

Select Committee Agenda



Communities Select Committee Tuesday, 12th June, 2018

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, 12th June, 2018
at 7.00 pm .**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer**

Adrian Hendry
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Members:

Councillors : Members as agreed by the Overview and Scrutiny Committee on 4th June 2018

SUBSTITUTE NOMINATION DEADLINE:

6.00 pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

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

3. NOTES OF PREVIOUS MEETING (Pages 5 - 16)

To agree the notes of the meeting of the Select Committee held on 13th March 2018.

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 - 22)

(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 HOMELESSNESS STRATEGY (Pages 23 - 76)

To consider the attached report.

7. HOUSING SERVICE STANDARDS - PERFORMANCE REPORT 2017/18 AND REVIEW (Pages 77 - 120)

To consider the attached report.

8. 6 MONTH PROGRESS REPORT ON THE IMPLEMENTATION OF THE AGEING POPULATION STUDY ACTION PLAN (Pages 121 - 128)

To consider the attached report.

9. HOUSING STRATEGY: 6 MONTH PROGRESS REPORT (Pages 129 - 138)

To consider the attached report.

10. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 4 (OUTTURN) POSITION (Pages 139 - 152)

To consider the attached report.

11. KEY PERFORMANCE INDICATORS 2017/18 - QUARTER 4 (OUTTURN) PERFORMANCE (Pages 153 - 162)

To consider the attached report.

12. TRANSFORMATION PROGRAMME - PROJECT DOSSIER (Pages 163 - 170)

To consider the attached report.

13. TRANSFORMATION PROGRAMME - PROJECT CHARTERS (Pages 171 - 178)

To consider the attached report.

14. 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.

15. FUTURE MEETINGS

To note the future meeting dates for this Select Committee:

04th September 2018;
13th November 2018;
15th January 2019; and
12th March 2019.

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF COMMUNITIES SELECT COMMITTEE
HELD ON TUESDAY, 13 MARCH 2018
IN COUNCIL CHAMBER, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 8.56 PM**

Members Present: Y Knight (Chairman), G Shiell (Vice-Chairman), R Baldwin, A Beales, R Butler, K Chana, S Heap, L Hughes, S Jones, A Mitchell, D Sunger and H Whitbread

Other members present: S Kane, H Kane and J H Whitehouse

Apologies for Absence: W Marshall (Tenants and Leaseholders Federation)

Officers Present A Hall (Director of Communities), R Wilson (Assistant Director (Housing Operations)), J Chandler (Assistant Director (Community Services)), D Bailey (Head of Transformation), P Gardener (Community Safety Officer), G Wallis (Community, Health & Wellbeing Manager), G Gold (Assistant Community Health & Wellbeing Manager), D Butler (Youth Engagement Officer), R Moreton (Youth Engagement Assistant) and A Hendry (Senior Democratic Services Officer)

52. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

There were no substitutions made for the meeting.

53. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Select Committee held on 16 January 2018 be agreed.

54. DECLARATIONS OF INTEREST

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

55. TERMS OF REFERENCE/WORK PROGRAMME

The Committee noted their terms of reference and work programme.

56. YOUTH COUNCIL ANNUAL REPORT

Five members of the Youth Council gave an illustrated talk on the work and projects they carried out during the year, their request for £8,000 DDF.

The Youth Councillors that made the presentation were, Annabelle Yaman from Epping St Johns School; Adam Freeman from Davenant Foundation School; Marley Chick from Epping St Johns School; Ashwin Gohil from Debden Park High School; and Finlay Jordan from Davenant Foundation School.

They thanked the Council for their involvement with and loyalty to the Youth Council over the past ten years. 2018 was the tenth anniversary of the Youth Council and they would be holding a celebration evening at the Houses of Parliament on Wednesday 4th July. This event would be sponsored by the Right Honourable Eleanor Laing.

They were now in their second and last year and were working hard to promote the 2018 Youth Elections to fill the 25, soon to be vacant, seats. They had enjoyed their time learning about the Council, working with the District Councillors and getting involved in numerous community projects.

They thanked the Council for granting them the £5,000 project money for 2017/18 which enabled them to carry out a drugs project to raise the awareness of the dangers of using 'gateway drugs'. They also devised an online survey asking young people about their awareness of drug use in their area. To date the survey had been completed by 2884 young people.

Past projects have included Mental Health, Bullying Awareness and Safety and Drug awareness. Their next project for the new cohort would be 'Gang Awareness' as this was deemed to be a big issue in the district and a major concern nationally.

They were proud of the mental health project 'MiLife' that was set up by the Youth Council in 2016 and was a finalist in the National Crimebeat Awards 2018, endorsed by the High Sherriff. The results would be announced on 18th April.

MiLife continues to be developed as funding has been secured for a three year period, from 2016 to 2019. Over 6000 pupils have attended the roadshows and officers had been invited to deliver MiLife workshop at the Essex County Council Schools mental health conference. A primary school version has also been developed. This will be delivered to 6,500 pupils in reception up to year 6.

They ensured their peers and schools continued to have a voice and they attend individual School Councils and regularly give updates and presentations via school assemblies about their work. They also promoted the use of suggestion boxes and use of their youth councillors to report any issues in their school or community.

In 2017 they held a Youth Conference at the Civic Offices with the aim of promoting Local Democracy Week. They had over 70 delegates representing ten secondary schools from around the District. They identified 5 top issues of concern. These were:

- Skills for work;
- Mental Health;
- Bullying;
- Drug Misuse; and
- Gangs

Social media was an important part of their work, promoting their work and their profile. They now had 1613 followers on Twitter, 794 likes on Facebook and 157 followers on Instagram.

They had contributed to several consultations over the year, including consultations on the Local Plan, Epping Forest College, Essex Police, Citizen Advice and the Children's Society. They also have representatives on various local groups and had received training on Accredited Mental Health First Aid Training, Dementia Friends,

hate Crime Ambassadors, Fearless training by Essex Police, British Youth Council, Consequences of Crime and Drug Awareness.

Volunteering remained a big thing for them. Last summer they had organised a clean up day with the City of London volunteer wardens and the Waste Management team of the District Council, when in just four hours they collected 550 Nitrous Oxide canisters. They were also working with various schools to set up Youth Volunteering days.

They have secured external funding to a total of £4,950 that has been brought into the district over the last year, enabling them to continue to deliver high quality projects.

Their chosen charity for the year was the Children's Society, for which they have raised over £300.

They were also the finalists in the National Crime Beat Awards for the MiLife project and six youth councillors received Jack Petchey Achievement Awards.

To continue bringing new and exciting ideas to the community through their project work they formally requested the allocated sum of £8,000 DDF be released. This would enable them to continue working with the NHS team in schools via the MiLife project, working with the Essex Police Cadets, update the Youth Activities Map and work with the Sparks2Life and other gang projects to create a new gang awareness project for secondary schools.

The Youth Councillors then thanked the Committee for their continuing support and indicated that they were happy to take questions.

Councillor Butler congratulated the Youth Council on their work on mental health and drugs. He asked if the nitrous oxide canisters were legally purchased. He was told that this was a grey area in the law as it was illegal to supply it for consumption.

Councillor Janet Whitehouse asked what sort of support was given to schools. She was told that the Youth Council had suggestion boxes so that people could bring up any areas of concern. They also presented at assemblies to give out information on their new projects. All schools received this opportunity.

Councillor Holly Whitbread asked for some more information on the Police Cadet project. She was told that the Youth Council had been working with them over the last few months arranging a volunteer's day out, when they visited elderly person's homes etc. One of the goals was to increase the profile of the young people and counter all the bad press they received.

Councillor Mitchell asked if they had a 'befriending service' for the elderly. She was told that was what they wished to do and they already had held 'intergenerational events'.

The Committee noted officers recommendation to reduce the number of presentations the Youth Council gave to the Communities Select Committee to just one a year. Members agreed with the proposed reduction but also considered that they would be better served to give this to the main Overview and Scrutiny Committee so that it could be webcast and a wider audience could see the wide ranging work that they carried out throughout the year. Members of the Youth Council present were agreeable to this.

The members of the Youth Council were thanked for their impressive presentation and the helpful answers they gave to members questions.

RESOLVED:

- 1) That the Communities Select Committee noted the achievements of the Epping Forest Youth Council during 2017/18;
- 2) That the Committee would recommend the proposal to Overview and Scrutiny Committee to allocate a DDF sum of £5,000 to the Youth Council for projects during 2018/19;
- 3) That the Committee would recommend the proposal to Overview and Scrutiny Committee to allocate a DDF sum of £3,000 to the Youth Council for the MiLife project during 2018/19;
- 4) That the Committee also recommends that the number of Youth Council presentations to Members be reduced to once a year, but that this presentation be given at the Overview and Scrutiny Committee in order to be webcast.

57. CHANGE IN ORDER OF THE AGENDA

With the agreement of the Committee agenda item 9, the MiLife report was taken next.

58. MILIFE (ADOLESCENT MENTAL HEALTH AND WELLBEING) REPORT

The Community Health and Wellbeing Manager, Gill Wallis, introduced the report on the MiLife project. She noted that at a 2015 youth conference their priority concern was mental health issues. Young people reported high levels of stress and anxiety as a result of a range of issues including; exam pressure, bullying, family relationship breakdown, negative body image and low self-esteem.

Working with staff from the Council's Community, Health & Wellbeing Team, Youth Councillors formulated and co-designed a project, which they named MiLife, to address the issue of mental health via a programme to be delivered in schools. As the design of the project gathered pace, wider partners were brought on board to provide professional advice and facilitate delivery. These partners included; adolescent mental health staff from the NHS North East London Foundation Trust (NELFT), school representatives and the Red Balloon Family Foundation organisation.

The objective of the MiLife project was to support children and young people to help them understand mental health, dispel stigma, and to equip them with tools to develop personal resilience. It would also help them find information to wider support services.

Pupils from every state secondary school in the district participate in an interactive workshop facilitated by professional youth workers from the Red Balloon Family Foundation, which is a local third sector organisation based in the district. Workshops are also supported by the Council's Community, Health & Wellbeing staff and representatives from the NHS.

A key element of the MiLife Project was its interactive website (www.milife.org.uk) which is hosted by the Red Balloon Family Foundation. Research undertaken by the Youth Council identified a plethora of information available on line but raised concerns around the validity of much of this. Consequently, a dedicated local website was developed as part of the MiLife Project which supported young people, parents and teachers.

Additionally, teachers were provided with Ofsted appropriate teaching resources in order to deliver sessions within lessons over the academic year.

Since the roll out in 2016, over 6,000 Epping Forest young people had taken part in the Adolescent MiLife Programme to date. The programme was continuously evaluated using a range of methods including pupil, teacher and professional agency feedback.

Following the overwhelming success of the Adolescent MiLife Programme, requests for an age appropriate version of the workshop for the district's primary schools began to be received from local teachers, parents and wider agencies.

Evaluation of the Primary MiLife Project has shown it to be a resounding success. To date 6,500 pupils had participated in the programme. Overall, over four in five children have said they had learned something new about emotions through taking part in the day and over half reported that they were more likely to talk to a trusted adult about their emotional state having experienced the presentations and taken part in the workshops.

Parents are invited to be proactively involved in the Primary MiLife initiative. Information about the programme was shared through letters, Parent Mail and face to face parents sessions before and after school.

Reception class teachers and Early Years providers have requested that pilot programmes be delivered in sample settings within the district.

The Committee noted that MiLife has been announced as a finalist at this year's National Crime-Beat Awards on 18 April 2018, having been nominated by the Essex High Sheriff, Mr Simon Hall MBE.

Councillor Knight said that this was a fantastic project and more like this were needed. Councillor Butler commented that this was important work that they were doing and that teenage years were the most stressful and difficult times and could lead to serious psychological problems.

Councillor Helen Kane noted that she had been involved with this project from the start and thanked members for their support. She also thanked officers for their hard work in getting this up and running and making it such a success.

RESOLVED:

That the Communities Select Committee noted the success of the MiLife initiative, which is an innovative programme focusing on positive mental health and emotional wellbeing for children and young people in the district.

The Assistant Director (Housing Operations), Mr Wilson and the Safer Communities Officer, Mr Gardener, introduced the report on the draft Strategy and Statement on Anti-Social Behaviour (Policies and Procedures). The Select Committee were asked to consider and endorse the draft and provide any comments to the Housing Portfolio Holder.

The Statement had been formulated in accordance with the provisions of the Housing Act 1996 and the Anti-Social Behaviour Crime and Policing Act 2014. It met the requirement under Section 218 (A) of the Housing Act 1996, that social landlords must publish a Statement of their policies and procedures, and an associated summary. The summary was produced in leaflet form and will be updated when the draft Statement has been agreed by the Housing Portfolio Holder.

The Community Safety Team will be consulted on the Statement and their comments will be incorporated. The Community Safety Partnership had also been consulted but had no comments. The Tenants and Leaseholders Panel would be consulted in the near future.

The meeting went through the draft statement on a page by page basis.

Councillor Baldwin noted that this only addressed anti social behaviour in Council owned properties; what were the measures the Council could take against them. Mr Wilson replied that there were a lot of things they could do with tenants as well as a lot of things that were tenant neutral that could be done such as Civil Injunctions and Criminal Behaviour Orders. Mr Gardener noted that his team deals with the District as a whole, council housing or not. The biggest problems they faced were the physical enforcing of their powers once they had them. They did as much as they could for residents but could not arrest transgressors.

Councillor Sam Kane commented that this was an area that he, as the relevant Portfolio Holder, would be focusing on with the Council funded Police Officers. This type of work had gone down the Police agenda, but will be at the top of the Council's list.

RESOLVED:

That the Communities Select Committee considered and endorsed the draft Strategy and Statement on Anti-Social Behaviour Policies and Procedures.

60. HRA FINANCIAL PLAN - 2018-2019

The Director of Communities, Mr Hall, introduced the 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.

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

The Financial Plan demonstrated that, despite the Government's policy that all social

rents must be reduced by 1% per annum for four years, which clearly had an effect on rental income, the HRA continued to be in a reasonably healthy state, and that all of the current and planned HRA loans were able to be repaid within 24 years (or 25 years from April 2018), whilst maintaining a minimum HRA balance of £2 million throughout the Plan period.

Councillor Baldwin asked if we were allowed to borrow money to finance Council House building. He was told that the Council could do so, up to a stipulated cap and had to be certain that it could repay this loan in a reasonable time. The Council was about £30million below this at present. Most Councils had borrowed up to their limit and the Housing Minister was considering raising this cap for some local authorities.

Councillor Baldwin asked if the Council could refinance some of the loans to get more favourable interest rates. He was told that the council received very good rates as a public authority through the Public Works Loan Board. The majority of loans were fixed term loans that would mature in 25 years time and were kept under constant review and the one variable 10 year loan may need to be refinanced some time over the next few years.

RESOLVED:

That the Select Committee reviewed the Housing Revenue Account (HRA) Financial Plan 2018-19.

61. COMMUNITIES DIRECTORATE BUSINESS PLAN 2018-2019

In the absence of the Housing Portfolio Holder, the Director of Communities introduced the Housing Portfolio's elements on the Communities Business Plan for the coming year 2018/19. This was the second year of operating with a slimmed down business plan.

He explained the key points relating to the Housing Service, which were that:

- the Cabinet had agreed to continue with the Council Housebuilding Programme and good progress had now been made on Phases 2 and 3 and will continue with Phases 4 – 6 once consultants and contractors had been consulted;
- the new Homelessness Reduction Act placed additional responsibilities on the Council, with some funding provided by central government;
- there was additional income of £452,000 mainly due to the government homelessness funding;
- the decision had been made to co-locate the Housing Repairs Service to the Oakwood Hill Depot;
- the Careline Monitoring Service had been successfully out-sourced; and
- the new 5 year Housing Strategy had been approved;

Under the elements relating to Community and Safety Councillor Sam Kane explained that:

concerns had been raised about the level of policing in the district, which had led to a growth to the budget of £215,000 for three EFDC funded Police Officers.

Councillor Helen Kane explained that:

- the application for Arts Council National Portfolio Status had been unsuccessful;

- a new Epping Forest Health and Wellbeing Strategy was produced; and
- that 'Culture without Borders Development Trust' had been successfully established.

Councillor Sam Kane noted that when he joined the Cabinet he was soon alerted to a range of serious ASB issues and a significant increase in crime in several areas of the District. Parkguard Security company was therefore commissioned to undertake patrolling of key areas where high levels of ASB were occurring, but soon became evident that additional Police officers were needed in the area to provide visibility and deter ASB and criminality. This idea led to a Cabinet report recommending that the Council should fund three extra Police officers in the Epping Forest District to be tasked jointly by the Community Safety Officer and local Police Inspector. This report was agreed by the Council and Essex police were currently recruiting one police sergeant and two police constables, who would commence work in the district as from June. Their role would be to prioritise key crime and ASB hotspots in the district and to support Council officers in a range of work where police presence was required.

Councillor Helen Kane presented two items from her portfolio and initially advised the Committee about a funding bid that Museum, Heritage and Culture had submitted to Arts Council England for National Portfolio Organisation Status for Museum partnership of Epping Forest, Broxbourne and Chelmsford. This had been a highly contested scheme and although the partnership had lost out to the National Horseracing Museum at Newmarket, the bid had been highly commended by the Arts Council who had advised that alternative funding was available for some the projects identified.

The council was now also embarking on a five year action plan designed to promote community cohesion and build a sense of community spirit across the district. This work would be supported by a network of Community Resilience Champions to be identified as part of the initiative.

A 'Culture without Borders' Development Trust had now been established with the aim of securing funding to support museum activities and events across both Epping Forest District and Lowewood Museums. The ultimate aim of the trust would be to enable the museum to become sustainable for the future.

In response to the briefings by the Portfolio Holders, Councillor Sunger asked if the three police officers would do 8 hour shifts each. He was told that it was not that kind of operation as they would not work across a 24 hour period.

Councillor Baldwin asked if the community development work associated with the community cohesion project was cost neutral to the council and if there was external funding for this. Councillor Helen Kane replied that the council would be funding it initially. Ms Wallis added that there were various funds that officers would be tapping into, such as the Public Health Partners who were keen get involved with the Council.

Councillor Heap asked if the Police were under the Council's control and if they could be called away. Councillor Sam Kane replied that they could be called away, but only under exceptional circumstances. It would not be a regular occurrence and the Council would be compensated for this.

Councillor Baldwin asked about the government grant for the 'renewable heat initiative' and whether the Council had to repay it? Mr Hall said that as it was grant we did not have to repay it.

RESOLVED:

That the Select Committee noted and reviewed the Communities Directorate Business Plan for 2018/19.

62. KEY PERFORMANCE INDICATORS 2017/18 (QUARTER 3) PERFORMANCE

The Select Committee noted the Quarter 3 performance of the key performance indicators within its area of responsibility.

Nine indicators fell within the responsibility of the Communities Select Committee. The overall position with regard to the achievement of target performance at Q3 for these nine 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%) indicators are currently anticipated to achieve year-end target

RESOLVED:

That the Select Committee reviewed and noted the Q3 performance in relation to the key performance indicators within its areas of responsibility.

63. KEY ACTION PLAN - QUARTER 3 PROGRESS

The Select Committee reviewed the third quarter progress of the Corporate Plan Key Action Plan for 2017/18. 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.

20 actions fell within the areas of responsibility of the Communities Select Committee. At the end of Q3:

- 13 (65%) of these actions had been 'Achieved' or were 'On-Target'
- 3 (15%) of these actions were 'Under Control'
- 1 (5%) of these actions were 'Pending'
- 3 (15%) of these actions were 'Behind Schedule'

The Committee reviewed each of the 20 actions as set out in the report.

RESOLVED:

That the Committee reviewed and noted the third quarter (Q3) progress of the Corporate Plan Key Action Plan for 2017/18 in relation to its areas of responsibility.

64. TRANSFORMATION PROGRAMME - PROJECT DOSSIER - COMMUNITIES DIRECTORATE

The Head of Transformation, Mr Bailey introduced the report on the progress of the projects and programmes within the Transformation Programme. This was the first time that this had come to this committee after the Overview and Scrutiny Committee had requested it.

The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provided a focus to establish a set of corporate priorities, describing how the organisation would deliver positive change.

An annual Corporate Specification detailed how the Corporate Plan would be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

The Committee were asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier.

They went on to consider and review the 9 project dossiers linked to the Communities Directorate. Mr Bailey noted that the Committee was at liberty to ask for a full report on any of the projects that they may want to scrutinise to come to a subsequent meeting.

RESOLVED:

That the Committee reviewed and noted the updated Project Dossier for the Transformation Programme for the Communities Directorate.

65. CORPORATE PLAN 2018-2023 - PROGRESS REPORTING AND PERFORMANCE INDICATOR SET

The Head of Transformation, Mr Bailey introduced the report on the Council's Corporate Plan for 2018-2023. This would become the authority's key strategic planning document linking the key external drivers influencing the Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. This report would be going to all the Select Committees for information.

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

The success of the new Corporate Plan would be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn were evidenced through a set of performance measures. A new format for reporting the Council's performance was also proposed.

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of the Plan – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the four Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee (LCLC).

To minimise expenditure associated with its production, the new Corporate Plan will only be available as an electronic download via the Council's website or for customers to view as a hard copy at the Council's Civic Offices.

An annual Corporate Specification detailed how the Corporate Plan would be delivered through a set of operational objectives for that year. The Council had a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan would in future be referred to as the Corporate Specification. This name denoted that it specifies the operational objectives for a given year, which in turn are responded to through annual Service Business Plans.

The report presented various ways to show the performance measures and benefits including a benefits map on A3 paper, although feedback on this particular 'map' indicated that it was too busy and difficult to read. A simpler 'map' on A4 was also included which updated the way it used to be displayed and this was likely to be the way it would develop.

Councillor Beales said that she preferred this new design as it was easier to understand. Councillor Knight agreed saying she preferred the traffic light system.

Councillor Baldwin commented that the aims and objectives were fairly abstract and therefore would be hard to represent and measure. Mr Bailey noted that these were just examples and were for illustrative purposes only. As for being abstract the proper plans would contain fewer objectives. The indicators would continue to be developed and would change over time and be refined over the next five years.

Councillor Sunger said that the traffic lights made sense and they could see where they were going. The other 'map' had too many cross over connection lines and was not very clear. Mr Bailey agreed that the simpler traffic light examples were easier to understand and noted that their layout could still be influenced by members before it went to the Finance and Performance Cabinet Committee in June 2018.

Concern was raised that colour printing would be expensive but it was noted the each indicator (Red, Amber, and Green) was displayed as different shapes and could thus be read in black and white as well as colour.

RESOLVED:

That the Committee reviewed and commented on the proposed benefits and performance indicator set for 2018-2023 and on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

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

That the report on the Youth Council and the recommendations that they be given the £8,000 DDF money and that they give an annual presentation to the Overview and Scrutiny Committee be reported to the April 2018 O&S Committee meeting.

67. FUTURE MEETINGS

The Committee noted that this was their last meeting of this municipal year.

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COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2018/19

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.
10. To review relevant projects and associated closure and benefits reports arising from initiatives undertaken as part of the Council's Transformation Programme.

Chairman: To be appointed

Communities Select Committee (Chairman – TBA)

Work Programme 2018/19

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			12 th June 2018 4 th September 2018 13 th November 2018 15 th January 2019 12 th March 2019
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (Medium)	Scheduled - for June meeting <i>(Housing Portfolio)</i>	
(2) Communities Key Performance Indicators (KPIs) – 2017/18 Out-Turn	June 2018 (Low)	Scheduled - for June meeting <i>(Housing Portfolio)</i>	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2017/18 Out-Turn	June 2018 (Low)	Scheduled - for June meeting <i>(All Portfolios)</i>	
(4) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	June 2018 (Low)	Scheduled - for June meeting <i>(All Portfolios)</i>	
(5) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	June 2018 (Medium)	Scheduled - for June meeting <i>(Housing Portfolio)</i>	
(6) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2018 (Low)	<i>(All Portfolios)</i>	

(7) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(8) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(9) Annual Report of the Community Safety Partnership	November 2018 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(10) 6-Month Progress Report on Annual Housing Strategy Key Action Plan 2017/18	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(11) New Housing Strategy Key Action Plan 2018/19	November 2018 (Medium)	<i>(Housing Portfolio)</i>
(12) Six-Month Review of the HRA Financial Plan 2018/19	November 2018 (High)	<i>(Housing Portfolio)</i>
(13) Communities Key Performance Indicators (KPIs) – Quarter 2	November 2019 (Low)	<i>(All Portfolios)</i>
(14) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	January 2019 (Low)	<i>(All Portfolios)</i>
(15) HRA Financial Plan 2019/20	March 2019 (High)	<i>(Housing Portfolio)</i>
(16) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2019 (Low)	<i>(All Portfolios)</i>

(17) Communities Performance Indicator Set for 2019/20	March 2019 (High)	<i>(All Portfolios)</i>
(18) Presentation of Business Plan – 2019/20	March 2019 (Low)	<i>(All Portfolios)</i>
Special (Planned) Items		
(19) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	June 2018 (High)	Scheduled - for June meeting <i>(Housing Portfolio)</i>
(20) Fire Safety Policy for residential Council properties	September 2018 (High)	<i>(Housing Portfolio)</i>
(21) Review of EFDC Tenancy Policy and West Essex Tenancy Strategy – in light of the introduction of 5-year fixed term tenancies by Government <i>(Recommendations to Cabinet)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>
(22) Six-month Progress Report on EFDC-funded police officers	January 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>
(23) Options Report for the installation of sprinklers in sheltered housing schemes and homelessness accommodation <i>(Recommendations to Cabinet)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>

(24) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2019 (High)	<i>(Housing Portfolio)</i>	
Items added to Work Programme during the year			
Planned Special Items for Future Years			
6-month Progress Report on EFDC-funded police officers	June 2019 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	
6-month Progress Report on EFDC-funded police officers	January 2010 (Medium)	<i>(Safer Greener Transport Portfolio)</i>	

Report to the Housing Select Committee

Date of meeting: 12 June 2018

Portfolio: Housing – Councillor S. Stavrou

Subject: Review of the Homelessness Strategy

Officer contact for further information: Roger Wilson, extension 4419

Committee Secretary: Adrian Hendry, extension 4246



Recommendations/Decisions Required:

(1) That the Housing Select Committee considers the Draft Homelessness Strategy attached as an appendix to the report and passes on any comments to the Housing Portfolio Holder;

(2) That a consultation exercise be undertaken for a period of 8 weeks with all Stakeholders with an interest in homelessness including Town and Parish Councils, with the outcome of the exercise and any proposed changes being reported to the Housing Portfolio Holder for consideration when adopting the revised Homelessness Strategy; and

(3) That the revised Homelessness Strategy becomes effective on 1 September 2018.

Report:

1. Under the Homelessness Act 2002, Local Authorities have a duty to review and publish their Homelessness Strategy on at least a 5 yearly basis. As this area of work regularly changes, it was agreed that the Council's Homelessness Strategy would be reviewed every three years. The Strategy links with the Council's Housing Strategy, Housing Allocations Scheme and Tenancy Policy. The Strategy sets out achievements since 2015 and incorporates the needs and demands on the service and actions that need to be undertaken over the coming three years.

2. Importantly, following the new duties under the Homelessness Reduction Act 2017 which came into force on 3 April 2018, some major changes have been made under this review. Although officers will explain in the detail at the meeting, the changes are briefly summarised as follows:

- The period that a person can be considered to be threatened with homelessness or it is likely that they will become homeless is extended from 28 days to 56 days
- An applicant is threatened with homelessness at the point the Section 21 Notice (which is the standard notice period provided by private landlords to tenants and is recognised as the single biggest cause of homelessness), has been served as opposed to at the end of the notice period, also preventing councils to advise applicants to remain in occupation beyond expiry
- Placing an emphasis on services preventing homelessness from occurring strengthening the duties on local authorities to provide advice, securing

- accommodation and other help available
- Ensuring services meet the needs of groups at particular risk to reflect their complex needs and vulnerabilities
- A duty to carry out an assessment of an applicant's case notifying the applicant of the assessment in writing and the provision of a Personalised Housing Plan in order to provide effective support
- The applicant's right to a Review of their Personalised Housing Plan
- The ending of the homelessness duty if the applicant "is unreasonably refusing to co-operate"
- The requirement to secure accommodation (under the new "Relief Duty") for at least 6 months for all applicants who the authority is satisfied are eligible for assistance
- The right to a Review of ending either the Prevention, Relief Duties or as a result of failing to co-operate

3. The Housing Select Committee is asked to consider the Draft Homelessness Strategy, which is included in the Panel's Work Programme, and is attached as an appendix, and report any comments to the Housing Portfolio Holder.

4. A consultation exercise on the draft Homelessness Strategy will be undertaken over an 8 week period with all Stakeholders with an interest in homelessness including Town and Parish Councils. The Housing Portfolio Holder will be asked to consider the outcome of the exercise and any resultant changes and to adopt the revised Homelessness Strategy. The Strategy will take effect from 1 September 2018.

