

Select Committee Agenda



Communities Select Committee Tuesday, 13th March, 2018

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

**Council Chamber, Civic Offices, High Street, Epping
on Tuesday, 13th March, 2018
at 7.00 pm .**

**Derek Macnab
Acting Chief Executive**

**Democratic Services
Officer**

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Members:

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

SUBSTITUTE NOMINATION DEADLINE: 6.00pm

1. APOLOGIES FOR ABSENCE

2. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

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

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

(Director of Governance) To agree the notes of the meeting of the Select Committee held on 16 January 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 - 24)

(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. YOUTH COUNCIL ANNUAL REPORT (Pages 25 - 28)

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

7. HOUSING SERVICES ASB POLICIES REPORT (Pages 29 - 52)

(Director of Communities) to consider the attached report.

8. COMMUNITIES DIRECTORATE BUSINESS PLAN 2018-2019

Members will recall that O & S had requested that Portfolio Holders present their Business Plans at the last meeting of the year, in readiness for the new Municipal year, to each Select Committee.

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

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

9. MILIFE (ADOLESCENT MENTAL HEALTH AND WELLBEING) REPORT (Pages 53 - 56)

(Director of Communities) to consider the attached report.

10. HRA FINANCIAL PLAN - 2018-2019 (Pages 57 - 72)

(Director of Communities) to consider the attached report.

11. KEY PERFORMANCE INDICATORS 2017/18 (QUARTER 3) PERFORMANCE (Pages 73 - 82)

(Chief Executive) to consider the attached report.

12. KEY ACTION PLAN - QUARTER 3 PROGRESS (Pages 83 - 94)

(Chief Executive) to consider the attached report.

13. TRANSFORMATION PROGRAMME - PROJECT DOSSIER - COMMUNITIES DIRECTORATE (Pages 95 - 102)

(Chief Executive) to consider the attached report.

14. CORPORATE PLAN 2018-2023 - PROGRESS REPORTING AND PERFORMANCE INDICATOR SET (Pages 103 - 174)

(Chief Executive) to consider the attached report.

15. 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.

16. FUTURE MEETINGS

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

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**EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF COMMUNITIES SELECT COMMITTEE
HELD ON TUESDAY, 16 JANUARY 2018
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.05 - 9.00 PM**

Members Present: Y Knight (Chairman), G Shiell (Vice-Chairman), A Beales, R Butler, K Chana, S Heap, L Hughes, D Sunger, B Surtees, H Whitbread, W Marshall (Tenants and Leaseholders Federation) and A Yaman (Epping Forest Youth Councillor)

Other members present: S Kane and J H Whitehouse

Apologies for Absence: R Baldwin, R Gadsby and A Mitchell

Officers Present A Hall (Director of Communities), P Pledger (Assistant Director (Housing Property)), R Wilson (Assistant Director (Housing Operations)), S Devine (Private Sector Housing Manager) and A Hendry (Senior Democratic Services Officer)

38. SUBSTITUTE MEMBERS (MINUTE ITEM 39 - 23.7.02)

There were no substitutions made for the meeting.

39. NOTES OF PREVIOUS MEETING

RESOLVED:

That the notes of the last meeting of the Select Committee held on 7 November 2017 be agreed.

40. DECLARATIONS OF INTEREST

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

41. TERMS OF REFERENCE/WORK PROGRAMME

The Committee noted their terms of reference and work programme.

42. CHANGE TO AGENDA ORDER

With the agreement of the Committee item 11, Fires Safety Report and item 12, the Rationalisation of Sheltered Housing Assets were taken next.

43. FIRE SAFETY IN COUNCIL OWNED ACCOMMODATION AND PARK HOMES

The Assistant Director (Housing Property & Development) Mr Pledger, introduced the report on the Council's Fire Safety procedures in council owned accommodation. This was asked for subsequent to the tragic fire at Grenfell Tower in London. Initially after the fire an item was placed in the Members Bulletin explaining the Council's approach to fire safety and associated issues. Officers were still awaiting the

outcome of the inquiry and the changes in law or regulations or advice that may affect our procedures.

