

## Select Committee Agenda



### **Communities Select Committee Tuesday, 5th September, 2017**

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

**Committee Room 1, Civic Offices, High Street, Epping  
on Tuesday, 5th September, 2017  
at 7.00 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

A Hendry, Democratic Services  
Tel: (01992) 564243 Email:  
democraticservices@eppingforestdc.gov.uk

#### **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: 6.00pm**

**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 20 June 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. REVIEW OF HOUSING ALLOCATIONS SCHEME (Pages 27 - 48)**

(Director of Communities) to consider the attached report.

**7. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 1 PROGRESS. (Pages 49 - 58)**

(Head of Transformation) to consider the attached report.

**8. CORPORATE PLAN 2018 - 2023 (Pages 59 - 72)**

(Chief Executive) To consider the attached report.

**9. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 1 PERFORMANCE (Pages 73 - 80)**

(Head of Transformation) to consider the attached report.

**10. ATTENDANCE BY ESSEX POLICE DISTRICT COMMANDER**

To discuss the issues to be raised with the Essex Police District Commander who will be attending the 7<sup>th</sup> November 2017 meeting of this Committee.

**11. 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.

**12. FUTURE MEETINGS**

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

09<sup>th</sup> October 2017 (extra meeting)  
07<sup>th</sup> November;  
16<sup>th</sup> January 2018; and  
13<sup>th</sup> March.

This page is intentionally left blank

**EPPING FOREST DISTRICT COUNCIL  
NOTES OF A MEETING OF COMMUNITIES SELECT COMMITTEE  
HELD ON TUESDAY, 20 JUNE 2017  
IN COMMITTEE ROOM 2, CIVIC OFFICES, HIGH STREET, EPPING  
AT 7.00 - 9.23 PM**

**Members Present:** G Shiell (Vice-Chairman, in the Chair), N Avey, J Lea, R Baldwin, A Beales, R Butler, L Girling, S Heap, L Hughes, D Sunger, B Surtees and H Whitbread

**Other members present:** S Stavrou, G Waller and H Kane

**Apologies for Absence:** Y Knight, R Gadsby and A Mitchell

**Officers Present** A Hall (Director of Communities) and A Hendry (Senior Democratic Services Officer)

**1. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)**

It was noted that Councillor N Avey was substituting for Councillor A Mitchell and Councillor J Lea was substituting for Councillor Y Knight.

**2. APPOINTMENT OF A VICE CHAIRMAN**

With the Vice Chairman in the chair for tonight's meeting, a Vice Chairman was asked for. Councillor Holly Whitbread was appointed Vice-Chairman for the duration of the meeting.

**3. NOTES OF PREVIOUS MEETING**

**RESOLVED:**

That the notes of the last meeting of the Select Committee held on 14 March 2017, be agreed.

**4. DECLARATIONS OF INTEREST**

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

**5. 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 agreed to add the following two items:

- i) Following the last Overview & Scrutiny Committee meeting they had asked that this Committee receive a report on the Government's Prevent Strategy on responding to radicalisation. The Committee agreed to receive a report on this, if possible at its September meeting; and
- ii) After the recent tragic Grenfell Tower Fire, a report on fire safety on the housing stock within our district will also be going to the September meeting.

Councillor H Whitbread asked about Fire Safety and the Council's emergency response team and emergency re-housing. She was told that this was more for the Emergency Planning Section, under the Neighbourhoods Directorate. This request will be passed on to that Select Committee for them to consider.

Councillor Stavrou, the Housing Portfolio Holder added that she had recently undertaken visits to Norway House and Limes Farm looking at their facilities and standard of service they received (which was excellent). She will also be visiting a number of other estates with large blocks of flats in the near future looking at the safety feature they have.

**RESOLVED:**

- 1) That the Neighbourhoods Select Committee be asked to consider a report on the Council's emergency response arrangements for Civil emergencies;
- 2) That reports on the Government's PREVENT Strategy and the Council's approach to fire safety in its housing stock be added to the Committee's work programme.

**6. CHANGE IN ORDER OF BUSINESS**

With the Chairman's permission, agenda item 12 the Communities Directorate Business Plan 2017 was brought forward to be the next item to be considered.

**7. COMMUNITIES DIRECTORATE BUSINESS PLAN 2017**

The Director of Communities, Mr Hall, introduced the Communities Directorate's Business Plan for 2017-18. This was a slimmed down version of the usual plans (the HRA Business Plan, Community Services and Safety Business Plan and Private Housing Business Plan, and more akin to an action plan for the directorate. The three relevant portfolio holders were attending the meeting to take the Committee through their sections of the plan.

Councillor Helen Kane, the Portfolio Holder for Leisure and Community Services, noted that in April 2016 the Cabinet agreed to establish a Development Trust to support the Epping Forest District Museum and Broxbourne Council's Lowewood Museum; they had in turn secured new external funding for the museums projects and development. They were having regular meetings with Broxbourne Council now that the plans for the Development Trust were well underway. They had an excellent relationship with Broxbourne and were hoping to establish relationships with Chelmsford Council. They had applied for accreditation from the Arts Council and had applied to secure 'National Portfolio Organisation' (NPO) status which would

open the door to a lot more external funding and would allow the Council to work on behalf of the national organisations.

As well as this there were a lot of organised summer events, including art and leisure activities organised by officers, who put in a lot of work. They also organise actions within the 'Impact of an Ageing Population' action plan resulting in improved and relevant health and wellbeing services for older people.

Councillor Baldwin asked if they had achieved NPO status. He was told that they were presently working towards it and they should know the outcome of the bid by next week.

Councillor Gary Waller the Portfolio Holder for Safer, Greener and Transport went on to cover the Community Safety aspect of the plan. He noted that it was a big area within the council. They currently had no large scale projects, but many ongoing operational arrangements and plans, including the ongoing development of a 'Hub' involving the Police with the Community Safety Teams. Although not co-located with the Police (in Loughton), they were looking into having even better direct communication facilities with them, both in sound and vision. The community safety section has been recently involved in a case of modern day slavery, which was still a major problem in our day and age. In fact there were more slaves now than ever before. They were involved in a recent raid where people were charged with slavery and rape.

Councillor Waller commented that we were recently sent a letter of thanks for dealing with a case of Anti Social Behaviour, where we investigated and found that drug users and dealers were taking over a property. Our officers were there helping the police and helped subdue the offenders concerned.

We have received recognition for our work in designing out crime which has helped reduce crime by up to 25%. ITN had made a short film on this and this would be shown at a conference of Chief Executives from all over the country.

Our team was highly regarded and our work valued by the Police.

Councillor Butler asked if it was premature to close the Police station in Waltham Abbey. Councillor Waller said that this was a question for the Police, which depended on people and not premises. It was very expensive to keep premises and they were currently concentrating resources on people. He acknowledged that the way the public contacted the police was still not quite right and this had to be reviewed.

Councillor Girling was concerned about drugs and drug dealers and how widespread they appeared to be across Epping Forest. He said that he believed their network spread out over the various towns, even involving school children. He said that the Police did not have the manpower as there was a definite lack of officers on the ground; and that there was also the problem of nuisance motorbikes all over our area that were financed by the drug dealers. With all these things to report the given telephone number of 101 did not work. The Chairman, Councillor Shiell asked that Councillor Girling itemise his specific complaints and give them to Councillor Waller to consider. Councillor Kane noted that there was a lot more crime nowadays and so more resources were needed. Mr Hall said that resources were always a problem for the Police and the Police were aware of problems contacting 101. He also commented that he had been to a recent presentation given by the Police on organised crime in Essex and how the police were combating this. He said that we have a very good relationship with the Police, which has brought many mutual

benefits and resulted in the District's residents being made much safer than they otherwise would have been.

Councillor Waller noted that there has been more Police staff employed to man the 101 number and improve it.

Councillor Baldwin asked how many staff was there in our Community Safety Section. He was told there were about 9 people in the team; funded by EFDC and with a lot of funding for the various initiatives funded by the Community Safety Partnership, which itself received some funding from the PCC.

Councillor Stavrou the Portfolio Holder for Housing, took the Committee through the Housing part of the business plan. She noted that also on this agenda was the draft Housing Strategy that related to the business plan. The Plan was a very comprehensive document, well presented; mostly noting that it was business as usual for Housing.

She noted that the Council House building programme was progressing. The recent HRA Financial Options Review had concluded that the housebuilding programme should continue, but at a slower pace. Some of the first houses that we had built have now been occupied and phase 2, the 51 new homes in Burton Road, Loughton was underway with phase 3 due to start soon. Planning for Phases 4 to 6 were in progress at present. They were looking at brownfield sites such as garages etc., rather than greenfield sites. They were also purchasing 8 new affordable homes in Roydon from a private developer.

They were also undertaking to provide 3 modular units to accommodate 6 single homeless people temporarily at Norway House, although no planning application had been submitted as yet. The units were expected to have a life span of 20 to 30 years. They were relatively easy to install and were transportable. They were also looking at a pilot at Zinc Arts, Ongar to house 3 single homeless people there.

Under the Transformation agenda we were looking at new ways of working such as co-location at Oakwood Hill for the repair service. They were also undertaking a review of Council's Sheltered Housing Scheme Assets to make sure they were fit for purpose and still required.

On the Housing Operations side they were looking to outsource the Careline Monitoring Service and were also looking to provide an additional homelessness prevention officer. They would also be working with other Council's to secure county wide funding under the DCLG's trailblazer's initiative in response to the new Homelessness Reduction Act.

Officers were looking at the arrangements for loans to homeless applicants to secure accommodation in the private sector and would also be increasing the staffing at the Council's Homeless Persons Hostel to give some relief to the duty managers. They would also be working with tenant's partnership groups to reinvigorate the Council's approach to tenant participation and engagement.

Councillor Stavrou noted that the proposals for Private Sector Housing and Communities Support remained largely unchanged for the coming year.

Councillor Surtees commenting on the outsourcing of the Housing Reviews work wondered what sort of safeguards were in place to ensure the job was done properly as he was happy for it to be carried out in-house but not outsourced. Mr Hall



acknowledged that this was a valid point as they too liked to ensure that the job was carried out properly. The reviews were currently undertaken by one of two senior managers which was time consuming for people with limited capacity due to other work demands and a relatively expensive way of doing this. However, there are companies out there who specialised in this work and charge competitive rates. We have gone to tender and have now appointed a company. They will be doing the reviews and we will monitor them closely. We always have the option, if we thought their work was not up to scratch, to appoint another company.

Councillor Girling said that the Debden Tenants Panel was looking for tenants to be involved; have the others taken off? Mr Hall replied that officers and the Tenants and Leaseholders Federation were looking to set up more of these panels, but continued to struggle. They were now trying to introduce a new consultative group of tenants and were trying to re-energise tenant engagements, trying a new approach with new people.

The Chairman thanked the Portfolio Holders for their comprehensive and informative report to the Committee.

## **8. DRAFT HOUSING STRATEGY 2017-2022**

The Director of Communities, Mr Hall introduced the report on the draft Housing Strategy 2017-2022. He noted that a Housing Strategy was last produced in 2009 and although it was no longer a legal or policy requirement it was accepted good housing and local government practice. A new draft housing strategy has now been produced to cover the period 2017-2022. Its production had been delayed as officers were waiting for the draft Local Plan to be produced as much of the Housing strategy related to the provisions within the Local Plan. In the meantime an annual Housing Strategy Key action Plan was produced and monitored on a six monthly basis by this Committee until a new Housing Strategy was formulated.

At the end of this document was a Key Action Plan for the coming year only and it was proposed that the Select Committee continued to review future Annual Key Action Plans prior to approval each year.

This Committee was asked to consider and comment on the draft strategy before it went to the next Cabinet meeting for consideration and adoption.

The Committee went through the document chapter by chapter, noting that their vision was set out in Chapter 2. Chapter 3 looked at the Local plan and Chapter 4 brought out the main elements related to housing in the form of the Strategic Housing market Assessment. The remaining chapters had more specific themes such as affordable housing. He noted that in Table 5.2 it showed that last year there were no affordable homes completed, the first time this had happened in 20 years.

The following questions were raised:

Councillor Sunger noting that it has a section on rogue landlords wondered if this should also include letting agents. Mr Hall agreed that there should be mention of letting agents as well and they would amend this. Councillor Sunger noted that the Housing Act would set up a register of these rogue landlords and letting agents. Would this be available to officers and ward councillors? Mr Hall said that if members had any queries officers could access the database and officers would supply them with answers. Members would probably not have direct access. Councillor Sunger

then asked if the fines collected would be kept by us. Mr Hall replied that fines would be kept by the council and it would be ring-fenced in our budget.

Councillor Surtees asked if this register would cover landlords with properties in other areas. Mr Hall answered that it was a national register and the information would be available nationally. That was the aim of this system.

Councillor H Whitbread asked about shared ownership and wondered if we could push 'connective housing'; that was prioritising people that had a connection with the local area. Mr Hall said that they did this already, through Nominations Agreements with the Council's Preferred Housing Association Partners. Councillor Whitbread then asked if a secondary list for people who do not meet the requirements of the Housing Register could be established; Mr Hall explained that the Council already had this, in the form of a Supplementary Waiting list. Councillor Stavrou added that they had a help to buy agent that assists people access shared ownership. Mr Hall said that they signposted people to the help to buy agents and promoted this as best they could and so did the government.