Reason for decision:

To consider the Council's draft Homelessness Strategy and report any comments to the Housing Portfolio Holder.

Options considered and rejected:

Not to consider the draft Homelessness Strategy.

Consultation undertaken:

As set out in Paragraph 4 of the report.

Homelessness Strategy

2018/19 to 2020/21

Epping Forest District Council

Contents

	Page
Executive Summary	3
Foreword	9
Homelessness Reduction Act – Summary of the New Duties	11
Statistical Analysis of Homelessness	13
Advisory Services	20
Duty to Refer	22
Personalised Housing Plans	23
Homelessness Prevention	24
The Relief Duty	32
Deliberate and Unreasonable Refusal to Co-operate	33
Support Schemes, Welfare and Mediation Services	34
The Role of Essex County Council’s Social Care	37
Services for People Involved in Drug and Alcohol Abuse	39
Homelessness Reviews	40
Accommodating Homeless Households	42
Consultation	46
Appendix One - Action Plan	47
Appendix Two – Housing Options Staffing Structure	49

Executive Summary

1. Foreword

- 1.1 Under section 1(3), (4) of the Homelessness Act 2002, local authorities have a duty to review and publish their Homelessness Strategy on at least a 5 yearly basis. As this area of work regularly changes it was agreed that the Council's Strategy would be reviewed every three years. The Strategy links with the Council's Housing Strategy, Allocations Scheme, and the Corporate Plan. The Strategy sets out achievements since 2015/16 and incorporates the needs and demands on the service and actions that need to be undertaken over the coming three years. It also sets out the way in which the Council will meet with its new duties under the Homelessness Reduction Act 2017 which came into force on 3 April 2018.
- 1.2 The homelessness function is provided through the Housing Options Section. A staffing structure chart is shown at Appendix 2.

2. Background

- 2.1 The last three years have seen a high demand upon the Homelessness Prevention Team. The Service has been very successful in preventing homelessness in many cases. This has been possible due the Team maximising the use of the range of tools available, in particular, those set out in the Homeless Prevention Section of the Strategy.
- 2.2 There are a number of people across the Epping Forest District in Housing Need with people seeking resolutions to their housing difficulties. This is especially prevalent amongst households who are having problems sustaining and securing accommodation across the Private Rented Sector.

3. Homelessness Reduction Act 2017

- 3.1 The Homelessness Reduction Act 2017 and the associated Code of Guidance has brought major changes to the way in which services are provided to homeless applicants. The considerable additional duties placed upon authorities came into force on 3 April 2018. The Council's approach to meeting with the new duties are set out in detail within this Homelessness Strategy.
- 3.2 Under the Act, and the new associated Homelessness Code of Guidance the new duties placed upon authorities nationally to prevent and reduce homelessness are (in summary) as follows:
 - The period that a person can be considered to be threatened with homelessness or it is likely that they will become homeless is extended from 28 days to 56 days
 - An applicant is threatened with homelessness at the point the Section 21 Notice (the standard notice period provided by private landlords to tenants), has been served as opposed to at the end of the notice period. This prevents councils advising applicants to remain in occupation beyond expiry
 - Placing an emphasis on services preventing homelessness from occurring thereby strengthening the duties on local authorities to provide advice, secure accommodation or offer other assistance
 - Ensuring services meet the needs of groups at particular risk to reflect their complex needs and vulnerabilities
 - A duty to carry out an assessment of an applicant's case notifying the applicant of the assessment in writing and providing a Personalised Housing Plan in order to give effective support
 - The applicant's right to a Review in accordance with the legislation

- The ending of the homelessness duty if the applicant “is unreasonably refusing to co-operate”
- The requirement to secure accommodation (under the new “Relief Duty”) for at least 6 months for all applicants who the authority is satisfied are eligible for assistance

4. Duty to Provide Advisory Services

- 4.1 The Council provides free homelessness advice and information services to all residents including advice designed with certain vulnerable groups in mind.
- 4.2 The Council has a rolling Service Level Agreement with the Citizens Advice Bureau (CAB) in the District to provide a range of advice and support to those faced with housing difficulties. In addition, a signed protocol has been developed in conjunction with the National Homeless Advice Service.
- 4.3 The Housing Options Section provides advice and information leaflets. General information on Housing Services can be obtained through the Council’s website. Housing applicants are able to make an application to join the Council’s Housing Register via the Council’s Choice Based Lettings administrator’s Locata Housing Service’s (LHS) Website at HomeOption.org Applicants can also seek information from the Housing Options Section on accessing accommodation in the private rented sector and advice on dealing with difficult issues including domestic abuse etc.

5. Homelessness Prevention

- 5.1 The Council takes all reasonable steps to prevent homelessness for any at risk eligible applicant regardless of their priority need. This may include assisting them to stay in their current accommodation, or helping them to find a new place to live.
- 5.2 The Homeless Prevention Service has been very successful in preventing homelessness during the last 3 years. The objective of reducing the number of households making a homeless application by providing effective prevention measures continues to be met. However, the Council is committed to ensuring that if homelessness cannot be prevented for any reason, it will accept a homeless application in order to decide what statutory duty may be owed to the household.

6. Personalised Housing Plans

- 6.1 The Council will undertake an assessment of the circumstances and needs of all eligible applicants who are homeless, or threatened with becoming homeless within 56 days. A Personalised Housing Plan will be drawn up which sets out the “reasonable steps” the Council and the applicant will take, including other appropriate agencies, in order to prevent homelessness.

7. Homelessness Relief Duty

- 7.1 Under the “Homelessness Relief Duty” the Council will take reasonable steps to help eligible applicants (not just those who are in priority need) to secure suitable accommodation using all of the tools available set out in this Homelessness Strategy. The Relief Duty will come to an end when the applicant has suitable accommodation available for occupation for at least 6 months. There are other circumstances for ending the duty which are set out in detail under the relevant section of this Homelessness Strategy.

8. Review of Certain Decisions

- 8.1 Applicants have a right to request a review of certain decisions made by the Council. Information on the process is set out under the Homelessness Reviews Section of this Strategy.

9. Duty to Refer

- 9.1 Under the Homelessness Reduction Act a duty to refer will be placed upon appropriate agencies from October 2018 to refer to the Council those at risk of becoming homeless. Such agencies include hospitals, prisons; job centres probation services and NHS Trusts.

10. Housing Options Planning

- 10.1 Due to the demand on the Housing Options service, the Council has a number of initiatives to assist those who are experiencing housing difficulties and may be faced with losing their homes and are as follows:

Epping Forest Housing Aid Scheme (EFHAS)

- 10.2 The Epping Forest Housing Aid Scheme (EFHAS) is a registered charity which operates on a voluntary basis to provide damage deposit guarantees (equivalent to one month's rent) to landlords on behalf of applicants to assist them in securing accommodation in the private rented sector.

Rental Loan Scheme

- 10.3 The Rental Loan Scheme assists applicants in securing accommodation in the private rented sector. Under the scheme, a loan is granted to meet the cost of the first month's rental in advance, repayable by the applicant interest free over a period of 36 months. An applicant can potentially benefit from both a rental loan and a rent deposit guarantee.

11. Preventing Re-possession Fund

- 11.1 The Council's preventing re-possession assists by providing small loans to families at risk of homelessness through repossession or evictions. Financial assistance consists of small interest free loans ranging from £1,000 to £3,000 per household available interest free repayable over a period of three years depending on the amount of the loan. The loans are to assist residents in all forms of tenure who are struggling with their rental payments and face eviction. Only households who, following investigations, are found to be genuinely unable to pay their rent or mortgage due to "income shock" caused by loss of earnings where there is no history of previous arrears are able to benefit and are only agreed when the recipient is prepared to act on debt advice to make repayments more affordable following the intervention of an advisor.

12. Mediation - Parental Exclusions

- 12.1 Young people can sometimes have volatile relationships with their parents and can be at risk of exclusion from their home. Since 2004, "Relate" have undertaken mediation in a number of cases to attempt to reconcile young people with their parents in order for them to remain at home. The Council also works with Essex County Council's Homelessness Response Team who also mediates with families.

13. Single Accommodation for Epping Forest (SAFE)

- 13.1 SAFE is part of NACRO Community Enterprises, a registered housing association and charity, and offers temporary accommodation with support to single homeless people. It works in partnership with the Council, Epping Assessment and Child Protection Team and Essex Probation Service (EPS).
- 13.2 It provides 37 bed spaces across the District in a mix of shared houses and individual units. Around 80% of all referrals are made by the Communities Directorate, Learning and Social Care, and Essex Probation Services. In addition, some self-referrals are made. Applicants must be single and homeless or at risk of homelessness. The target age group is 18 to 25 years, although others are accepted depending on their circumstances.

14. The Role of Essex County Council's Social Care

- 14.1 The majority of children's services are now provided on a 'quadrant basis' (Essex has been split into four geographical areas with each area being a quadrant). Children in the Epping Forest District receive services from the 'West Essex Quadrant'.
- 14.2 The Leaving & After Care Team takes casework responsibility for children up to the age of 15 years and six months. The team provides support whilst the young people are in care. The team also provides aftercare support according to the specific provisions of the Children Act 1989 as amended by the Children Leaving Care Act 2000.
- 14.3 The Council's Homelessness Prevention Team are notified by the Leaving and After Care Team prior to a young person leaving care in order that their housing needs can be assessed. In general, the Council will arrange for the SAFE Scheme through NACRO to accommodate young people leaving care to give them extra preparation for independent living. The Council then re-houses the young person when they move on from SAFE into Council accommodation often with Floating Support.

15. Services for People Involved in Drug and Alcohol Abuse

- 15.1 The Housing Options Section deals mainly with referrals from the Community Drug and Alcohol Services known as "Choices". The service works with clients of all ages with their funding coming predominantly through the Essex Drug and Alcohol Partnership (EDAP) whose commissioning function is managed by the Essex Drug and Alcohol Action Team based at Essex County Council's offices in Chelmsford.
- 15.2 Some referrals are dealt with by the Alcohol and Drugs Advisory Services (ADAS). ADAS clients are assessed and complex alcohol cases are then referred to the Community Drug and Alcohol Team (CDAT) with Choices dealing with drug only cases. Client with Alcohol problems far outnumber those with drug problems.
- 15.3 Homelessness is a common problem with drug and alcohol clients. In order to deal with the problem, the Council has entered into a local protocol with treatment providers to ensure effective working arrangements.

16. Interim and Temporary Accommodation

- 16.1 The Council uses a variety of interim and temporary accommodation, including self-contained flats at Hemnall House, Epping, a Women's Refuge move-on scheme and rooms at the Homeless Persons' Hostel Norway House, North Weald where support is provided. Bed and breakfast and other similar accommodation for households without children are sometimes provided.

17. Epping Forest District Council's Allocations Scheme

17.1 The Council operates a HomeOption choice based lettings scheme and has its own Housing Register framed in accordance with the provisions of the Housing Allocations Scheme, which is reviewed periodically by the Cabinet.

17.2 The Scheme includes vacancies in the Council's own housing stock and housing association properties for which the Council has nomination rights. Applicants are able to "express an interest" in properties advertised on the website and also through a fortnightly Property List.

17.3 The Council has reviewed its Housing Allocations Scheme. The revised Scheme comes into force on 1 July 2018 and can be downloaded from the Council's website at: www.eppingforestdc.gov.uk/housing

17.4 Under the Scheme, applicants accepted by the Council as homeless, eligible for assistance, in priority need and not intentionally homeless under the Part 7 of the Housing Act 1996 as amended who are living in:

- bed and breakfast accommodation (or similar accommodation) secured by the Council, but excluding those in the process of being referred to another local housing authority under S.198 of the Housing Act 1996
- the Council's Homeless Persons Hostel (Norway House or Hemnall House), a Women's Refuge or non-secure tenancies in the Council's own housing stock
- homeless applicants living in the Council's Refuge for 6 months and have been served with a S 21 Notice (giving notice of ending the assured tenancy), where the Manager of the Refuge has notified the Council that the tenant is ready to move on.

Will be housed in accordance with Paragraph 17.6 below.

Applicants Living in Supported Housing

17.5 Persons to whom the Council does not owe the full homelessness duty, who and have been placed by the Council under its nomination rights or with the support of the Homelessness Prevention Team for a least 9 months and are ready to move on, 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

Will have a lesser Residency Criteria of 2 years, and be housed in accordance with Paragraph 17.6 below.

17.6 Those accepted as homeless or persons placed in supported housing schemes in accordance with Paragraphs 17.4 & 17.5 above, will be made one offer of suitable accommodation after receiving their S.184 decision letter, generally in flatted accommodation (including maisonettes). In order to discharge its main homeless 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 housing advice and assistance to] the applicant if at the end of the fixed-term it is established that they have become unintentionally homeless. If the offer is refused, the applicant will have the right to seek a Review of the suitability of the accommodation (applicants are advised to move into the offered accommodation whilst the review is undertaken, as if the Review is not in their favour they will be able to retain the property where they are living).

If not successful, the Council's duty under the Homelessness Act 1996 as amended to provide accommodation will be considered to be discharged.

18 Out of Hours Service

- 18.1 The Council provides a 24 hour 365 day per year emergency out-of-hours homeless response service. Members of the Homelessness Team are on call on a duty rota and will respond to cases where a person, for example, could become homeless due to fire or flood.

19. Consultation

- 19.1 A consultation exercise on this Homelessness Strategy has been undertaken with all partner agencies, and Town and Parish Councils. Following consideration by the Council's Communities Select Committee, the Strategy was approved by the Housing Portfolio Holder in August 2018.

20. Action Plans

- 20.1 The Action Plan sets out the actions required to implement this Strategy, identifying officers responsible for progressing those actions, setting targets milestones and monitoring arrangements.

Foreword

1. Introduction

- 1.1 Under section 1(3), (4) of the Homelessness Act 2002, local authorities have a duty to review and publish their Homelessness Strategy on at least a 5 yearly basis. As this area of work regularly changes it was agreed that the Council's Strategy would be reviewed every three years. The Strategy links with the Council's Housing Strategy, Housing Allocations Scheme, and the Corporate Plan. The Strategy sets out achievements since 2015/2016 and incorporates the needs and demands on the service and actions that need to be undertaken over the coming three years. It also sets out the way in which the Council will meet with its new duties under the Homelessness Reduction Act 2017 which came into force in April 2018.
- 1.2 The homelessness function is provided through the Housing Options Section. A staffing structure chart is shown at Appendix 2.

2. Background to the Council's Homelessness Service

- 2.1 The homelessness service is provided by the Housing Options Section. The Council works within the provisions of the Equality Act 2010 and follows the guidance set out in the Equality and Human Rights Commission's Code of Practice in Rented Housing and the requirements of the Council's Equality Impact Assessments.
- 2.2 As at May 2018, the Council has 1,361 home seekers on its Housing Register. In addition the Council has 203 home seekers on our Supplementary Waiting List. The Council has housing stock of 6,391 properties.
- 2.3 The last three years have seen 121 new affordable homes provided within the Epping Forest District. At the time of writing (June 2018), there are 9 developments that are on site, which will deliver a total of 107 new affordable homes, and a further 30 sites with planning permission, which will deliver a further 191 new affordable homes. The Council has its own house-building programme, with Phase 1 already completed. At the time of writing, the Council has completed 38 new affordable homes (included in the number above). The Council's has a target of providing 30 new affordable homes each year for the next 10 years. The Council is in the process of completing its new "Local Plan" which will seek to identify a future supply of development sites for the next 10 years. The Plan was agreed in December 2017.

3. Tenancy Strategy & Tenancy Policy

- 3.1 The Localism Act 2011 requires local authorities to publish a Tenancy Strategy which, must set out the matters to which Registered Providers of Housing (including the Council) are to have regard in formulating their policies relating to:
 - The kinds of tenancies they grant;
 - The circumstances in which they will grant a tenancy of a particular kind;
 - Where they grant tenancies for a term certain, the lengths of those terms; and
 - The circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy
- 3.2 The West Essex Housing Forum, which comprises three local authorities in West Essex being Epping Forest, Harlow and Uttlesford District Councils have adopted one Tenancy Strategy that covers the three local authorities' areas in West Essex. The Strategy was adopted by the Cabinet on 22 October 2012.

3.3 In addition, all Registered Providers are required to publish and be responsible for their own individual Tenancy Policy. The Council's Tenancy Policy came into force on 1 September 2013. The Cabinet agreed a Review of the Tenancy Policy on 9 March 2015; the revised Policy took effect from 27 July 2015 and sets out:

- The kinds of tenancies granted
- Circumstances where a tenancy of a particular type will be granted and the length of the term
- Circumstances where a term of less than 5 years will be granted
- Circumstances where another tenancy will be granted on expiry on the same or another property
- How applicants/tenants can appeal against the length of the Secure (fixed-term) Tenancy or the decision not to grant a further tenancy
- Taking account of the needs of vulnerable people
- Provision of Advice and Assistance if another tenancy is not granted at the end of the fixed-term
- Discretionary succession rights

Homelessness Reduction Act – 2017

Summary of the New Duties

1. Background

- 1.1 This Section of the Council's Homelessness Strategy sets out in summary the new duties under the Homelessness Reduction Act 2017 which came into force on 3 April 2018 and radically changed the approach to combatting homelessness. The Council's approach to meeting each aspect of the Act in order to assist residents who are either homeless or threatened with homelessness within 56 days is set out in each of the relevant sections. A summary of each of the duties are as follows:

2. Advisory Services

- 2.1 Any person who considers they are threatened with homelessness will be encouraged to make early contact with the Council and seek Advisory Services.

The Council will provide free homelessness advice and information services to all residents who are in need of such services. This will include advice designed for certain vulnerable groups including care leavers, former armed forces personnel, those leaving custody, victims of domestic abuse, people leaving hospital and those with mental health issues.

- 2.2 Advice will include:

- Prevention of homelessness
- Securing accommodation when homeless
- The rights of applicants and the Council's duties
- Help available to people threatened with or who are homeless
- How to access available help
- Assistance to qualifying applicants to join the Council's Housing Register

3. Personalised Housing Plans

- 3.1 Where an applicant is homeless or threatened with homelessness becoming homeless within 56 days, an assessment will be completed and a Personalised Housing Plan (the Plan) drawn up shared with the applicant. The Plan will include the following:

- The circumstances that caused the applicant to become homeless or threatened with homelessness
- The "reasonable steps" the Council, the applicant and other appropriate agencies will take tailored to the person which are realistic in order to resolve their homelessness
- The housing need of the applicant including what accommodation would be suitable for the applicant and any person/s with whom the applicant resides ("other relevant person/s")
- An assessment of the support needs for the applicant or any other relevant person/s

- 3.2 The Council will notify the applicant of the Plan in writing and agree with them the assessment including the steps to be taken by the applicant to secure suitable accommodation and the steps the Council will take.

- 3.3 The Plan will be kept under review until the Council's duty comes to an end.

4. Prevention of Homelessness

- 4.1 The Council will continue with its very successful Homelessness Prevention Service which has proved to be very successful for many years. The service prevents people from becoming homeless in the first place, by assisting people at risk and intervening with a range of solutions. Reasonable steps will be taken to prevent homelessness for any at risk eligible applicant, regardless of priority need which may involve assisting them to stay in their current accommodation, or helping them to find a new place to live.

5. The Relief Duty

- 5.1 Under the relief duty, when the Council is satisfied that an applicant is both homeless and eligible for assistance it will take reasonable steps to help any applicant to secure suitable accommodation for a minimum period of 6 months. This could be by providing a rental or damage deposit guarantee loan and working with private landlords in order to maximise the amount of properties available in the private rented sector.

6. Duty to refer

- 6.1 Under the Homelessness Reduction Act from October 2018, public bodies have a duty to refer to the Council those who are threatened with homelessness. These include hospitals, prisons, job centres etc. The Council will work with public bodies when referrals are received under their duty.

7. An Applicants Right to a Review

- 7.1 Where the Council decides to end certain duties, the applicant will have the right to a review of this decision. Further information on the reviews procedure is set out in the Strategy under the Section Homeless Reviews.

8. Government Grants to Support Homelessness Services

The Government's new Flexible Homelessness Support Grant

- 8.1 The Council received the Government's Flexible Homelessness Support Grant which replaces the former Department of Work and Pensions (DWP) Temporary Accommodation Management fee funding, which was provided to meet the costs of local authorities' management fees paid to Housing Associations to let and manage private sector accommodation for homeless families. The Government wants to "encourage local authorities to spend money on stopping homelessness instead of on costly temporary accommodation." It has therefore abolished paying management fees and provided instead a "lump sum" in order for authorities to tackle homelessness in more flexible and creative ways.
- 8.2 Under the Flexible Homelessness Support Grant (which is required to be ring fenced to be used on homelessness services), the Council received £277,000 in 2017/2018 and will be receiving £313,000 in 2018/2019, compared to around £60,000 per annum previously received under the Temporary Accommodation Management funding. The Council's Cabinet has agreed the use of this additional funding which is referred to within the Strategy under each appropriate initiative.

The Government's Homelessness Reduction Act Grant

- 8.3 Due to the additional burdens being placed on authorities under the Homelessness Reduction Act 2017 and the associated Homelessness Code of Guidance, in 2016/2017, the Government provided authorities with financial support to help meet with the consequences of the new duties. As a result, the Council received £134,000. The Council's Cabinet agreed that the funding be used to appoint a full-time Assistant Housing Options Manager (Strategy) on a temporary contract for 3 years funded from the total amount of the grant. The post will be responsible for ensuring that the Council meets all of the new duties.

Statistical Analysis of Homelessness

1. Incidence of Homelessness

- 1.1 Local housing authorities are required by Government to complete quarterly Housing Activity Returns, which include statistical information on homelessness. These include the information given in the table below on homelessness decisions made by the Council in the last three years.

Homelessness Information	2015/16	2016/17	2017/18
Number of applicants to whom a full duty is owed.	71	56	63
Number of applicants found to be intentionally homeless.	9	14	8
Number of applicants found not to be in priority need.	22	22	26
Number of applicants found to be not homeless.	32	27	24
Number of applicants found to be ineligible for assistance.	1	3	2
Total number of homelessness applications	135	122	123

- 1.2 As can be seen the number of applicants to whom a full homelessness duty is owed has been at a similar level over the last three years which is a particular achievement bearing in mind that homelessness is a growing problem. This is mainly due to prevention measures achieving alternative housing solutions prior to a homeless application being received by the Council. It should also be noted that the total number of homelessness applications has also reduced in the last three years.

- 1.3 Information on the ethnicity of all Homeless applicants is set out in the table below. The ethnicity of homeless applicants is recorded and included on quarterly Government returns:

Ethnicity	2015/16 (%)	2016/17 (%)	2017/18 (%)
White British/Irish	69.0	69.6	56.1
Bangladeshi/Pakistani/Indian	0.7	0	3.3
African/Caribbean	2.3	1.7	7.3
Mixed Ethnicity	0	0	0
Other	0.7	3.5	1.6
Not stated	27.3	25.2	31.7
Total	100	100	100

- 1.4 Although Gypsies and Travellers are not identified as a group on Housing Activity Returns they do face particularly problems when homeless due to their cultural aversion to 'bricks and mortar'. A number have purchased land within the District on which they have sited caravans and mobile homes for residential purposes without planning permission. Some have exhausted appeals processes, been evicted, and sought homelessness assistance. There are currently 27 permanent and 8 temporary Gypsy and Traveller sites across the District totalling 140 pitches. Eleven of the sites include 75 pitches in Roydon and Nazeing. One site at Stanford Rivers is in the public sector and is owned Essex County Council. The remainder are on privately owned land. In the Epping Forest District Local Plan Submission Version 2017, the Council is to provide for an additional 38 pitches for gypsies and Travellers and one yard for Travelling Shoe People by 2033.

1.5 The breakdown of the ethnicity of the population of the District is set out in the table below for information (source EFDC Census 2011):

Ethnic Group	Number	Percentage (%)
White: British/Irish	107,836	86.5
White: Other e.g. European etc.	5,033	4.04
Asian: Bangladeshi/Pakistani/Indian/Chinese/Sri Lankan	5,922	4.76
African/Caribbean	2,404	1.93
Mixed: Multiple Ethnic Groups in one household	2,649	2.12
Other non-British	815	0.65
Total	124,659	100

1.6 In accordance with the Equality Act 2010, the Council will monitor all of the Protected Characteristics of homeless applicants

2. Analysis of Priority Need

2.1 Priority need is determined by statute and prescribes categories of persons for whom local housing authorities must secure accommodation if they are homeless, provided they have not become intentionally homeless.

2.2 Set out in the table below is an analysis of applicants found to be in priority need, unintentionally homeless and owed a full homelessness duty, taken from the Council's Housing Activity returns. These form part of the Government's PI (E) return (statistical information which is completed by all authorities) confirming those households the Council has accepted as being in a priority need and the reasons:

Priority Need Category	2015/16	2016/17	2017/18
Applicant homeless because of fire, flood, storm or similar disaster.	0	0	0
Applicants with dependent children (including violent breakdown of relationship (partner))	55	40	45

Priority Need Category	2015/16	2016/17	2017/18
Applicants in priority need because of pregnancy but no other children.	0	0	0
Applicants aged 16/17 years	0	1	2
Applicants formerly in care and aged 18-20 years.	0	0	0
Applicants vulnerable due to old age.	1	1	1
Applicants vulnerable because of physical disability.	6	5	8
Applicants vulnerable because of mental illness or disability.	7	6	4
Applicants vulnerable due to alcohol dependency.	0	0	0
Applicants who were former asylum seekers.	0	0	1
Vulnerable for other special reason.	0	1	0
Applicant vulnerable having been in custody or remand.	0	0	0
Applicants vulnerable for formerly being in care.	0	0	1

Priority Need Category	2015/16	2016/17	2017/18
Applicants with care and support needs having served in HM Forces.	0	0	0
Applicants (with no children) vulnerable on account of violence including domestic abuse.	2	2	1
Total applicants accepted for a priority need	71	56	63

2.3 The table above shows that applicants with dependent children (including violent breakdown of relationship (partner) represent the highest number of acceptances in each of the last 3 years. These statistics again highlight the success of the prevention aspect of the service in identifying a housing solution to those households faced with a housing difficulty.

3. Reasons for Homelessness

3.1 Information on reasons for homelessness acceptances in priority need groups is set out in the table below:

Reason for Acceptance	2015/16	2016/17	2017/18
Parents not willing to accommodate	13	9	6
Other relatives not willing to accommodate.	2	0	7
Non-violent relationship breakdown.	4	2	10
Violent breakdown of relationship (partner)	6	8	3

Reason for Acceptance	2015/16	2016/17	2017/18
Violent relationship breakdown (involving associated person i.e. relative)	2	1	1
Racially motivated violence.	0	0	0
Other forms of violence.	2	0	1
Racially motivated harassment.	0	0	0
Other forms of harassment.	0	0	0
Mortgage arrears.	1	0	0
Local authority rent arrears.	0	0	0
Housing Association rent arrears.	2	0	1
Private rented rent arrears.	9	6	7
Termination of assured short-hold tenancy.	17	11	8
Reason other than termination of assured short hold tenancy i.e. tied accommodation.	12	16	17
Leaving asylum accommodation.	0	1	1
Leaving prison/remand.	0	0	0
Left hospital.	0	0	0
Left other institution or Care	0	0	0
Leaving armed forces home	0	0	0
Other reason	1	2	1
Total	71	56	63

- 3.2 The figures show that the three most common reasons for acceptances of homelessness were on account of the termination of assured short-hold tenancies leading to the loss of private rented accommodation, parents no longer willing to accommodate their children (although there is a downward trend) and the loss of tied accommodation.