It was noted that:

- High rise was defined by the Government as being 18m or taller;
- The highest blocks of flats the Council has were five-storey high; however none of these are enclosed blocks. All residents front doors were accessed from open-deck access walkways;
- The Council also has a number of blocks of flats that were four-stories high. They are of sufficient height that they can be accessed by the Fire Service to rescue people if required;
- The Council Fire Risks Assessments were categorised as High, Medium or Low risks buildings. The high risks being the sheltered housing schemes, Norway House Homeless Persons Hostel, North Weald and Hemnall House, Epping;
- Fire Risk Assessments had to be carried out by law and the Council had to contract a specialist fire safety company to carry these out on its behalf;
- They had only recently completed the Fire Safety Risk Assessments for all of the Council's high and medium risk buildings, and their subsequent reports therefore give a very up to date assessment;
- They had also been asked to undertake a random sample of the low risk Fire Risk Assessments completed by Officers to provide reassurance about their quality and accuracy. It was reassuring to note that these have found to be fit for purpose, with no concerns raised;
- Recently the Government had asked for a fire risk assessment for the Council's blocks of flats, which it did and the relevant fire officer was satisfied, giving the Council a written assessment that our buildings were considered safe;
- Co-incidentally, a planned Internal Audit Study of Fire Safety Risk Assessments was included as part of the Council's Audit Plan for 2017/18. The outcome of that audit resulted in a "Moderate" Assurance opinion, with a small number of recommendations added to the Internal Audit's "Audit Recommendation Tracker";
- The Council has just completed a programme of installing hard-wired linked smoke and heat detectors in all of its Council properties;
- The Council has also recently completed a programme of installing 30-minute fire resistant front doors to Council flats in blocks;
- The Council can only install these front doors to the Council's own properties; it was the responsibility of leaseholders to install doors to their own properties. However, in order to encourage and assist leaseholders to install such doors – and to improve the overall fire safety in blocks of flats - members agreed an initiative a number of years ago to offer leaseholders a discount of 75% from the cost of installing these doors;
- Many leaseholders had taken up this offer, unfortunately, despite the generous discount offer, a number have chosen not to;
- Members were asked their views on whether or not the Council should enforce through the Courts the need for leaseholders to change their front doors so they provided a compliant level of fire safety to other residents in the blocks;
- The Council was not required to provide, and has not ever provided, sprinkler systems in any of its properties;
- Fire alarms are installed in all of the Council's sheltered housing schemes, Norway House Homeless Persons Hostel, North Weald and Hemnall House, Epping – which are regularly tested and serviced;

- Members were asked if they wanted officers to explore if they should put in sprinkler systems. At a recent conference the Director of Housing for Birmingham CC had said that their budget estimate for the installation of sprinklers in their high rise blocks was £3,500 per flat;
- The Council did not have a Fire Drills and Evacuation Policy as yet although the Fire Authority recommends a 'Stay Put' one;
- The approach the Council had always taken to its sheltered housing schemes and Norway House and Hemnall House, based on the previous advice of the Essex Fire and Rescue Service, has been to adopt an "Evacuate Policy" and not a "Stay Put Policy";
- However, neither an Evacuation Policy nor a Stay Put Policy had been adopted to date in the Council's general needs (i.e. non specialist) blocks of flats;
- The Welsh Government was advocating a 'Stay Safe' policy for social landlords in Wales where a resident would decide for themselves either to stay put or to evacuate depending on the circumstances;
- It is proposed that everything the Council decides to do on fire safety in its own residential accommodation will be captured in a Fire Safety Policy.

The Committee discussed the possibility of installing sprinkler systems into each of the Council's Sheltered Housing sites and at Norway House, North Weald and Hemnall House (Recommendation 2).

