Essex CC	Paul Duguid – Private Housing – Manager (Grants & CARE)	Cabinet decision	BAU
PSC 5	Finalise and implement a strategy for improving nursery worker accommodation in the Lea Valley	Mar 2018	A significant improvement in the standard of accommodation provided to nursery workers	Robin Ray – AD (Private Housing & Comms. Support)	Nursery Worker Accommodation Task Group	BAU
PSC 6	Introduce and Implement an IT Work Programme for the Communities Directorate	Mar 2018	Finalisation of a prioritised IT Work Programme, that meets the Directorates requirements	David Clifton – Communities Support Manager	Corporate Plan Aim (iii)(b)	BAU

Resources Plan

Estimated *revenue* savings / growth

Savings or growth item description	Year	Amount (£)	Reasons
External funding from Arts Council England for National Portfolio Organisation (NPO) status (subject to successful outcome to bid)	2018/19	Add. Income - £235,000 p/a for 4 years	EFDC has submitted a bid to Arts Council England for NPO status, to fund a range of innovative projects and exhibitions
Receipt of £277,000 and £313,000 in 2017/18 and 2018/19 respectively, through the DCLG's new Flexible Homelessness Support Grant, replacing the £60,000 p/a previously received under the former Temporary Accommodation Management Grant	2017/18 2018/19	Add. income - £217,000 Add. income - £253,000 (net)	As a result in the SDCLG's change in approach to homelessness funding, the Council has received significant increased funding

Communities Directorate Business Plan - 2017/18

Outsourcing of the Careline Monitoring Service to a third party provider	2018/19	Saving - £215,000 p/a	Following an Options Review, the Cabinet has agreed that outsourcing the Monitoring Service would be more sustainable in the long term and would deliver significant savings
Income from the Renewable Heat Initiative (RHI) as a result of the installation of Air-Sourced Heat Pumps in Council properties in areas with no mains gas	2017/18	Add. income - £71,000 (2017/18)	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 £490,000. The actual amount received to date is £86,000
Savings in bed and breakfast costs as a result of placing at 6 single homeless people in homelessness pods at Norway House (pilot scheme)	2018/19	Saving - £50,000 p/a	The Council's General Fund will save around £8,300 p/a for every single homeless person accommodated in the pods instead of B&B, due to the Council no longer paying the housing benefit subsidy penalty for accommodating households in B&B
Income from new Rechargeable Repairs Policy	2018/19	Add. income - £30,000 p/a	Repairs are often undertaken as a result of damage caused by tenants, or works completed that are the responsibility of tenants. These are rechargeable; However, tenants often do not pay. By introducing a recharge policy that requires payment up-front would reduce revenue expenditure
Savings in bed and breakfast costs as a result of placing at least 3 single homeless people in private accommodation at Zinc Arts, Ongar (pilot scheme)	2017/18	Saving - £24,840 p/a (minimum)	Using part of the Council's new Flexible Homeless Support Grant to provide top-up funding, the Council's General Fund is able to save B&B costs. The saving will be greater if more than 3 single homeless people are accommodated at Zinc Arts following the pilot period

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Funding to the CAB to enable the extension of the 2 Debt Advisor posts for a further 12 month period	2017/18	Growth - £42,000 (HRA & Gf)	To provide the CAB with a further grant in order for them to extend the 2 Debt Advisor posts for 12 months to provide much needed support to tenants and residents
Appoint of an additional Homelessness Prevention Officer	2017/18	Growth - £32,000 p/a	Additional post in order to deal with the requirements of the Homelessness Reduction Act and the additional workload generally due to increasing homelessness pressures
Appointment of additional temporary part-time Deputy Hostel Manager for 2 years	2017/18	Growth - £13,700 p/a for 2 years	The Housing Portfolio Holder has agreed to this appointment, funded from the DCLG's Flexible Homelessness Support Grant, to deal with the additional workload at the Hostel.
Funding for "Your Living Room" to help tackle the safeguarding issues around hoarding (Growth)	2017/18	Growth - £10,000 p/a	To provide funding in order to support and assist vulnerable tenants with hoarding tendencies
Review of the future delivery of the Housing Repairs Service by an independent consultant	2017/18	Growth - £10,000 (2017/18)	The cost of a consultant to undertake the review and present the findings.
Appointment of a company to undertake Homelessness Reviews	2017/18	Growth - £9,000 p/a	To appoint an external company to undertake homelessness reviews in order to free up senior officers time to spend on front-line homelessness work to assist with alleviating increasing homelessness pressures.

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Estimated capital growth

Growth item description	Year	Amount (£)	Reasons
Savings to the HRA Capital Programme by reverting to the Decent Home Standard from the Modern Homes Standard	2017/18	Saving - £650,000 p/a (average over next 27 years)	Cabinet has decided to revert to the Decent Home Standard following the Stage 1 HRA Financial Options Review
Supply and installation of modular accommodation for single homeless people at Norway House	2017/18	Growth - £345,000	The pay-back period in relation to the savings in bed and breakfast costs is just 4 years
Installation of critical upgrade and extension to CCTV in Epping High Street	2017/18	Growth - £45,000 (one-off)	The recent feasibility study has established the need for the upgrade and extension