Advisory Services

1. Introduction

- 1.1 Any person in the District who considers they are threatened with homelessness will be encouraged to make early contact with the Council and seek Advisory Services. The Council will provide free tailored and up-to-date homelessness advice and information services to all residents about homelessness and the prevention of homelessness.
- 1.2 Advice will include:
- Prevention of homelessness
 - Securing accommodation when homeless
 - The rights of applicants and the Council's duties
 - Help available to people threatened with or homeless
 - How to access available help and assistance
 - Assistance to qualifying applicants to join the Council's Housing Register
- 1.3 The Council's Advisory Services will be designed with the following specified vulnerable groups in mind:
- Persons released from prison or youth detention accommodation
 - Care leavers
 - Former members of the regular armed forces
 - Victims of domestic abuse
 - Persons leaving hospital
 - Persons suffering from mental illness or impairment
 - Any other group that the Council identifies as being at particular risk of homelessness in the District
- 1.4 The Council will also meet with its duty to ensure that a Housing Allocations Scheme for determining priorities for allocating social housing is available for inspection and that a summary of that scheme is available, on request, free of charge. Information is provided to all tenants on the express terms of their tenancies, including their statutory rights in respect of assignments, successions and assignments by way of mutual exchange.
- 1.5 Advice and assistance on homelessness and the prevention of homelessness can encompass a wide range of issues, many of which require specialist knowledge. Some cases, for example those involving debt management, are referred to the CAB. The CAB has two dedicated "Debt Advisors" funded by the Council who deal exclusively with debt referrals from the Homelessness Team. Some cases may be referred to other agencies including the Council's Benefit Division. The CAB will also deal with referrals from households that are seeking assistance on account of the impact of Welfare Reforms.
- 1.6 Advice is given on a range of other matters which may assist with an applicant remaining in their current accommodation including:
- Tenants' rights and rights of occupation
 - What to do about harassment and illegal eviction
 - Rights to benefits and assistance with making claims
 - How to protect and retrieve rent deposits
 - Advice on dealing with rent and mortgage arrears
 - Debt management
 - Properties in need of repair, including those which are unfit for habitation providing advice on available grants

- Charitable organisations assisting homeless people (including victims of domestic abuse)
- Securing private rented accommodation
- Applying for social housing
- Access to shared ownership schemes
- Property rights in cases of relationship breakdown or other domestic issues
- Interim and temporary accommodation
- Nominations to other local housing authorities

1.7 Provision will be made to ensure accessibility for those with particular needs including those with mobility difficulties, sight or hearing loss and learning difficulties as well as those for whom English is not their first language.

2. Provision of Information

2.1 A range of advice and information leaflets are made available, some produced by the Communities Directorate, others published by the National Homeless Advice Service and the Ministry for Housing Communities and Local Government (MHCLG). Where English is not the first language of the client, assistance can be obtained through approved agencies and documents can be translated in appropriate cases. For the visually impaired, literature can be made available either in large print or by CD or Braille. The Council also provides assistance to adults with care and support needs (and those who may not have access to a computer) to make an on-line housing application to apply to join the Council's Housing Register. Where a profoundly deaf client is a sign user, the Council can arrange "signing" through an approved agency. A loop system for people with hearing difficulties is available at the Civic Offices and at the Area Housing Office (South) at The Broadway, Loughton. Home visits will be made in appropriate instances.

2.2 Under the HomeOption Choice Based Lettings scheme, vacant properties are advertised to applicants on the Council's Housing Register, on a Website and a weekly Property List. Applicants can express an interest on the Website or by telephone or text.

2.3 The Council's tenant's magazine "Housing News" is sent to all tenants twice each year, to all home seekers providing advice on a range of Housing Services.

3. Liaison with the Citizens Advice Bureau

3.1 The CAB has offices in the District in Epping, Waltham Abbey and Loughton. The Council has a Service Level Agreement with the CAB to provide a range of advice and to support those who have difficulties expressing their needs effectively. The Council contributed £114,000 from its General Fund in 2017/18 towards CAB running costs. In addition, further funding of £37,200 is granted by the Council to the CAB in order for them to provide Debt Advisory Services to residents in the District which include applicants threatened with homelessness and debt management advice to the Council's tenants. One of the two Debt Advisors they employ offers a drop in service one half day each week and a further half day each week for appointments at the Council's Housing Office at the Limes Centre, Chigwell.

3.2 The Council has formal arrangements for referring cases and, in addition to front-line liaison on a case by case basis, the Assistant Director (Housing Operations), the two Area Housing Managers and the Housing Options Manager, meet with the Bureau's office Managers each quarter.

3.3 Where a client is pursuing a review of a homelessness decision made by the Council they are advised in writing to seek assistance from the CAB or Shelter. Often, where applicants seek advice from one of the CAB's, they in turn seek specialist advice from their dedicated solicitor.

Duty to Refer

- 1.1 From October 2018, certain public authorities in England are required to notify the Council of any service users they consider may be homeless or threatened with homelessness (i.e. it is likely they will become homeless within 56 days). Prior to making a referral to the Council the public authority will have the consent of the person to the referral and for their contact details to be supplied to us so that contact can be arranged and allow the person to identify the authority in England where they would like the notification to be made.
- 1.2 The public authorities in England included in the duty are as follows:
 - Prisons
 - Youth offender institutions
 - Secure training centres
 - Secure colleges
 - Youth offending teams
 - Probation services
 - Jobcentre Plus
 - Social service authorities
 - Emergency Departments
 - Urgent treatment centres
 - Hospitals in their function to provide inpatient care
 - The Regular Forces
- 1.3 At the time of writing the Strategy, the Council is entering into joint working arrangements with agencies in order to set up local procedures for referrals to be made in order to better identify persons at risk of homelessness at an early stage.
- 1.4 A single point of contact will be set up for referrals which will be publicised on the Council's Website and shared with those public authorities included in the duty. The referring authority will be required to complete a standard referral form ensuring that all relevant information is captured.
- 1.5 The Council will always respond to any referral received although this in itself will not constitute an application for assistance, although the referral may trigger an application if it is found that the applicant might be homeless or threatened with homelessness. The response will be tailored to the specific needs of the person referred and include joint working particularly with the referring authority to ensure that shared efforts result in positive outcomes for the applicant. The person will be contacted using the contact details provided in the referral.
- 1.6 Information will be provided generally on accessing advice and assistance including our opening hours, address, phone number, email and 24-hour contact details.

Personalised Housing Plans

- 1.1 Where an applicant is homeless or threatened with homelessness becoming homeless within 56 days, an assessment will be completed to determine the duties owed to a person applying for assistance. This process will begin generally by way of a face-to-face initial interview. Should this not be possible the Council will undertake an assessment on the telephone, internet or with a partner agency. If, following all relevant enquiries, the Council is satisfied that the person is not homeless or threatened with homelessness within 56 days they will be given a Section 184 notification of the decision reached.
- 1.2 A Personalised Housing Plan (the Plan) will be drawn up in writing to provide a framework for the Council and the applicant to work together in a positive and collaborative way to identify appropriate actions to prevent or relieve the applicant's homelessness. The Plan will be shared with the applicant and include the following:
 - The circumstances that caused the applicant to become homeless or threatened with homelessness
 - The "reasonable steps" the Council, the applicant and other appropriate agencies will take to help the applicant retain or secure accommodation tailored to the person which are realistic in order to resolve their homelessness
 - The housing need of the applicant including what accommodation would be suitable for the applicant and any person/s with whom the applicant resides ("other relevant person/s")
 - An assessment of the support needs for the applicant or any other relevant person/s living with them to have and sustain suitable accommodation
- 1.3 The Council will notify the applicant of the Plan in writing and agree with them the assessment including the steps to be taken by the applicant to secure suitable accommodation and the steps the Council will take.
- 1.4 The Plan will be kept under review throughout the prevention and relief stages until the Council's duty comes to an end.
- 1.5 If the Council is unable to reach an agreement with the applicant about the reasonable steps to be included in their Plan, a record of why agreement has not been reached will be made in the Plan indicating what steps the Council considers is reasonable for the applicant and the Council to take. These will include recommended steps, which the applicant can choose to take if they wish including taking a broader range of advice and support perhaps to seek employment etc. The prevention or relief duty will not be ended if the applicant fails to take recommended steps. However, if the applicant fails to take mandatory steps being the steps limited to those the Council considers are required in order to prevent or relieve the homelessness then the Council will seek to end its duty under the grounds of deliberate and unreasonable refusal to co-operate.

2. Review of the Personalised Action Plan

- 2.1 Applicants have the right to request a review of the reasonable steps that the Council has included within their Plan at the prevention and relief stages. Further information on the reviews procedure is set out later in the Strategy under the Section Homelessness Reviews.

Homelessness Prevention

1. Introduction

- 1.1 The Homelessness Team is an integral part of the Housing Options Service. The team is led by the Assistant Housing Options Manager (Homelessness), assisted by 2 PT Senior Homelessness Officers.
- 1.2 The Council will give proper consideration of all applications for assistance and will accept a homeless application from those may be threatened with homelessness or if it is likely they will become homeless with 56 days and make enquiries to see whether a duty is owed under Part 7 of the 1996 Act. Homeless applications will be assessed in parallel with a full and detailed assessment each applicant's case which will include ensuring that the Council's Prevention and Relief Duties are met.
- 1.3 When the Council is satisfied that an applicant is both threatened with homelessness and eligible for assistance it will, taking into account the needs and circumstances of the applicant, take reasonable steps which will be set out in the Personalised Housing Plan to help the applicant to either remain in their own home or to seek alternative accommodation. If the applicant does not have a local connection the Council will continue with the prevention duty.
- 1.4 If an applicant's needs may put them at risk of further homelessness, the Council will work with relevant support and specialist services with the aim of increased sustainability.

2. Ending the Prevention Duty

- 2.1 The Council will end its prevention duties in the following circumstances:
 - Where the applicant has suitable accommodation available for occupation for at least 6 months and the Council has complied with the Prevention Duty
 - Where the applicant who was owed the prevention duty has become homeless
 - Where the applicant has refused an offer of suitable accommodation and that accommodation would have been available to them for the prescribed period
 - Where the applicant has become intentionally homeless from any accommodation made available to them as a result of the reasonable steps taken by the Council during the prevention duty
 - Where the applicant is no longer eligible for assistance
 - Where the applicant has withdrawn their application
 - Where the applicant has deliberately and unreasonably refused to co-operate

3. Statistics

- 3.1 The Council's Prevention work has proved highly effective which has not only seen a huge reduction in the level of acceptances, it has also led to a high number of people being able to remain in their current homes.
- 3.2 The number of cases assisted through Homelessness Prevention now exceeds the number of homelessness cases to whom a statutory duty is owed.
- 3.3 People who consider they are at risk of homelessness are encouraged to make early contact with the Council.

3.4 Homelessness Prevention Officers now provide a comprehensive service with a range of initiatives at their disposal to assist them with resolving the housing difficulties of clients they are seeking to serve.

3.5 The table below shows the number of cases that presented to the Homelessness Prevention Service in the last three years and the reason, with the numbers of cases prevented set out in the final row:

Prevention Action	2015/16	2016/17	2017/18
Mediation	1	1	4
Reconciliation	4	2	1
Financial payments from homelessness prevention fund	1	1	0
Debt advice	2	3	0
Resolving housing benefit problem	9	7	1
Resolving rent arrears in social housing or private sector	9	4	5
Sanctuary scheme for victims of domestic violence	4	0	2
Crisis intervention	3	4	1
Negotiation to help someone remain in the private rented sector	6	14	11
Providing other assistance to enable someone to remain in private rented sector	58	19	14

Prevention Action	2015/16	2016/17	2017/18
Mortgage arrears	0	5	1
Other homelessness prevention measure (where work has commenced but there has been no further contact and resolution is unknown)	279	237	209
Housed in hostel or HMO	2	5	2
Housed in private rented sector with landlord incentive scheme	71	48	62
Housed in private rented sector without landlord incentive scheme	57	53	55
Accommodation arranged with friends or relatives	24	37	16
Supported accommodation	34	12	17
Social housing Priority Transfer	6	4	0
Social housing: Housing Register offer	37	31	24
Social housing: Housing Association direct offer.	13	2	1
Low cost home ownership scheme	1	0	1
Other homelessness relieved	4	14	20
Total cases prevented	625 (90%)	503 (90%)	447 (88%)
Total number of cases	696	559	510

3.6 During the period set out in the above table, the Prevention Service dealt with 1,765 cases of which around 89% have been prevented. The figures do not take into account the many other enquiries made by the general public. This has been a considerable achievement. These results have had a direct impact on the homelessness acceptance rate, which has significantly reduced during the same period.

4. Preventing Homelessness Initiatives

4.1 The Council has a number of initiatives in place to assist those who have either lost their home or are facing eviction. All of these initiatives are set out in this section of the Strategy and form part of the Council's plan to assist homeless applicants and to prevent re-possession.

5. The Epping Forest Housing Aid Scheme (EFHAS)

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

5.2 The Epping Forest Housing Aid Scheme (EFHAS) is a scheme for helping homeless people to access private rented accommodation. It was set up in 1995 by a specially-created voluntary organisation as a registered charity, with financial support from the National Lottery Charities Board and the District Council, the respective contributions being £20,000 and £5,000. In early 2005, EFHAS learnt that their bid to the Big Lottery Fund for additional capital funding of £20,000 had been successful, which increased their funds to around £40,000 at that time. Furthermore, the Council's Cabinet agreed that £26,500 of additional CLG funding be used to assist the scheme in both 2011/2012 & 2012/13.

5.3 EFHAS is able to help homeless people by providing damage deposit guarantees to the landlords of the properties the applicant wishes to rent. All the guarantees are covered by money held in EFHAS's bank account. Furthermore, the Council has an Underwriting Agreement with EFHAS whereby it underwrites up to £60,000 of damage deposit guarantees in order to ensure that the guarantees did not over-commit EFHAS's available resources. Since the scheme has been introduced, the Council has not been called upon to pay out any of the underwritten guarantees.

5.4 Between 1995 and April 2018, EFHAS helped over 356 homeless families move into the private-rented sector in this way, who would otherwise probably have been unable to do so. Many of these families would have had to seek accommodation from the Council direct. Currently there are 59 guarantees in place totalling £47,782.

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

5.6 Assistance can also be given to applicants who do not have sufficient furniture through the Furniture Re-use Project based in Epping.

6. The Rental Loan Scheme

- 6.1 The Rental Loan Scheme was set up in 2008/2009 and was initially funded by both Government grants of around £37,000 (received by the Council in recognition of its good performance on preventing homelessness), and further funding from the Council's General Fund of around £20,000. The scheme complements the EFHAS scheme and provides applicants with a rental loan to meet the costs of the first month's rent in advance when securing accommodation in the private sector. Applicants are required to repay the loan on an interest free basis over 36 months, thereby re-cycling the budget to enable others to benefit from the scheme in the future.
- 6.2 In February 2017, the Cabinet agreed that under the Council's "Invest to Save" initiative £90,000 be used to fund additional rental loans in order to prevent homelessness further avoiding applicants having to be placed in costly B&B and other types of accommodation. Furthermore, following the receipt of the Government's Flexible Homelessness Support Grant, in October 2017 the Cabinet agreed that an additional £80,000 in 2017/2018 and £80,000 in 2018/2019 be used for this purpose funded from the Grant.
- 6.3 At the time of writing, there are funds to provide around a further 63 rental loans. Families who are assisted with rental loans have their new accommodation inspected by the Private Sector Housing Team to ensure they are suitable and free from any significant hazards.

7. Housing Association Leasing Direct (HALD)

- 7.1 The Council set up a Housing Association Leasing Direct (HALD) scheme with Genesis Housing Association in July 2010. The Council has assisted 24 households who would have otherwise been homeless in accessing accommodation under the scheme through nominations made by the Homelessness Prevention Team. Those referred must be eligible for full housing benefit in order to qualify for assistance, with the household being able to remain in the property for 2 years under an assured short-hold tenancy.
- 7.2 The Council pays Genesis Housing Association management fees of around £60,000 per annum to provide the units of accommodation representing a cost of £60 per week per unit. The amount paid is set in accordance with the DWP's Housing Benefit Subsidy rules and was previously met by the Department of Work and Pensions. As this funding has been replaced by the Flexible Homelessness Support Grant in June 2017, the Council's Cabinet agreed that the funding be continued funded from the new Grant.
- 7.3 In October 2017, the Council's Cabinet agreed a budget in order to provide landlord incentive payments in partnership with Genesis Housing Association of £2,000 per property paid on the basis that the property is available to the Council's homeless applicant for a minimum of 2 years. The budget is funded from the Government's Flexible Homelessness Support Grant and is sufficient to provide 4 landlord incentive payments in both 2017/2018 and 2018/2019.

8. Private Lease Agreements Converting Empty Properties (PLACE)

- 8.1 The PLACE scheme has been set up by a consortium of 7 Councils including EFDC following a successful bid for Government funding. The Scheme offers a capital grant to owners of long-term empty properties to renovate their property to a standard suitable for letting. In return the owner is obliged to lease the property for three years to Genesis Housing Association and the accommodation will be made available to families nominated by the Homelessness Prevention Team. The Council has assisted 4 households in this way that would otherwise have been homeless.

9. Parental Exclusions

- 9.1 Young people can sometimes have volatile relationships with their parents and can be at risk of exclusion from their home. "Relate", who are a charity providing relationship support to people of all ages and backgrounds through its network of counsellors, receive referrals and seek a resolution to family difficulties and have an 80% success rate. In some cases, an exit plan is drawn up for the young person to move on to independent accommodation at the appropriate time. The Homelessness Team work with Essex County Council's Homelessness Response Team who also mediates between young people and families and provides other general support.

10. Young Parent Scheme

- 10.1 Railway Meadow in Ongar is a supported housing scheme built in partnership with Brentwood and Uttlesford Councils for young parents, which provides support to help young people overcome challenges during their pregnancy and the first year of their child's life. The scheme consists of 13 self-contained flats with a communal lounge, activity area, training kitchen and office. The accommodation is offered to young Mothers, Fathers and couples aged between 16 and 25 years of age. The support gives young people essential parenting and life skills to enable them to move on and live independent lives. The scheme is owned and managed by East Thames and referrals are received from the Council, and Brentwood and Uttlesford Councils, with residents being re-housed by their host authority at the appropriate time. Epping Forest District Council has nomination rights to 8 of the flats.
- 10.2 Until 2016/2017, the annual support costs for the Scheme were met by Essex County Council's Housing Related Support (HRS) budget. However, as a result of HRS funding reductions the funding for the Scheme was withdrawn. In June 2017, the Cabinet agreed that the Council meets its own HRS costs at the Scheme with a budget of £29,000 in both 2017/2018 and 2018/2019 funded from the Government's Flexible Homelessness Support Grant.

11. Epping Forest District "Sanctuary" Scheme.

- 11.1 The Council's "Sanctuary" Scheme assists victims of domestic violence or Hate Crime on a tenure neutral basis. The scheme provides a safe room within the victim's home. A typical sanctuary room would include a fire door with mortice locks, smoke detectors, fire blanket and two fire extinguishers. The victim would be supplied with a mobile phone to summon emergency assistance. The Council's works Safer Communities Team works in partnership with, Essex Police Hate Crime Unit, Essex Fire and Rescue and Safer Places (formerly known as Harlow Women's Aid) on the provision of the schemes. All referrals are made through the Homelessness Team. Since its introduction, five Sanctuary rooms have been installed and have prevented homelessness. Since the scheme became operational in 2006, 17 Sanctuary schemes have been installed across the Epping Forest District.

12 Single Accommodation for Epping Forest (SAFE) Project.

- 12.1 SAFE is managed by NACRO Community Enterprises, a registered housing association and charity, which offers supported accommodation to single people. The scheme works in partnership with Social Care's Divisional Based Intervention Team (DBIT) under the Essex Young People's Partnership (EYPP), the Essex Probation Service, the Youth Offending Team and the Peabody Trust Support Scheme based in Waltham Abbey. The project is used in resolving the housing difficulties of single people across the District who otherwise would become homeless. SAFE was set up in 1993 with funding from the former Housing Corporation, the Council and the Probation Service. The Council provided SAFE land free of charge for the first of the developments and they now provide 37 Units of

accommodation. This is in a mix of accommodation which is either shared or self-contained.

- 12.2 Properties in the scheme are furnished and managed by SAFE, which lets them under a licence or an assured short-hold tenancy. Most residents are at the scheme for around one year. The scheme is managed by a Project Manager and supported by a team of Project Workers. Around 75% of all referrals are made by the Council with the balance being made from other key agencies. The main client group is 16-18 year olds, although people up to the age of 25 years are accepted. Those referred are assessed by the Project Manager with a report on each case being referred to the SAFE Panel (comprising representatives from key agencies) for consideration. Those not accepted onto the scheme can appeal against the decision. On average there are 20 admissions annually to the scheme.
- 12.3 The Council can provide move-on accommodation by providing SAFE residents with a direct offer of accommodation under the terms of the Housing Allocations Scheme. However, other move on options can be considered by SAFE Staff.

13. Family Mosaic Peabody Trust – Trailblazer Scheme

- 13.1 Following a successful bid for Government funding under the Trailblazer Scheme by Essex County Council in 2016, the Council's Homelessness Prevention work has been further enhanced by an additional Case-Worker who provides intensive support to those threatened with homelessness. The worker has the capacity for a case-load of around 27 cases each year.

14. Rough Sleeping

- 14.1 The Council's Cabinet agreed in October 2017 that a total budget of £10,500 is made available to fund an external company to provide specialist services to rough sleepers in the District. At the time of writing, the Council is entering into an agreement with CHES (Churches Homeless Emergency Support Scheme) which will provide an outreach service to visit rough sleepers to offer advice and assistance.

15. Preventing Repossession Fund

Background

- 15.1 The Council received a grant of £47,500 from the Communities and Local Government (CLG) at the end of June 2009, which enabled the Council to extend small loans to families at risk of homelessness through repossession or evictions. In March 2012, a further grant of £30,000 was received as part of a preventing re-possession national allocation. The Government issued guidance on the use of the grant which provided financial assistance enabling applicants to remain in their own homes.
- 15.2 Under the Government's guidance, financial assistance through small interest free loans ranging from £1,000 to £3,000 per household capped to a maximum of £5,000 were available interest free is made available. Final decisions on how the money is deployed rested with the Council and was based on individual local need and circumstances. In addition to homeowners, the funding was used to assist residents in all forms of tenure that are struggling with their rental payments and face eviction.
- 15.3 Loans were agreed by senior officers repayable by the applicant over a period of 1-5 years depending upon the size of the loan and the circumstances of the applicant. This allowed the money to be re-cycled to help other households in the future. Only those households who, following investigations, were found to be genuinely unable to pay their rent or mortgage, due to "income shock" caused by loss of earnings where there is no history of previous arrears, were able to benefit.

- 15.4 Loans were only agreed, when the recipient was prepared to act on debt advice to make repayments more affordable following the intervention of an advisor. They were provided where lenders cannot apply forbearance measures due to the level of arrears, but will freeze possession action as a result of the loan, on the basis that all parties are prepared to compromise on the debt owed and should be made to recover the position, (rather than fully clear arrears) where all other options have failed. Loans were not be made where there were other ways to resolve the problem. For example, if the arrears are caused by housing benefit delays, assistance should be given in dealing with the matter. Loans were only made where it would enable a household to remain in place where no other option would lead to this outcome.
- 15.5 Between June 2009 and October 2016 the Council provided 18 small loans. However, due to lack of funding the Scheme was discontinued.

Re introduction of the Preventing Re-possession Fund

- 15.6 In October 2017, the Council's Cabinet agreed the re-introduction of the Preventing Repossession Fund with a budget being made available of £40,000 in 2017/2018 and £65,000 in 2018/2019 funded from the Government's Flexible Homelessness Support Grant. It was recognised that the most common reason for acceptances of homelessness is due to the termination of Assured Short-hold Tenancies leading to the loss of private rented accommodation which could be avoided if the Fund was re-introduced under the same conditions as previously.

16. Discretionary Housing Payment

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

17. Review of Decision to End the Prevention Duty

- 17.1 Where the Council decides to end the Prevention Duty, the applicant will have the right to a review of this decision. Further information on the reviews procedure is set out later in the Strategy under the Section Homelessness Reviews.

The Relief Duty

- 1.1 When the Council is satisfied that an applicant is both homeless, eligible for assistance and meets with the local connection requirements interim accommodation will be provided. Where local connection requirements are not met, at this stage a referral will be made to another authority in England.
- 1.2 During the period of the Relief Duty, the Council may complete its enquiries into the duties that may be owed to the applicant. If it is found that the full housing duty is not owed, the Council will continue to provide assistance during the Relief Duty stage.
- 1.3 The Council will not issue any decision on its main housing duty during the Relief Duty stage.

2. Ending the Relief Duty

2.1 The Council will end its relief duties in the following circumstances:

- Where the applicant has suitable accommodation available for occupation for at least 6 months and the Council has complied with the Relief Duty
- Where the applicant who was owed the Relief Duty and has become homeless
- Where the applicant has refused an offer of suitable accommodation and that accommodation would have been available to them for the prescribed period
- Where the applicant has become intentionally homeless for any accommodation made available to them as a result of the reasonable steps taken by the Council during the Relief Duty
- Where the applicant is no longer eligible for assistance
- Where the applicant has withdrawn their application
- Where the applicant has deliberately and unreasonably refused to co-operate

3. Review of Decision to end the Relief Duty

- 3.1 Where the Council decides to end the Relief Duty, the applicant will have the right to a review of this decision. Further information on the reviews procedure is set out later in the Strategy under the Section Homeless Reviews.

Deliberate and Unreasonable Refusal to Co-operate

- 1.1 Both the Prevention and relief Duties can be brought to an end if an applicant deliberately and unreasonably refuses to take any of the steps they agreed to take, or that the Council set out for them to take, or where an agreement could not be reached in their Personalised Housing Plan.
 - 1.2 Before issuing a Notice and bringing either duty to an end, the Council will be satisfied that it is reasonable to do so when taking into account all of the circumstances. When satisfied a warning letter will be issued to the applicant making it clear to the applicant the reasons why it is intending to issue the Notice setting out the consequences and giving a reasonable period prior to the Notice being served. The reasonable period will depend upon the circumstances of the case and will give the applicant sufficient time to rectify the non-co-operation and prevent the Notice being served.
 - 1.3 If the non-co-operation is not rectified, then the Council will issue a Section 193 (B) Notice, signed by an appropriate person who is someone of at least an equivalent seniority to the officer who made the original decision who has not been involved in the original decision to serve the Notice. The appropriate person will give particular consideration as to whether the original decision to issue the Notice had due regard to the circumstances and the needs of the applicant and whether these were properly identified. The Notice will explain clearly why it has been served.
 - 1.4 If the Prevention Duty is ended for these purposes, it will not affect the Council's assessment of the applicant and what duties are owed should the applicant seek help having become homeless.
 - 1.5 If the Relief Duty is ended for these purposes, then the main housing duty will not apply to applicants who are eligible for assistance, unintentionally homeless and have a priority need. However, in these cases, the Council will secure that accommodation is available for occupation by the applicant by making a final offer of accommodation.
- 2. Review of Decision to end the Relief Duty**
- 2.1 Where the Council decides to end the Relief Duty, the applicant will have the right to a review of this decision. Further information on the reviews procedure is set out later in the Strategy under the Section Homelessness Reviews.

Support schemes, welfare and mediation services

1. Introduction

- 1.1 A number of support schemes are in place in the District to support people who have been homeless or may be at risk of being homeless and are as follows:

2. Safer Places Floating Support Scheme (Stay Safe)

- 2.1 This is known as the 'Stay Safe' scheme and was launched in January 2003, and can assist up to 14 households at any one time.
- 2.2 The aim of Stay Safe is to assist women experiencing (or at risk of) domestic abuse to remain safely in their own homes. It can also be used to support women moving on from a refuge. There is access to a 24 hour emergency help line with contact being made by a Support Worker at least once each week. Risk assessments are undertaken and, if it is safe, meetings take place in clients' homes. Otherwise, local drop-in centres are used. On average, the Support Worker will spend around 3 hours per week on each case. Plans are made, setting out the action required to provide the practical support, information, advice and guidance needed in each case. These are kept under review with risk assessments updated.
- 2.3 Although referrals to Stay Safe may be made by other agencies, many are made through the Council's Homelessness Team. A number of referrals are also made from the Multi-Agency Risk Assessment Conference (MARAC).
- 2.4 Applicants can visit the drop-in centres and have access to a solicitor, if required. They can also attend various support sessions.
- 2.5 Stay Safe has a full-time Support Worker in the District who reports to an Area Co-ordinator based in Harlow and is also responsible for managing three Support Workers at similar schemes in East Hertfordshire, Broxbourne and Harlow.

3. Multi Agency Risk Assessment Conference (MARAC)

- 3.1 The Multi Agency Risk Assessment Conference (MARAC) draws together key agencies in a local forum to co-ordinate actions and resources towards addressing the highest risk victims of domestic abuse. The Housing Options Team participates in the MARAC process and attends meetings.

4. The Peabody Trust Support Scheme

- 4.1 The Peabody Trust Support Scheme (Formally Family Mosaic) provides floating support to vulnerable people irrespective of tenure across the Epping Forest District.
- 4.2 The service also provides a high level of support to homeless applicants placed in bed and breakfast accommodation.
- 4.3 The Support Worker provides agreed levels of support with the client. This will include acting as a key link with other agencies and preparing the client to acquire the skills needed to sustain a permanent tenancy.

- 4.4 Support Workers also provide a service to people whom the Council does not owe a duty under homelessness legislation. All referrals to the scheme for those living in bed and breakfast accommodation are through the Homelessness Team.
- 4.5 The Assistant Housing Options Manager (Homelessness) meets on a monthly basis with the Peabody Trust Managers to discuss contact and service delivery matters.

5 Epping Re-Use Furniture Project

- 5.1 The Epping Re-Use Furniture Project, offers good quality second hand furniture and household items at significantly reduced prices, and in some instances free of charge when referred by specific agencies. The Housing Options Section makes referrals in appropriate cases.