The Committee observed and commented that:

- The fire brigade had a Stay Put Policy because, for fires in high rise blocks, they went through a block floor by floor evacuating each floor as they went;
- They questioned where sprinklers would be installed, e.g. in communal areas, in hallways or in the flats themselves. This would have to be decided in conjunction with the fire service. It may also be that the fire service could provide some funding for the installation of the sprinklers;
- It was important that we had sprinklers in place, bearing in mind what had happened;
- One of the problems with sprinklers was water damage and the contention of who would pay for the repairs;
- Concern was raised about having sprinkler systems in Kitchens where they were easily set off;
- Asked how many Local Authorities had sprinkler systems or were about to have them installed Mr Pledger said that would only be for new builds, not many have been retro fitted;
- Better to have a feasibility study in place now and save time later on;
- It was agreed that officers should look at the feasibility of having potential sprinkler systems in all the Council's housing schemes and properties.

AGREED: Recommendation 2 was agreed for all Council Housing Schemes and properties.

The Committee then discussed the possibility of adopting of a 'Stay Put' or a 'Stay Safe' policy (Recommendation 3).

The Committee noted that:

- Appropriate advice and guidance would be produced for all types of properties;
- Evacuation guidance would also be put up inside each front door as they have in hotels;

- A councillor noted that the proposed 'Stay Safe' policy might not be easy to understand especially for older people. Housing officers should go through the risks with them and perhaps get them to sign something to say that they understood it;
- Tenants should be asked to use their initiative to decide what to do in case of a fire, perhaps alert other tenants and the fire brigade.

AGREED: Recommendation 3 was agreed.

The Committee then discussed whether or not to take legal action against leaseholders who did not install fire doors to their property (Recommendation 4).

The Committee made the following points:

- Asked what was the cost of the 25% portion of the cost of a fire door, Mr Pledger said that would be approximately £300;
- He did not know how many doors were needed to be installed and said that he could let members know separately;
- A 75% discount was a very good deal;
- Asked who was written to when making this offer, Mr Pledger said that it was to the legal leaseholder of the property. This was often a problem for all issues to do with improvements;
- Another thing to note was that the door frames were the responsibility of the Council but the doors were not;
- Asked if every door would look the same, Mr Pledger said that everyone had a choice of style and colour;
- Concern was raised about the £300 charge. Some residents, like people with young families may not be able to afford this. Could the repayments be spread over a long time period;
- It was noted that charges would be made through the issue of a sundry debt invoice, for which debtors were always given some time to pay;
- Preference would be for supplying financial assistance rather than legal action, as it was cheaper than taking it to court;
- This was about everyone's safety and was a sensible thing to do;
- Covering the whole cost for a leaseholder would pose problems of fairness for other leaseholders who had already paid. Would the Council be obliged then to give their money back;
- It would be foolish to go to litigation for this but it was good to have as a fall back position;
- Because of the recent Grenfell Tower fire, the Council should make this offer again to the leaseholders who had refused to do it the first time around.

AGREED: Recommendation 4 was agreed.

The Committee then discussed the provision of a Fire Safety Policy (Recommendation 5).

The Committee made the following points:

- The policy would only be for council owned properties, although the Council did licence the Park Homes.

AGREED: Recommendation 5 was agreed.

RESOLVED:

- (1) That the current position was noted in relation to fire safety in:
 - (a) Council-owned flat blocks;
 - (b) Park home sites licensed by the Council; and
 - (c) Commercial properties for which the Council owns the freehold;
- (2) That feasibility studies should be commissioned by the Council into the possible installation of sprinklers in each of the Council Sheltered Housing sites and at Norway House, North Weald and Hemnall House, Epping;
- (3) That the Council should adopt a “Stay Safe” Policy to replace its existing “Stay Put” Policy in general needs flat blocks and continues to operate an “Evacuation” Policy at its sheltered housing sites and Norway House and Hemnall House, subject to any further review required as a result of the Government-commissioned public enquiries into the Grenfell Tower tragedy;
- (4) That the Select Committee agreed that if necessary and legally possible, legal action should be taken against leaseholders to force them into replacing their front entrance door to preserve the safety of the block should they refuse to take up the Council’s long-standing offer of meeting 75% of the cost of the works. The Committee would also like to see this offer made again to affected leaseholders after the recent Grenfell Fire; and
- (5) That a detailed Fire Safety Policy for Council-owned residential accommodation be drafted and brought back to the Communities Select Committee for further consideration, prior to submission to the Housing Portfolio Holder for adoption.