Councillor Sunger asked about affordable housing and how much would they allow tenants to have above the Local Housing allowance (LHA). Mr Hall explained that there were three areas in the District that had 3 LHA levels set; it all depended on the area they were in. If they wanted a property with a rent higher than the LHA they could, but had to pay the difference themselves. But, since they would be on Housing Benefit, it would be unlikely that they could afford to do this.

Councillor Surtees commented that there was nothing about Syrian refugees or other specialist groups nor did it mention anything about learning difficulties in the strategy. Mr Hall said that they generally used accepted national definitions and terminology in the Strategy, but they could change the definitions to make them clearer (e.g. adding in Learning difficulties). As for refugees they have had only one family in the last few years that they had to accommodate for just a few weeks.

Mr Hall explained that the Council, in respect of assessing the housing need for Gypsies and Travellers, were co-ordinating with other local authorities across Essex on this.

Councillor Lea asked if Park Home type housing could be used for housing homeless people. Mr Hall said that there was potential to do this and were doing something similar by providing 'pods' at Norway House.

It was noted that the Draft Key Action Plan for the coming year was set out in an Appendix in Chapter 12.

Councillor Girling said that the document was very clear to read but was it accessible to the public? Mr Hall replied that this would be a publicly accessible document once it had been agreed by the Cabinet.

Councillor Baldwin noted that the private sector had less security of tenure. Was there a strategy to increase the security of tenure in the private sector? Mr Hall said that this was controlled by legislation and not by us.

Councillor Heap asked about putting Solar Panels on all our buildings and was told that was governed by Building regulations and the individual developers.

The Chairman of the Committee closed by saying that this was an excellent document and the committee supported it.

**RESOLVED:**

- 1) That the Select Committee endorse the proposed Housing Strategy 2017-2022;
- 2) That future Draft Annual Key Action Plans for the Housing Strategy be considered by the Select Committee on an annual basis, prior to adoption by the Housing Portfolio Holder, with progress reviewed on a six monthly basis.

**9. EFDC SAFEGUARDING WORK**

The Director of Communities introduced a report on the range of safeguarding work carried out by the council over the last three years that the safeguarding team had been in place.

The team was established in May 2014, following initial DDF funding for a fixed period of 2 years and a subsequent Cabinet decision to make the posts permanent.

Over the last three years we have had a gradual increase 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 had reached over 600 (involving a total of 842 children and adults), ranging from neglect of Children, to adults suffering from the effects of hoarding and poor mental health.

A training programme for staff had been provided across the Council and has enabled staff to become more proficient at identifying signs of abuse and neglect and more confident in referring cases. Hence, the council had 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.

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.

Poor mental health was 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. Neglect was another key concern across the district and forms part of most safeguarding cases referred. A significant amount of time was expended by Council 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.

We now also have a Suicide Protocol and Procedures to help support staff in dealing with an increasing number of incidents, especially those working in Benefit's and Council tax teams. This has also been circulated widely across the Council and special staff briefings have been provided.

Staff have also dealt with a number of cases dealing with such issues as Modern Slavery and Child Sexual Exploitation, which required swift and effective working with the Police.

Councillor Girling remarked that the member training was helpful and had noted that Essex County Council (ECC) Social Services had sometimes been slow in dealing with our cases. Was this still so? Mr Hall said that ECC often did not respond to referrals as quickly as we would like, but officers persisted with referrals which were assisted with good partnership arrangements at a range of levels. It was noted that ECC staff were clearly under a lot of stress on this, but we do pursue our cases with them.

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 was due to the provision of training and awareness rising amongst staff across the Council.

Councillor Waller noted that criticisms of local authorities on safeguarding issues were usually directed at the social services authorities. We were not one of these but we did have our role to play and it was an area that we could take some pride in without being complacent as we dealt with around ten times more safeguarding cases than Harlow Council. He hoped that all members undertook the training offered and also undertake refresher training, as there was always room for improvement. A case study was provided in the report where ECC had closed the case but we prompted them to re-open the case as we were of the view that there were safeguarding issues that needed to be investigated.

Councillor Surtees noted that the case study did not mention the involvement of the school. He said that schools often had the same problems with the ECC as we did. We needed good liaison with the schools. Mr Hall said that we did liaise with the schools and did support them.

Councillor Baldwin said that sometimes there was a risk of overreaction, with someone being falsely accused. Were there any safeguarding issues that had gone wrong? Mr Hall replied that confidentiality was clearly important, with information only disclosed when absolutely necessary. We tell our staff to keep their eyes open and make their concerns known to the Safeguarding team, who would make referrals to ECC when appropriate, but not act as judge and jury. We then build up a picture by gathering evidence, but also have built in safeguards.

Councillor Sunger noted there had been 600 referrals, but how many had resulted in prosecutions. Mr Hall said that he did not have those figures to hand. Councillor Surtees added that prosecutions were not really the right word; there could be a good outcome without necessarily having a prosecution.

The Chairman thanked the officer for this report, noting that the Safeguarding Team had only been in existence for three years but had carried out a lot of work in that time. She was only sorry we did not have this ten years ago.

**RESOLVED:**

That the Communities Select Committee noted the wide range of safeguarding work carried out by the Council over the last three years.

**10. HRA FINANCIAL PLAN 2017/18**

The Director of Communities introduced the report on the HRA Financial Plan for 2017-18. Each year, the Council formulated its Housing Revenue Account (HRA) Financial Plan for the forthcoming year. The Financial Plan set 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.

Following the corporate decision to only have one business plan for each Directorate - covering just key actions and resource implications - an HRA Business Plan was no longer produced. However, in view of its importance in informing key strategic financial decisions needing to be made by the Council, the Council continued to produce an HRA Financial Plan.

The latest Financial Plan starts from 2016/17 and was based on the latest out-turn forecasts for 2016/17 and the agreed budgets for 2017/18. It also took 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.

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.

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

Councillor Baldwin asked if we borrowed money by issuing LA Bonds. He was told that we borrowed money by way of the Public Works Loans Board, which was the cheapest option for Local Authorities.

**RESOLVED:**

That the Housing Revenue Account (HRA) Financial Plan 2017-18, be noted by the Select Committee.

**11. HOUSING SERVICE STANDARDS - PERFORMANCE REPORT 2016/17 AND REVIEW**

The Director of Communities introduced the report on the Housing Service Standards performance for 2016/17 and review.

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.

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 had therefore been included in this year's Schedule.

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

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

The Director of Communities having reviewed the current Housing Service Standards, their performance in 2016/17 and any changes in legislation and Council policy concluded that no changes were recommended for the forthcoming year. This would be the first year that no changes had been proposed for some time.

Councillor Surtees noted that service standard H1 (*give an interview with a homelessness prevention officer within 7 days of initial contact, or on the same day if an emergency*) was important but was not measured. Mr Hall said that this was a statement of intent. The Homelessness Prevention Team was a very busy team and it would be difficult to keep track of this. Councillor Surtees replied that he felt this would be a useful measurement. Councillor Stavrou added that this would be beefed up and we would have to do something about this in the future. Mr Hall said that they would look at this.

It was noted that the Tenants and Leaseholders Federation had already reviewed the Housing Service Standards and the associated performance and their views had been incorporated within the report to the Select Committee.

**RESOLVED:**

- (1) That performance against the previously-agreed Housing Service Standards in 2016/17 (where measured), be considered and noted;
- (2) That, no changes to the Housing Service Standards be recommended to the Housing Portfolio Holder for the forthcoming year; and
- (3) That the Housing Service Standards, and performance against the Service Standards in 2017/18, be reviewed again in June 2018.

**12. KEY PERFORMANCE INDICATORS - 2016/17 (OUTTURN) PERFORMANCE**

The Committee noted that the Local Government Act 1999 required that the Council make arrangements to secure continuous improvement in the way in which its functions and services were 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, were adopted each year. The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, and how opportunities will be exploited and better outcomes delivered.

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.

Communities Select Committee indicators - Ten 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 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.

The Committee noted that the void re-lets (COM002) had just marginally not met its target and was an amber performer.

COM006, the Modern Homes Standard was now no longer required as a standard and would be deleted for the following year, following the Cabinet's decision to revert to the Government's Decent Homes Standard.

**RESOLVED:**

That the performance of the Key Performance Indicators within its area of responsibility for 2016/17 be noted.

**13. CORPORATE PLAN KEY ACTION 2016-17 - QUARTER 4 (OUTTURN) POSITION**

The Committee noted that the Corporate Plan was 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 were supported by Key Objectives, which provided a clear statement of the Council's overall intentions for these five years.

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 contain a range of actions designed to achieve specific outcomes and were working documents and therefore subject to change and development to ensure the actions remained relevant and appropriate, and identified opportunities to secure further progress or improvement.

Progress against the Key Action Plan was 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:

There were 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; and

- (c) 7 (14%) of the deliverables or actions were not completed by year-end albeit significant progress had been made. Details of the progress made were set out in the comments against the individual deliverables or actions in the schedule.

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

- 8 (53%) of these actions had been achieved at year end; and
- 3 (20%) of the deliverables or actions were not completed by year-end albeit significant progress had been made. Details of the progress made were set out in the comments against the individual deliverables or actions in the attached schedule;
- 3 (20%) of these actions were expected to achieve target in the next 6 months
- 1 (7%) action (i) (b) 5) became no longer required during Q2.

**RESOLVED:**

That the Committee reviewed and noted the outturn position of the Corporate Plan Key Action Plan for 2016/17 in relation to its areas of responsibility.

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

The Chairman would give general feedback to the forthcoming Overview and Scrutiny Committee on this meeting's activities.

**15. FUTURE MEETINGS**

The Committee noted the dates of their future meetings.



## COMMUNITIES SELECT COMMITTEE

### TERMS OF REFERENCE 2017/18

**Title:** Communities Select Committee

**Status:** Select Committee

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

**Chairman:** Councillor Knight

This page is intentionally left blank

## Communities Select Committee (Chairman – Cllr Knight)

### Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
<b>Standard (Periodic) Items</b>			20 <sup>th</sup> June 2017 5 <sup>th</sup> September 2017 (9 <sup>th</sup> October, extra) 7 <sup>th</sup> November 2017 16 <sup>th</sup> January 2018 22 <sup>nd</sup> March 2018
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2017 (Medium)	<i>(Housing Portfolio)</i>  <b>Completed</b> – June 2017 meeting	
(2) Communities Key Performance Indicators (KPIs) – 2016/17 Out-Turn	June 2017 (Low)	<i>(Housing Portfolio)</i>  <b>Completed</b> – 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>  <b>Completed</b> – June 2017 meeting	
(4) Presentation of Communities Business Plan – 2017/18	June 2017 (Low)	<i>(All Portfolios)</i>  <b>Completed</b> – 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>
<b>Special (Planned) Items</b>		
(26) HRA Financial Plan 2017/18	June 2017 (High)	<i>(Housing Portfolio)</i> <b>Completed</b>
(27) Housing Strategy 2017 – 2022 <i>(Comments to the Cabinet)</i>	June 2017 (High)	<i>(Housing Portfolio)</i> <b>Completed</b>
(28) Safeguarding at EFDC – current position	June 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i> <b>Completed</b>
(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**

(38) Receive a report on the Government's Prevent Strategy and how it related to 18 to 25 year olds.	November 2017	<i>(Safer Greener Transport Portfolio)</i>
(39) Report on fire safety on our Housing Stock.	October 2017	<i>(Housing Portfolio)</i>

**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>	
--	---------------------	----------------------------	--

This page is intentionally left blank

## **Report to Communities Select Committee**

**Date of meeting: 5 September 2017**

**Portfolio: Housing – Councillor Syd Stavrou**

**Subject: Review of the Housing Allocations Scheme**

**Officer contact for further information: Roger Wilson extension 4419**

**Committee Secretary: Adrian Hendry extension 4246**

---



### **Recommendations/Decisions Required:**

**(1) That, as part of its Work Programme, the Communities Select Committee carries out a Review of the Housing Allocations Scheme and considers the suggested amendments to the Scheme set out at Appendix 1, 2 & 3 of the report;**

**(2) That, following the agreed amendments being incorporated into the draft Housing Allocations Scheme, the Scheme be considered by an external Legal Advisor;**

**(3) That any advice given by the external Legal Advisor be incorporated into the draft Scheme and a consultation exercise be undertaken, in accordance with Statutory Guidance, with all interested parties via the Council's Website, the Tenants and Leaseholders Panel, Registered Providers of Housing operating in the District, Local Councils and partner agencies with an interest in the Scheme;**

**(4) That the Communities Select Committee submits a report on the proposed revised Scheme to the February 2018 meeting of the Cabinet for consideration, with the revised scheme coming into force on 1 July 2018; and**

**(5) That the next review of the Scheme be considered by the Committee following 3 years of operation, with the reviewed Scheme coming into force on 1 April 2022.**

### **Report:**

#### **Background**

1. The Council is legally required to have a Housing Allocations Scheme (the Scheme) for determining priorities and the procedure to be followed in selecting a person for accommodation, or nominating a person to be a tenant for accommodation held by another Registered Provider of social housing (e.g. Housing Association). In addition, the Council's Housing Allocations Scheme states who will and will not be a qualifying person who can be admitted onto the Council's Housing Register.

2. Under Government Guidance, authorities are given powers to decide locally how accommodation should be allocated based upon local priorities and are empowered to allocate their accommodation in any way they see fit, provided schemes are both legal and rational.