6. Epping Foodbank

- 6.1 The Council works in partnership with The Trussell Trust who provides the Foodbank Service. The service provides essential food supplies to those households experiencing exceptional financial hardship. The numbers accessing the service has increased by 87%. The Council issues Foodbank vouchers to households who suffer hardship, in the last 12 months 14 vouchers have been issued by the Council. In additional emergency packs have been provided to certain households at the Council's Homeless Persons' Hostel Norway House, North Weald.

7. Essex National Probation Service

- 7.1 The Housing Options Section works with the National Probation Service's Housing Liaison Officer on cases referred by the Service. If a full housing duty is owed to the person referred, then the Council will continue to work with the Probation Service to ensure that they are able to sustain any permanent accommodation offered. A Protocol is in place between the Council and the Probation Service which sets out the way in which the service will be delivered effectively.

8. North Essex Mental Health Partnership

- 8.1 The Housing Options Section works in partnership with the North Essex Mental Health Partnership to ensure that housing advice and assistance is provided to people who are suffering from mental illness. The Council will arrange to visit clients either at their current place of residence or in hospital to discuss their housing situation. Clients may be provided with bed and breakfast accommodation in the first instance with a referral being made to the Peabody Trust Support Scheme so that housing related support is provided from the outset. The Mental Health Team carries out their own assessment of the client's ability to live independently. In addition, some clients with low level mental health needs are placed in the Council's short-term accommodation at Hemnall House, Epping. A Protocol is in place between the Council and the Mental Health Partnership which sets out the way in which the service will be delivered effectively.

9. Multi-Agency Public Protection Panel Arrangements

- 9.1 The Council is a member of the Multi-agency Public Protection Panel Arrangements (MAPPA). The Panel is co-ordinated by Essex Police and manages high risk offenders. The Housing Options Manager and the Assistant Housing Options Manager (Homelessness) attends when cases are being considered involving homeless applicants who are seeking assistance from the Council.

10. Out of Hours Service

- 10.1 The Council provides a 24 hour 365 day per year emergency out-of-hours homeless response service. Members of the Homelessness Team are on call on a duty rota and will respond to cases where a person, for example, could become homeless due to fire or flood.

The Role of Essex County Council's Social Care

1. Children's Social Care

- 1.1 The majority of children's services are now provided on a 'quadrant basis' (Essex is split into four geographical areas with each area being a quadrant) and children in the Epping Forest District receive services from the 'West Essex Quadrant'. Many staff providing services for children in the Epping Forest District (under the West Essex Quadrant) is located at Goodman House in Harlow.

2. Leaving and After Care Team

- 2.2 The Leaving & After Care Team is quadrant-based and located at Goodman House, Harlow. The team takes casework responsibility for children up to the age of 15 years and six months. The team provide support whilst the young people are in care, for example: assessing need, creating "Pathway plans" and assisting in the transition process of young people moving on from care. The team also provides aftercare support according to the specific provisions of the Children Act 1989 as amended by the Children Leaving Care Act 2000.
- 2.3 The Council's Homelessness Team are notified by the Leaving and After Care Team prior to a young person leaving care in order that their housing needs can be assessed. In general, the Council arranges for NACRO (a housing association providing specialist housing and support for young people) to accommodate young people leaving care in the SAFE Scheme to give them extra preparation for independent living. The Council then re-houses the young person when they move on from NACRO into Council accommodation with Floating Support.

3. Homeless Response Team

- 3.1 The Homeless Response Team is a small, centrally based team (located at County Hall, Chelmsford) which seeks to engage with 16 & 17 year olds on the verge of parental eviction and mediates with families to avoid homelessness and the necessity of providing accommodation under Section 20 of the Children Act 1989.
- 3.2 The team works in partnership with the Council's Homelessness Prevention Team and carries out joint assessments either through planned sessions or in response to urgent requests (whenever this is possible).

4. Assessment & Intervention Team

- 4.1 The Assessment and Intervention Team is also quadrant-based and located in Goodman House, Harlow. The Team respond to the immediate needs of children and families referred to Children's Social Care where an assessment of that need is required and especially in relation to "Safeguarding" (Child Protection) and "Children in Need". Referrals to this service are through the central Initial Response Team, with reference to Essex County Council threshold criteria. The Council will, in accordance with the Essex-wide Intentionally Homeless Families Protocol, alert Children's Social Care where families with dependent children are found to be intentionally homeless and are being required to leave their accommodation.

5. Family Support & Protection

- 5.1 The Family Support and Protection Team is Quadrant-based and located at Goodman House, Harlow responding in the longer term for those children subject to Child Protection Plans, and Child in Need plans, with reference to Essex County Council threshold criteria.

6. Family Solutions

- 6.1 Family Solutions was set up in October 2013 and works in partnership with the Council in providing intensive support to households in need across the District. Some of the households are active cases being dealt with by the Council's Homelessness Team. Since introduced, Family Solutions have assisted over 100 households.

7. Learning Disability and Physical Impairment Team

- 7.1 The Learning Disability and Physical Impairment Team are quadrant-based and located at Goodman House, Harlow. New referrals are initially received by a central Essex Team (Social Care Direct) and then forwarded to the Team for further assistance. The Learning Disability and Physical Impairment Team refer people requiring housing and support to schemes called Barnes Court, and Tolpuddle House in Ongar which are owned and managed by East Thames Housing Association.

8. Community Assessment Team for Older People

- 8.1 The Community Assessment Team for Older People are quadrant-based and located at Goodman House. The Team assist people aged over 65. Initial referrals are received first by a central Essex Team (Social Care Direct) and then passed where necessary to the Team.

9. Safeguarding Adults

- 9.1 The Council has a Corporate Safeguarding Group. Key staff have received training on Safeguarding adults with care and support needs. The Council has a Safeguarding Strategy and a reporting form and has an e-learning package available to all staff.

Services for people involved with drug and alcohol abuse

1. The Housing Options Section deals mainly with referrals from the Community Drug and Alcohol Services known as “Choices”. The service works with clients of all ages with their funding coming predominantly through the Essex Drug and Alcohol Partnership (EDAP) whose commissioning function is managed by the Essex Drug and Alcohol Action Team based at Essex County Council’s offices in Chelmsford.
2. Some referrals are dealt with by the Alcohol and Drugs Advisory Services (ADAS). ADAS clients are assessed and complex alcohol cases are then referred to the Community Drug and Alcohol Team (CDAT) with Choices dealing with drug only cases. Client with Alcohol problems far outnumber those with drug problems.
3. Choices offer outreach services in Loughton and Waltham Abbey. Clients are referred through a number of sources including hospitals, ADAS, GPs, family members and self-referrals. The service is an all age recovery management service with links and referral routes to more structured treatment interventions where required. Family support is offered which helps young people remain in their own homes, but where necessary they are referred to emergency night shelters across the County.
4. The aim of Choices is to support clients and families to build recovery and to support them to re-integrate into society and to become free of drugs dependence. The intention is to also develop Alcohol prevention in a similar way in the future.
5. Homelessness is a common problem with drug and alcohol clients. In order to deal with the problem, the Council has entered into a local protocol with treatment providers to ensure effective working arrangements.

Homelessness Reviews

1. Right to Request a Review

- 1.1 Applicants have the right to request the Council to review its decision on homelessness cases in the following circumstances:
- Their eligibility for assistance
 - What duty (if any) is owed to them in relation to the duties owed to persons found to be homeless or threatened with homelessness
 - The steps the applicant is to take in their Personalised Housing Plan at the prevention duty
 - To give notice to bring the prevention duty to an end
 - The steps an applicant is to take in their Personalised Housing Plan at the relief duty
 - To give notice to bring the relief duty to an end
 - Giving notice in cases of deliberate and unreasonable refusal to co-operate
 - To notify their case to another authority
 - The suitability of accommodation offered
- 1.2 The request for a review must be made within 21 days beginning on the day which they were notified of the decision. If the applicant requests a review outside of the deadline, the Council may offer additional time depending upon the circumstances. The applicant will be notified that they, or someone acting on their behalf, are required within two weeks of requesting the review to provide grounds and reasons for challenging the Council's decision as well as any new relevant information obtained since the decision. If the request is made in accordance with Section 202 of the Act the Council must review the relevant decision. Reviews will be carried out (or signed-off), by an officer of the Council (or by someone acting as an agent of the Council) who has not been involved in the original decision and is senior in rank or grade to the officer who took the original decision.
- 1.3 An applicant is not required to provide grounds or reasons for challenging the Council's decision in their request for a review but are invited to do so. The Council will notify the applicant that they, or someone acting on their behalf, may make written representations in connection with the request for a review within two weeks from the day on which the applicant requested the review. This period can be extended by mutual agreement.
- 1.4 In cases where the Council considers that there is a deficiency or irregularity in the original decision, or the manner in which it was made, but they are minded nonetheless to make a decision that is against the applicant's interests the applicant will be notified that the decision maker is so minded and that further written or oral representations can be made.
- 1.5 Applicants will be made aware in writing or by other means of the period by which the review must be completed. Such periods will be in accordance with the Code of Guidance.
- 1.6 Applicants will be advised of agencies that can assist them in the review process including the CAB and Shelter.
- 1.7 The Council also refers Section 202 Reviews to an external company to undertake reviews depending upon the workload of officers. These arrangements are in accordance with the Local Authorities (Contracting out of Allocation of Housing and Homelessness Functions) Order 1996.

- 1.8 Applicants will be notified in writing of the decision on review. If a homeless applicant is dissatisfied with a decision made at a statutory Section 202 Review, provided their application is made within 21 days of the statutory review decision, they have the right to pursue a further review on a point of law through the County Court. This is explained to applicants in decision letters.
- 1.9 Where a homeless applicant is in priority need and not intentionally homeless but has no local connection with the District, they may be referred to another local authority where they do have a connection.

Accommodating Homeless Households

1. Introduction

- 1.1 The Homelessness Reduction Act introduced the duty to “help to secure” accommodation for all applicants who are eligible for assistance and threatened with homelessness or homeless. Helping to secure does not mean that the Council has a duty to directly find and secure accommodation, but involves the Council working with applicants to agree (where possible) reasonable steps that the applicant and the Council can take to identify and secure suitable accommodation.
- 1.2 The Council uses a variety of interim and temporary accommodation including its Norway House hostel, and a small block of self-contained flats at Hemnall House, Epping where tenants receive out-reach support from hostel staff. Homeless applicants are very rarely placed in the Council’s own housing stock. For management reasons, certain single homeless applicants are provided with Bed and Breakfast accommodation.
- 1.3 The table below shows the distribution of households between the different types of temporary accommodation for the past 3 years.

Year	Norway House Hostel	Hemnall House	Council Stock	Brook Haven And Women’s Refuge	Bed & Breakfast	Total
2017/18	31	9	27	4	17	88
2016/17	45	9	24	5	31	114
2015/16	43	9	24	5	21	102

2. Homeless Persons’ Hostel Norway House, North Weald

Background

- 2.1 The Council’s hostel, Norway House, North Weald (a Grade II listed building) underwent a major refurbishment and improvement scheme in 2004/05.
- 2.2 The hostel has a number of facilities including an enclosed garden which provides a play area for children under 5 and a play area for older children equipped by a group of volunteers, funded mainly through grants from Essex County Council Community Partnership and Essex Youth Development and Child-Care Partnership. In 2014, the Hostel had Wi Fi access installed which enables all residents to access the Internet. The Council works with the Norway House Stakeholder Partnership which comprises representatives from local schools, Churches and Health Service staff. The group aims to generally improve the quality of life for residents.
- 2.3 Norway House has ample parking facilities and a large secure store for residents’ furniture, should they be unable to accommodate all their possessions in their rooms. Homeless households in other accommodation can also benefit from the storage.

- 2.4 There are 32 rooms on the ground and first floors which are let individually or as suites, as necessary. Four attic rooms have been refurbished, with their own private facilities. Two additional rooms are reserved for night and week-end emergencies, with beds made-up ready for use. Residents have use of communal kitchens, common rooms and laundry facilities. Over the last three years, the majority of rooms have been provided with their own bathroom facilities with the remainder being converted within the next year. A previously unused area outside of the communal kitchen has recently been converted into a meeting room.
- 2.5 The former Caretaker's accommodation has been converted to provide three separate rooms for 16-17 year olds in order to meet reduce the use of bed and breakfast accommodation for this younger age group. Residents provide their own furniture, but where necessary basic items of equipment such as beds can be supplied from hostel stores.
- 2.6 In 1992, in response to an increase in homelessness at that time, five chalets providing accommodation for 10 families were built in the grounds to the rear of the main hostel, and continue to provide a valuable contribution to the assistance Norway House can provide.
- 2.7 The hostel has a door-entry system for the main building and closed circuit television cameras cover external doors, parking areas and some communal areas internally. These systems are controlled from the Manager's office.
- 2.8 Office opening hours are 9 am to 5 pm weekdays. A service is also provided on Saturday mornings for between 2 and 4 hours. In addition, some cover is offered on Bank Holidays. The Manager and Deputy Managers are on call on a 24 hour, 365 day rota basis to deal with emergencies.
- 2.9 On admission to the hostel, residents are given a 'welcome' pack, which includes information about local schools, health services etc. They are helped to apply for housing benefit, if necessary, and a Supporting People Tenant Support Plan is maintained.
- 2.10 Residents have a licence agreement which sets out the conditions by which they live at the hostel.

Modular Temporary Accommodation for Single Vulnerable Homeless People

- 2.12 In March 2017, the Council's Cabinet agreed that a pilot Scheme be undertaken at Norway House to provide three modular units of temporary accommodation for six vulnerable homeless people. A number of local authorities are now exploring the use of the units which are the same size as shipping containers. They are of robust metal construction, can be painted in a range of colours and can be stacked with staircase access. They have additional storage facilities and some car parking and are an alternative to expensive and less desirable B&B accommodation. The units are expected to be installed towards the end of 2018.

Staffing Arrangements

- 2.12 The Hostel has 5 staff supervised by the Assistant Housing Options Manager (Homelessness). The Hostel team includes the Manager, 2.5 FTE Deputy Managers, a Caretaker and a part-time Cleaner. Hostel Management staff have a small office near to the entrance of the main building with a service reception area for residents' enquiries.
- 2.13 As the Hostel is now full most of the time it has resulted in an increased workload for staff who also now visit and monitor other types of temporary accommodation. Furthermore, the installation of the modular units referred to above has presented a need for additional staffing. In April 2017, the Housing Portfolio Holder agreed the appointment of one part-time (18 hours) additional Deputy Hostel Manager on a temporary contract for 2 years (included in the staffing numbers referred to in Paragraph 2.12 above), funded from the Government's Flexible Homelessness Support Grant in recognition of the additional workload.

3. Hemnall House, Epping

- 3.1 Hemnall House comprises 10 units of accommodation on two floors, mainly small studio flats with shared facilities, although there are some larger self-contained units.
- 3.2 The flats are occupied on a non-secure tenancy with the accommodation being carpeted and the kitchens equipped with refrigerators and cookers. Residents have use of a communal laundry room.
- 3.3 Staff offer support to tenants on an out-reach basis and visit the scheme each week. The flats are let to families with no more than 2 children (because of the limited size of the flats) who are able to live more independently than those at the hostel.
- 3.4 Some residents may be referred to the Peabody Trust Support Scheme where additional support is needed.

4. Bed and Breakfast Accommodation

- 4.1 Following a competitive tendering exercise, the Council has appointed a number of hotels both within and outside of the District to provide bed and breakfast accommodation. All hotels used have been inspected to ensure that they provide adequate living conditions and meet all health and safety requirements. Fire Safety Risk Assessments are monitored on a six-monthly basis.
- 4.2 The Council has on average 20 single people living in bed and breakfast accommodation at any one time who are generally housed there as a last resort for management reasons. The vast majority of occupants receive housing benefit.

5. Zinc Arts Accommodation

- 5.1 Zinc Arts is a local charity based in Ongar and offers a range of accredited courses to those who struggle with mainstream education. At the site there is a residential block comprising 25 units which were originally designed for the use of students attending Zinc Arts' programmes. However, as there was limited interest from students many of the rooms remained empty. As a result, Zinc Arts now let the units to people who require support as a "health and wellbeing" Project with a Duty Manager on site 24 hours a day, 7 days a week. Zinc Arts approached the Council with the proposal that the units are made available for either single or parent and child homelessness applicants.
- 5.2 In April 2017, the Housing Portfolio Holder agreed that the Council enters into an Agreement with Zinc Arts to place homeless applicants at the accommodation on an ad.hoc. Licence basis. In 2018/2019 up to 9 homeless applicants will be placed there which will assist in reducing the number of applicants placed in expensive and less desirable B&B accommodation.

6. Non-secure Council Accommodation

- 6.1 In certain circumstances, where in the opinion of the Housing Options Manager it is considered appropriate, arrangements will be made for an applicant to be housed temporarily in the Council's own housing stock until a permanent offer is made. At the time of writing around 15 properties have been made available in this way.

7. Women's Refuges

- 7.1 The Council, in partnership with East Living provided the first Women's Refuge in the District, which opened in April 2005. It has a wide range of facilities and is supervised by a Scheme Manager and a part-time assistant.

- 7.2 It comprises 3 x 1 bedroom and 2 x 2 bedroom self-contained flats with their own kitchens and bathrooms. A Health Visitor attends regularly and the Scheme Manager ensures that all the tenants have access to a G.P. Legal advice is provided by a visiting solicitor. The Scheme Manager helps with training residents and assisting with issues such as returning to work with good links with local schools and nurseries being established.
- 7.3 Residents have assured short-hold Tenancies that can be renewed if they are not ready to move on. In order to be accepted on the scheme, residents must have been accepted for either the interim or full homelessness duty by the Council.
- 7.4 Safer Places is an independent domestic abuse charity dedicated to supporting adults and children affected by domestic abuse. They have refuges in Harlow, Broxbourne and Southend providing supported accommodation for up to 273 women. They also offer an outreach and floating support service in five Hertfordshire and Essex areas including the Epping Forest District. The outreach service is for women who either cannot or will not go into a refuge. The Homelessness Prevention Team would refer households fleeing domestic violence for a refuge space. In addition, referrals are also made to Women's Aid a national charity working to end domestic violence against women and children. They support a network of a range of domestic and sexual violence services across the UK.

8. High Risk Victims of Domestic Abuse - Transfers

- 8.1 Where an existing social housing tenant of another Essex authority (who is a high risk victim of domestic abuse) is referred and it is confirmed by Essex County Council, that the victim needs to be moved specifically to the Epping Forest District, an appropriate offer of a tenancy will be made on a reciprocal basis. Any offer will be subject to Essex Police strongly recommending that the person must live only within the District and their priority has been assessed as being greater than all other existing cases where a duty has been accepted by the Council under the homeless legislation. Such accommodation offered will be either a flat or maisonette.

9. Applicants Accepted as Homeless under Part 7 of the Homelessness Act as amended

- 9.1 Applicants accepted by Epping Forest District Council as homeless, eligible for assistance, in priority need and not intentionally homeless under Part 7 of the Housing Act 1996 as amended, will be made one offer of suitable accommodation after receiving their S.184 decision letter, in generally flatted accommodation (including maisonettes). Homeless applicants will be made an offer accordingly, subject to the availability of accommodation. In order to discharge its main homeless 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 housing advice and assistance to] the applicant if at the end of the fixed-term establishes that they have become unintentionally homeless. If the offer is refused, the applicant will have the right to seek a Review of the suitability of the accommodation. If not successful, the Council's duty under the Homelessness Act 1996 as amended to provide accommodation will be considered to be discharged.
- 9.2 Around twenty percent of all offers of Council accommodation are made to homelessness applicants.

Consultation

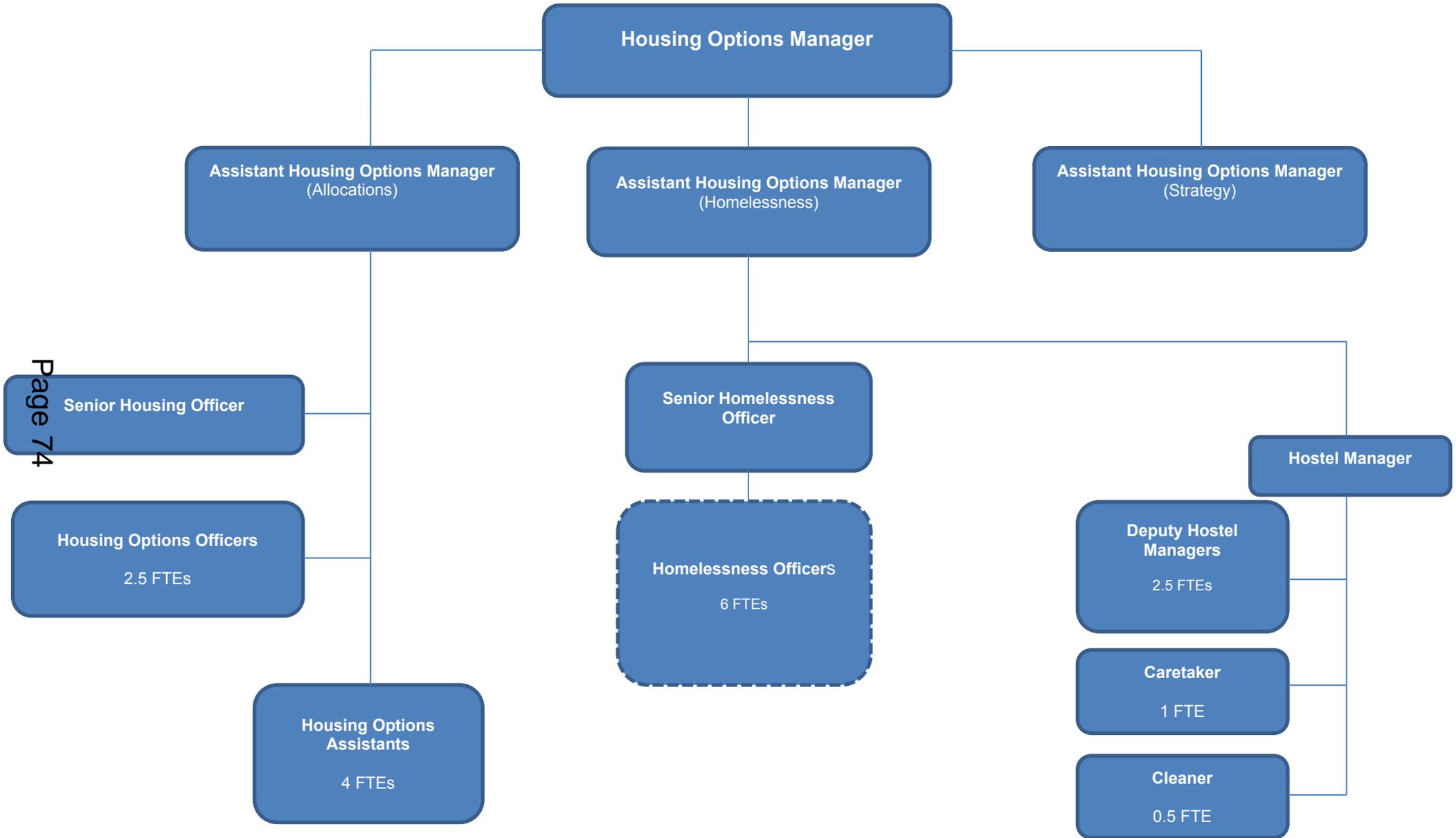
1. A consultation exercise on the Strategy has been undertaken with all partner agencies, the communities Select Committee Member Panel and Town and Parish Councils. The Strategy was approved by the Housing Portfolio Holder in August 2018.
2. The Council undertakes periodic consultations with its customers including customer interview exit surveys. The homelessness service forms part of the three yearly tenant's satisfaction survey with all Housing Services.

Action	Priority	Target Date	Milestones & Monitoring Arrangements	Responsibility
Appointment of the new Post of Assistant Housing Options Manager (Strategy) funded from Government Grant	High	July 2018	Recruitment Induction Assistance with meeting the new duties under the Homelessness Reduction Act	Housing Options Manager
Continue to keep the number of households in temporary accommodation to a minimum and within the Council's Key Performance Indicator target of 65 households	High	On-going		Housing Options Manager
Continue to keep the use of bed and breakfast accommodation for the single homeless to a minimum	High	On-going	Bed and Breakfast accommodation will only be used for the single homeless where there are severe management difficulties Consider the use of other suitable types accommodation	Asst Housing Options Manager (Homelessness)
Continue to ensure 40% affordable housing on large development sites	High	On-going	This will be achieved through local plan	Assistant Director (Property and Development)
Continuously Review the financial and underwriting support given to the Epping Forest Housing Aid Scheme	High	On-going	This is essential in tackling homelessness	Housing Options Manager
Expand the "Sanctuary" Scheme for victims of domestic abuse and hate crime	Medium	On-going	5 active schemes currently in place	Housing Options Manager

Action	Priority	Target Date	Milestones & Monitoring Arrangements	Responsibility
Review the budget for the Rental Loan Scheme and the Preventing re-possession Fund	Medium	On-going	This is essential in tackling homelessness`	Housing Options Manager
Finalise the arrangements for "CHESS" to provide advice, support and assistance to rough sleepers in the District	High	July 2018	Meetings with CHESS Complete Service Level Agreement Monitor performance	Housing Options Manager
Implement the revised Housing Allocations Scheme changes relating to homelessness	High	July 2018	2 year fixed term tenancies for homeless applicants New tenancy declaration Information on sign-up Visiting tenants after 18 months Reduce residency requirement for those in appropriate support schemes	Housing Options Manager
Liaise with appropriate external agencies and set up procedures under the Duty to Refer	High	October 2018	Meetings with agencies Training of staff Referral forms	Housing Options Manager
Submit a report to the Cabinet for consideration to be given for the use of the Flexible Homelessness Support Grant for 2019/2020	High	October 2018		Assistant Director (Housing Operations)
Complete the installation of the Modular Units ("pods") in the grounds at the Council's homeless persons' hostel Norway House , north Weald	High	December 2018	Planning Consent Risk Assessment Procedures for housing single homeless applicants in the units	Assistant Director (Property and Development) Housing Options Manager

Action	Priority	Target Date	Milestones & Monitoring Arrangements	Responsibility
Work with Genesis Housing Association in order to provide landlord incentives thereby expanding the private sector leasing scheme	High	December 2018	Meeting with Genesis Housing Association Promoting the Scheme	Housing Options Manager
Expand the use of the Zinc Arts accommodation initiative to 9 units in 2018/2019	High	December 2018	Identifying suitable single or parent and child applicants to be accommodated there Exploring the possibility of expanding the scheme further	Housing Options Manager

HOUSING OPTIONS SECTION





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Report to Communities Select Committee

Date of meeting: 12th June 2018

Portfolio: Housing – Cllr S. Stavrou

Subject: Housing Service Standards – Performance Report 2017/18 and Review



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

Committee Secretary: Adrian Hendry (01992 564246)

Recommendations:

- (1) That performance against the previously-agreed Housing Service Standards in 2017/18 (where measured), as set out in the Appendix, be considered;**
- (2) That the 80% achievement of all measurable and measured targets associated with the Service Standards be noted;**
- (3) That, subject to the views of the Tenants and Leaseholders Panel, the changes shown in bold italics in the second column of the Appendix be recommended to the Housing Portfolio Holder for the forthcoming year - including all the private housing standards under the responsibility of the Technical Team, which are now covered by the separate “*Enforcement and Service Standards: Private Housing*” recently agreed by the Housing Portfolio Holder; and**
- (4) That the Housing Service Standards, and performance against the Service Standards in 2018/19, be reviewed again in June 2019.**

Background

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

Performance against the Housing Service Standards in 2017/18

4. The Appendix provides details of the current Housing Service Standards and – where measurable and appropriate – the Housing Service’s performance in meeting the standards

in 2017/18. As a comparison, the Appendix also provides details on performance in 2016/17 and 2015/16.

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

6. There are 58 Housing Service Standards that include measurable and measured targets. Of these, 46 (80%) of the targets were achieved in 2017/18.

Changes to the Service Standards

7. The Director of Communities has reviewed the current Housing Service Standards, having regard to performance in 2017/18 and changes in legislation and Council policy. As a result, it is suggested that the changes shown in bold italics in the second column of the Appendix be recommended to the Housing Portfolio Holder for the forthcoming year.

8. It is suggested that all of the private housing standards under the responsibility of the Private Sector Housing (Technical) Team are deleted, since they are now covered by the separate *“Enforcement and Service Standards: Private Housing”* that were recently agreed by the Housing Portfolio Holder.

9. It is also suggested that the Service Standards, and performance against them, are reviewed again in June 2019.

Consultation with the Tenants and Leaseholders Panel

10. The Tenants and Leaseholders Panel Federation will be consulted on the Service Standards and the Performance Schedule at its meeting on 4th September 2018, and their comment and recommendations will be passed to the Housing Portfolio Holder at the same time as the Select Committees.