#### **Review of the Housing Allocations Scheme**

3. When adopting the current Scheme, the Cabinet asked that an Item be included in the

Select Committee's Work Programme for 2017/2018, to undertake a review of the Scheme, hence the need for this report. The Committee is therefore asked to review the Scheme, in order to consider whether any further changes are required, and to submit a report to the Cabinet on the outcome of its review and any recommended changes.

### ***The Cabinet's Initial Views***

4. Officers have held informal discussions with Cabinet Members in order to seek their initial views on the major aspects to be considered under the review. This was considered essential, as it gives the Committee and officers direction on the general approach to be taken in reviewing the Council's Scheme in an effort to prevent any unnecessary work and any recommendations being put forward to the Cabinet by the Committee that would not be supported.

5. The initial views of Cabinet Members are attached at Appendix One.

### ***Officers' further suggested changes to the Scheme***

6. Some further changes to the Housing Allocations Scheme suggested by officers are set out at Appendix Two.

### ***Other qualification criteria***

7. Under the Government's Statutory Code of Guidance, Housing Authorities are able to "consider whether there is a need to adopt other qualification criteria alongside a residency requirement to enable and ensure that applicants who are not currently resident in the district who can still demonstrate a strong association to the local area are able to qualify." Although a number of exceptions to the residency requirement are made under the current Scheme (Paragraphs 14.3 to 14.5 refer), other criteria referred to in the Guidance and officers' recommendations are attached at Appendix Three.

8. The Committee is asked to consider both the Cabinet Members' initial views, further changes suggested by officers and other qualification criteria set out in the Guidance and advise the Cabinet of any issues with which they disagree.

### ***Consultation and Cabinet Approval***

9. Following the Committee agreeing the amendments to be recommended to the Cabinet for incorporation into the new Housing Allocations Scheme, it is suggested that the new draft Scheme be considered by an external Legal Advisor, prior to the Statutory consultation being undertaken (see below) and the Cabinet considering the final Scheme.

10. Any advice given by the external Legal Advisor will then be incorporated and a consultation exercise undertaken, in accordance with Statutory Guidance, with the Tenants and Leaseholders Panel, Registered Providers operating in the District, Local Councils and partner agencies with an interest in the Scheme. The draft Scheme will also be posted onto the Council's Website seeking comments.

11. In accordance with legal advice previously received, the consultation period is required to be 12 weeks.

12. Due to the implementation work needed, including all homeseekers having to update their information on-line, the target date for the revised Scheme coming into force is 1 July 2018. It is suggested that, in accordance with the Cabinet Members' initial views, the next review of the Scheme be considered by the Committee after 3 years of operation with the reviewed Scheme coming into force on 1 April 2022.

13. The Communities Select Committee is asked to submit a report on the proposed revised Scheme to the February 2018 meeting of the Cabinet for consideration.

14. The current Scheme, Government's Statutory Codes of Guidance (June 2012 & December 2013) and a copy of the House of Commons Briefing Paper "Allocating Social Housing (England)" have been circulated to Committee Members separately. Members are asked to have regard to these important documents when considering proposed changes to the Scheme.

15. Members are asked to note that an Equality Impact Assessment will be attached as an Appendix to the Cabinet report. It should be noted that under its Work Programme the Committee undertakes an annual Review of the Protected Characteristics of home seekers on the Housing Register. As a result of such reviews, which have been carried out for many years, no recommendations have been made concerning amendments to the Council's Housing Allocations Scheme, as figures have not shown any significant disparity between the Protected Characteristics of home seekers on the Housing Register, and those allocated accommodation through the Housing Register.

**Reason for decision:**

For the Committee to consider the Review of the Housing Allocations Scheme as part of its Work Programme, and to make recommendations to the Cabinet accordingly.

**Options considered and rejected:**

That the Committee does not consider the Review of the Housing Allocations Scheme, or makes recommendations to the Cabinet.

**Consultation undertaken:**

As set out in Paragraphs 9,10 & 11 of the report.

## APPENDIX ONE – CABINET MEMBERS’ INITIAL VIEWS

The following paragraphs set out under each issue the background, Cabinet Members’ initial views, statistical information where relevant and officers’ suggested recommendations.

### **Residency Criteria**

#### *Background*

1. Under one aspect of the current Local Eligibility Criteria of the Scheme (Paragraph 14.3 refers), in order to join the Council’s Housing Register an applicant must have been resident in the District for **five** continuous years.

#### *The initial views of Cabinet Members*

2. That the Residency Criteria be increased, with any new applicant who has lived in the District for less than **seven** continuous years immediately prior to their date of registration, not qualifying for inclusion on the Council’s Housing Register.

#### *Statistical information*

3. The residency criteria of some other councils in Essex are set out in the table below:

<b>Council</b>	<b>Residency Criteria</b>
Brentwood Borough Council	6 out of the last 12 months or 3 out of the last 5 years; or  Close family connection with a person in the area for more than 5 years
Broxbourne Borough Council	5 Years
Chelmsford City Council	6 out of the last 12 months or 3 out of the last 5 years; or  Close family connection with a person in the area for more than 5 years
East Herts District Council	No residency criteria, however, points based system in operation with any person having no residency scoring low

Council	Residency Criteria
Harlow District Council	5 years; or Have immediate family who have lived in the District for 5 years
Uttlesford District Council	3 years; or Receiving support from family members in District Been employed in the District for last 3 years

4. In addition, Cabinet Members' initial views are that all applicants already on the Council's Housing Register as at the date of the new Scheme coming into operation (proposed as 1 July 2018) should be protected from the changes to the Residency Criteria and remain on the Housing Register.

5. There are currently 1,376 applicants on the Council's Housing Register who under the current Scheme already have 5 years residency. Of these 967 applicants (at the time of writing) declared over 10 years, 332 between 5 and 10 years with the remaining 77 confirming over 5 years residency. However, when the revised Scheme comes into force on 1 July 2018, additional applicants who have joined the Register in the meantime with less than 7 years residency would also benefit from the protection.

*Officer recommendation*

6. That the Committee recommends the initial views of Cabinet Members to the Cabinet.

***Financial Criteria aspect of the Local Eligibility Criteria***

*Background*

7. Under the current Scheme (Paragraphs 14.7 to 14.10 refers), any applicant/s who, in the opinion of the Council, has sufficient funds including; annual income, residential property equity, savings, shares or other assets to enable them to meet his or her housing costs will be ineligible. The thresholds at which this criterion will apply are where the annual gross household taxable income added to any; residential property, equity, savings, shares or any other assets, exceeds £76,000 Applicants are required to provide evidence of income and savings.

8. The figure was calculated when the Scheme was reviewed in 2015 based upon Government Guidance on Rents for Social Tenants with High Incomes (commonly referred to as the "Pay to Stay" Scheme) where such tenants were defined as those households with a taxable income of at least £60,000 per year. Added to this was the £16,000 savings limit for a person to be eligible for housing benefit making a total of £76,000. A household's annual taxable income is based upon an average over the three years immediately prior to the date of application.

9. Any lump sums received, as compensation for an injury or disability sustained on active service by either: members of the Armed Forces, former Service personnel, bereaved

spouses and civil partners of members of the Regular Forces, or serving or former members of the Reserve Forces, is disregarded from this criterion in accordance with Government Regulations.

*The initial views of Cabinet Members*

10. The initial views of Cabinet Members are that the Financial Criteria should remain the same.

*Statistical information*

11. The financial criteria of some other councils in Essex are set out in the table below:

<b>Council</b>	<b>Financial Criteria</b>
Brentwood Borough Council	Income must be less than £60,000 with less than £16,000 in savings, investments or assets
Broxbourne Borough Council	Income must be less than £60,000 with less than £16,000 in savings, investments or assets
Chelmsford City Council	Must not be able to fund owner occupied or private rented sector accommodation
East Herts District Council	£48,000
Harlow District Council	£50,000 in income, savings or equity.  Policy does not apply to existing Council tenants
Uttlesford District Council	Must not be able to fund owner occupied or private rented sector accommodation

*Officer recommendation*

12. That the initial views of Cabinet Members be recommended by the Committee to the Cabinet. It is further suggested that the Committee recommends that any applicant who, in the view of the Director of Communities, has deliberately disposed of assets by means of willful deprivation within the last 6 years be ineligible.

***Serious unacceptable behavior***



13. Under the current Scheme (Paragraph 14.11 refers), any person (or a member of their household) who, within the previous 3 years, has been guilty of serious unacceptable behaviour sufficient in the opinion of the relevant Area Housing Manager to make them unsuitable as a tenant of the Council will be ineligible. Such behaviour is behaviour that would give sufficient grounds to issue possession proceedings if they were a Secure, Assured or Flexible (fixed-term) Tenant and includes:

- Serious rent arrears (including housing benefit and Court cost arrears);
- Other breaches of tenancy conditions including damage and neighbour nuisance amongst others;
- Previous proven social housing fraud; or
- Proven offences under the Anti-Social Behaviour; Crime and Policing Act 2014 or any other relevant legislation in force at any time

#### *The initial views of Cabinet Members*

14. That any person who has been guilty of serious unacceptable behavior be ineligible for an increased period of 7 years being the same period as the suggested revised Residency Criteria.

#### *Officer recommendation*

15. In line with Cabinet Members' initial views, it is suggested that the Committee recommends to the Cabinet that the period of ineligibility for any person found to be guilty of serious unacceptable behavior be amended as follows:

- (a) Any person (or a member of their household) who in the opinion of the relevant Area Housing Manager has in the previous **3 years** had serious rent arrears (including housing benefit and Court cost arrears) or had breached other tenancy conditions including damage, neighbour nuisance amongst others will be ineligible.
- (b) . Any person (or a member of their household) who has committed acts of proven social housing fraud or proven offences under the Anti-Social Behaviour; Crime and Policing Act 2014 or any other relevant legislation within the previous **7 years** will be ineligible.

16. It is considered that if a person is ineligible due to serious rent arrears or breaches of other tenancy conditions (as set out in (a) above) the period of ineligibility should be lesser i.e. 3 years than for breaches set out in (b). This would also reduce the risk of legal challenge. During 2016/2017 23 applicants were removed from the Housing Register for this reason mostly due to rent arrears.

#### ***Penalties for refusals of offers of accommodation***

##### *Background*

17. Under the current Scheme (Paragraph 18.9 to 18.10 refers), any home seeker who refuses **two** offers of suitable accommodation for which they have expressed an interest within any period will have their application deferred for a period of twelve months.

18. Any tenant of the Council who is under-occupying and is wishing to move to smaller Council accommodation, who refuses **three** offers of suitable accommodation for which they have expressed an interest within any period, will also have their application deferred for a period of twelve months.

*The initial views of Cabinet Members*

19. That any applicant who refuses **two** suitable offers of accommodation in any period will have their application deferred for 2 years

*Statistical Information*

20. Under the current Scheme, in 2016/2017, 130 applicants refused one offer of accommodation with 15 being penalised for refusing two offers of accommodation.

*Officer recommendation*

21. It is recommended that subject to the circumstances in Paragraph 22 below, any home seeker who refuses **two** offers of suitable accommodation for which they have expressed an interest within any period have their application deferred for a period of 2 years.

22. However, it is further recommended that any tenant of the Council who is under-occupying and is wishing to move to smaller Council accommodation, who refuses **three** offers of suitable accommodation for which they have expressed an interest within any period, should have their application deferred for a period of **twelve months** with no change being made. This is in order to continue to encourage tenants to downsize. Furthermore, it would enable a Secure Fixed-Term Tenant who is under-occupying and nearing the end of their tenancy term to downsize more easily and remove the need to take enforcement action at the end of their tenancy.

23. It is also recommended that any refusals prior to when the revised Scheme comes into force on 1 July 2018 be disregarded.

***Homeless Applicants***

*The initial views of Cabinet Members*

24. That homeless applicants continue to be made one offer of suitable accommodation after receiving their S.184 decision letter, generally in flatted accommodation (including maisonettes). However, in order to discharge its main homelessness duty, the Council will offer homeless applicants a 2 year Secure Fixed-Term Tenancy to give some temporary stability in order to prepare them to make their own arrangements thereafter. The Council will retain its duty to help [provide advice to] the applicant if under the Assessment Criteria applied at the end of the fixed-term it is established that they have become unintentionally homeless.

25. The Council has sought Legal Advice from Stephen Knafler QC on this suggested change who advised the Council on the lawfulness of its Schemes under the last two Reviews. He advises that the Council can discharge its duty by offering an applicant a fixed-term tenancy as this would be an offer of accommodation under the Housing Act 1996 as amended by the homelessness Act 2002, provided the offer is suitable. He further points out the issues around any applicant who is housed in this way that may become unintentionally homeless, hence the statement that the Council will retain its duty to help [provide advice to] the applicant if they become unintentionally homeless at the end of the period.

*Officer recommendation*

26. That the initial views of Cabinet Members be recommended by the Committee to the Cabinet.

## ***Applicants living in supported housing***

### *Background*

27. Under the current Scheme (Paragraphs 1.4 to 1.5 at Appendix 4 refer), vulnerable homeless applicants to whom the Council does not owe the full homelessness duty, who have been placed under the Council's Homelessness Prevention regime at either the:

- S.A.F.E. (Single Accommodation for Epping Forest "NACRO") Project;
- Young Parent Scheme at Railway Meadow, Ongar
- Supported housing scheme for vulnerable adults at Tolpuddle House, Ongar
- Supported housing scheme at Elm Court, Theydon Bois
- NACRO scheme for those with mental health issues
- Young parent and child scheme at Bartletts, Chelmsford

have a lesser Residency Criteria than other Housing Register applicants of three years. Such homeless applicants are made one offer of suitable accommodation at the end of their stay in supported housing, generally in flatted accommodation. If the offer is refused, the Council makes no further offers of accommodation.