Epping Forest District Council
Housing Service

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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We aim to....

GENERAL

<p>(G1) Report on our performance against these Service Standards to your Tenants and Leaseholders Federation Panel every year, and review the Standards in the light of performance</p>	<p>Director of Communities</p>	<p>Whether or not performance is reported</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Target achieved.</p> <p><i>The Federation has now been replaced by the Tenants and Leaseholders Panel.</i></p> <p>Performance will be considered at the next meeting of the Panel to be held on 4th September 2019.</p>
<p>(G2) Generally satisfy at least 80% of our tenants with the overall housing service provided</p>	<p>Director of Communities</p>	<p>Overall level of tenant satisfaction as surveyed through the national STAR survey</p>	<p>87 %</p>	<p>87 %</p>	<p>87 %</p>	<p>Target achieved.</p> <p>The Satisfaction Survey is undertaken every three years – the next survey will be undertaken in Summer 2018</p>

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(G3) Respond to your letters within 10 working days on routine matters, or acknowledge within 5 working days and then provide you with a full response within 28 days on more complex issues	Director of Communities	Not measured.	N/A	N/A	N/A	
(G4) Give you an opportunity to appeal within 3 months to a senior officer about any decision made about your housing that affects you.	Team Leader (Information & Customer Relations)	No. of appeals considered by senior officers	4 appeals	2 appeals	21 appeals	The high number of appeals considered in 2015/16 was due to the change in the Housing Allocations Scheme in that year.
(G5) Give you an opportunity to complain about anything you are unhappy about, fully investigate your complaint, and inform you of the outcome of your complaint within the Council's published timescales.	Team Leader (Information & Customer Relations)	(a) No. of Step 2 complaints (to Asst. Directors) received	12 comps.	16 comps.	21 comps.	Delete Measure (b) since Step 3 was discontinued in 2016/17
		(b) No. of Step 3 complaints (investigated by Complaints Officer)	N/A	6 comps.	9 comps.	
(G6) Deliver a copy of the Council's "Housing News" to your home (giving useful information about your housing) at least twice each year	Team Leader (Information & Customer Relations)	No. of issues of Housing News produced	2 issues	2 issues	2 issues	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

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HOMELESSNESS

<p>(H1) Give you an interview with a Homelessness Prevention Officer within 7 days of initial contact, or on the same day if an emergency</p>	<p>Asst. Housing Options Manager (Homelessness)</p>	<p>% homelessness prevention interviews held within 7 days of initial contact</p>	<p>100%</p>	<p>Not previously measured</p>	<p>Not previously measured</p>	<p>Target achieved. Performance measure introduced by Select Committee in June 2017 Delete "Prevention", since all Homelessness Officers are generic.</p>
<p>(H2) If necessary, provide you with suitable temporary accommodation, whilst we investigate your homelessness application, until we provide you with a written decision</p>	<p>Asst. Housing Options Manager (Homelessness)</p>	<p>Total no. of applicants in temporary accommodation at end of year</p>	<p>96 apps</p>	<p>116 apps</p>	<p>103 apps</p>	
<p>(H3) If requested by you, review a homelessness decision that you are unhappy with by a senior officer within 8 weeks</p>	<p>Asst. Director (Housing Operations)</p>	<p>No. of homelessness reviews</p>	<p>21 reviews</p>	<p>39 reviews</p>	<p>Not previously collected</p>	
		<p>% Within target time (unless with the permission of the applicant to extend period)</p>	<p>100%</p>	<p>100 %</p>	<p>100 %</p>	<p>Target achieved.</p>

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

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(H4) Advise you of your right of appeal to the County Court within 21 days on a point of law if you are unhappy with the homelessness decision after it has been reviewed (<i>Statutory right and timescale</i>)	Asst. Director (Housing Operations)	(a) No. of appeals to the County Court on points of law	2 appeals	2 appeals	Not previously collected	
		(b) % of appeals to County Court upheld	0 upheld	0 upheld	Not previously collected	

HOUSING REGISTER AND ALLOCATIONS

(HR1) Register your housing application or garage application, and advise you of the level of priority (band) given, within 10 working days of receipt of all the information we need from you and other people.	Asst. Housing Options Manager (Allocations)	(a) Average time to register	2-3 days	2-3 days	3-4 days	Target achieved.
		(b) No. of applications awaiting registration at end of year	0 apps	0 apps	0 apps	
(HR2) Notify you in writing of any change in your priority banding, within 7 days of the change being made	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	Change of circumstances are monitored on a daily basis and updated when the applicant provides supporting documents.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(HR3) Write to you at least every year if you have not expressed any interest in vacant properties under the Home Options Scheme and, if you are registered on the Housing Register to ask if you wish to remain on the Housing Register	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	<i>The Council now writes to all housing applicants, irrespective of whether or not they have expressed an interest in any vacant properties over the previous year</i>
(HR4) Give you at least 5 calendar days notice between offering you a tenancy and the tenancy commencement date	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	
(HR5) Unless you are a homeless applicant, allow you to choose the vacant Council or housing association home you would like to be offered (through our HomeOption Scheme), subject to the interest expressed by other applicants with higher priority	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(HR6) If you are not a Council tenant already, or are moving into sheltered housing, offer you an Introductory Tenancy initially, followed by a Flexible Tenancy automatically after 1 year, if you have not caused any anti-social behaviour, have had any significant rent arrears or broken any other Conditions of Tenancy.	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HR7) Give you a decision on your request for a mutual exchange within 5 working days of receiving an application from you and the other party/parties, with all the required information provided.	Asst. Housing Options Manager (Allocations)	Not measured	N/A	N/A	N/A	

HOUSING MANAGEMENT

(HM1) If you are a new tenant, visit you at home within 10 weeks of your tenancy commencing, to introduce you to your local housing officer and to discuss the main conditions of your tenancy and any queries you may have	Area Housing Managers	(a) No. of new tenant visits undertaken	205 visits	135 visits	153 visits	Target not achieved The target was not achieved due to non-responses from, and non-availability of tenants
		(b) % of visits undertaken within 10 weeks	83%	100 %	99 %	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
<p>(HM2) Provide you with the following options to pay your rent:</p> <ul style="list-style-type: none"> • At a Council Cash Office • At any post office • At any "PayPoint" access point • By direct debit / standing order • By credit card • By text • Through the internet • By telephone • By salary deduction 	Communities Support Manager	Not measured	N/A	N/A	N/A	
<p>(HM3) Give you a choice of any date in the month to pay your rent by direct debit.</p>	Communities Support Manager	Not measured	N/A	N/A	N/A	
<p>(HM4) Provide you with written confirmation of the balance on your rent account in April/May each year (unless your account is clear or only in credit or arrears by less than £10)</p>	Area Housing Managers	Whether or not balance confirmations are sent out by end of May	Yes	Yes	Yes	Target achieved.
<p>(HM5) Provide you with a detailed statement of your rent account for the previous 12 months on request or automatically every three months if you are in arrears by more than £1</p>	Area Housing Managers	Not measured	Yes	N/A	N/A	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
-------------------------	----------------------------	----------------------------	----------------	----------------	----------------	-----------------

(HM6) Make every effort to enter into an agreement with you to clear any rent arrears that you have through reasonable instalments, before we take any legal action to recover the arrears	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HM7) Make every effort to meet with you to discuss any rent arrears before any court hearing takes place	Area Housing Managers	(a) No. of visits to tenants' homes to discuss rent arrears	950 visits	1,152 visits	979 visits	
		(b) No. of office interviews held to discuss rent arrears	1552 i/views	1,564 i/views	1,500 i/views	
(HM8) If you are an Introductory Tenant or a Demoted Tenant, give you an opportunity to appeal to a senior officer against any proposed legal action within 2 weeks of you being advised of the proposed legal action.	Asst. Director (Housing Operations)	(a) No of reviews held for introductory tenants	9 reviews	2 reviews	5 reviews	
		(b) No. of reviews held for demoted tenants	0 reviews	0 reviews	1 reviews	
(HM9) Remove abandoned vehicles from housing estates (after making enquiries of the DVLA on ownership and contacting the owner) within 5 weeks of receiving a complaint	Area Housing Managers	(a) No. of abandoned vehicles removed from housing estates after making enquiries of DVLA	1	0	Not previously collected	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
		(b) % of abandoned vehicles removed within 5 weeks of EFDC completing enquiries of the DVLA	100 %	N/A	100 %	Target achieved
(HM10) Remove clearly abandoned and potentially dangerous vehicles from housing estates within 5 working days of receiving a complaint	Area Housing Managers	% of clearly abandoned vehicles removed from housing estates within 5 working days.	100 %	0	Not previously collected	Target achieved
(HM11) If you live in a flat with more than four flats in the block, clean the communal area weekly and re-charge you the cost to the Council.	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HM12) Where we clean communal areas of blocks or flats, inspect the standard of cleaning at least twice a year	Area Housing Managers	Whether or not blocks of flats have been inspected at least twice a year	Yes	Yes	Yes	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(HM13) Undertake a formal inspection of your estate by a housing officer (with a representative of any recognised tenant association covering your area and make a note of any required work at least once every year.	Area Housing Managers	No. of estate inspections undertaken	85 Inspects	85 inspects.	85 inspects.	
		% of estate inspections undertaken of those required and planned	100%	100 %	100 %	Target achieved.
(HM14) Give you a decision on your request for permission to carry out improvements to your Council home (or former Council home) within 2 weeks of us receiving your request and all the required information.	Area Housing Managers	Not measured	N/A	N/A	N/A	
(HM15) When you vacate your Council home, inform you of your right to compensation for certain improvements you have undertaken within 7 days of you informing us of your vacation and give you a decision on your request for compensation to your Council home within 2 weeks of us receiving your application and all the required information.	Area Housing Managers	No. of compensation claims agreed	3 claims	2 claims	1 claim	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(HM16) If you are unable to succeed to a tenancy because there has already been one succession, offer you a new tenancy of the property in which you are currently living or, if you are not a spouse and are under-occupying the property, the tenancy of another property.	Area Housing Managers	Not measured	N/A	N/A	N/A	
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REPAIRS, MAINTENANCE & IMPROVEMENTS

(R1) Continue to ensure that your home meets the Government's Decent Home Standard	Housing Assets Manager	% of non- decent homes at the end of the financial year	0%	0 %	0 %	Target achieved.
(R2) Attend all emergency repairs within 4 hours (including out of hours)	Housing Repairs Manager (Mears)	(a) No. of emergency repairs completed	1731	1,621	Not previously collected	
		(b) % emergency repairs completed within target time (Target – 99%)	98.83%	99 %	99 %	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(R3) Carry out all repairs within 7 working days	Housing Repairs Manager (Mears)	(a) Total no. of repairs completed (inc. emergencies)	15,273	14,410	Not previously collected	
		(b) Average time to complete all repairs (inc. emergencies)	5.1 days	5.8 days	6.6 days	Target achieved.
(R4) Provide you with, and keep, an appointment to undertake repairs, within the Council's target times, at the time you report a repair – with a choice of three periods on any day, including a "School Times" option	Housing Repairs Manager (Mears)	% of all repairs, for which an appointment is made and kept (Target – 98%)	99 %	98 %	99 %	Target achieved.
(R5) Remind you of your repairs appointment by text the day before, and give you an estimated time of arrival on the day of appointment	Housing Repairs Manager (Mears)	Not measured	N/A	N/A	N/A	
(R6) Satisfy at least 97% of tenants with the general standard of the Repairs Service we provide.	Housing Repairs Manager (Mears)	% tenant satisfaction	100%	100%	100%	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(R7) If a repair needs to be inspected first, give you an appointment for a Housing Inspector to visit your home for a morning or afternoon within 10 working days of your request.	Housing Repairs Manager (Mears)	Not measured	N/A	N/A	N/A	
(R8) Arrange for Repairs Inspectors to randomly inspect the quality of work of a sample of repairs carried out by our Housing Repairs Service and contractors	Housing Repairs Manager (Mears)	Average number of properties visited per week to inspect repairs	9 props/ week	9 props / week	9 props / week	
(R9) If you are dissatisfied with a repair, arrange for a Supervisor to telephone or visit you within 5 working days of you telling us of your dissatisfaction.	Housing Repairs Manager (Mears)	(a) No. of repair requests completed	15,370 repairs	15,988 repairs	15,112 repairs	
		(b) No. of dissatisfied tenants	0 tenants	0 tenants	0 tenants	
		(c) No. of dissatisfied tenants considered justifiable	0 tenants	0 tenants	0 tenants	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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		(d) No. of dissatisfied tenants considered due to minor problem	0 tenants	0 tenants	0 tenants	
		(f) No. of cases where dissatisfaction was considered to be not due to the Repairs Service	0 cases	0 cases	0 cases	
		(g) No. unable to gain access	0 tenants	0 tenants	0 tenants	
(R10) If we do not complete certain specified repairs within specific timescales, arrange for another repairs contractor to carry out the repair within the same timescale on request <i>(Statutory requirement)</i>	Housing Repairs Manager (Mears)	No. of tenants exercising their "Right to Repair"	0 tenants	0 tenants	0 tenants	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(R11) If a second contractor does not complete certain repairs within specific timescales, pay you compensation of £10 + £2 per day until the repair is carried out (upto a maximum of £50) ^(d) <i>(Statutory requirement/amounts)</i>	Housing Repairs Manager (Mears)	Amount of compensation paid	£ Nil	£ Nil	£ Nil	
(R12) Service all the gas appliances in your home (or undertake a safety check if you have installed the appliance yourself), and provide you with a copy of the associated safety certificate, once a year	Housing Assets Manager	% of properties where servicing not undertaken within 12 months (due to no access provided)	0.03%	0.03 %	0.1 %	
(R13) Arrange for a gas contractor to visit your home to attend to a gas appliance that is required as an emergency (e.g. a water/gas leak) within 2 hours	Housing Assets Manager	% attended within 2 hours	100%	100 %	100 %	Target achieved.
		% attended within 1 hour	99 %	98 %	100 %	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
<p>(R14) Arrange for a gas contractor to visit your home and carry out a non- emergency repair to your heating or hot water system (if no part is required):</p> <p>(a) Within 24 hours (if during the week, or if you are an older person); or (b) On the following Monday (if reported over the weekend and you are not an older person)</p>	Housing Assets Manager	% attended within 24 hours (or on the following Monday if not an older person and reported over the weekend)	100%	100 %	100 %	Target achieved.
<p>(R15) Arrange for a gas contractor to visit your home to repair a gas appliance within 5 working days (when a part is required)</p>	Housing Assets Manager	% attended within 5 working days	100%	100 %	100 %	Target achieved.
<p>(R16) If you are over 60 years of age and live in a 1 or 2 bed property, redecorate 1 room in your home, on request, every 5 years and within 13 weeks of your request</p>	Housing Assets Manager	(a) No. of internal decorations completed	60 decs	43 decs.	65 decs.	
		(b) Average time from request to completion	14 weeks	6 weeks	8.6 weeks	Target just not achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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		(c) No. of internal decorations outstanding at end of year, not completed within target timescale	1 decs	6 decs.	0 decs.	
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DISABLED ADAPTATIONS

(D1) Advise you in writing about whether or not you are eligible for specific adaptations to your Council home within one week of us receiving a request from the Occupational Therapy Service	Housing Assets Manager	Average time to respond from date of request received from OT Service	1 day	1 day	1 day	Target achieved.
(D2) Carry out minor adaptations to your home within 4 weeks of receiving details of the required work from the Occupational Therapy service	Housing Assets Manager	(a) Average time from decision to completion of work	2 weeks	2.9 weeks	1.8 weeks	Target achieved.
		(b) No. of minor adaptations at end of the year not completed within the target time	4 adapts	11 adapts.	4 adapts.	
(D3) Carry out non-minor adaptations to your Council home within 13 weeks of receiving	Housing Assets Manager	(a) Average time from decision to completion of work	12 weeks	12.6 weeks	6 weeks	Target achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

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

details of the required work from the Occupational Therapy Service		(b) No. of non-minor adaptations at end of the year not completed within the target time	29 adpts	34 adpts	20 adpts	
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SHELTERED HOUSING

(S1) Test your Careline alarm in sheltered accommodation every 3 months and in non-sheltered accommodation every 6 months	Senior Scheme Manager	(a) % of tenants' alarms tested in sheltered schemes within 3 months of the previous test	97%	98%	99%	Target not achieved. Staff sickness prevented 100% achievement in 2017/18 - however, outstanding tests have now been undertaken
		(b) % of tenants' alarms tested in non-sheltered schemes within 6 months of the previous test	98%	99 %	100 %	Target not achieved. Staff sickness prevented 100% achievement in 2016/17 – however, outstanding tests have now been undertaken
(S2) Install: (a) 90% of urgent basic telecare packages within 2 working days	Housing Manager (Older Peoples Services)	(a) No. of urgent basic telecare packages installed	10	21	Not previously collected	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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and 100% within 5 working days; and (b) 100% of non-urgent telecare packages within 15 working days <i>(Telecare Services Assn. Standards)</i>		(b) % of urgent basic telecare packages installed within 2 w/days	100 %	88 %	94 %	Target achieved
		(c) % of urgent basic telecare packages installed within 5 w/days	100 %	100 %	96 %	Target achieved.
		(d) Average time to install a telecare package	2.9 days	6.3 days	7.0 days	
		(e) No. of non-urgent basic telecare packages installed	167	204	Not previously collected	
		(f) % of non-urgent basic telecare packages installed within 15 working days	100 %	100 %	100 %	Target achieved.
(S3) Renew mains batteries in individual (dispersed) alarms every 5 years	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

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(S4) Treat all your alarm calls to Careline as potential emergencies, until proved otherwise	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	Note that the Careline Monitoring Service was outsourced to Tunstall Telecom in November 2017 – but the standard still applies
(S5) Answer your alarm calls to Careline, on average, within 10 seconds	Housing Manager (Older Peoples Services)	(a) No. of alarm calls received from Careline users during the year	57,901	59,672	Not previously collected	Note that the Careline Monitoring Service was outsourced to Tunstall Telecom in November 2017 – but the standard still applies
		(b) Average time to respond to calls (including non urgent, routine calls from scheme managers and test calls)	11 Seconds	5.6 Seconds	5.4 Seconds	Target just not achieved. Note that the average 10 Second target is the Council's own standard, which is far more onerous than the industry standard of 60 seconds, set by the Telecare Standards Association (see S6 below) – which is being met in 98.9% of cases.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(S6) Answer 97.5 % of all alarm calls to Careline within 60 seconds <i>(Telecare Services Association Standard)</i>	Housing Manager (Older Peoples Services)	% of calls answered within 30 seconds	98.9%	99.8%	99.8%	Target achieved. Note that the Careline Monitoring Service was outsourced to Tunstall Telecom in November 2017 – but the standard still applies
(S7) Liaise with other agencies and nominated contacts to ensure the wellbeing of our Careline customers	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	
(S8) Record and monitor all alarm calls to Careline, to help train our staff and look at how we can improve our service	Housing Manager (Older Peoples Services)	Whether all calls have been recorded and monitored	Yes	Yes	Yes	Target achieved Note that the Careline Monitoring Service was outsourced to Tunstall Telecom in November 2017 – but the standard still applies
(S9) Repair: (a) 90% of critical faults to telecare equipment within 2 working days, and 100% within 4 working days	Housing Manager (Older Peoples Services)	(a) No. of critical faults during the year	150	179	Not previously collected	
		(b) No. of critical repairs completed within 2 days	75 %	95 %	95 %	Target not achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(b) 100% of non-urgent faults to telecare equipment within 15 working days <i>(Telecare Services Association Standards)</i>		(c) No. of critical repairs undertaken in 4 days	89 %	97 %	98 %	Target not achieved. All repairs are undertaken by a contractor (Tunstall Telecom) – recruitment issues prevented this target being met during 2017/18
		(d) No. of non-urgent faults during the year	49	41	Not previously collected	
		(e) % of non-critical repairs undertaken within 15 working days	94 %	100 %	100 %	Target not achieved. All repairs are undertaken by a contractor (Tunstall Telecom) – recruitment issues prevented this target being met during 2017/18
(S10) Visit you annually to test the back-up batteries in your Careline alarm and to review your personal details held on our records	Housing Manager (Older Peoples Services)	% of visits undertaken	100 %	100 %	100 %	Target achieved.
(S11) Record, maintain and update your Careline records in a confidential and secure manner	Housing Manager (Older Peoples Services)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(S12) If you live in sheltered accommodation, ensure that your Scheme Manager gives you a home visit (or accounts for you) every day (Monday to Friday – subject to holidays and sickness)	Housing Manager (Older Peoples Services)	Not measured (but monthly records from Scheme Managers are required and checked)	N/A	N/A	N/A	
(S13) If you live in sheltered accommodation and your Scheme Manager is on holiday or is sick, arrange for another Scheme Manager to visit you 3 times a week	Housing Manager (Older Peoples Services)	Whether 3 visits per week have been arranged for absent scheme managers	Yes	Yes	Yes	
(S14) If you do not live in sheltered accommodation, but are visited by a Scheme Manager, ensure that you receive a visit every week, fortnight or month, as appropriate (as determined by a risk assessment)	Housing Manager (Older Peoples Services)	Average no. of visits per week	168 visits	179 visits	175 visits	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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<p>(S15) If you live in sheltered or non-sheltered accommodation for older people and have high support needs, provide you with a Tenant Support Plan – explaining the type and level of support that we will give you - and review the Tenant Support Plan every 12 months (or sooner if requested by you)</p>	<p>Housing Manager (Older Peoples Services)</p>	<p>No. of Residents provided with a support plan</p>	<p>94 residents</p>	<p>153 residents</p>	<p>164 residents</p>	
<p>(S16) Carry out fire drills at sheltered accommodation every six months</p>	<p>Housing Manager (Older Peoples Services)</p>	<p>% of required fire drills undertaken every six months</p>	<p>96%</p>	<p>98%</p>	<p>100%</p>	<p>Target not achieved. Staff sickness prevented 100% achievement in 2017/18 – however, outstanding drills have now been undertaken</p>

HOUSE SALES

<p>(HS1) Confirm whether or not you are eligible for the Right to Buy within 4 weeks of receiving a properly completed application <i>(Statutory requirement/timescale)</i></p>	<p>Team Leader (Home Ownership)</p>	<p>(a) No. of RTB applications received</p>	<p>71</p>	<p>82</p>	<p>98</p>	<p>Freehold - Target achieved. Leasehold – Target achieved The target was amended from 2 weeks to a more</p>
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**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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		(b) Average periods	F/Hold – 25 days L/Hold – 27 days	F/Hold- 24 days L/Hold – 26 days	F/Hold – 21 days L/Hold – 23 days	realistic 4 weeks in 2016, on the recommendation of the Communities Select Committee.
		(c) % within statutory timescale (4 weeks)	F/Hold – 100 % L/Hold – 100%	F/Hold – 100 % L/Hold – 100 %	F/Hold – 100 % L/Hold – 100 %	
(HS2) Advise you of the valuation, discount and purchase price for the property you wish to purchase within 8 weeks of us confirming the Right to Buy if your property is a house or bungalow or 12 weeks if your property is a flat or maisonette <i>(Statutory requirement/timescales)</i>	Team Leader (Home Ownership)	(a) Average time to provide information	F/Hold – 8.5 weeks L/Hold – 11.9 weeks	F/Hold – 8.5 weeks L/Hold – 11.5 weeks	F/Hold – 7.3 weeks L/Hold – 10.5 weeks	Freehold - Target not achieved. Leasehold – Target achieved
		(b) % within statutory timescale	F/Hold – 74 % L/Hold – 89 %	F/Hold – 85 % L/Hold – 93 %	F/Hold – 72 % L/Hold – 86 %	Freehold - Target not achieved. Leasehold - Target not achieved.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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						<p>The main reasons for 100% performance not being met were due to:</p> <ul style="list-style-type: none"> • The Corporate Fraud Team investigating potentially fraudulent RTB applications. • Insufficient staffing capacity within the Home Ownership Team to deal with the increasing workload
<p>(HS3) Give you an opportunity to appeal against our valuation of your home, and to obtain an independent valuation (free of charge) from the District Valuer, within 3 months of you receiving our valuation</p> <p><i>(Statutory requirement/timescale)</i></p>	<p>Team Leader (Home Ownership)</p>	(a) No of valuation appeals determined by the DV	8 appeals	5 appeals	6 appeals	
		(b) % of valuation appeals upheld by DV	37 %	60 %	Not previously collected	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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<p>(HS4) If you do not proceed with your purchase, give you two formal notices of 8 weeks each before cancelling your Right to Buy application</p> <p><i>(Statutory requirement/timescale)</i></p>	<p>Team Leader (Home Ownership)</p>	<p>Not measured</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	
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LEASEHOLD SERVICES

<p>(L1) Provide you with a detailed breakdown of your <u>estimated</u> annual service charge at least 4 weeks before the beginning of the financial year</p>	<p>Team Leader (Home Ownership)</p>	<p>No. of weeks before the beginning of the reference year when all estimated service charge accounts were issued for the reference year</p>	<p>4 weeks</p>	<p>4 weeks</p>	<p>4 weeks</p>	<p>Target achieved.</p>
<p>(L2) Provide you with a detailed breakdown of your <u>actual</u> annual service charge within 6 months after the end of the financial year</p>	<p>Team Leader (Home Ownership)</p>	<p>No. of months after the end of the reference year when all actual service charge accounts were issued for the reference year</p>	<p>5.5 months</p>	<p>5.5 months</p>	<p>5.5 months</p>	<p>Target achieved</p>

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
<p>(L3) If you fall into arrears with your actual service charge, give you an appropriate amount of time to clear the arrear in accordance with the Council's Sundry Income and Dept Policy ⁽⁹⁾</p>	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
<p>(L4) Consult you on proposed major repairs and improvements (over £250) and give you the opportunity to nominate a contractor to provide a tender for the work at least 30 days before seeking tenders</p> <p><i>(Statutory requirement and timescale)</i></p>	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
<p>(L5) Consult you on the estimated cost of major repairs and improvements and advise you of the selected contractor before commencing the work, and give you at least 30 days to provide any comments you may have, which we will take into account</p> <p><i>(Statutory requirement and timescale)</i></p>	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(L6) Provide you, on request, with a copy of your current service charge account and other relevant information (perhaps if you wish to sell on the leasehold), for a fee, within 2 weeks of your request	Team Leader (Home Ownership)	Not measured	N/A	N/A	N/A	
(L7) Support a District-wide Leaseholders Association and ensure that it meets at least three times each year	Tenant Participation Officer	No. of meetings held	2 meetings	1 meetings	2 meetings	<p>Target not achieved</p> <p>There has been a lack of support for the Association over the past year. The Tenant Participation Officer is therefore seeking to re-invigorate the Association as part of the new approach to tenant and leaseholder engagement.</p>
PRIVATE SECTOR HOUSING						
(PS1) Visit 95% of applicants for our (CARE) Service within 3 weeks of the initial enquiry	Private Housing Manager (CARE & Grants)	(a) No. of visits to CARE applicants following initial enquiry	426	255	Not previously collected	<p>Visits increased due to C.A.R.E. Officers taking on new project work such as a partnership with the Community Safety Team. External funding has been secured to provide 'Gas Safe' initiatives for private</p>

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
		(b) % of visits undertaken within 3 weeks	95%	95%	100%	<p>sector residents and increased project management inspections for disabled facilities grant applicants.</p> <p>Target achieved.</p> <p>The majority of visits are agreed in advance with the customer. Cancellations and withdrawals are the main reason why targets are not undertaken within 3 weeks. Delays often occur due to client cancellation or third party representation not being available.</p>
(PS2) Undertake jobs through our Handyperson Service within 3 weeks of request	Private Housing Manager (CARE & Grants)	Average time for jobs to be completed	3 weeks	3 weeks	3 weeks	<p>Target achieved.</p> <p>The target was amended from 2 weeks to a more realistic 3 weeks in 2016, on the recommendation of the Communities Select Committee, to reflect actual performance over the previous 3 years. This has proved a realistic</p>

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
						target. It is a flexible timeframe with the client base being older, vulnerable and in need of care and support.
(PS3) Generally satisfy at least 95% of our customers for both CARE's core service and Handyperson Service	Private Housing Manager (CARE & Grants)	% satisfied with CARE's core service and the H/person Service	99%	99%	99%	Target achieved.
(PS4) Respond to applicants for Disabled Facilities Grants (DFGs) within 10 working days of receiving a referral from an occupational therapist (OT)	Private Housing Manager (CARE & Grants)	Average time to respond to referrals	10 working days	10 working days	10 working days	Target achieved.
(PS5) Issue a decision on a formal application for a DFG within 3 weeks of receipt	Private Housing Manager (CARE & Grants)	Average time to issue a decision	13 working days	19 working days	22 working days	Target achieved. The target was amended from 1 to 3 weeks in 2016, on the recommendation of the Communities Select Committee, to reflect the increase in the number of DFG referrals from Essex County Council over the previous 3 years.