### *The initial views of Cabinet Members*

28. That the current Residency Criteria for vulnerable people who are placed in supported housing schemes within the District be reduced from three years to two years in order to recognise the needs of vulnerable groups.

### *Officer recommendation*

29. That the initial views of Cabinet Members be recommended by the Committee to the Cabinet which will assist the Council in meeting its homelessness duties.

## ***Future Review of the Housing Allocations Scheme***

### *The initial views of Cabinet Members*

30. That the Housing Allocations Scheme be reviewed again following 3 years of operation with the revised Scheme coming into force on 1 April 2022.

### *Officer recommendation*

31. That the initial views of Cabinet Members be recommended by the Committee to the Cabinet.

**APPENDIX TWO – Changes to the Scheme incorporating the initial views of Cabinet Members including further changes suggested by officers**

Paragraph No. and Heading	Change to the Scheme	Reason
1.2 Introduction	Additional bullet point: Homelessness Reduction Act 2017	New legislation that, from an expected implementation date of April 2018, requires the Council to meet a number of additional duties. Although this mainly affects the Council's Homelessness Strategy, both documents are linked.
1.2 Introduction	Additional bullet point: Housing and Planning Act 2016	Under the Act, there will be major changes to the rules around Flexible (fixed-term) Tenancies. Statutory Guidance is expected towards the end of 2017. When the Guidance is received, a further report will be submitted on changes to both the Council's Tenancy Policy and the West Essex Tenancy Strategy which are linked to the Scheme.
1.3 Introduction	Amend to: "For the purposes of this Housing Allocations Scheme the definition and interpretation of "tenant" shall have the meaning of either: <ul style="list-style-type: none"> <li>• Secure Pre-Localism Act Lifetime Tenant (tenancy granted prior to 1 April 2012)</li> <li>• Secure Post Act Lifetime Tenant (tenancy granted after 1 April 2012)</li> <li>• Secure (fixed-term) Tenant</li> <li>• Any other tenancy arrangements set out in the Council's Tenancy Policy"</li> </ul> And any reference to....."	Under the Housing and Planning Act Flexible (fixed-term) Tenancies will be known as Secure (fixed-term) Tenancies.  It is suggested that all references to Flexible (fixed-term) Tenancies are amended throughout to Secure (fixed-term) Tenancies  Also, as existing Secure Tenants are either Pre-Localism Act Tenancies or Post-Localism Act Tenancies and therefore have different rights (particularly around Succession for family members) it is important to clarify both types of tenancy.

Paragraph No. and Heading	Change to the Scheme	Reason
<p>4.1</p> <p>Council's policy on offering choice</p>	<p>Amend references to a two-weekly bidding cycle to a weekly bidding cycle</p> <p>Delete:</p> <p>"The most popular method of doing this is by the Internet"</p>	<p>The Council has already moved from a two-weekly to a weekly bidding cycle</p> <p>Considered no longer to be relevant as this is now the main method of "bidding"</p>
<p>4.3</p> <p>Council's policy on offering choice</p>	<p>Delete reference to the Choice Based Lettings Scheme User Guide and replace with:</p> <p>"Details on how the Scheme operates are set out in the applicant's confirmation of registration letter"</p>	<p>To clarify the change in the way home seekers are advised of how to participate in the Choice Based Lettings scheme.</p>
<p>7.4</p> <p>Housing Allocations Scheme</p>	<p>"The provisions of this Scheme will apply to home seekers on the Council's Housing Register at the effective date of the Housing Allocations Scheme (subject to 14.3 (g))....."</p>	<p>This is to clarify that, if agreed, under Paragraph 14.3 (g) (referred to later) all those already registered will be protected from the change to the increased Residency Criteria</p>
<p>9.1</p> <p>Flexible (fixed-term) Tenancies</p>	<p>Amend to:</p> <p>"The Council will generally grant Secure (fixed-term) Tenancies to all new tenants who sign up to a tenancy of any Council property. Any other tenancy types will be granted in accordance with either the Council's Tenancy Policy or any subsequent legislation"</p>	<p>References to Tenancies needs to be a general statement as there is likely to be major changes when the Statutory Guidance referred to under 1.2 above is in force. The amended Paragraph will result in the Council's Tenancy Policy setting out the policy on granting tenancies avoiding the need to amend the Scheme further should there be any further changes in tenancy law in the future</p>

Paragraph No. and Heading	Change to the Scheme	Reason
14.3 Residency Criteria	Amend to: “Any new applicant/s that has lived in the Epping Forest District for less than <b>seven</b> continuous years.....”	This change is in accordance with the initial views of Cabinet Members. The Communities Select Committee is asked to consider whether a seven year residency period is reasonable and make their recommendations to the Cabinet.
14.3 (g) Residency Criteria	Amend to: “Were registered on the Housing Register on 30 June 2018”	This change is in accordance with the initial views of Cabinet Members that any applicant already on the Housing Register will be protected from the change to the increased Residency Criteria. The Communities Select Committee is asked to consider if it wishes to recommend such protection to the Cabinet
14.4 Residency Criteria	Amend to: “A lesser Residency Criteria of 2 years will apply to applicants leaving Supported Housing Schemes.....”	This change is in accordance with the initial views of Cabinet Members who considered that vulnerable applicants should only need to meet a lesser residency criteria of 2 years. The Communities Select Committee is asked to consider if it wishes to recommend a lesser residency criteria for this client group to the Cabinet

Paragraph No. and Heading	Change to the Scheme	Reason
<p>14.5</p> <p>Residency Criteria</p>	<p>Amend to:</p> <p>“Any resident who moves out of the Epping Forest District for less than 2 years, but has lived within the District for at least 7 continuous years immediately prior to moving out of the District, will be treated as an applicant who has lived in the District for more than 7 continuous years prior to application”</p>	<p>It is suggested that the period of time for a person to live out of the District and still qualify, be reduced from 3 years to 2 years. This is in line with the homelessness legislation whereby a duty is discharged for any private sector placement (in or out of District) after 2 years. It therefore follows that if a person lives out of the area for 2 years they would sever their links with the District.</p> <p>If the increase in Residency Criteria from the current 5 years is increased to 7 years this Paragraph needs to be amended accordingly.</p> <p>If this Paragraph was removed and no protection was afforded it could result in an increase in homelessness as residents threatened with homelessness would be discouraged from seeking more affordable accommodation out of District</p>
<p>14.7</p> <p>Financial Criteria</p>	<p>Delete Paragraph 14.8</p> <p>Add new Paragraph 14.8</p> <p>“Any applicant who in the view of the Director of Communities is found to have disposed of assets by means of willful deprivation within the last six years will be ineligible”</p>	<p>The initial views of the Cabinet is that the Financial Criteria is unchanged</p> <p>It is suggested that Paragraph 14.8 is deleted. The calculation is no longer relevant particularly due to the Government abandoning its plans to introduce Guidance on Rents for Social tenants with High Incomes (“Pay to Stay”)</p> <p>It is suggested that any applicant who has deliberately disposed of assets to qualify for inclusion in the Scheme is ineligible</p> <p>The Communities Select Committee is asked to consider if it wishes to recommend that there is no change to the financial criteria.</p>

Paragraph No. and Heading	Change to the Scheme	Reason
<p>14.11</p> <p>Serious Unacceptable Behaviour</p>	<p>Amend to:</p> <p>“Any person (or a member of their household) who in the opinion of the relevant Area Housing Manager has in the previous <b>3 years</b> had serious rent arrears (including housing benefits and Court cost arrears) or had breached other tenancy conditions including damage, neighbour nuisance amongst others will be ineligible”</p> <p>“Any person (or a member of their household) who has committed acts of proven social housing fraud or proven offences under the Anti-Social Behaviour; Crime and Policing Act 2014 or any other relevant legislation within the previous <b>7 years</b> will be ineligible”</p>	<p>The initial views of Cabinet Members are that the period of ineligibility for serious unacceptable behavior be increased to 7 years in line with the proposed Residency Criteria.</p> <p>However, officers recommend that if a person is ineligible due to rent arrears or other breaches of tenancy conditions only, the period of ineligibility should be lesser i.e. remain at 3 years. This would also reduce the risk of legal challenge.</p>
<p>16.3</p> <p>Definition of a Household</p>	<p>Amend to:</p> <p>“A household is either one person or two persons or more who are intending to live together at the same property offered. Applicants should only include persons on their application who have been part of their household for at least a two year period and who will occupy the accommodation.....”</p>	<p>The first sentence of the current wording is not relevant and therefore can be deleted. The amended Paragraph makes it clear that one person is also defined as a household and clarifies that the requirements of the Scheme relates to a single applicant.</p> <p>It is also suggested that the current period for a person to be considered being part of a household is increased from twelve months to two years in order to establish permanency of living arrangements and prevent applicants “manufacturing” households in order to gain additional priority</p>
<p>18.4</p> <p>Rent Arrears</p>	<p>Amend to:</p> <p>An offer of accommodation will not be made to any home seeker who has rent arrears in excess of 4 weeks rent</p>	<p>To make the criteria clearer.</p>



Paragraph No. and Heading	Change to the Scheme	Reason
<p>18.9 &amp; 18.10</p> <p>Penalties for Refusal of Offers</p>	<p>Amend to:</p> <p>“That subject to the circumstances in Paragraph xx below, any home seeker who refuses <b>two</b> offers of suitable accommodation for which they have expressed an interest within any period will have their application deferred for a period of <b>two years</b>.</p> <p>“Any tenant of the Council who is under-occupying and is wishing to move to smaller Council accommodation, who refuses <b>three</b> offers of suitable accommodation for which they have expressed an interest within any period, will have their application deferred for a period of <b>twelve months</b></p>	<p>The initial views of Cabinet Members is that the length of deferral of an application for any home seeker who refuses two offers of accommodation within any period should be increased from 12 months to two years. It is suggested that Cabinet Members’ initial views are recommend to the Cabinet by the Committee.</p> <p>However, it is further recommended that the current penalties for those downsizing accommodation remains. This is in order to continue to encourage tenants to downsize. Furthermore, it would enable a Secure Fixed-Term Tenant who is under-occupying and nearing the end of their tenancy term to downsize more easily and remove the need to take enforcement action at the end of their tenancy.</p> <p>It is also recommended that any refusals prior to when the revised Scheme comes into force on 1 July 2018 be disregarded</p>
<p>19</p> <p>Redecoration Vouchers Scheme</p>	<p>Amend heading to:</p> <p>“Redecoration Vouchers Scheme for Council Properties”</p> <p>Amend second sentence to:</p> <p>“However, if a property owned by the Council is offered and is, in the view of the inspecting officer, in need of redecoration.....”</p>	<p>In order to clarify that redecoration allowance vouchers will only be paid to redecorate Council properties and not Housing Association properties</p>

Paragraph No. and Heading	Change to the Scheme	Reason
<p>21</p> <p>Incentive Payments for Downsizing</p>	<p>Paragraphs in this Section will be re-numbered</p> <p>Add 21.2 and delete 9.2</p> <p>“If a Secure (fixed-term) Tenant wishes to transfer to smaller accommodation, the financial incentives to downsize set out under Section 21 of the Scheme will apply, but only if they have more than 5 years remaining on their fixed-term”</p> <p>Move Paragraph 14.10 into Section 21</p> <p>Move Paragraph 12.2 into section 21</p>	<p>It is suggested that:</p> <p>All references to the rules on downsizing payments are consolidated into this Section of the Scheme to make it clearer and remove the need for cross-referencing.</p> <p>Under the current Scheme, incentive payments are only made within the first 7 years of the fixed-term. When Statutory Guidance comes into force, it is likely that a 5 year Secure (fixed-term) Tenancy will be the norm. Therefore, any person who has a tenancy term of five years or less should <b>not</b> be eligible for a downsizing incentive payment due to them being required to move anyway at the end of their fixed-term if they are under-occupying. If agreed delete Paragraph 9.2</p> <p>To make all reference to the rules for downsizing payments in one Section of the Scheme</p> <p>To make all reference to the rules for downsizing payments in one Section of the Scheme</p>
<p>23.2</p> <p>Reviews</p>	<p>Delete “in writing” first line</p>	<p>Not able to insist that applicants seek a review only in writing</p>
<p>24.1</p> <p>Equal Opportunities</p>	<p>Amend to:</p> <p>“The Council has undertaken an Equality Analysis Report....”</p>	<p>No longer referred to as a Customer (Equality) Impact Assessment</p>

Paragraph No. and Heading	Change to the Scheme	Reason
<p>27.1</p> <p>Review of the Scheme</p>	<p>Amend to:</p> <p>“It is anticipated that the Housing Allocations Scheme will be reviewed by the Council’s Communities Select Committee following 3 years of operation in consultation with the Tenants and Leaseholders Panel, which shall recommend any changes to the Council’s Cabinet, with a target date for the reviewed Scheme coming into effect of 1 April 2022</p>	<p>To update the Paragraph in accordance with the initial views of the Cabinet and other minor wording changes</p>
<p>Band B (i)</p> <p>Priority Bands</p>	<p>Amend second line to 2 years</p>	<p>Under Paragraph 16.3 (referred to earlier) it is suggested that the current period for a person to be considered being part of a household is increased from 12 months to 2 years in order to establish permanency of living arrangements and prevent applicants “manufacturing” households in order to gain additional priority. If agreed it follows that in order to be defined as a household and sharing with another household the minimum period for an applicants to qualify for this criterion should also be increased to 2 years.</p>
<p>Appendix 4</p> <p>Paragraph 1.2</p> <p>Homeless Applicants</p>	<p>Amend first bullet point to:</p> <p>“bed and breakfast accommodation (or similar temporary accommodation) secured by the Council.....”</p>	<p>To cover the use of alternative accommodation similar to B&amp;B, for example Zinc Arts and in the future Modular Units.</p>