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
						The number of DFG referrals from ECC has become more steady and manageable than previous years. Furthermore, internal procedures have been streamlined to allow for a more efficient turnaround of applications at approval stage which has resulted in improved performance.
(PS6) Respond to applicants for other types of financial assistance for private occupiers within 5 working days of receiving a request	Private Housing Manager (CARE & Grants)	Average time to respond to requests	5 working days	5 working days	5 working days	Target achieved
(PS7) Issue a decision on a formal application for other types of financial assistance for private occupiers within 10 working days of receipt	Private Housing Manager (CARE & Grants)	Average time to issue a decision	10 working days	10 working days	10 working days	Target achieved. The target was amended from 5 working days to a more realistic 10 working days in 2016, on the recommendation of the Communities Select Committee, to reflect the fact that resources have had to be re-directed to the administration of urgent DFG applications, which had impacted the processing of

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
						other applications for financial assistance.
<i>(PS8) Respond to requests for assistance from private tenants allegedly being harassed by landlords within 24 hours</i>	Private Housing Manager (Technical)	% of responses within 24 hours	100%	100%	100%	Target achieved. <i>Delete – All the private housing standards under the responsibility of the Technical Team are now covered by the separate “Enforcement and Service Standards: Private Housing” recently agreed by the Housing Portfolio Holder</i>
<i>(PS9) Respond to initial enquiries for other private sector housing services (e.g nuisance, filthy/verminous properties, mobile homes, HMOs) within 5 working days</i>	Private Housing Manager (Technical)	% of responses within 5 working days	100%	100 %	100 %	Target achieved. <i>Delete – All the private housing standards under the responsibility of the Technical Team are now covered by the separate “Enforcement and Service Standards: Private Housing” recently agreed by the Housing Portfolio Holder</i>

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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(PS10) Issue licences for houses in multiple occupation (HMOs) within 6 months of receiving a properly completed application	Private Housing Manager (Technical)	(a) No. of HMO new licences issued	1	7	Not previously collected	Target achieved. Delete – All the private housing standards under the responsibility of the Technical Team are now covered by the separate “Enforcement and Service Standards: Private Housing” recently agreed by the Housing Portfolio Holder
		(b) % of licences issued within 6 months	100%	100 %	100 %	

TENANT PARTICIPATION

(TP1) Consult you on any significant matters relating to your tenancy and take your views into account when making decisions	Asst. Director (Housing Operations)	No. of major consultations undertaken, that affect all tenants	2 consults	0 consults.	0 consults.	The two major consultations were the review of the Housing Allocations Scheme and (for Careline users) the outsourcing of the Careline Alarm Monitoring Service
(TP2) Consult you on major issues affecting your estate (such as improvement schemes), offering individual choices where appropriate, and feedback on the outcome.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(TP3) Agree our approach to tenant involvement with the Tenants and Leaseholders Federation Panel and maintain a written Tenant Participation Agreement which we review every 3 years.	Asst. Director (Housing Operations)	Whether or not the Agreement was reviewed	Yes	Not required	Not required	Target achieved The Agreement was renewed in April 2018. Change “Federation” to “Panel” to recognise the recent change
(TP4) Invite 2 representatives of all the recognised tenants associations in the District to become members of the Epping Forest Tenants and Leaseholders Federation Panel , which will have a written constitution explaining how it will operate.	Asst. Director (Housing Operations)	Whether or not 2 representatives from recognised tenants associations have been invited	Yes	Yes	Yes	The Council undertook a promotional campaign which has resulted in an increased membership. Change “Federation” to “Panel” to recognise the recent change
(TP5) Consult the Tenants and Leaseholders Federation Panel on proposed new, or changed, housing plans, strategies and policies, and take their views into account before making decisions.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	Change “Federation” to “Panel” to recognise the recent change
(TP6) Look for opportunities to form new tenants associations, and support these groups by providing practical or financial support.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
(TP7) Provide start-up funding of £100 to any recognised steering group wishing to form a recognised tenants association, and a further grant of £200 when formally recognised.	Asst. Director (Housing Operations)	(a) No. of new groups provided with start-up funding	1 group	0 groups	0 groups	
		(b) No. of new groups provided with further grant	2 groups	2 groups	0 groups	
(TP8) Make premises available for meetings of tenants groups or meet any reasonable costs of hall bookings.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	
(TP9) Consider the training requirements of tenants and leaseholders who are members of the Federation Panel or other tenants associations, and assist in arranging suitable training.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	Change "Federation" to "Panel" to recognise the recent change
(TP10) Provide a variety of ways to involve residents, for those that prefer not to attend meetings, including surveys, panels & events.	Asst. Director (Housing Operations)	Not measured	N/A	N/A	N/A	

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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<p>(TP11) Review the success of the Council's Tenant Participation Strategy through consultation with the Federation Panel and by conducting a survey once every three years.</p>	<p>Asst. Director (Housing Operations)</p>	<p>% of tenants that feel that the landlord listens to their views and acts upon them as recorded by the triennial-annual Tenant Satisfaction Survey</p>	<p>N/A</p>	<p>62 %</p>	<p>62 %</p>	<p>This is assessed through the triennial Tenant Satisfaction Survey, which will be next undertaken in Summer 2018</p> <p>Change "Federation" to "Panel" to recognise the recent change</p>
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GLOSSARY OF TERMS/ABBREVIATIONS

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

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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Dispersed alarms	Alarms provided by the Council's Careline Service to people who do not live in Council sheltered accommodation, comprising an alarm unit, an activation pendant and other optional equipment					
District Valuer	The specialist property arm of the Valuation Office Agency (VOA), that provides professional independent property advice and valuations across the public sector, and considers appeals against valuations assessed by the Council for properties to be sold under the Right to Buy.					
DVLA	The Driver and Vehicle Licensing Agency, that licences drivers and vehicles across the country.					
Fixed-term / flexible tenancy	A tenancy provided to a tenant for a fixed period (e.g. 5 or 10 years), towards the end of which a review must be undertaken to determine whether a further tenancy should be provided					
Handyperson Service	A service provided by the Council's CARE Service, to undertake small property-related jobs in older and vulnerable people's homes.					
HMO	A house in multi-occupation, comprising a building with a number of rooms that are shared by a number of separate households, that must meet certain prescribed requirements, and sometimes need a licence.					
HomeOptions Scheme	The Council's choice based lettings scheme, which Locata Housing Services operates on behalf of the Council and 5 neighbouring councils. Under the Scheme, housing applicants can express an interest in receiving an offer of a tenancy for up to 3 vacant council and housing association properties in the District each fortnight. The tenancy is offered to the applicant waiting the longest in the highest priority band who has expressed an interest.					
Housing News	A newsletter that is provided to all the Council's tenants every 6 months, either in magazine form or on-line.					
Housing Register	The list of housing applicants seeking Council or housing association properties in the District, who meet the requirements of the Council's Housing Allocations Scheme.					

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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Introductory tenancy	A non-secure tenancy of a Council property, which is offered to all new Council tenants for the first 12 months, which can be extended to up to 18 months in certain circumstances.					
Leaseholder	A person who has a lease from the Council to “own” a flat or maisonette within a Council building. Originally, leases are provided to people who purchase their property in a Council-owned block of flats under the Right to Buy.					
Leaseholders Association	Leaseholders of the Council who meet with Council officers periodically to discuss matters of mutual interest related to leasehold properties, where the Council is the freeholder of the building where they live.					
Mutual exchange	A “swap” of properties between council and/or housing association tenants, with the written agreement of all the landlords involved, whereby the tenants take over the tenant’s responsibilities of the property to which they move					
Occupational Therapy Service	A service provided by Essex County Council, whereby either an occupational therapist employed by the County Council or a private occupational therapist assesses the adaptation works required in a person’s home to enable them to continue to live in their own home with a reasonable quality of life.					
Right to Buy	A statutory Government scheme whereby eligible council and some housing association tenants can purchase the home they are living in, with a discount off the market price dependent on the number of years they have been a tenant, up to a maximum monetary amount.					
Scheme Manager	The person at each of the Council’s sheltered housing schemes, and other designated properties for older people, who provides support to the older tenants living in the accommodation, including the provision of regular visits to check on the tenant’s wellbeing.					
Service charge	A charge made to the Council’s leaseholders for services that they receive from the Council for their accommodation, including cleaning, caretaking, grounds maintenance, communal electricity, repairs to communal parts and contributions towards the cost of structural repairs and improvements.					

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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Sheltered housing	Accommodation reserved for older people to live together, who receive support from a Scheme Manager and access to the Council's Careline Service, and who can partake in social activities together.					
STAR Survey	An agreed set of national questions relating to tenant satisfaction that councils and housing associations are encouraged to ask their tenants periodically, which enables landlords and their tenants to compare satisfaction levels between tenants of different landlords.					
Succession / Succeed	Succession takes place when, in specified circumstances, someone legally takes over the tenancy from their spouse or another family member, following the previous tenant's death. In law, there can only be one succession. A person (spouse or family member) who would otherwise be a successor tenant, but cannot in law because there has already been one succession, will be offered a new tenancy of either the property they are living in or another one, depending on whether or not they under-occupy the property.					
Sundry Income and Debt Policy	A written policy of the Council that sets out the approach Council officers should take to collecting income and debts from residents, particularly where debts have not been paid within the required timescales.					
Telecare	The use of technology to check on a person's wellbeing. The Council's Careline Service uses telecare.					
Telecare Services Association	The "trade body" that sets consistent standard for the operation of telecare services, such as the Council's Careline Service.					
Tenant Participation Agreements	Written agreements between the Council and the Tenants and Leaseholders Federation, and the Council and all the recognised tenants associations in the District, setting out what each party will do to encourage tenants to participate in housing-related activities					
Tenants and Leaseholders Federation	A body comprising representatives of all the recognised tenants associations in the District and the Leaseholders Federation, that meets with Council officers and the Housing Portfolio Holder around every 6 weeks to discuss proposed changes to housing policies and general matters of interest, and which co-ordinates tenant participation within the District, with the assistance of the Council's Tenant Participation Officer,					

**Epping Forest District Council
Housing Service**

ANNUAL REPORT ON PERFORMANCE AGAINST HOUSING SERVICE STANDARDS 2017/18

Service Standard	Officer Responsible	Performance Measure	2017/18	2016/17	2015/16	Comments
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Tenant Support Plan	A plan drawn up in consultation with a tenant, setting out the support that will be provided to the tenant by various support agencies.					
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Produced – May 2018

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Report to Communities Select Committee **Date of meeting: 12th June 2018**

Subject: Ageing Population Action Plan Update

Officer contact for further information: J Chandler (01992 564214)

Committee Secretary: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Communities Select Committee receives a progress report on the implementation of the Impact of An Ageing Population Action Plan.

Report:

In 2015/16 the Council carried out a comprehensive study into the impact of an ageing population in the Epping Forest District, which generated over 40 recommendations for the Council and a range of statutory and voluntary sector partners, to progress. These were translated into a detailed action plan, which has been in progress since October 2016 and it was agreed that the Communities Select Committee, would be provided with six monthly updates on the progress and successful implementation of key areas of work.

Background to the study

ONS 2012 - based projections suggested that the district was already home to 52,000 people aged 50 and over, of which nearly 2000 residents were living with dementia, and it is predicted that by 2025, these numbers will increase to 58,000 people aged over 50, and 3,500 people with dementia.

The study therefore enabled us to increase our understanding of our future resident population and provided the opportunity for the Council to consult our existing older residents, on their expectations and service needs as they age, providing an insight into preferences and choices that they would ultimately make, in respect of their future lives in the Epping Forest District.

Over 300 local people of 55 – 95 years of age, from a range of demographics and areas of the district were consulted on a face to face basis as part of the study, along with all key EFDC staff and professionals from West Essex Clinical Care Commissioning Group, Essex Public Health and Age UK. The focus of the consultation was on three main themes and these were;

- Health and Wellbeing;
- Living in the District; and,
- Communication and Engagement

Structured consultation sessions were provided for a series of focus groups, which included very elderly (and less active residents), physically active older people and older people already involved in some form of voluntary activity across the district.

This provided a good cross section of views and input, and consistency was applied to each session, based around each theme of discussion.

All statutory and voluntary sector partners involved in the study were delighted with the work undertaken, as the findings have been used to improve and develop their own services to the public. This includes many of the actions stated in the Ageing Population Action Plan, which have been successfully implemented and 'closed' and the plan also includes longer term development activity and service provision.

The Action Plan is attached to this report and provides an update on the actions and progress over the last six months.

Reason for decision: On production of the Study Report, it was agreed that the Communities Select Communities would receive updates on the progress made on the Ageing Population Action Plan.

Options considered and rejected: N/A

Consultation undertaken: A range of consultation was undertaken as part of the study, details as contained within this report.

Service review: N/A

Resource implications: There have been no increases in budget required from the Council, to date.

Personnel: A range of staff within the Council are responsible for delivering on actions and particularly the Council's Community, Health and Wellbeing Team.

Land: N/A

Community Plan/BVPP reference: The study was a Corporate Plan priority.

Relevant statutory powers: N/A

Background papers: Impact of An Ageing Population Study full report and Executive Summary.

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

Key Decision Ref (if required) N/A

Impact of Ageing Population Recommendations - **Action Plan Update June 2018**

Health and Wellbeing

Recommendation	Action Required	Lead/s	Progress to date
<p>1. Develop improved collaborative working across Epping Forest District Council (EFDC), Essex County Council (ECC) and West Essex Clinical Commissioning Group (West CCG), to provide early intervention and health improvement (preventative) activities for older people</p>	<p>Wider range of preventative activity provided across the District.</p>	<p>JChandler JChandler GWallis</p>	<p>GW member of West Essex and Essex LA's Public Health Groups. Community Services staff attend EF Neighbourhood Hubs, which include GP's and other NHS service providers</p> <p>EF Age Well stakeholder group established, meeting on a bi-monthly basis with external colleagues</p> <p>EF Health & Wellbeing Strategy 2018-28 developed and launched, in collaboration with ECC and West CCG on March 28th 2018.</p>
<p>2. EFDC (Community Services) to work with partners from the public, voluntary and private sectors to establish Dementia Friendly Communities across the whole of the Epping Forest District.</p>	<p>Establishment of Epping Forest Dementia Action Alliance.</p> <p>Delivery of Dementia Friends Training.</p>	<p>GWallis JWarwick</p>	<p>EFDC staff trained to deliver Dementia Friends training. Rolling training programme being undertaken across Epping Forest District for people of all ages. EF Dementia Action Alliance now well established and driving a number of local initiatives involving businesses and wider partners. Public Dementia Friends Awareness sessions being delivered in local libraries and training facilitated for wider organisations.</p> <p>DAA members are driving forward a scheme to award local businesses a one – three star rating, depending on how dementia friendly they are. As part of this work, the group have decided to do a school competition for students from years 7, 8 and 9 inviting them to design a logo that will feature on a sticker that businesses who are working to become dementia friendly will display in their shops/business windows. Logo brief:</p> <ul style="list-style-type: none"> • Eye catching • Clear to read • Related to dementia • Related to local businesses helping people with dementia
<p>3. ECC Adult Social Care and West Essex CCG to develop a formal integrated care approach to services for older people in the district.</p>	<p>Meetings to be held with ECC Social Care and CCG to consider Housing and other welfare issues</p>	<p>JChandler</p>	<p>Regular EFDC staff attendance at joint meetings with ECC and WE CCG. Specific Housing and CCG meeting held in respect of Sheltered housing concerns related to elderly people with Mental Health issues. Support and training now given to Sheltered Scheme Managers by NHS staff to enable them to deal with sheltered residents with dementia and mental health problems.</p>

<p>4. All partners to work together to encourage and support older people in maintaining good health, through regular physical activity; falls prevention; activities to reduce isolation and provision of accessible flu jabs, eye tests etc.</p>	<p>Epping Forest Health and Wellbeing Board to include this action within its' work programme, to ensure coordination of activities and prevent duplication</p>	<p>GWallis ECC Public Health</p>	<p>Age Well meetings being held on bi-monthly basis.</p> <p>Active Living programme being rolled out across key localities in the district. Promotion and further development of the programme underway in collaboration with local GP practices.</p> <p>Walking football sessions developed and receiving extremely positive feedback from participants. Further walking sports at development stage.</p> <p>Projects to address social isolation and loneliness being developed, including a pilot multi-agency initiative in Buckhurst Hill and a Community Champions Project.</p> <p>Five Strength and Balance Classes have been set up in Buckhurst Hill, Debden, Epping, Ongar and Waltham Abbey.</p>
<p>5. Partners to work together in considering the benefits of introducing health improvement programmes for people currently in middle age, in order to change behaviours and attitudes towards health and ageing;</p>	<p>EFDC to review current work programmes to identify opportunities for reallocating resources for new activity programmes.</p> <p>ECC and CCG to consider targeted work by EFDC to pilot initiatives for people in middle age.</p>	<p>GWallis JWarwick</p> <p>WE CCG ECC PH</p>	<p>Epping Forest 'Age Well' group set up, which focuses on people of middle age, Public Health funding secured to deliver initiatives.</p> <p>Be Well Action Group facilitating partnership working to address the issue of inactivity in working age adults.</p> <p>Active Living for Inactive Adults is being expanded to five locations across the Epping Forest District (Buckhurst Hill, Debden, Epping, Ongar and Waltham Abbey).</p> <p>Active Living Men's Project developed and key staff trained in behaviour change techniques.</p>
<p>6. West Essex CCG and ECC (Public Health) to consider simplifying the number of 'provider services' in order to reduce duplication and improve continuity and services;</p>	<p>CCG and ECC to consider as part of commissioning arrangements.</p>	<p>ECC Public Health</p>	<p>Integrated Care Pathway continuing to develop for people with medical conditions through Single Point of Access (SPOC) and collaborative services for health improvement and prevention, involving Community Agents, SmartLife, Healthy Living services and EFDC programmes.</p>
<p>7. West Essex CCG and EFDC to work more proactively in respect of older people leaving 're-ablement' care, to extend and sustain improvement work with individuals area through referrals to activities such as the Lifewalk's programme;</p>	<p>EFDC and CCG Lead to meet to discuss opportunities for piloting new re-ablement projects</p> <p>Video Clips of EFDC Lifewalks and other sessions to be added to Live Well Website</p>	<p>JChandler WECCG</p> <p>JWarwick</p>	<p>Meetings taken place and EFDC delivering range of new activity projects including 'Active Living'.</p> <p>Four Stay Well This Winter Events will take place throughout November 2018.</p> <p>Video showcasing activities on offer to the community will be shown on screens in waiting rooms at GP practices</p>
<p>8. EFDC to establish the number of</p>	<p>EFDC to identify required data and</p>	<p>WECCG</p>	<p>This information has not been identified as yet.</p>

older, vulnerable people living in the district who do not have children.	provide support via the Neighbourhood Hubs		
9. EFDC to work with local Parish and Town Councils to build community resilience amongst the older population and share models of best practice, including encouraging older people to be actively involved in volunteering where possible	Production of an action plan setting out key steps to deliver Community Resilience initiatives across the district, including liaison with Town and Parish councils. Volunteering plan to be developed	GWallis EFRS VAEF	Community Champions Project initiated, which will involve Town and Parish Councils in the identification of local services, groups and gaps in provision, and, local Community Connectors to help reduce isolation for people of all ages.

Living in the Epping Forest District

1. EFDC to proactively adapt its housing stock to be fit for the ageing population, to address fuel poverty, mobility issues and extra care support;	This to be addressed as part of Local Plan and Housing Officer working group	RRay	Substantial work continues to be undertaken to adapt Council properties for disabled tenants and those with mobility difficulties.
2. EFDC to consider redeveloping older and unpopular sheltered accommodation to provide sheltered housing with two bedrooms, to encourage older tenants to move out of 3 bedroom properties (for occupation by families) and provide space for visitors to stay;	This to be addressed as part of Local Plan and Housing Officer working group.	RWilson	An officer project team has been established, led by the Director of Communities, to consider the rationalisation of the Council's sheltered housing assets and to set a minimum "Sheltered Housing Standard". Both the Council's Communities Select Committee and Cabinet have considered and approved an Initial Scoping Report for the Project, and have agreed the approach to be taken for the next stage. On the recommendation of the Select Committee, the Cabinet has also approved a "Sheltered Housing Standard" for the Council's sheltered housing schemes.
3. EFDC to consider expanding services provided by its sheltered scheme managers and further promote Careline to people living in their own homes (whether Council or owner-occupied), to enable them to remain there	This to be addressed as part of Local Plan and Housing Officer working group	RWilson ECC	The Call Handling and Response element of the Council's Careline Service was outsourced to Tunstall Telecom in November 2017, following a competitive EU-compliant procurement exercise. Officers are currently restructuring the staffing structure for the Older People's Housing Team to ensure that it is appropriate for the future, following the outsourcing of Careline's call handling. Once this has been completed, in due course, a review of the services provided by Scheme Managers will be undertaken.
4. EFDC to ensure that its sheltered	This to be addressed as part of the	RWilson	On the recommendation of the Communities Select Committee, the

	accommodation is brought up to a modern standard, including providing Wi-Fi in sheltered accommodation, to assist and encourage older people in using online services;	Sheltered Housing Review. EFDC to seek use of ECC hardware for training older people in use of mobile technology	GWallis ECC	Cabinet has approved a "Sheltered Housing Standard" for the Council's sheltered housing schemes, to ensure that they remain fit for purpose for the future. Pilot digital inclusion training has been delivered via 'We Are Digital' in Limes Farm and Waltham Abbey, including at a sheltered housing scheme. Wi Fi installation across schemes has proved to be cost prohibitive and therefore, residents are being supported to secure their own Wifi arrangements.
	5. West Essex CCG, ECC (Social Care) and EFDC (Planning) to ensure that nursing and residential homes capacity is adequate for the needs of local residents;	Planning for new residential care homes accommodation to be considered as part of Local Plan.	Local Plan	The requirements to ensure that nursing and residential homes' capacity are adequate for the needs of local residents has been addressed in the Council's Local Plan Submission Version, that is due to be submitted to the Planning Inspectorate in May/June 2018 for an Examination in Public, expected to be towards the end of 2018.
	6. EFDC to work with local Parish and Town Councils to identify older people with care and support needs who may need support with waste collections and other services;	CHWB to link with local GP's via Neighbourhood Hub meetings and to identify any vulnerable people (all ages) to be added to the assisted waste collection service.	GWallis	This work will now be included within the Community Champions project.
Page 126	7. EFDC to consider the use of microchips within bins for people who receive assisted bin collections.	This to be investigated by Neighbourhoods, as to whether viable, or another option available.	KDurrani	Deemed as unnecessary, as bin collectors already record occasions when assisted bin collections have not been taken up. KD and JCh to meet to discuss sharing of this information with local GP's / Social Care.
	8. ECC, EFDC and West Essex CCG to consider transport issues within the district and identify opportunities to improve accessibility and mobility for older people who do not have their own transport;	Working group to be set up comprising ECC, CCG and EFDC reps., to identify existing transport services and where these can be enhanced.	GWallis	Grant Aid awarded to local groups including; Loughton Voluntary Care and Epping & Ongar Villages Voluntary Care to support transport for older residents
	9. ECC (Social Care), EFDC and West Essex CCG to work more collaboratively on the provision of disabled adaptations, in order to reduce duplication, cost and timescales;	EFDC Private Housing team (in liaison with Housing Services) to link into Neighbourhood Hub groups in the District to work collaboratively with Social Care and CCG on this re. DFG	RRay WECCG	EFDC staff linked into NHS /ECC Neighbourhood Hub meetings. However, reductions in government funding for DFGs would restrict EFDC work on adapting homes – although the levels of funding remain the same at present
	10. EFDC to identify opportunities for	Meeting to be set up with ECFRS.	GWallis	West Essex Hoarding Working Group set up and led by

increased collaborative working to identify vulnerable people and address hoarding issues.;			Safeguarding team. EFDC Hoarding work being led by Rachel Smith, Housing Officer. Pilot social isolation project delivered in Buckhurst Hill in partnership with ECFRS.
11. ECC to increase the amount of Independent living (extra-care) accommodation in the district, to reduce reliance on residential accommodation.	This to be considered as part of the Local Plan and any new developments proposed in the district	Local Plan / ECC	Outline planning permission has been granted for a development of a 60-home independent living scheme by Essex County Council at Hillhouse, Waltham Abbey. ECC's provider is currently being appointed; the next stage will be for the selected provider to seek detailed planning permission. The approach to the provision of independent living schemes in the District has been addressed by the Council's Local Plan Submission Version, that is due to be submitted to the Planning Inspectorate in May/June 2018 for an Examination in Public, expected to be towards the end of 2018.
12. EFDC/West Essex CCG to work in collaboration to support the delivery of the Neighbourhood Model of integrated health and care support	Communities Directorate to lead on involvement in Neighbourhood Hubs and allocate representatives to attend the four hubs in EFD	JChandler RRay	EFDC staff from Community Services and Private Sector Housing now attending Neighbourhood Hub meetings across the district.

Communication and Engagement

1. EFDC to consider the varying communication needs of the ageing population in regard to Council services as part of its Transformation programme around Customer Services and its Strategic Accommodation Review;	This to be addressed via the Customer Contact Project Group as part of Transformation	DBailey OShaw	An annual survey now to be undertaken, to find out how customers across different age groups are accessing services (and what are they accessing) to build a clear picture of need, to be included as part of any business case to change any provision of service (e.g. maintaining certain channels for different services based on access requirements).
2. All partners to make better use of town, parish and community magazines / local radio, in order to communicate messages to isolated older people and those living in rural areas of the district and seek their inclusion in consultation;	EFDC to identify Community Leaders in each Parish and Town within the Epping Forest District, to assist with dissemination of information and assist in ongoing consultation; To be undertaken as part of Community Services Outreach work	JChandler GWallis VAEF	Regular use of Town and Parish magazines to promote projects, events and initiatives for older residents. Community Champions to be identified and recruited across each parish area.

3. Multi-agency events such as 'Winter Warmer' and 'Senior Safety' days, on an annual basis;	Community Services to lead on these initiatives, in conjunction with EF H&WB Board, CCG and Public Health	G Wallis JWarwick CCG ECC PH	Full programme of multi-agency Stay Well This Winter and Stay Safe community events in place for 2018-19.
4. EFDC to establish an online consultation platform for older people, to enable them to have an ongoing dialogue with the Council;	This to be built on to existing online website platform.	O Shaw T Carne S Mitchell	The Council is at an early stage in the new design for corporate website and this will be considered in more detail over summer of 2018.
5. EFDC, ECC and West Essex CCG to establish a network of older people to champion 'Resilience' across the district and to share best practice;	EFDC to liaise with CCG and local GP's to identify potential volunteers	GWallis	This action has been replaced by H&WB 9. Above.
6. West Essex CCG and GP's to consider introducing more online booking systems;	EFDC to liaise with CCG and Local GP's.J Chandler to present to EFD GP's forum.	JChandler	Presentation given to local GP's. Many GP's now offering this service.
7. All agencies to consider the use of social media to promote key services and activities and to communicate key messages	EFDC to lead on this through PR and Customer Services. Community Services to promote this via Neighbourhood Hubs	T Carne O Shaw G Wallis	Proactive use of social media for promotional purposes is ongoing through Community Services. The Council's Contact Centre actively promoting concessions where relevant, for waste services.

Report to Communities Select Committee

Date of meeting: 12th June 2018

Portfolio: Housing – Cllr S. Stavrou

**Subject: Housing Strategy: 6-Month Progress
Report on Key Action Plan 2017/18**



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

Committee Secretary: Adrian Hendry, 01992 564246

Recommendations:

That the 6-Month Progress Report on the Housing Strategy Key Action Plan 2017/18, attached as an Appendix, be considered, with any comments passed to the Housing Portfolio Holder and Director of Communities accordingly.

Report:

1. At its meeting in October 2-17, the Council's Cabinet adopted the new Housing Strategy 2017-2022. The Housing Strategy assesses the District's current and future housing needs and sets out the Council's approach to meeting those needs.
2. The Strategy also included a Key Action Plan, which sets out the proposed actions that would be taken by the Council to contribute towards the achievement of the housing objectives over the first year of the Housing Strategy. New Key Action Plans will then be produced annually from October each year for the remaining period of the Housing Strategy.
3. When the Cabinet adopted the Housing Strategy, it asked the Communities Select Committee to review progress with the Key Action Plans on a 6-monthly basis. Therefore, the 6-Month Progress Report for the current Key Action Plan for 2017/18 is attached as an Appendix, which the Select Committee is asked to consider and to provide any comments to the Housing Portfolio Holder and Director of Communities.