Paragraph No. and Heading	Change to the Scheme	Reason
<p>Appendix 4 Paragraph 1.3</p> <p>Homeless Applicants</p>	<p>Amend to:</p> <p>“In respect of 1.2 above, homeless applicants will be made one offer of suitable accommodation after receiving their S.184 decision letter, generally in flatted accommodation (including marionettes). In order to discharge its main homelessness duty the Council will offer homeless applicants a 2 year Secure Fixed-Term Tenancy to give some temporary stability in order to prepare them to make their own arrangements thereafter. The Council will retain its duty to help [provide advice to] the applicant if under the Assessment Criteria applied at the end of the fixed-term establishes that they have become unintentionally homeless.</p>	<p>The Council sought Legal Advice from Stephen Knafler QC on this suggested change who advised the Council on the lawfulness of its Schemes under the last two Reviews. He advises that the Council can discharge its duty by offering an applicant a fixed-term tenancy as this would be an offer of accommodation under the Housing Act 1996 as amended by the Homelessness Act 2002, provided the offer is suitable. He further points out the issues around any applicant who is housed in this way that may become unintentionally homeless, hence the statement that the Council will retain its duty to help [provide advice to] the applicant if they become unintentionally homeless during or at the end of the period.</p>
<p>Appendix 4 Paragraph 1.5</p> <p>Homeless Applicants</p>	<p>Amend to:</p> <p>“In respect of 1.4 above, a lesser Residency Criteria of 2 years will apply. Such applicants will be made one offer of suitable accommodation at the end of their stay in supported housing, generally in flatted accommodation (including maisonettes). The Council will offer such applicants a 2 year Secure Fixed-Term Tenancy to give some temporary stability in order to prepare them to make their own arrangements thereafter. If the offer is refused, the Council will make no further offers of accommodation.</p>	<p>It is suggested that applicants leaving supported housing are treated in the same way as applicants to whom the Council owes a full homelessness duty</p>

Paragraph No. and Heading	Change to the Scheme	Reason
Appendix 4 Paragraph 1.6 l)  Public Sector Key Workers	Delete Paragraph	It is suggested that no exceptions are made under the Scheme in the future for public sector key workers. No properties have been allocated in this way to this client group for many years.
Appendix 4 Paragraph 1.6 m)	Delete Paragraph	It is suggested that no exceptions are made under the Scheme in the future for Epping Forest District Council employees. No properties have been allocated in this way for many years.
Appendix 4 Paragraphs 2.1 to 2.3  Allocation Quotas	Delete Paragraphs	No such arrangements are made for new developments.
Appendix 4 Paragraph 3.2  Local Lettings Plans	Delete Paragraph	The Council no longer operates Local Lettings Policies.

## **APPENDIX THREE**

1. The following paragraphs set out the options and officer recommendations for adopting other qualification criteria alongside a residency requirement, which under the Government's Statutory Guidance housing authorities are asked to consider:

### ***Option***

#### ***Family association***

2. For example, where an applicant has close family who live in the district and who have done so for a minimum period of time.

#### ***Officer recommendation***

3. Officers suggest that adopting such an exception to the Residency Criteria would be unclear and difficult to administer and is therefore not recommended. It would involve gathering evidence to prove that any applicant who does not meet the Residency Criteria has close family in the District. The term "close family" would also be difficult to define. Furthermore, it is considered that even if it could be established that there are close family connections a lesser Residency Criteria would have to be applied in such circumstances which would be confusing to applicants.

#### ***Employment in the District***

4. For example where the applicant or member of their household is currently employed in the district and has worked there for a certain number of years.

#### ***Officer recommendation***

5. In accordance with the Government's Statutory Guidance, the Council's current Housing Allocations Scheme (Paragraph 14.3 f) refers) already makes an exception to the residency criteria for existing local authority or housing association tenants who are seeking to transfer from another district in England to take up an offer of work in the District - which is considered to meet with the requirement to make such a provision.

#### ***People who are needing to move to escape violence or harm***

6. The Guidance emphasises the need for residency requirements to be flexible enough to allow for special circumstances. Another example is where people need to move to another area to escape violence or harm. The Guidance further states "it is for local authorities to develop their own exceptions to a residency requirement in the light of local circumstances.

#### ***Officer recommendation***

7. Under the Council's current Housing Allocations Scheme (Paragraph 1.6 k) Appendix 4 refers) provision is made for people who are high risk victims of domestic abuse which appears to be sufficient. However, due to recent case law around this issue it is recommended that the Council's external Legal Advisor is specifically asked to provide advice on this aspect of the revised draft Scheme, with the outcome reported to the Cabinet.

***People who are working or making a Community Contribution***

8. For example, where some low income families with a family member is in work or those deemed to be making a “community contribution” through voluntary work. Or setting aside specific properties or a specific portion of properties to be allocated to people for certain types of employment where skills are in short supply.

*Officer recommendation*

9. Officers suggest that adopting such an exception to the residency criteria would be unclear and difficult to administer and is therefore not recommended. It would involve gathering evidence to prove that any applicant who does not meet the residency criteria has made a “community contribution”. The term “community contribution” would also be difficult to define and be open to challenge, misinterpretation and even abuse. Furthermore, it is considered that even if it could be established that a community contribution has been made a lesser residency criteria would have to be applied in such circumstances which would be confusing to applicants. It is further considered that provisions have been made for those working or seeking employment in the District referred to in Paragraph 4 above.

This page is intentionally left blank





### **Report to: Communities Select Committee**

**Date of meeting: 5 September 2017**

**Portfolio:** Leader (Councillor C. Whitbread)

**Subject:** Corporate Plan Key Action Plan 2017/18 – Quarter 1 progress

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

**Democratic Services Officer:** Adrian Hendry (01992 564607)

---

#### **Recommendations/Decisions Required:**

- (1) That the Committee review the first quarter (Q1) progress of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility; and
- (2) That the Committee identifies any actions arising from the Corporate Plan Key Action Plan for 2017/18 Q1 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 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

#### **Reasons for Proposed Decision:**

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

Some actions have cross directorate responsibility. Where this is the case the most appropriate Select Committee is requested to consider the action. This report presents progress against the Key Action Plan for 2017/18 for actions most appropriately considered by the Communities Select Committee.

### **Other Options for Action:**

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

### **Report:**

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to 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 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.
3. The annual action plans are working documents are subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. It has been proposed that the Leader of Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Action plan, following its agreement by the Council.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 1 progress against the individual actions of the 2017/18 Key Action Plan, is as below: In reporting outturn progress, the following 'status' indicators have been applied to the to individual actions:

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

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

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

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

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

5. There are 50 actions in total for which progress updates for Q1 are as follows:

• Achieved or On-Target:	46 (92%)
• Under Control:	0 (0%)
• Behind Schedule:	3 (4%)
• Pending:	1 (4%)
Total	50 (100%)

20 actions fall within the areas of responsibility of the Communities Select Committee.  
At the end of Q1:

- 18 (50%) of these actions have been 'Achieved' or are 'On-Target'
- 0 (19%) of these actions are 'Under Control'
- 1 (31%) of these actions are 'Pending'
- 1 (0%) of these actions are 'Behind Schedule'

6. The Committee is requested to review the Q1 progress against Key Action Plan for 2017/18 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.

7. This report will also be considered by the Cabinet on 12 October 2017 and the Overview and Scrutiny Committee on 31<sup>st</sup> October 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.

This page is intentionally left blank

**Aim 1. 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**







**Objective 1.a. To ensure that the Council's Medium Term Financial Strategy (MTFS) 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 Directorate	Target Date	.	Status	Progress notes
1. Implement the Council's future options review for the HRA Financial Plan, in light of Government requirements to reduce Council house rents by 1% p/a for 4 years and to sell 'higher value' empty Council properties.	Communities	31-Mar-2018	●	Achieved	Q1 – Completed. The Council Housebuilding Programme has re-commenced; Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development; and the Housing Maintenance Programme has been re-configured to reduce the amount of improvements to the Council's housing stock in accordance with the decision to revert to the Decent Homes Standard from the Modern Home Standard
2. Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	31-Mar-2018	●	On Target	Q1 – Not yet required –Government decision on the future of this proposed policy is awaited

**Objective 1.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 Directorate	Target Date	.	Status	Progress notes
1. Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes	Communities	31-May-2017	●	On Target	Q1 - Good progress being made. A number of homes have been handed over in phases. Completion due in September 2017. An Official Opening centred on John Scott Court is planned for October 2017

2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018		On Target	Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced
3. Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018		On Target	Q1 – Discussions are being held with the Council's Development Agent, East Thames, on the options for procuring consultants and appointing their consultants.
4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018		On Target	Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.
5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	31-Mar-2018		On Target	Q1 – A Brief has been formulated for the appointment of Employers Agent – and tenders have been received. Once appointed, the successful EA will specify and procure the works, and the Council's nominated supplier will provide the units.
6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton	Communities	31-Mar-2018		On Target	Q1 – The Project Team has identified 5 options for co-locating the Housing Repairs Service with Grounds Maintenance and Fleet Operations. A solution for the problem of staff parking is being formulated. A Consultant QS is currently costing the options. A report on the proposed approach will be submitted to Cabinet shortly. PwC, the Council's Accommodation Consultants, are liaising with the Project Team Chair over linkages with the Council's Accommodation Strategy
8. Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	31-Dec-2017		On Target	Q1 – In July, Cabinet has agreed the purchase of completed affordable homes from the purchaser of the Pyrles Lane Nursery development. The detailed arrangements will be set out in the Marketing Brief to consultants at the appropriate time.

**Objective 1.c. To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes**

Action	Lead Directorate	Target Date	.	Status	Progress notes
1. Enter into a further long-term shared service agreement to manage Lowewood Museum on behalf of Broxbourne Borough Council, to generate income	Communities	30-Jun-2017	●	On Target	Q1 – The revised SLA has been produced and approved by EFDC's Leisure and Community Services Portfolio Holder. However, delays are being experienced with Broxbourne BC signing the agreement, which is being pursued Q1. SLA with Broxbourne BC currently being scrutinized by BBC O&S committee, as part of financial efficiency plan. Cabinet decision to be made on 11th July.
2. Subject to the successful receipt of National Portfolio Organisation (NPO) status from Arts Council England, evaluate the potential for partnership working with Chelmsford Borough Council for museum and cultural services	Communities	31-Mar-2018	●	On Target	Q1 - Unfortunately the No Borders partnership application to Arts Council England was not successful, due to the number of applications that were received and the 'balance process' applied to assessing bids. Our bid was recommended by ACE Eastern Region, for national evaluation, which assesses each application on geographical spread of investment; diversity in the organisation and specialisation. As our services are in an area of already high ACE investment and the organisation is not 'diversity-led we were unsuccessful this time. However, we have been advised that our bid was very strong and that we can access alternative 'project' funding to deliver some of the proposed business plan. We have a firm commitment with Chelmsford Council to work together on this, going forward

**Objective 2. To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

**Objective 2.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 Directorate	Target Date	.	Status	Progress notes
1. Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	31-Mar-2018	●	On Target	Q1 – The Council's Nursery Worker Task Force continues to meet to progress the Action Plan. The Lea Valley growers have agreed, in principle, to work with the Council to implement their trade body's recently published accommodation standards for nursery workers – which is a positive (but early) step forward in improving the housing conditions for workers.
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017	●	On Target	Q1 - A Draft Housing Strategy has been produced, on which consultation with the Communities Select Committee has been undertaken. It was intended to submit the Housing Strategy to Cabinet in July 2017 for adoption. However, due to the good progress being made with the Local Plan, which is a dynamic process, the inter-

					relationship with the Local Plan process in the Housing Strategy is being reviewed. A revised Housing Strategy will be submitted to the Cabinet for consideration in Autumn 2017.
--	--	--	--	--	---

**Objective 2.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 Directorate	Target Date	.	Status	Progress notes
1. Subject to the receipt of funding from Arts Council England, establish a Museum Development Trust to increase income for museum services	Communities	31-Mar-2018	●	On Target	Q1 – Very good progress is being made with this exciting initiative. The Memorandum and Articles of Association for the new limited company and charity have been approved by the Leisure and Community Services Portfolio Holder, following a briefing held for senior EFDC and BBC officers and members. The first round of interviews was held for trustees in June and five have been appointed, in addition to the respective Portfolio Holders from each Council.
4. Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, and improve quality of life	Communities	31-Mar-2018	●	Achieved	Q1 - All three Health and wellbeing focus groups have been established and initial meetings have been held. This includes Start Well (0-19's), Age Well (20's – 60's) and Stay Well (60+).

**Aim 3. 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**

**Objective 3.b. To utilize modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access**

Action	Lead Directorate	Target Date	.	Status	Progress notes
5. Deliver initiatives from the Environmental Charter, using modern technology to provide enhanced services to customers	Communities	31-Mar-2018	●	Pending	Q1 – No progress has been able to be made on this initiative, pending the arrival of the new Assistant Director (Private Housing and Communities Support) in August 2017.



**Objective 3.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 notes
1. Implement the Action Plan for the future delivery of services to older people, following the Ageing Population Needs Assessment	Communities	31-Mar-2018	●	On Target	Q1 – Good progress continues to be made with implementing the Action Plan, in partnership with other agencies And monthly meetings are being held with colleagues from ECC and West Essex CCG.
2. Review the approach to the delivery of housing support for residents at the Council's sheltered housing schemes	Communities	31-Mar-2018	●	Behind Schedule	Q1 – As the outsourcing of the Council's Careline is close to reaching its conclusion, there is a need to bed down the new call monitoring arrangements and also to consider the longer term staffing arrangements for the Older People's Housing Services – both of which are linked to the proposed wider review of the future sheltered housing service. This is a major project that will therefore not be completed by March 2018. The revised completion date is Sept 2018
3. Review, modernise and rationalise the sheltered housing to better meet the needs of residents	Communities	31-Dec-2017	●	On Target	Q1 - The officer project team has formulated some initial thoughts, which will be discussed with the Communities Select Committee in the first instance in Autumn 2017
4. Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	28-Feb-2018	●	On Target	Q1 – Following a competitive procurement process, based on price and quality, using an existing Framework Agreement, a recommendation on a preferred contractor has been made to the Housing Portfolio Holder. The programmed transfer of service date of November 2017 continues to be on target.

This page is intentionally left blank

## **Report to Communities Select Committee**

**Date of meeting: 5 September 2017**

**Subject: Corporate Plan 2018-2023**

**Officer contact for further information:** David Bailey, Head of Transformation

**Committee Secretary:** Adrian Hendry, Democratic Services

---



### **Recommendations/Decisions Required:**

- (1) That the Committee considers and provides comment on the Council's proposed new Corporate Plan for 2018-2023;**
- (2) That the Committee considers and provides comment on the proposed Benefits and Performance Measures for 2018-2023; and**
- (3) That the Committee considers and provides comment on the proposed Corporate Specification for the first year of the plan, 2018-2019.**

### **Executive Summary:**

The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. The Plan has been reviewed and updated with the input of Officers and Cabinet Members.

This new Corporate Plan will run from 2018 to 2023, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn are evidenced through a set of performance measures.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Directorate and Service business plans.

### **Report:**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council at a strategic level fits together. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the

Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual directorate and service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. Now in its third year, the plan has been reviewed and updated with the input of Officers and Cabinet Members.

4. This new Corporate Plan will run from financial year 2018/19 to 2022/23, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

5. The new Corporate Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to 'put the customer at the heart of everything we do'. For the purposes of this Plan, 'customers' means people that:

- Live (residents);
- Work or do business;
- Learn (students);
- Visit (tourist economy) and
- Play (leisure activities) in the district.

6. The final Corporate Plan document will include many of the sections found in the organisation's previous Corporate Plans, including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than it will be when presented in the final public documents. The most significant change to the plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

7. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan is a forward looking and organised document.

8. Our vision: A great place where people enjoy living, working, learning and leisure.

9. Our purpose: Working together to serve our community.

10. Our values: Trust, One Team, Performance, Innovation and Customer.

11. Like the existing Corporate Plan, to minimise the expenditure associated with its production, it will only be available as an electronic download via the Council's website.

## **Corporate Aims and Objectives**

12. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over the next five years. They have been refined and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

13. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan contained within the Appendices will be undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers; and
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee.

14. The draft Corporate Plan – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

## **Corporate Specification 2018-2019**

15. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Directorate and Service business plans.

16. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees. New operational objectives will reflect the progress already achieved against the Corporate Plan.

17. Appendix 2 to this report includes the draft Corporate Specification for 2018-19 within the left-most column, under 'Specification 2018-19'. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading 'Corporate Plan 2018-2023'.

## **Benefits Realisation**

18. All benefits from individual corporate objectives, connect back to four key benefits, which are:

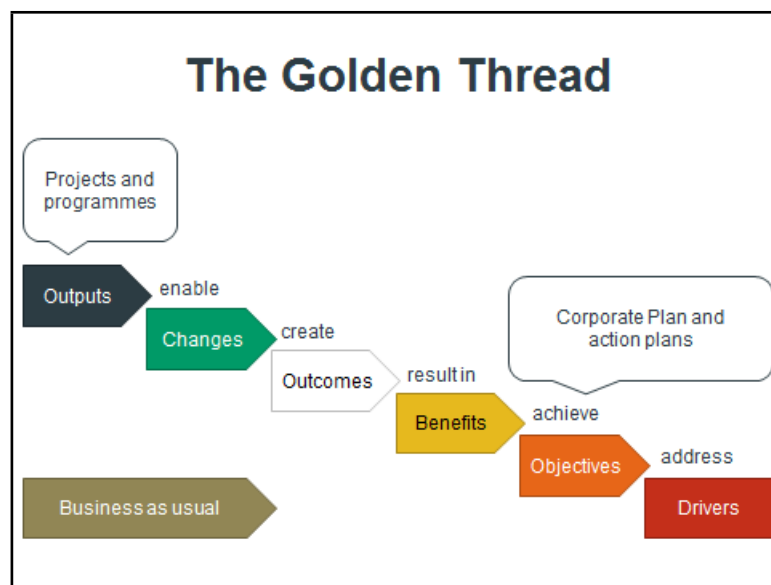
- B1 - Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;

- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

19. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

20. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs).

21. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Full Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as a benefits map, showing the interconnections between the delivery of projects, through benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



'The Golden Thread' linking project outputs through benefits to achieve objectives.

22. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These 'benefits maps' show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

23. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

24. It should be noted that the content of the draft Corporate Plan attached, including the Corporate Specification and benefits maps, may be subject to change between consideration by Members and prior to publication, as a result of consultation.

25. The Committee is requested to consider and provide comment on the draft documents.

26. The Corporate Plan 2018-2023 document will be further considered by Cabinet in October 2017 before submission to Council for formal adoption in November 2017.

### **Resource Implications:**

The design and production costs of the new Corporate Plan will be met from within the existing budget of the Transformation Programme Management Office. Resource requirements for any specific objective set out in this report will need to be identified by the relevant service director and reflected in the Council's budget processes.

### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of benefits for customers.

### **Safer, Cleaner and Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district.

### **Consultation Undertaken:**

Management Board, Leadership Team and Cabinet Members have been involved in developing the Corporate Plan 2018-2023. Over the next few months the plan is to consult on the content, priorities and benefits, with customers, businesses, partners and staff. The views of Councillors are also being sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee.

### **Background Papers:**

Corporate Plan 2015-2020  
Transformation Programme – Scope and Methodology (C-073-2015/16)  
Benefits Management Strategy (20 July 2016)

### **Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified the Corporate Risk Management Group.

**Equality and Diversity:**

There are no equality implications arising from this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified through individual service plans, project plans or Reports.



# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Corporate Plan 2018-2023
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Consultation with the committee on the draft Corporate Plan 2018-2023, the draft Corporate Specification 2018-19, and associated benefits maps
Relationship with other policies / projects:	<b>All</b>
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

## Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	If yes, state which protected groups:
	<p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</p>

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	16.06.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	16.06.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	16.06.2017

This page is intentionally left blank

# Our Corporate Plan 2018-2023

“Ready for the future”

## Our Vision

A great place where people enjoy living, working, learning and leisure.

## Our Purpose

Working together to serve our community.



### Stronger communities

People live longer, healthier and independent lives	Adults and children are supported in times of need	People and communities achieve their full potential
Promoting healthy lifestyles	Safeguarding and supporting people in vulnerable situations	Enabling communities to support themselves
Promoting independence for older people and people with disabilities		Promoting culture and leisure
		Keeping the district safe



### Stronger place

Delivering effective core services that people want	A district with planned development	An environment where new and existing businesses thrive
Keeping the district clean and green	Planning development priorities	Supporting business enterprise and attracting investment
Improving the district housing offer	Ensuring infrastructure supports growth	People develop skills to maximise their employment potential
		Promoting retail, tourism and the visitor economy



### Stronger council

Customer satisfaction	Democratic engagement	A culture of innovation	Financial independence with low Council Tax
Engaging with the changing needs of our customers	Robust local democracy and governance	Enhancing skills and flexibility of our workforce	Efficient use of our financial resources, buildings and assets
		Improving performance through innovation and new technology	Working with commercial partners to add value for our customers