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Housing Strategy Key Action Plan 2018-19

No	Category	Action	Responsibility	Timescale	Progress Report (to be completed after 6 and 12 months)
1	Affordable Housing	Work in partnership with Epping Town Council and a development partner to commence a regeneration scheme for the St Johns Area of Epping, which includes an appropriate amount of market and affordable housing.	Director of Neighbourhoods	Sept 2018 May 2019	In Progress - The development agreements are due to be signed in May 2018. The development partner will then work up a planning application, including a public consultation exercise. Subject to planning permission, the development partner will then commence on site
2	Affordable Housing	Develop and promote the Council's Self and Custom Build Register and work in partnership with East Herts, Uttlesford and Harlow Councils to pool Community Housing Funding from the Government, to undertake a joint project to consider all aspects of community-led housing, including self and custom build and Community Land Trusts	Director of Communities	July 2018	In Progress - There are currently 23 people registered on the Register. The Register is promoted through the Council's website and has a dedicated webpage. The inter-council Community-Led Housing Project has produced a Final Report which will be discussed by the Co-op Members Board agenda on 18th June.
3	Affordable Housing	Appoint a new Affordable Housing Officer for an initial 3-year period, to provide additional capacity to respond to increased planning applications for affordable housing as a result of the Local Plan and to undertake the additional work to develop the Council's approach to self and custom build housing	Director of Communities	July 2018	Achieved – An Affordable Housing Officer has been appointed on a temporary contract, who is due to commence on 6 th June.

4	Affordable Housing	<p>Work with housing associations and developers to complete the development of 175 new affordable homes, with planning permission, for rent and shared ownership at the following non-Council owned sites:</p> <ul style="list-style-type: none"> a) Knollys Nursery, Waltham Abbey - 63 homes b) Fyfield Research Park, Ongar - 44 homes c) Hillhouse Independent Living Scheme, Waltham Abbey - 24 homes d) Barnfield, Roydon - 11 homes e) Stoneshot Farm, Nazeing - 10 homes f) Netherhouse Farm, Waltham Abbey - 8 homes g) Happy Grow Garden Centre, Thornwood - 8 homes h) Institute Road, Coopersale - 6 homes i) Esperanza Nursery, Stapleford Abbots - 1 home 	Director of Communities	Sept 2018 Dec 2019	<p>In Progress</p> <ul style="list-style-type: none"> a) 56 of the 63 affordable homes at Knollys Nursery have been completed to date. b) Moat Homes are in the process of finalising contracts for the purchase of the affordable homes. c) Essex County Council are currently in the process of appointing a Development Partner for the Hillhouse Independent Living Scheme. Once appointed, they will work up and submit a Detailed Planning Application. d) Barnfield has been completed. e) A new planning application for Stoneshot Farm has been submitted incorporating 18 affordable homes. f) The planning permission for Netherhouse Farm has not been implemented by the developer to date. g) The planning permission for Happy Grow Garden Centre has not been implemented to date. h) The affordable homes at Institute Road are scheduled to complete in May 2018. i) New outline planning permission has removed the affordable home, due to changes in NPPF requirements.
5	Affordable Housing	Re-tender the contract for the provision of specialist affordable housing viability advice.	Director of Communities	March 2018	<p>Achieved – Following a competitive tender process, Kift Consulting Ltd were re-appointed with effect from April 2018</p>

6	Affordable Housing	Review and revise the Council's Tenancy Policy to implement the introduction of 5-year fixed term tenancies for most new tenants, to meet the requirements of the Housing and Planning Act 2016 and subsequent Government Guidance.	Assistant Director (Housing Operations)	July 2018 March 2019	Pending – Government guidance is awaited before this can be actioned.
7	Affordable Housing	Review and revise the Council's Housing Allocations Scheme, to ensure that Council and housing association accommodation continues to be targeted at those assessed as being in the most need.	Assistant Director (Housing Operations)	July 2018	Achieved – The Scheme has been reviewed and revisions agreed, which will be implemented with effect from 1 st July 2018
8	Affordable Housing	Increase the number of Preferred Housing Association Partners, to ensure that there are a sufficient number of social landlords operating in the District to deliver the number of affordable homes required by the Local Plan.	Director of Communities	Dec 2017	Achieved – The net number of Preferred Housing Association Partners has increased from 4 to 5 (with the cessation of one existing Partner - East Thames - and the addition of two new Partners – Aldwyck and CHP).
9	Affordable Housing	Prepare for the sale of “high value” Council properties to fund the proposed levy to the Government to meet the requirements of the Housing and Planning Act 2016.	Assistant Director (Private Housing & Communities Support)	April 2018	Pending – Government guidance is awaited before this can be actioned.
10	Affordable Housing	Continue to work with Hastoe Housing Association and Parish Councils to investigate the development potential for rural housing schemes in villages, through the Council's Rural Planning Exceptions Policy.	Director of Communities	Sept 2018	In Progress – Hastoe continue to investigate the development potential of rural exceptions schemes with parish councils, but none have come to fruition to date.

11	Council Housebuilding	Complete the development of 51 new affordable homes for rent at Burton Road, Loughton, under Phase 2 of the Council's Housebuilding Programme.	Assistant Director (Housing Property & Development)	June 2018 Sept 2018	In Progress – The development is progressing well.
12	Council Housebuilding	Complete the development of 34 new affordable homes for rent at North Weald, Ongar, Epping and Coopersale, under Phase 3 of the Council's Housebuilding Programme.	Assistant Director (Housing Property & Development)	Sept 2018	In Progress – To date the following developments have been handed over and let to new tenants; (a) London Road, Stanford Rivers – March 2018 (b) Bluemans End, North Weald – March 2018 The following developments are still on site, with the expected handover dates shown; (c) Centre Drive, Epping – June 2018 (d) Stewards Green Road, Epping – June 2018 (e) Centre Avenue / Springfield, Epping – Aug 2018 (f) Parklands, Coopersale – July 2018 (g) Queens Road, North Weald – Oct/Nov 2019
13	Council Housebuilding	Market and sell the Council-owned development site at Pyrles Lane Nursery, Loughton with a requirement that the required 40% affordable homes are sold to the Council on practical completion for letting to applicants on the Council's Housing Register.	Chief Estates Officers	March 2018 Oct 2019	In Progress – The site is due to be marketed in May/June 2018, with a requirement that 40% of the homes are sold to the Council on practical completion for letting as affordable housing to applicants on the Council's Housing Register.
14	Council Housebuilding	Obtain additional loans from the Public Works Loan Board to fund Phases 4-6 of the Council Housebuilding Programme.	Chief Financial Officer	March 2018	Not Yet Required – Additional loans will be obtained when required to fund the Housebuilding Programme.

15	Homelessness	Undertake a pilot scheme to provide 3 modular units of temporary accommodation at Norway House, North Weald to accommodate 6 single vulnerable homeless households and review the success of the pilot scheme after 12 months' occupation.	Director of Communities	Pilot Scheme – Dec 2017 Nov 2018 Review – Dec 2018 Nov 2019	In Progress – The consultants have been appointed and are currently seeking competitive tenders from contractors. Once appointed, the contractor will arrange for the supply of the units and provide the required works and services.
16	Homelessness	Review the success of placing 3 homeless households at Zinc Arts, Ongar, for a trial period to consider if further placements should be made for homeless households.	Assistant Director (Housing Operations)	Sept 2017	Achieved – The trial proved to be successful, and Zinc Arts continues to accommodate homelessness (and increased number of) placements by the Council.
17	Homelessness	Review the level of staffing resources required to meet the new duties of the Homelessness Reduction Act 2017.	Assistant Director (Housing Operations)	March 2018	Achieved – Following review, a new post of Asst. Housing Options Manager (Homelessness) has been created. However, difficulties have been experienced in recruiting a suitable postholder.
18	Homelessness	Produce a new Draft Homelessness Strategy, ready for consultation.	Assistant Director (Housing Operations)	March 2018	Achieved – A Draft Homelessness Strategy has been produced, and will be considered by the Communities Select Committee at its June meeting, prior to the statutory consultation process.
19	Homelessness	Identify and commission an appropriate organisation to arrange for support workers to visit rough sleepers, provide advice and arrange short term night shelter accommodation.	Assistant Director (Housing Operations)	October 2017	Achieved – CHSS has been appointed to undertake this outreach service.

20	Homelessness	Increase the staffing levels at Norway House, the Council's Homeless Persons Hostel in North Weald, by 0.5FTE to assist with increased workloads and improved on-call coverage.	Housing Options Manager	Sept 2017	Achieved – The staffing levels have been increased by 0.5FTE.
21	Homelessness	Undertake a further review of the Council's Flexible Homelessness Support Grant, to ensure that it is used to meet the highest priorities of need	Assistant Director (Housing Operations)	Dec 2017	Achieved – The further review has been undertaken and all of the first tranche of funding has been allocated. A further report will be considered later in the year to consider the use of further funding from 2019/20.
22	Homelessness	Consider the provision of shorter (2-year) non-secure fixed term tenancies to homeless households accommodated in Council properties, with a clear requirement for the tenants to find alternative accommodation during the tenancy period, as part of the review of the Housing Allocations Scheme	Assistant Director (Housing Operations)	July 2018	Achieved – Following the Review of the Housing Allocations Scheme, the provision of shorter (2-year) non-secure fixed term tenancies to homeless households accommodated in Council properties has been included in the new Housing Allocations Scheme, with effect from 1 st July 2018,
23	Supported Housing – Older & Other Vulnerable People	Progress the Key Action Plan from the Council's study into the Impact of an Ageing Population in the Epping Forest District.	Assistant Director (Community Services & Safety)	July 2018 Dec 2018	In Progress – The implementation of the Key Action Plan is progressing well, with regular progress reports being considered by the Communities Select Committee, with the next progress report to be considered at its June meeting.
24	Supported Housing – Older & Other Vulnerable People	Undertake a review the Council's sheltered housing assets with a view to remodelling or redeveloping sheltered housing sites that are no longer fit for purpose.	Director of Communities	March 2018 Jan 2019	In Progress – An initial Scoping Report has been considered by both the Communities Select Committee and the Cabinet and the scope of the project has been agreed. The next stage is to report to the Select Committee further on development proposals for sites selected on the basis of the agreed criteria.

25	Supported Housing – Older & Other Vulnerable People	Undertake a review of the Council's Sheltered Housing Service in order to determine the most appropriate approach to future delivery.	Assistant Director (Housing Operations)	July 2018	Held in Abeyance – Following the outsourcing of the Careline Monitoring Service, a review of the staffing of the Older Peoples Housing Team is currently underway to reduce the management structure by 1 post, and creating a new post of Mobile Scheme Manager. A more fundamental review of the approach to the Sheltered Housing Service will then be undertaken once the new staffing structure has been settled.
26	Supported Housing – Older & Other Vulnerable People	Work with Essex County Council to facilitate the provision of a new Independent Living (Extra Care) scheme for older people at Hillhouse, Waltham Abbey, comprising both market housing and affordable rented homes.	Director of Communities	Sept 2018	In Progress - Essex County Council are currently in the process of appointing a Development Partner for the Hillhouse Independent Living Scheme. Once appointed, they will work up and submit a Detailed Planning Application.
27	Private Sector Housing	Deliver the Action Plan formulated by the Nursery Workers Accommodation Working Party and consider and adopt a corporate protocol for dealing with unsuitable living conditions within agricultural and nursery accommodation, from a housing, planning, legal and economic development perspective.	Assistant Director (Private Housing & Communities Support)	Commence June Sept 2018 Complete 2021	In Progress – All sites will be inspected by Sept 2018, identifying any immediate works required and the planning and water/ draining status. Site owners are being made aware of how to regularise their sites for full planning permission and site licensing. Time is being allowed for planning applications to be submitted before enforcement is considered. There is a pending prosecution on one site and four other sites are subject to enforcement notices in connection with water/ drainage contraventions.
28	Private Sector Housing	Introduce a new service to provide an on-line resource of information on topical issues for private landlords.	Private Housing Manager (Technical)	March 2018	Achieved - Regular articles are posted on the website 'News updates for landlords'. Landlords who subscribe are also notified via email of news items and directed to the dedicated pages on the website. Additional checks and measures are being taken to ensure compliance with new GDPR

29	Private Sector Housing	Prepare for the Government's proposed extension of the mandatory licensing scheme for houses in multiple occupation (HMOs), including the recruitment of sufficient additional environmental health officers to respond to the increased workload.	Assistant Director (Private Housing & Communities Support)	June 2018	In Progress – The Housing Portfolio Holder has agreed the approach to be taken to the extension of the mandatory licensing scheme for HMOs, and the associated fees. The additional fees will be utilised to fund the additional staffing resources required.
30	Private Sector Housing	Undertake a desktop exercise to provide a source of data to identify and target fuel-poor households, to provide information on improving their ability to heat their homes at a reasonable cost.	Assistant Director (Private Housing & Communities Support)	June 2018	In Progress - The desktop exercise is nearly complete. Following a review by officers of the assistance and incentives available to landlords, and further direction from the Government, on measures that can be enforced, all landlords of substandard properties will be targeted to carry out improvement measures.



SCRUTINY



Report to: Communities Select Committee

Date of meeting: 12 June 2018

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 4 (Outturn) position

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 outturn position 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 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 individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

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

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

outturn progress against the Key Action Plan for 2017/18 for actions most appropriately considered by the Communities Select Committee at the end of the year (31 March 2018).

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 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.
4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. Quarter 4 (outturn) progress against the individual actions of the 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 were completed or achieved in accordance with in-year targets;

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

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

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

There are 50 actions in the Key Action Plan 2017/18. At the end of the year:

- (a) 28 (56%) of the individual deliverables or actions supporting the key objectives had been achieved;
- (b) 15 (30%) of the deliverables are expected to achieve target in the next 6 months;
- (c) 6 (12%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule;
- (d) 1 (2%) action is pending and cannot currently be fully completed.

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

- 10 (50%) of these actions have been achieved at year end; and
 - 1 (5%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule.
 - 8 (40%) of these actions are expected to achieve target in the next 6 months
 - 1 (5%) action is pending and cannot currently be fully completed.
5. The Committee is requested to review the outturn position of the Corporate Plan 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.
6. This report was also considered by the Cabinet on 14 June 2018 and the Overview and Scrutiny Committee on 4 June 2018.

Resource Implications:

None for this report.

Legal and Governance Implications:

None for this report. Performance monitoring contributes to the delivery of value for money.

Safer, Cleaner, Greener Implications:

None for this report.

Consultation Undertaken:

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

Background Papers:

Relevant documentation is held by responsible service directors.

Impact Assessments:

Risk Management

None for this report.

Equality:

None for this report.

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Aim 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 Pyles 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	●	Pending	Q4 - It is still not yet known if the Government will introduce this proposal. The latest information received is that no levy will be made for 2018/19.
					Q3 - It is still not yet known if the Government will introduce this proposal. The latest information received is that no levy will be made for 2018/19.
					Q2 – Not yet required – Government decision on the proposal is likely to be made 'as soon as possible' but may be delayed but the publication of housing green paper.
					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	Communities	06-Oct-2017	✓	Achieved	Q2 - Phase 1 of the Council Housebuilding Programme has been complete. Q2 - Good progress continues to be made, with all development sites making up

provide 23 new affordable rented homes					Phase 1 due to be completed by the end of October 2017.
					<p>Following the CHBCC appointment of P A Finlay in September 2016, as the preferred developer to complete Phase 1 of the Council house-building programme, works have progressed well, with some of the homes now handed over and occupied, as follows:</p> <p>Site 4 - 2 x 3-bed houses handed over and occupied 04/04/17</p> <p>Red Cross site - 4 x 3-bed houses handed over and occupied 06/06/17</p> <p>Site 7 - 6 x 2-bed houses handed over and occupied 17/07/17</p> <p>Harveyfields - 9 flats due to be handed over by early September 2017</p> <p>Red Cross Duplex homes - 2 1-bed duplex homes due to be handed over by end of September 2017.</p> <p>Official opening ceremony being planned for 6th October 2017 by the Housing Portfolio Holder, Chairman of Council and John Scott, former Chief Officer.</p> <p>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</p>
2. Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes	Communities	31-Mar-2018		Under Control	Q4 – Phase 2 continues to progress well. 5 properties have been completed under Phase 3 at Bluemans End, North Weald and London Road, Stapleford Abbots. Further completions are planned for Stewards Green Road, Springfield and Centre Avenue in Epping and at Parkfields, Coopersale in June 2018.
					Q3 - Phases 2 and 3 continue to progress well.
					Q2 - Good progress continues to be made across all Phase 2 and 3 sites with the exception of Queens Road, North Weald where delays have been experienced due to electrical mains and sub-station diversions. The Queens Road site has been delayed by around 9-months will start on site around December 2017 and completion 18-months later.
3. Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018		Under Control	Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced
					Q4 – Following East Thames ending the Development Agency Contract with EFDC, the Council Housebuilding Cabinet Committee has agreed that future developments (from Phase 4 onwards) should be managed in-house, using internal staffing resources, supplemented by specialist design consultancies appointed directly by the Council. The Cabinet Committee has since appointed ECD Architects Ltd as the

					<p>Council's Architects and Multi-disciplinary Design Team, and Airey Millar Ltd as the Council's Employers Agents.</p> <p>The Cabinet Committee has also appointed Neilcott Construction Ltd, Roof Ltd, TSG Building Services Ltd and Indecon Building Ltd as framework contractors, from whom second-stage tenders will be sought to construct future homes under the Programme</p> <p>Q3 - Procurement of Phases 4-6 has been delayed due to East Thames' decision not to extend their Development Agent contract with EFDC. A proposed approach to this procurement will be considered by the Council Housebuilding Cabinet Committee in January 2018.</p> <p>Q2 - With East Thames serving notice to end their Development Agent role with the Council, alternative procurement and delivery approach needs to be considered. There is a 6-month exit management plan in place with a subsequent 6-month OJEU procurement exercise needed to put in place alternative arrangements. The risks to 1-4-1 receipts is being evaluated as part of the HRA financial review.</p> <p>Q1 – Discussions are being held with the Council's Development Agent, East Thames, on the options for procuring consultants and appointing their consultants.</p>
<p>4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's Housebuilding Programme</p>	Communities	31-Mar-2018		Achieved	<p>Q4 - Achieved</p> <p>Q3 - Due to some on-site delays, the properties were due to be handed over, slightly delayed, in January 2018. However, it has now been established by the private developer that a power cable needs to be diverted; a revised hand-over date has not been provided. The "long stop" date for hand-over is June 2018, but it is anticipated that handover will take place before then.</p> <p>Q2 - These homes are progressing well, with hand-over due by December 2018.</p> <p>Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.</p>
<p>5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents</p>	Communities	31-Mar-2018		Under Control	<p>Q4 – Planning permission (temporary for 10 years) has been granted and the Council's consultants are procuring a contractor through competitive tender. Completion is anticipated for November 2018.</p> <p>Q3 - Following discussions with planning officers, a revised location for the modular accommodation at Norway House has been identified. The planning application will be submitted imminently.</p> <p>Q2 - ECD Architects have been appointed and are making good progress. Pre-app discussions have taken place and a planning application is pending.</p> <p>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</p>

<p>6. Relocate the Housing Repairs Service from the Epping Depot to the Oakwood Hill Depot, Loughton</p> <p>Page 146</p>	Communities	31-Mar-2018	●	Behind Schedule	<p>procure the works, and the Council's nominated supplier will provide the units.</p> <p>Q4 – The second site assessment has been undertaken and the submission of a planning application for the required parking is imminent. The proposed consultants to project manage the works have submitted a fee quotation, that is currently under consideration.</p> <p>Q3 - The project has been delayed due to the calling-in of the Cabinet decision. Following discussion with the members who called-in the decision, a parking survey will be undertaken to ascertain the need for additional car parking, One site assessment was undertaken before Christmas and a second site assessment will be undertaken in January 2018. The results will then be considered by Management Board, to determine the number of additional parking spaces for which planning permission should be sought.</p> <p>Q2 - The Cabinet decision to relocate the Repairs Service was the subject of a call-in over the delivery of off-site staff parking. This has resulted in a detailed options appraisal of all potential alternative parking. Surveys have been commissioned to support any potential future planning application.</p> <p>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</p>
<p>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</p>	Communities	31-Mar-2018	●	Under Control	<p>Q4 – The Housing Service has provided all of the required information on the affordable housing requirements, including purchase prices and design requirements, for the Estates and Valuation Team to market the site.</p> <p>Content on the affordable housing requirements has been provided to Chief Estates Officer. The next stage is for the Chief Estates Officer to market the sale of the land.</p> <p>Cabinet has agreed to the land sale being on the basis of the Council purchasing completed affordable rented homes from the successful purchaser at prices pre-stated in the land marketing information</p> <p>A consultant has been appointed to advise on the purchase prices to be stated, based on the same approach as a housing association. The next stage is for the site to be marketed, which is planned for February 2018.</p> <p>Q3 - A consultant has been appointed to provide purchase prices for each type of affordable property, for inclusion in the Marketing information.</p> <p>Q2 - as per Q1.</p>

					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.
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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		Achieved	Q3 - Complete
					Q2 – A revised, 5 year SLA for Lowewood Museum has been produced and has now been signed by both Councils
					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		Achieved	Q4 - A formal working partnership has been in place with Chelmsford City Council since October 2016, as part of the Arts Council England funded Resilience project, which the partnership (EFDC/BBC & CCC) was successful in securing £272,000 for. The project enabled work to be developed across all three areas in; commercialisation, engagement of new audiences and establishment of two Trusts (EFDC/&BBC and CCC) to operate in parallel to the management of the museums & cultural services. The Trusts are currently awaiting Charitable status, but when in place, will enable the councils to seek and secure funding which is not accessible by local authorities. Funding could be for anything from exhibitions to building development works/refurbishments/storage etc ,therefore potentially saving on Councils budgets. The Resilience project is due to finish on March 31st 2018, but a Memorandum of Understanding is currently being drafted to enable the further partnership working between EFDC and CCC.
					Q3 - As Q2
					Q2 – Work continues to take place with Chelmsford City Council following actions contained within the NPO plan and smaller funding bids are being developed to deliver on the work, where necessary.
					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
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Aim 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
Page 1 of 8 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		Under Control	Q4 - Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.
					Q3 - As Q2
					Q2 – Follow up inspections commenced Q3, Lea Valley growers have decided to drop application for special consideration under Local Plan, Action plan being reviewed.
					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.
					Q1 - Results of the Regulation 18 Consultation reported to Cabinet. Key issues identified to include an analysis of Settlement Level. Local Development Scheme to be updated in October 2017.
3. Update the Council's Housing Strategy, following production of the Draft Local Plan 'Preferred Options Approach'	Communities	31-Dec-2017		Achieved	Q2 - The Housing Strategy has now been agreed by the Cabinet at its meeting in October 2017. 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	✓	Achieved	<p>Q3 - The Trust has been established, and is meeting to identify potential funding opportunities.</p> <p>Q2 - Seven trustees have now been appointed to the Culture without Borders Development trust, including a Chair. Further promotion and recruitment for up to 4 more (max) trustees is planned for November '17.</p> <p>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.</p>
2. Establish 3 multi-agency groups to contribute to the health, well-being and safety priorities of our residents, to improve quality of life	Communities	31-Mar-2018	✓	Achieved	<p>Q2 - The three thematic groups established to lead on improvement of Health & Wellbeing in the District are now meeting regularly. In addition, an Epping Forest District Health and Wellbeing Strategy has been drafted, to direct the implementation of initiatives to improve health through these groups.</p> <p>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+).</p>

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	✓	Achieved	<p>Q4 - Work of Green Party ongoing.</p> <p>Q3 - Green Apple Award: EFDC received the Bronze Award for Energy Efficiency in Local Authorities. This was due to our energy saving over the last 3 to 4 years.</p> <p>Q2 Progress report from Corporate Green Working Party delivered on 19th September to Neighbourhoods Select Committee, a number of on-line forms for residents are in test mode, with the intention to use them as soon as the test phase</p>

					is completed. This will not only reduce paper usage but also provide a better service to residents.
					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		Under Control	Q4 - This action is on target and is ongoing. As previously recorded, work is being undertaken to improve the health & wellbeing of older people, with expansion of the Forever Active programme and introduction of new sessions for the inactive.
					Q3 - As Q2
					Q2 - Work to deliver the recommendations identified in the Impact of An Ageing Population Action Plan are ongoing and many of these are being delivered through the Health and Wellbeing 'Stay Well' thematic Group (see 2c. 4)
					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		Under Control	Q4 – Initial meetings to scope the project have been held
					Q3 - The Careline Monitoring Service was successfully outsourced in November 2017. Work will now commence on reviewing the delivery of the Council's sheltered housing service, once the new arrangements for Careline bed-down
					Q2 – As Q1 Careline due for handover 20 November 2017
					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-Mar-2018		Under Control	Q4 – The Communities Select Committee's on the initial scoping of the project have been agreed by the Cabinet. The following was agreed:
					<ul style="list-style-type: none"> • Further consideration to be given to reducing amount of EFDC's low-demand sheltered housing and developing the resultant vacant land and buildings

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SCRUTINY



Report to: Communities Select Committee

Date of meeting: 12 June 2018

Portfolio: Housing (Councillor S. Stavrou)

Subject: Key Performance Indicators 2017/18 – Q4 (Outturn) Performance

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

Democratic Services Officer: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That the Select Committee reviews performance against the Key Performance Indicators within its areas of responsibility for 2017/18.

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 comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.
2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Communities Select Committee
3. A headline end of Q4 (outturn) performance summary in respect of each of the KPIs falling within the Communities Select Committee's areas of responsibility for 2017/18, is attached as Appendix 1 to this report together with details of the specific twelve-month performance for each indicator.

Key Performance Indicators 2017/18 – Quarter 4 Performance

4. **All indicators** - The overall position for all 32 KPIs at the end of the year was as follows:
 - (a) 21 (66%) indicators achieved target;
 - (b) 11 (34%) indicators did not achieve target; although
 - (c) 5 (16%) of these KPIs performed within its tolerated amber margin.
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 the end of the year for these indicators, was as follows:
 - (a) 7 (78%) indicators achieved target;
 - (b) 2 (22%) indicators did not achieve target; and
 - (c) 0 (0%) indicators performed within their tolerated amber margin.
6. The 'amber' performance status used in KPI reports identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range (+/-). The KPI tolerances were agreed by Management Board when targets for the KPIs were set in March 2017.
7. The Select Committee is requested to review performance at the end of the year in relation to the KPIs for 2017/18 within its areas of responsibility.

Resource Implications: none for this report.

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

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

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

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

Impact Assessments: none for this report

Risk Management – none for this report.

Equality: none for this report.

Key Performance Indicators 2017/18 – Quarter 4 Performance Report

Appendix A

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										
COM001 Rent collected from current and former tenants as a percentage of rent due (excluding rent arrears brought forward).	99%	100.77%	✓	99%	100.38%	✓	99%	100.25%	✓	99%	100.22%	✓	Yes
COM002 On average, how many days did it take us to re-let a Council property?	37	32	✓	37	33	✓	37	37	✓	37	39	✗	No
COM003 How satisfied were our tenants with the standard of the repairs service they received?	98%	100%	✓	98%	99.56%	✓	98%	99.57%	✓	98%	99.41%	✓	Yes
COM004 How many households were housed in temporary accommodation?	130	97	✓	130	103	✓	130	90	✓	130	96	✓	Yes
COM005 What percentage of our council homes were not in a decent condition?	0%	0%	✓	0%	0%	✓	0%	0%	✓	0%	0%	✓	Yes
COM007 What percentage of all emergency repairs are attended to within 4 working hours?	99%	99.01%	✓	99%	99.8%	✓	99%	99.77%	✓	99%	97.07%	✗	No
COM008 What is the average overall time to complete responsive repairs?	7	4.87	✓	7	4.25	✓	7	6.9	✓	7	4.56	✓	Yes
COM009 What percentage of appointments for repairs are both made and kept?	98%	99.01%	✓	98%	99.01%	✓	98%	99.1%	✓	98%	100%	✓	Yes
COM010 What percentage of calls to the council's Careline Service are answered within 60 seconds?	97.5%	99.8%	✓	97.5%	99.8%	✓	97.5%	98%	✓	97.5%	97.72%	✓	Yes

Key Performance Indicators 2017/18 Quarter 4 Performance

Report Author: Monika Chwiedz (Senior Project Improvement Officer)

Reflecting on our performance:

There are 32 KPIs for this year

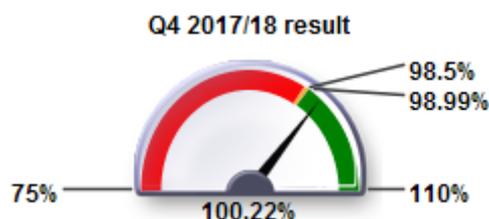
21 (66%) achieved target, 11 (34%) did not achieve target; although 5 (16%) of these KPIs performed within its tolerated amber tolerance.

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).