### Our Values:

Trust

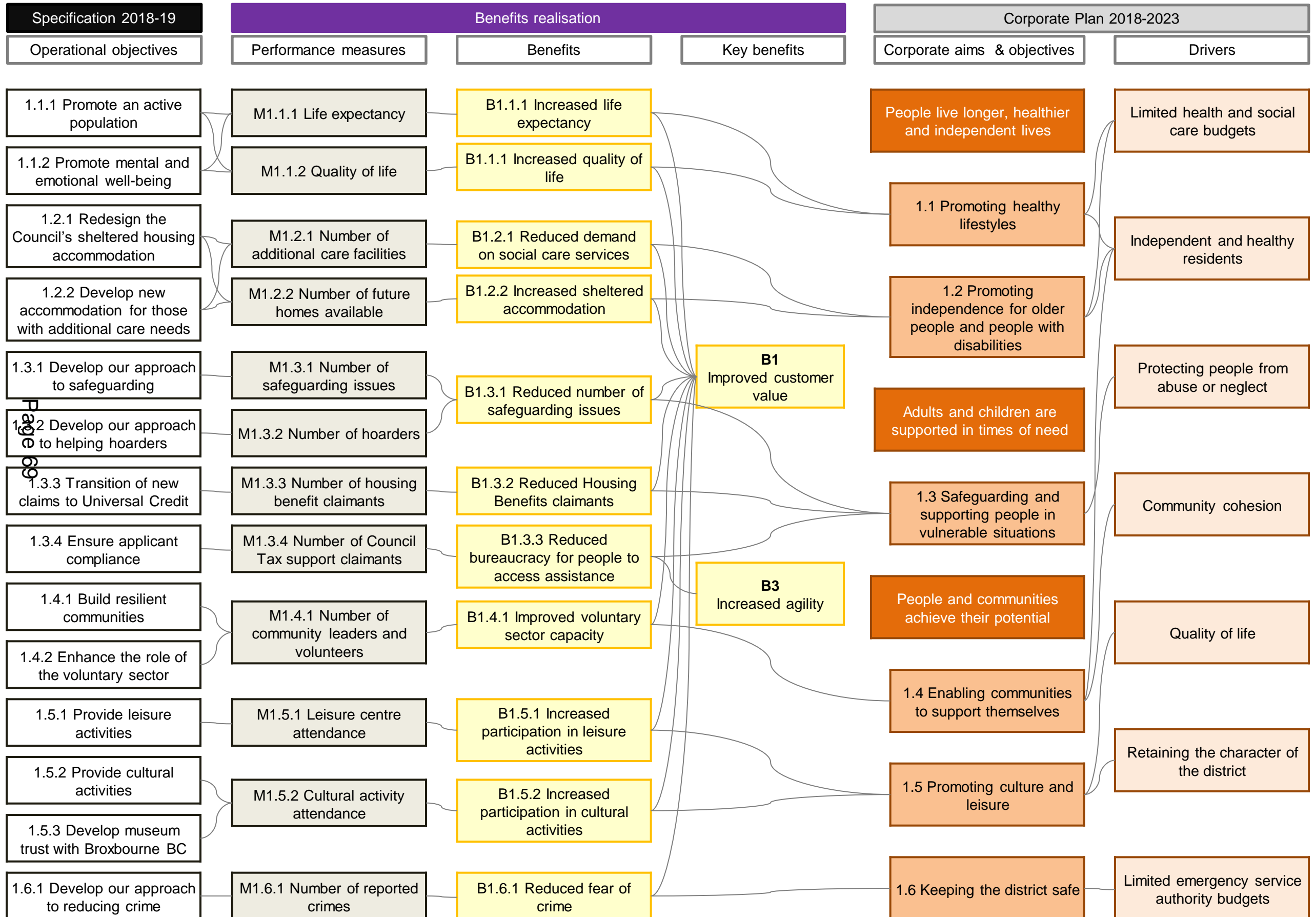
One Team

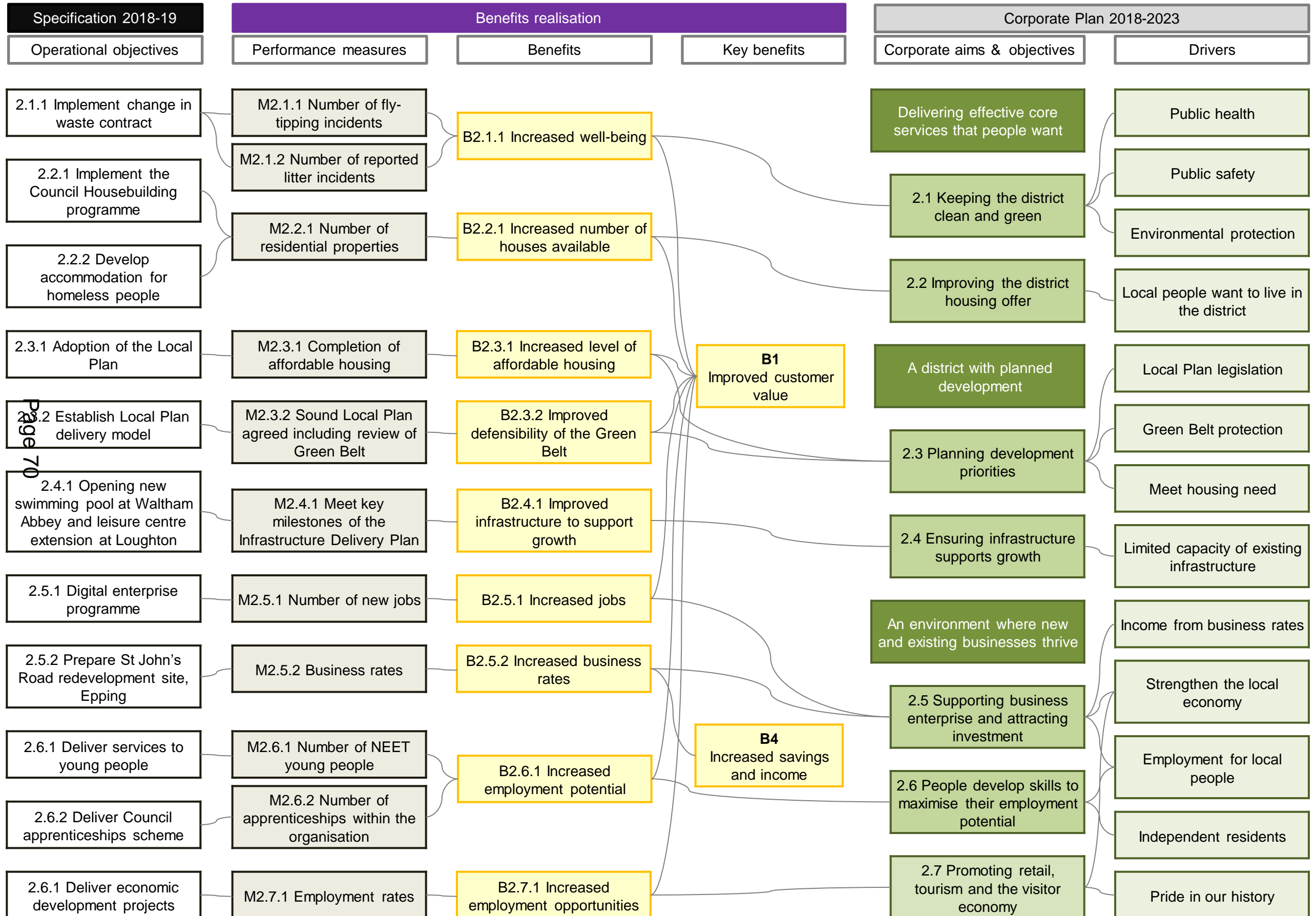
Performance

Innovation

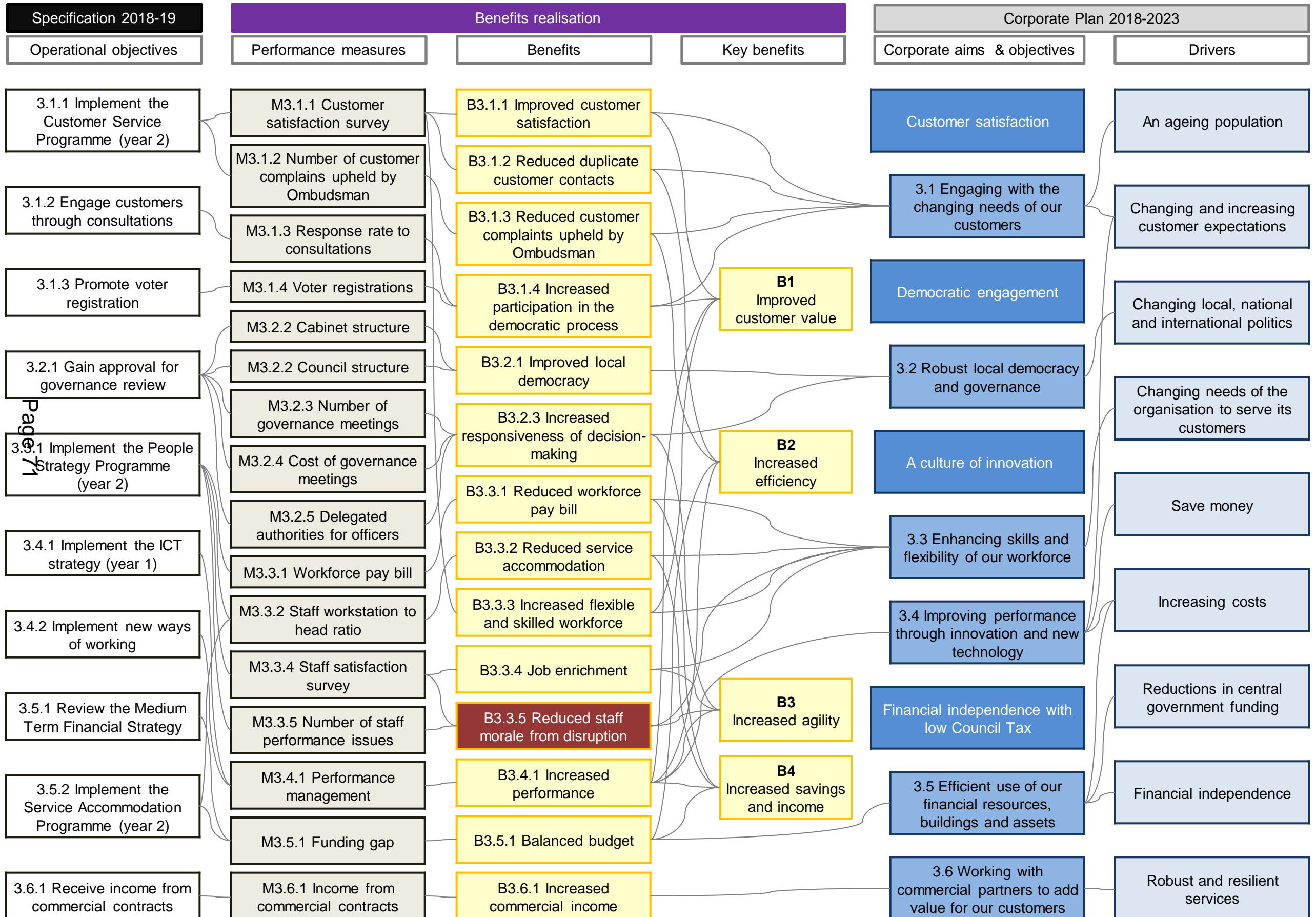
Customer

This page is intentionally left blank





Page 70



This page is intentionally left blank





### **Report to: Communities Select Committee**

**Date of meeting: 5 September 2017**

**Portfolio: Housing (Councillor S. Stavrou)**

**Subject: Key Performance Indicators 2017/18 - Quarter 1 Performance**

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

**Democratic Services Officer:** Adrian Hendry (01992 564607)

---

#### **Recommendations/Decisions Required:**

**That the Select Committee reviews Q1 performance in relation to the key performance indicators within its areas of responsibility.**

#### **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-two (32) Key Performance Indicators (KPIs) for 2017/18 was adopted by the Finance and Performance Management Cabinet Committee in March 2017. The KPIs are important to the improvement of the Council's services and the achievement of

its key objectives, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that are the focus of the key objectives.

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Communities Select Committee
3. A headline end of Q1 performance summary in respect of the KPIs falling within the Communities Select Committee's areas of responsibility for 2017/18, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report.

### **Key Performance Indicators 2017/18 - Quarter 1 Performance**

4. The overall position for **all** 32 KPIs at the end of the Quarter 1, was as follows:
  - (a) 27 (84%) indicators achieved first quarter target;
  - (b) 5 (16%) indicators did not achieve first quarter target, although 1 (3%) of KPIs performed within the agreed tolerance for the indicator; and,
5. **Communities Select Committee indicators** - Nine (9) 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 Q1 for these nine (9) indicators, was as follows:
  - (a) 9 (100%) indicators achieved target;
  - (b) 0 (0%) indicators did not achieve target, and
  - (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
  - (d) 9 (100%) of indicators are currently anticipated to achieve year-end target.
6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in March 2017, or were subsequently determined by the appropriate service directors.
7. The Select Committee is requested to review outturn performance in relation to the KPIs for Quarter 1 for 2017/18 within its areas of responsibility. The full set of KPIs will also be considered by the Finance and Performance Management Cabinet Committee on 14 September 2017.

**Resource Implications:** none for this report

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

**Safer, Cleaner, Greener Implications:** none for this report

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

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

**Impact Assessments:**

**Risk Management:** none for this report

**Equality:** none for this report.

# Key Performance Indicators 2017/18 – Quarter 1 Performance Report

Appendix 1

Communities Quarterly Indicators	Q1 2017/18			Q2 2017/18			Q3 2017/18			Q4 2017/18			Is year-end target likely to be achieved?
	Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status	
COM001 Rent collected from current and former tenants as a percentage of rent due (excluding rent arrears brought forward).	99%	100.77%	✓	99%			99%			99%			Yes
COM002 On average, how many days did it take us to re-let a Council property?	37	32	✓	37			37			37			Yes
COM003 How satisfied were our tenants with the standard of the repairs service they received?	98%	100%	✓	98%			98%			98%			Yes
COM004 How many households were housed in temporary accommodation?	130	97	✓	130			130			130			Yes
COM005 What percentage of our council homes were not in a decent condition?	0%	0%	✓	0%			0%			0%			Yes
COM007 What percentage of all emergency repairs are attended to within 4 working hours?	99%	99.01%	✓	99%			99%			99%			Yes
COM008 What is the average overall time to complete responsive repairs?	7	4.87	✓	7			7			7			Yes
COM009 What percentage of appointments for repairs are both made and kept?	98%	99.01%	✓	98%			98%			98%			Yes
COM010 What percentage of calls to the council's Careline Service are answered within 60 seconds?	97.5%	99.8%	✓	97.5%			97.5%			97.5%			Yes

## Key Performance Indicators 2017/18 Quarter 1 Performance

Report Author: Monika Chwiedz (Performance Improvement Officer)

### Reflecting on our performance:

There are 32 KPIs for this year

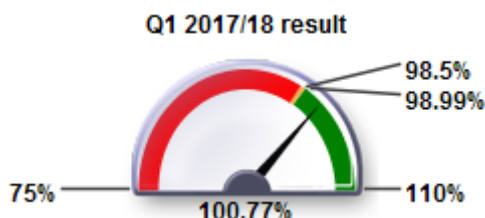
27 (84%) achieved target and 5 (16%) missed target, however of those missing target 1(3%) performed within their amber tolerance.

Nine (9) of the Key Performance Indicators fall within the Communities Directorate,

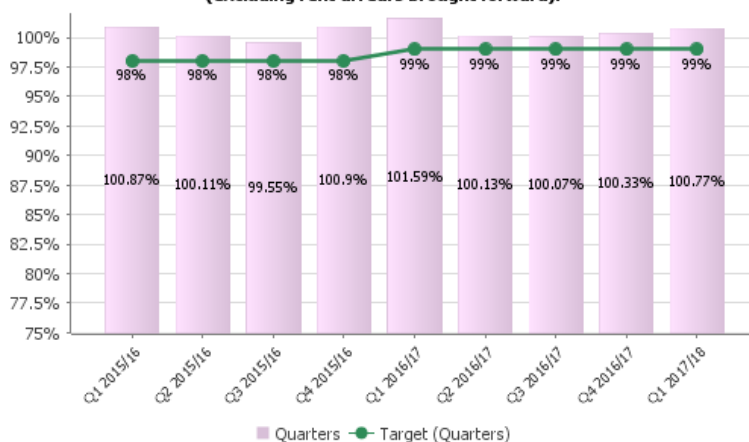
Rent collected from current and former tenants as a percentage of rent due

### COM001 (excluding rent arrears brought forward).

This indicator is a key measure of the effectiveness and efficiency of our rent collection service. An efficient rent collection service is important to ensuring that as much of the rent due, and therefore potential income to the Council as landlord, is collected and received.



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



**Comment on current performance:** – Target achieved

Calculation  $(E/(A-B)) \times 100$

E = RENT COLLECTED IN YEAR FROM CURRENT AND FORMER TENANTS

A = RENT AND SERVICE CHARGES DUE FOR THE PERIOD

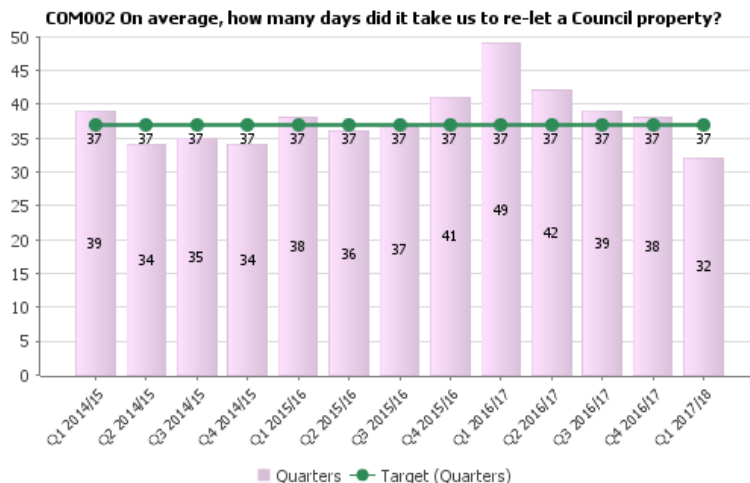
(WHETHER PROPERTY IS OCCUPIED OR NOT AND EXCLUDING ARREARS BROUGHT FORWARD)

B = RENT LOSS DUE TO EMPTY PROPERTIES

$(8198821.40 / (8199224.71 - 63307.06)) = 100.77$

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

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'.

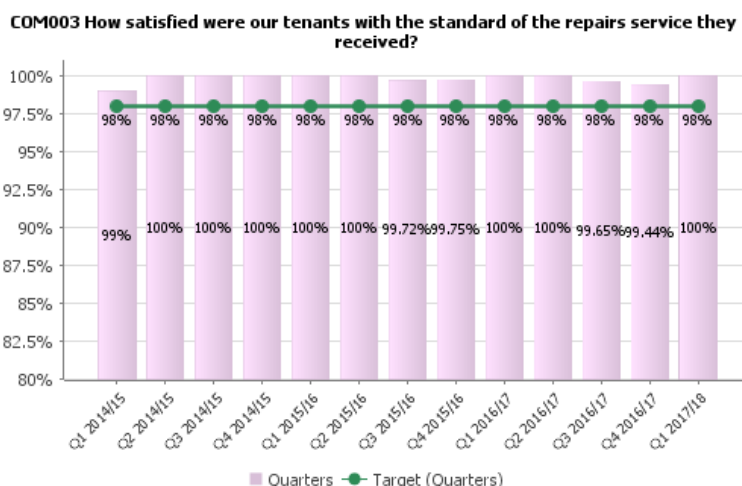


**Comment on current performance:** We started weekly bidding cycles in January this year and this together with being fully staffed in both Housing Options and Repairs teams and the appointment of a Voids coordinator who is dedicated to the processing of voids in the Repairs team, has resulted in the figure for the quarter being 5 days below the target.

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

**COM003** received?

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



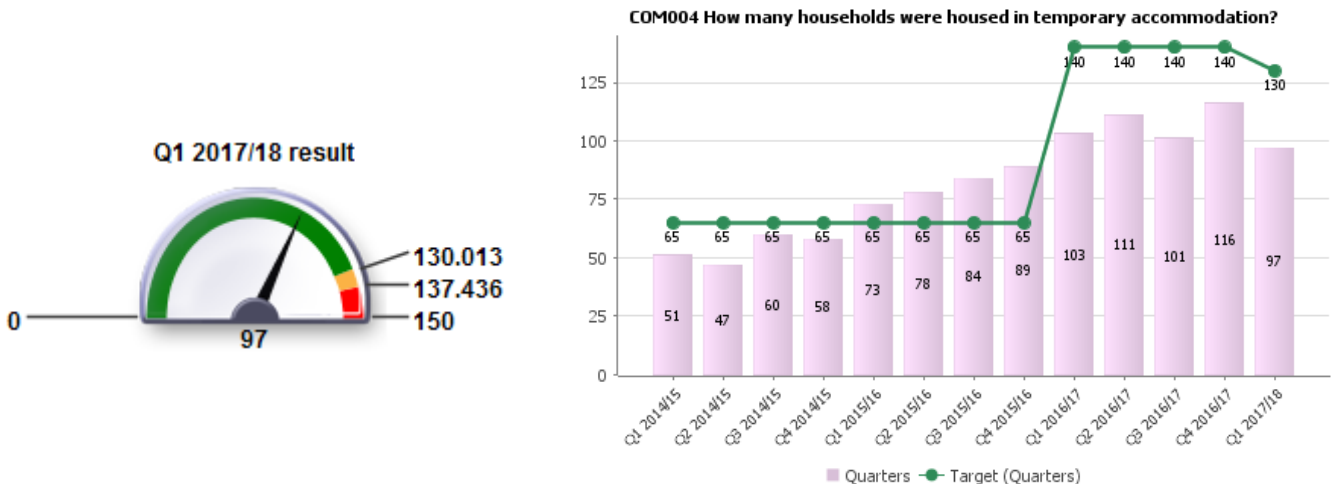
**Comment on current performance:** - Comments on the current performance for Q1 2017/18 - Total number of MCM surveys completed = 3. Total number of SMS responses received = 216. SMS responses introduced in October 2016 continue to show a high response rate. Level of satisfaction provided to EFDC tenants remains high.

Calculation: 3 MCM replies received + 216 SMS replies = 219 in total. Number of satisfied tenants from MCM = 3 + number of satisfied tenants from SMS = 216 so total is 219.

Therefore the calculation is  $219/219 * 100 = 100\%$

**COM004** How many households were housed in temporary accommodation?

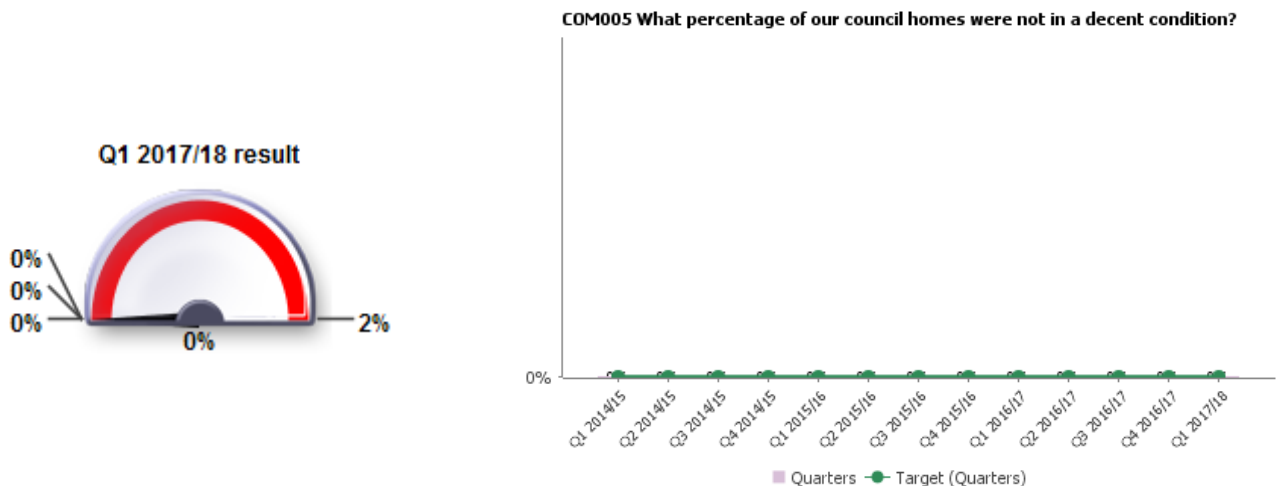
This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation. Annual performance is judged on the average of all four quarters performances.



**Comment on current performance:** Performance is within target.

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

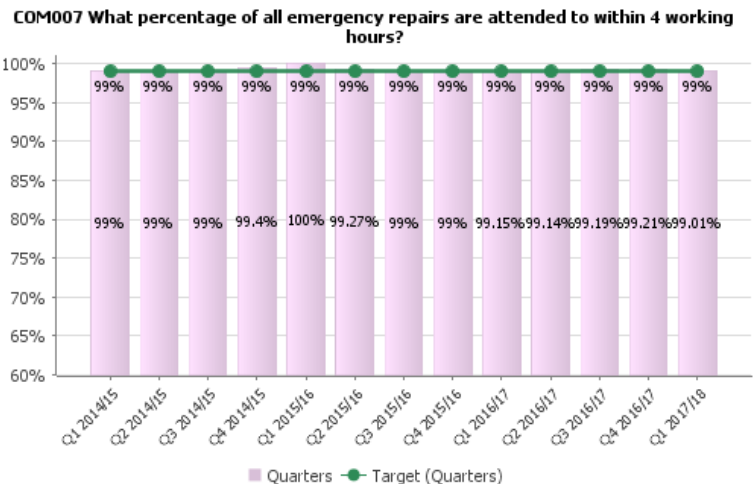
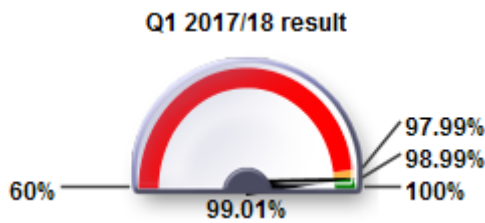
This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent.



**Comment on current performance:** Target has been met

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

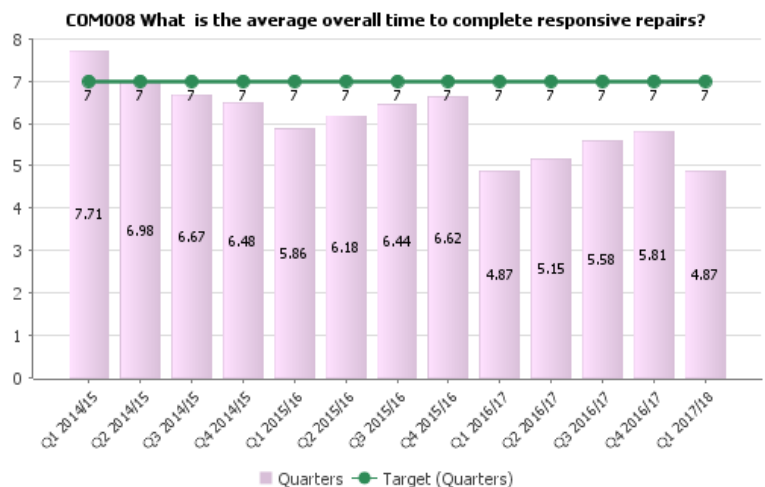
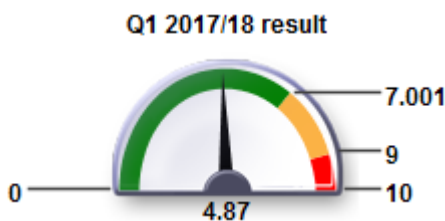
This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the completion of emergency repairs is 4 hours.



**Comment on current performance:** Target has been met 99.01%

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

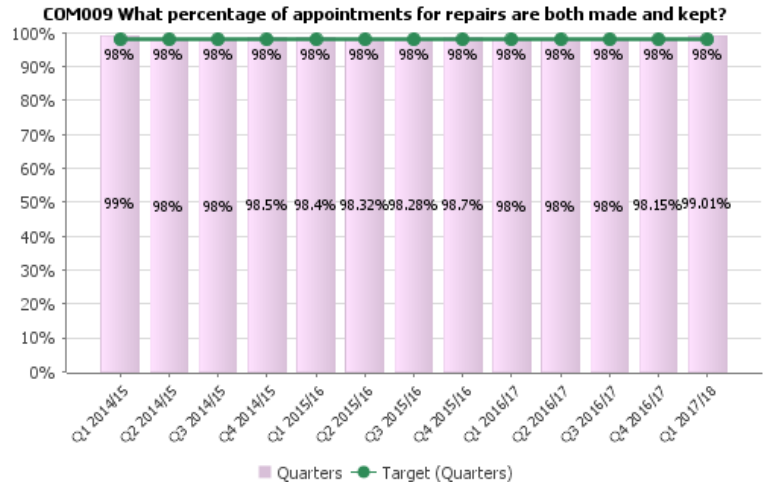
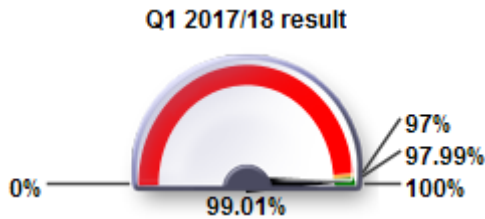
This indicator is a measure of housing management performance, as it is incumbent upon the Council as landlord to ensure the upkeep of its dwellings and that repairs are completed on time. The target time for the average overall completion of responsive repairs is 7 working days.



**Comment on current performance:** Total is within target date. Currently reporting 4.87 days

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

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%.

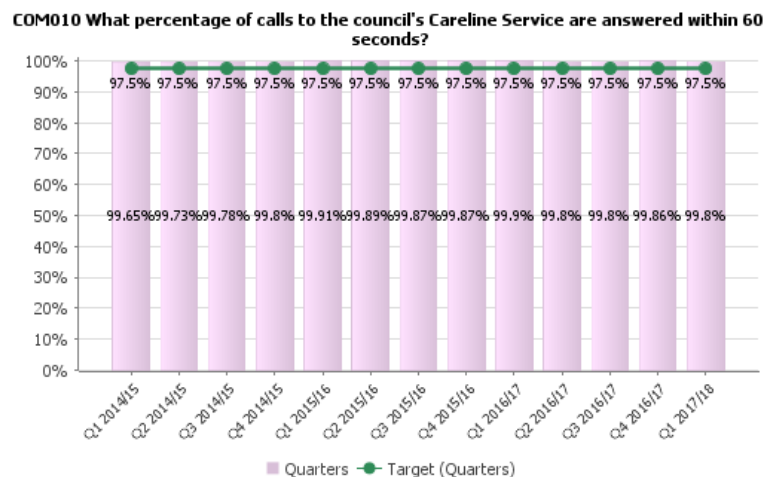
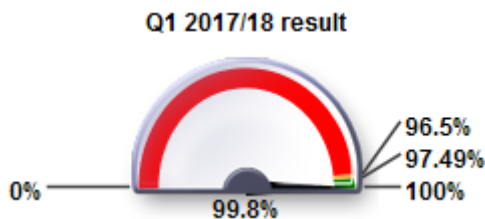


**Comment on current performance:** Target has been met 99%

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

**COM010**

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. This is the required definition used by the Telecare Services Association (TSA) for accreditation to the TSA.



**Comment on current performance:** Reached target