Rationale: 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: Q4 – 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

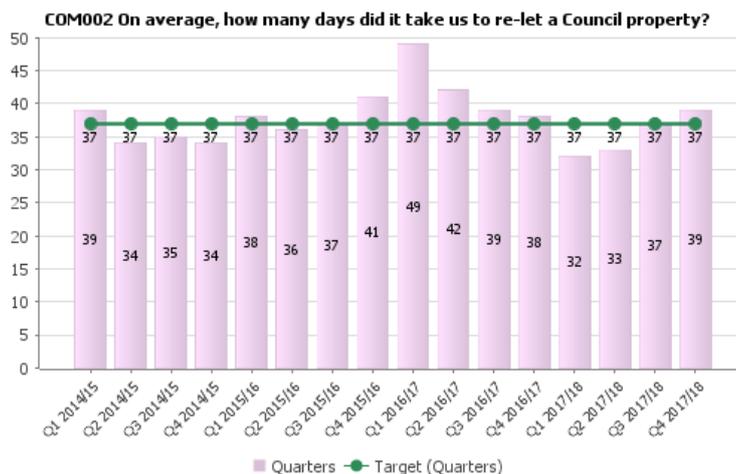
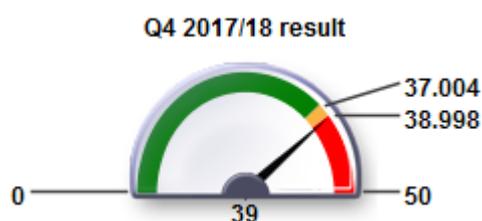
(WHETHER PROPERTY IS OCCUPIED OR NOT AND EXCLUDING ARREARS BROUGHT FORWARD)

B = RENT LOSS DUE TO EMPTY PROPERTIES

$(£32,687,700.38 / (£32,901,457.15 - £285854.30)) = 100.22\%$

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: The target has been exceeded by 2 days.

The reasons for this are as follows:

Housing Options have received a larger than usual number of nomination requests from partner Housing Associations, including a large development of new properties. As well as the void target, we also have a target within our nomination agreements all of which have been achieved. Nominations involve the same amount of work as the allocation of our own properties and the time spent on the unusually high numbers of nominations has had a bearing in not meeting the void target.

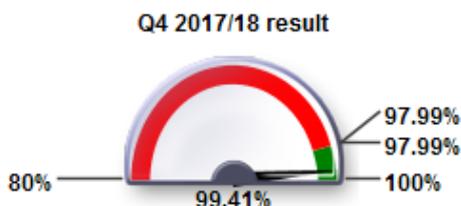
A full-time member of the Housing Allocations Team has been on long term sickness and this has also had an impact on our performance.

Furthermore, the Repairs Team have experienced staff shortages through vacant posts and sickness which has also impacted on their performance.

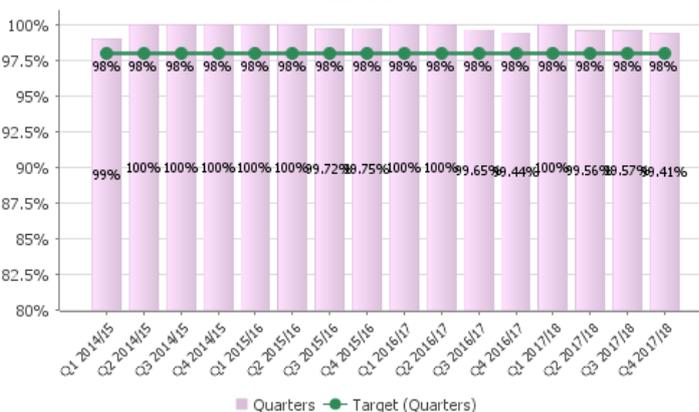
How satisfied were our tenants with the standard of the repairs service they

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



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



Comment on current performance: Q4 – Comments on the current performance for Q4 2017/18 – Total number of MCM surveys completed = 83. Total number of SMS responses received = 927.

Calculation: 83 MCM replies received + 927 SMS replies = 1,010 in total. Number of satisfied tenants from MCM = 83 + number of satisfied tenants from SMS = 921 so total is 1,004.

Therefore the calculation is $1,004 / 1,010 * 100 = 99.41\%$

Level of satisfaction provided to EFDC tenants remains high.

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.



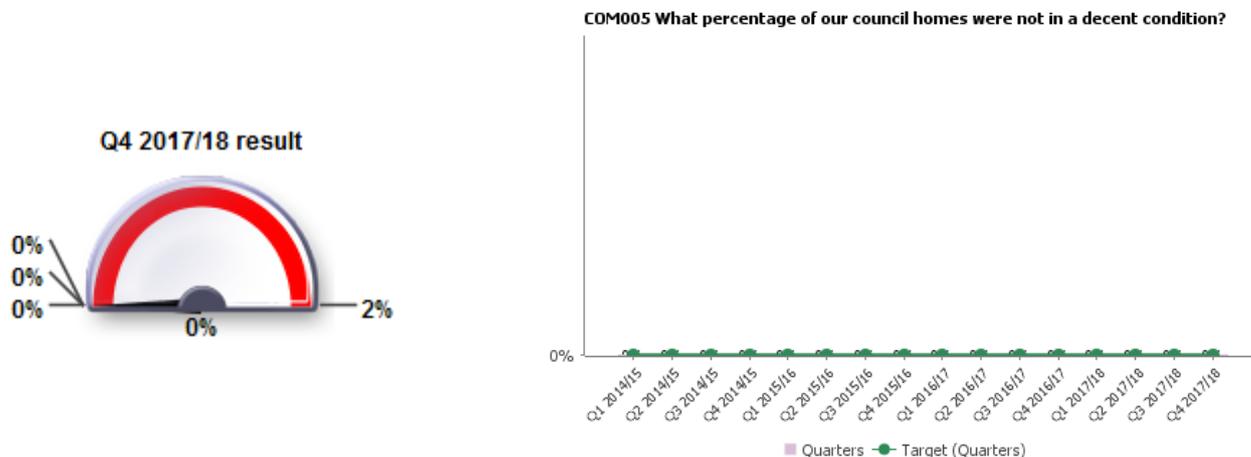
COM004 How many households were housed in temporary accommodation?



Comment on current performance: Q4 2017/18 performance is within target.

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

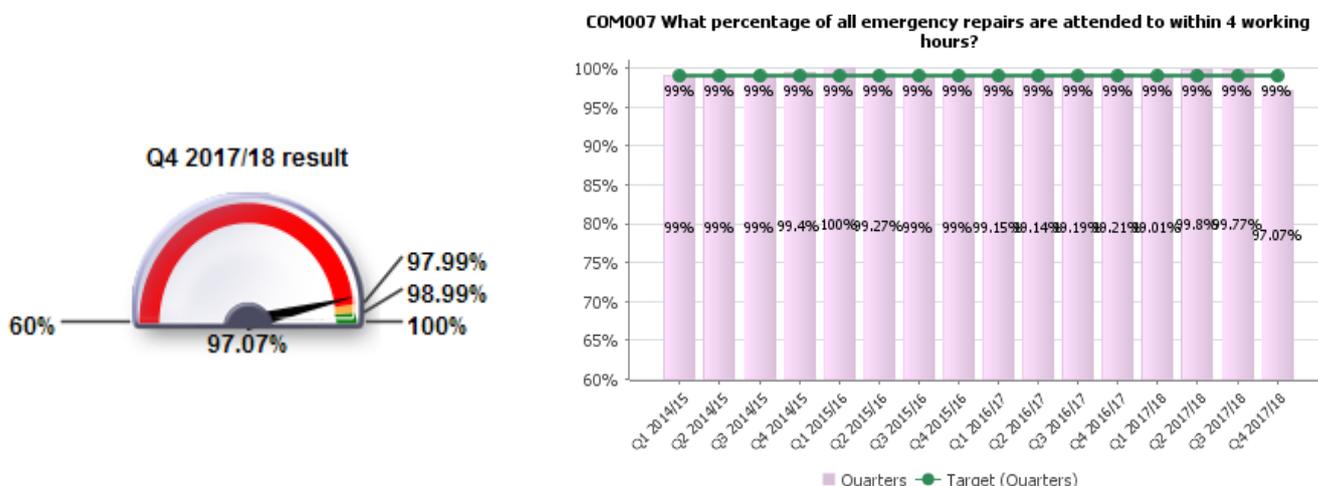
This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent.



Comment on current performance: 0% is the percentage of council properties not in decent condition

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: Severe weather conditions this quarter affected the OOH team as vans were snowed in, unable to start. Road conditions were dangerous to drive on, add to the additional volume of Emergency Calls received had an effect on the service.

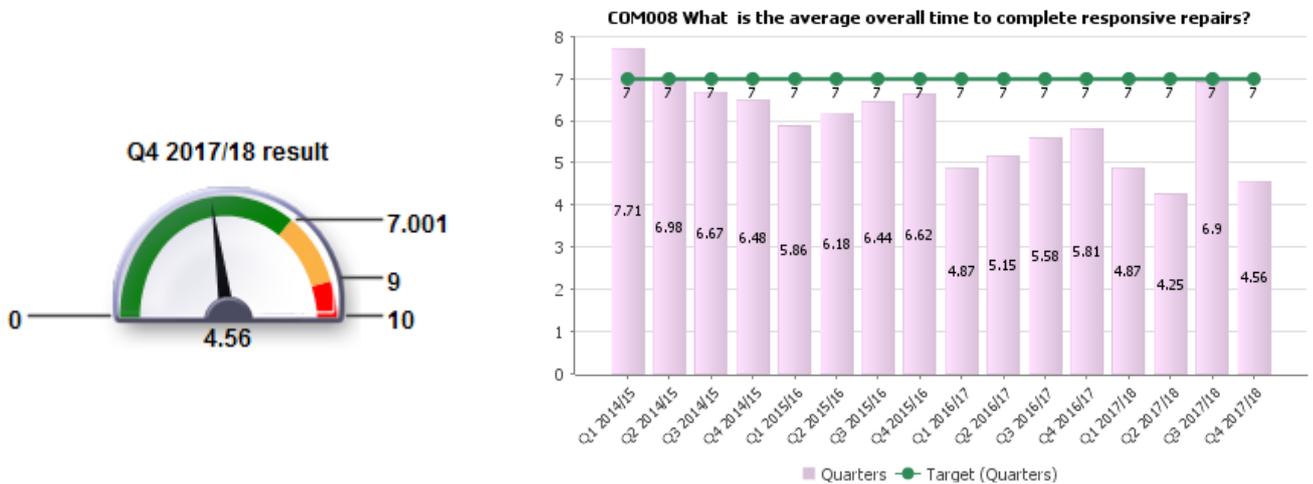
Total Job 513. On time 498, late 15. Total % on time 97.07

Allowing the jobs affected by the weather to have been completed in time during normal conditions

Total Jobs 513. On Time 507, Late 6. Total % on time 98.83

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.



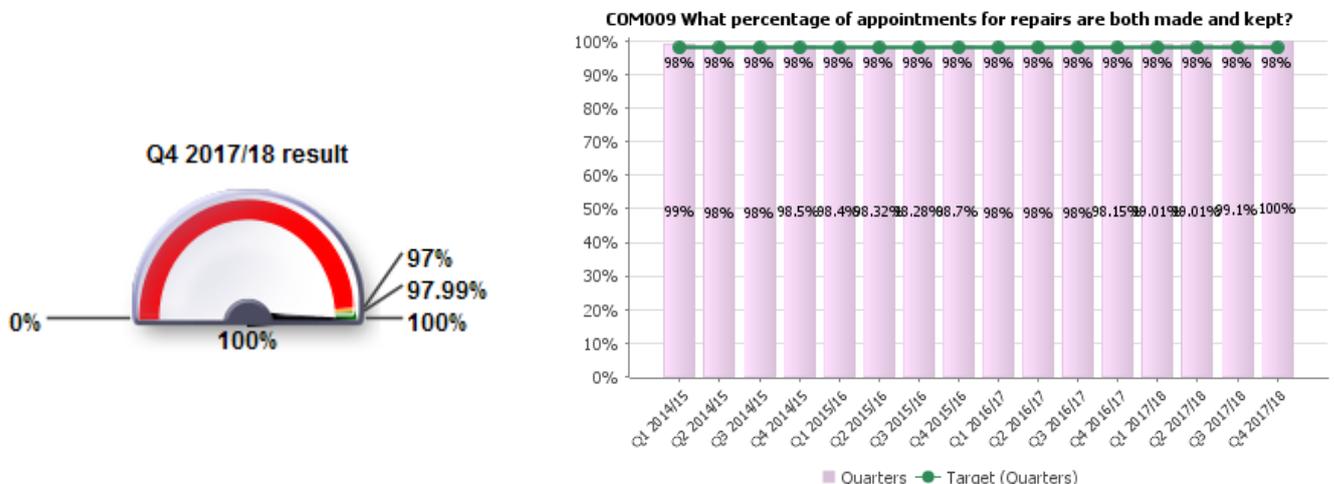
Comment on current performance: Total jobs 4416

Total working Days 20149

Calculation: working days divided by total jobs equals 4.56 Average working days per job

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: 4307 appointments made and kept out of 4307

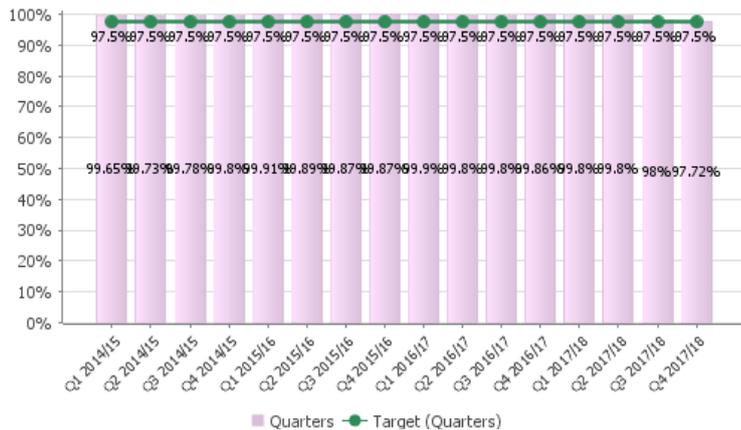
What percentage of calls to the council's Careline Service are answered

COM010 within 60 seconds?

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.



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



Comment on current performance: January 97.73%, February 97.71%, March 97.72%

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Report to Communities Select Committee

Date of meeting: 12 June 2018



Portfolio: Leader of the Council

Subject: Transformation Programme – Project Dossier –
Communities Directorate

Officer contact for further information: David Bailey, Head of Transformation
(01992 564105)

Democratic Services Officer: Adrian Hendry, (01992 564246)

Recommendations/Decisions Required:

That the Committee reviews the updated Project Dossier for the Transformation Programme – Communities Directorate.

Reason for decision:

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

Options considered and rejected:

None.

Report:

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and
- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

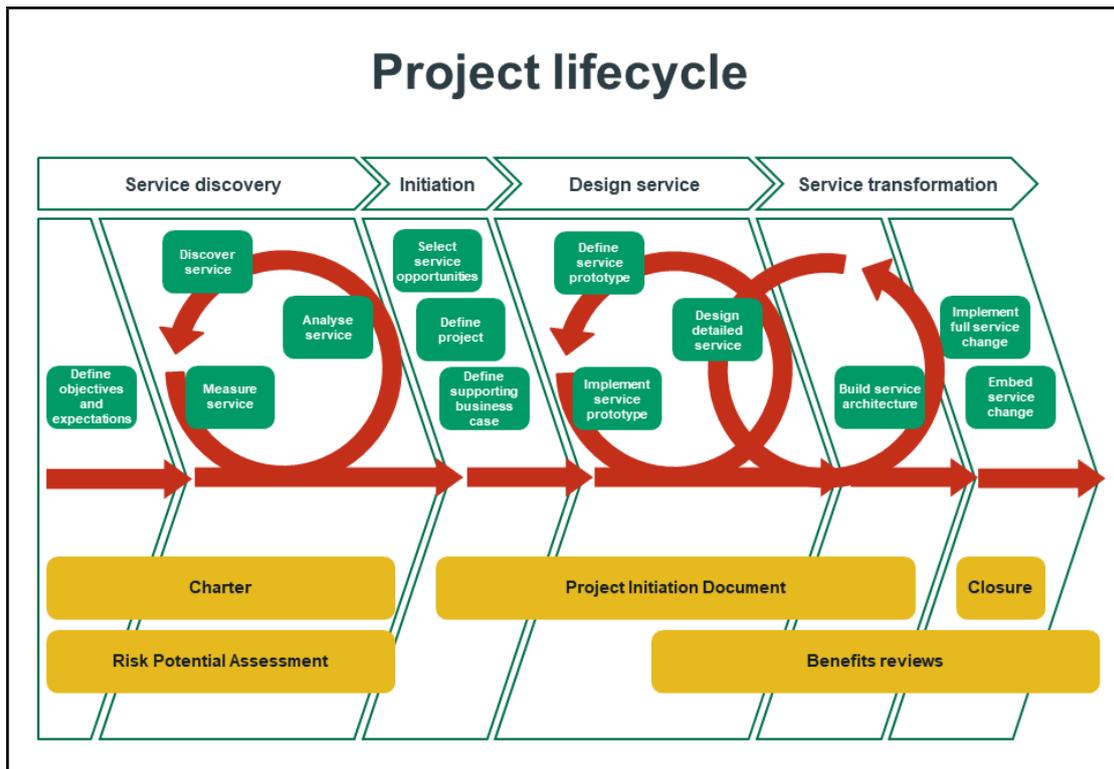
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Dossier:

9. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in the Appendix. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
 - Discovery (chartered),
 - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
 - Prototype (design service),
 - Implementation (transformation),
 - Closure;
- Risk Potential Assessment (RPA), i.e.
 - Medium or
 - High complexity;
- Start and due dates;
- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
 - O&S – Overview & Scrutiny,
 - CSC – Communities,
 - GSC – Governance,
 - NSC – Neighbourhoods,
 - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Dossier – Communities Directorate
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
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

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.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	21.05.2018
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:	21.05.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	21.05.2018

Appendix - Project Dossier Communities Directorate

Key:

Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

RAG = Current project status as Red, Amber, Green (RAG).

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 21 May 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P175 Behavioural Insight	Discovery		01-Nov-2017	06-Jun-2018		27%	CSC	Asst. Director; Private Housing & Communities Support	Project plan delayed. Due to be presented to Board on 6 June 2018. Awaiting Risk Potential Assessment from project manager, but Medium RPA anticipated.
P151 Homeless PODs	Initiation	High	14-Feb-2018	31-Jul-2019		23%	CSC	Senior Project Improvement Officer	

Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P008 Museum Development Trust	Implement	High	26-Feb-2016	31-May-2018		98%	CSC	Assistant Director - Community Services & Safety (CSS01)	

Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P133 Scanning Residual Hard Copy Records - Communities Directorate	Implement	High	01-Aug-2016	31-Jul-2018		100%	CSC	Asst. Director; Private Housing & Communities Support	Project is not 100% complete. Project manager to update actions / timeline.
P150 Relocation of Housing Repairs & Housing Assets	Prototype	High	03-Apr-2017	29-Apr-2019		17%	CSC	Assistant Director - Housing Property (CPY01)	

Workstream 4 Major Projects

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P120 Council Housebuilding Programme	Implement	High	01-Dec-2015	31-May-2019		98%	CSC	Senior Project Improvement Officer .	
P121 Repairs and Maintenance Hub	Hold	High	20-May-2015	28-Feb-2017		100%	CSC	Assistant Director - Housing Property (CPY01)	This is on hold pending the progress of P150 - Relocation of Repairs Service to Oakwood Hill Depot.
P182 Oakwood Hill Footpaths	Discovery	Medium	12-Mar-2018	28-Sep-2018		60%	CSC	Senior Project Improvement Officer	

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Report to Communities Select Committee



Date of meeting: 12 June 2018

Portfolio: Leader of the Council

Subject: Transformation Programme – Project Charters

Officer contact for further information: David Bailey, Head of Transformation (01992 564105)

Democratic Services Officer: A Hendry, (01992 564246)

Recommendations/Decisions Required:

That the attached Project Charter(s) from the Transformation Programme be noted.

Reason for decision:

The Overview and Scrutiny Committee requested that Project Charter(s) from the Transformation Programme are submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive to the Overview and Scrutiny Committee.

Options considered and rejected:

None.

Report

Introduction:

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- Leads to change;
- Has a defined start and end;
- Has limited resources;
- Has specific objectives; and
- Enables benefits to be realised.

5. Here is a simple example which illustrates the difference between Business As Usual and business transformation.

If you build a car in your garage – it's a project. Whereas if you are a car manufacturer, building hundreds of cars a day, it's a production line and simply business as usual, i.e. it isn't unique. However, parts of a larger process can be considered projects, e.g. designing the car. So by their very nature, the delivery of any change involves project management.

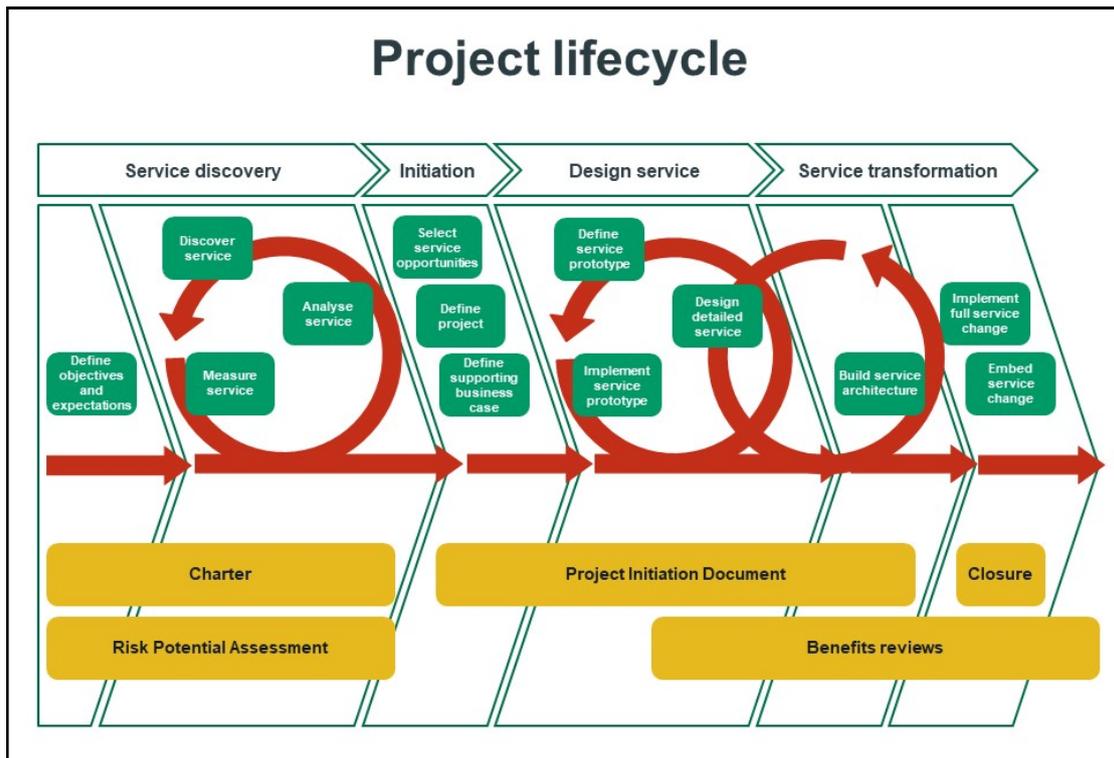
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

7. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

8. High and Medium complexity projects follow a project life cycle (see diagram below).



Project Charters:

9. A project starts its life as a Charter, which lays out the basic definition of the project and its scope. Alongside the charter the project manager and sponsor complete a Risk Potential Assessment (RPA) in order to assess the complexity of the project. The approval of Medium and High complexity projects by the Programme Management Office and Transformation Programme Board gives the project the mandate to move into the discovery phase. This process is facilitated by the link officer assigned to the project from the Transformation Programme Management Office.

10. The discovery phase enables the project team to understand and research the outputs and benefits that the project seeks to deliver. In this stage the project has no remit to make changes, but to discovery, measure and analyse services.

11. The Committee are asked to consider the project charter(s) attached to this Report.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme - Project Charters
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for consideration
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Derek Macnab, Acting 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

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.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	21.05.2018
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:	21.05.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	21.05.2018

Appendix - Project Charters Communities Directorate

Key:

Risk Potential Assessment (RPA), i.e. Medium or High complexity.

Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

Generated on: 21 May 2018

<i>Workstream</i>	<i>Project</i>	<i>RPA</i>	<i>Scrutiny</i>	<i>Sponsor</i>	<i>Manager</i>
Workstream 4 Major Projects	P182 Oakwood Hill Footpaths	Medium	CSC	Paul Pledger, Assistant Director - Housing Property (CPY01)	Susan Lewis, Senior Project Improvement Officer

PMO Project Charter

Generated on: 21 May 18

1. Project title	Oakwood Hill Footpaths	5. Reference	P182
2. Managed By	Susan Lewis, Senior Project Improvement Officer	6. Creation Date	14-Mar-2018
3. Sponsored By	Paul Pledger, Assistant Director - Housing Property (CPY01)	7. Last Modified Date	30-Apr-2018
4. Corporate Plan link	None Not in Corporate Plan		
8. Problem statement		9. Objectives	
<p>The footpaths at Oakwood Hill residential estate are in some need of repair and have been identified as a priority by local residents and Councillors. Budget has been made available from our Service Enhancement funding (200k) and Essex County (ECC) will match fund the works. Whilst funding may not enable us to repair all the footpaths, those which are in need of priority work have been identified. The footpaths are owned 75% by ECC and 25% by EFDC (proportions are approximate). Consultation has been made with Oakwood Hill residents association (OHERA), ECC, Ward, Town & District Councillors to identify priority works for best use of funding.</p>		<ul style="list-style-type: none"> • Task Force Focus Group in place (see project members) • Residents consultation based on ECC recommended proposals for works • Focus Group meeting to discuss repair options and make a final decision on which option to go with • Footpath repair works to commence in Summer 2018 	
10. In scope		11. Out of scope	12. Benefits
<p>A plan of the estate and footpaths has been drawn up - footpaths identified as Red have been prioritised as 'must be done', Amber 'could be done', Green 'not a priority'</p>		<p>Any other footpaths outside of Oakwood Hill estate which are not marked on the plan agreed by the consultation group</p>	<ul style="list-style-type: none"> • Footpaths are repaired and in good order • Safer for residents - minimise risk of trip hazards <p>Smarter footpaths which will help to improve the look of estate and in turn potentially improve residents morale and pride in the estate</p>
13. Change approach		14. Dependencies and constraints	
<p>A Task Force has been set up to agree the best use of the funding from which footpaths was identified as the priority. This Task Force consists of Oakwood</p>		<p>Match funding by ECC ECC will need to carry out some pre works in Spring 2018 followed by the</p>	

<p>Hill residents via OHERA, ECC, Ward, Town & District Councillors. A resident's consultation is being held via a door drop and posters on the estate inviting feedback on the choices for repair works. A residents meeting will be held to finalise the decision and timelines will then be agreed with ECC for the works to commence.</p>	<p>slurry seal in the Summer, timelines are to be confirmed</p>										
<p>15. Timeline</p>	<p>16. Data</p>										
<table border="0"> <tr> <td>26-Mar-2018</td> <td>Residents consultation period</td> </tr> <tr> <td>28-Mar-2018</td> <td>Residents consultation meeting</td> </tr> <tr> <td>13-Apr-2018</td> <td>Residents newsletter to update on works</td> </tr> <tr> <td>31-May-2018</td> <td>Pre works completed for repairs</td> </tr> <tr> <td>28-Sep-2018</td> <td>Footpath repair works completed</td> </tr> </table>	26-Mar-2018	Residents consultation period	28-Mar-2018	Residents consultation meeting	13-Apr-2018	Residents newsletter to update on works	31-May-2018	Pre works completed for repairs	28-Sep-2018	Footpath repair works completed	<p>Priority footpaths identified by ECC and agreed with Task Force ECC data on best option and costings for footpath repairs</p>
26-Mar-2018	Residents consultation period										
28-Mar-2018	Residents consultation meeting										
13-Apr-2018	Residents newsletter to update on works										
31-May-2018	Pre works completed for repairs										
28-Sep-2018	Footpath repair works completed										
<p>17. Project members</p>	<p>18. Change control</p>										
<p>Pusan Lewis, Senior Project Improvement Officer; Paul Pledger, Assistant Director - Housing Property (CPY01)</p>	<table border="0"> <tr> <td>PLC.P182</td> <td>Project Life Cycle</td> <td>P182 Oakwood Hill Footpath Repairs</td> </tr> </table>	PLC.P182	Project Life Cycle	P182 Oakwood Hill Footpath Repairs							
PLC.P182	Project Life Cycle	P182 Oakwood Hill Footpath Repairs									