44. RATIONALISATION OF SHELTERED HOUSING ASSETS - INITIAL SCOPING REPORT

The Director of Communities, Mr A Hall introduced the report on the proposed rationalisation of the Council’s sheltered housing assets. He explained that the Council had a number of sheltered and grouped housing schemes to accommodate older people. In both cases, residents currently received a daily well-being check from their Scheme Manager, usually through a home visit, and were also monitored by the Council’s Careline Service 24 hours a day.

Over many years, sheltered housing had provided a safe and enjoyable environment for older people to live independently together, until their care and support needs were such that they needed to move into more intense extra-care accommodation (now often referred to as independent living) or residential/nursing accommodation.

However, in recent years, there had been a sharp decline in the popularity of sheltered housing (which was reflected across the country), with older people tending to prefer to remain in their own homes for much longer, until they needed to move directly into independent living, residential or nursing accommodation. This had resulted in many vacancies in sheltered housing becoming difficult-to-let, particularly bedsits and some first floor flats, resulting in allocations being made to applicants registered on the Council’s Supplementary Housing Waiting List (comprising applicants who are ineligible for the main Housing Register), particularly older people currently living outside the District.

At the same time, the Council had increasing numbers of local people registered on its Housing Register in need of general needs housing who were having to wait long periods of time to be accommodated, usually years, and in the meantime living in deficient existing accommodation. Furthermore, demand for temporary accommodation for homeless households had increased too.

Officers believed that the number of low demand sheltered properties now needed to be reduced through decanting the existing residents at some sheltered housing schemes to other suitable accommodation and then developing the resultant vacant land or buildings to provide accommodation to help meet the housing needs of local people registered on the Housing Register, or homeless households, through the Council's Housebuilding Programme.

Committee members were asked to consider and give their comments on this proposal, but keeping in mind that there was still a need for sheltered housing and that it would still be retained into the foreseeable future. The Committee was asked to report their views to the next Cabinet meeting.

Mr Hall was asked which schemes were likely to be chosen; he indicated that officers had not got as far as identifying any specific schemes as yet.

The Committee considered the first recommendation, making the following points:

- It was considered understandable that people did not want to go into sheltered accommodation nowadays as they could stay at home for far longer than they used to;
- Essex had an 'extra care' complex in Brentwood which was nicer and catered for independent living;
- EFDC had Jessopp Court where residents initially received on-site care by Essex CC. However, Essex CC did not continue with the on-site support and it had to be turned into sheltered accommodation;
- EFDC sheltered houses were not 'extra care' schemes as ECC would not support us for this;
- There was an officer group looking into the future provision of the Scheme Management Service provided to older people;
- Asked what the demographic of the current tenants were, Mr Hall said that it now tended to be of a younger age group.

AGREED: Recommendation 1 was agreed.

The Committee next considered the other three recommendations. They questioned if the alarms that were attached to the Fire Doors were set to trigger all the other alarms. They were told that the door alarms did not trigger the other alarms off if someone just used it as an exit. The other alarms were connected to fire/smoke detectors.

AGREED: Recommendations 2, 3 & 4.

RESOLVED:

- 1) That further consideration should be given to reducing the amount of low-demand sheltered housing in the Council's ownership and developing the resultant vacant land or buildings to provide either general needs housing, temporary homelessness accommodation and/or more appropriate

accommodation for older people in order to help meet the housing needs of local people registered on the Housing Register in the future;

- 2) That the “Sheltered Housing Standard”, be adopted - with an objective of all sheltered housing schemes retained in the long term meeting the Standard over a reasonable period of time;
- 3) That a further report be brought to a future meeting of the Communities Select Committee with:
 - (a) Recommendations about which sheltered housing schemes should be decommissioned over a period of time and their site(s) redeveloped;
 - (b) An initial proposed approach to decanting the existing residents;
 - (c) A Communication Strategy for the Project;
 - (d) Initial redevelopment proposals for each of the identified sites;
 - (e) Indicative budget costs; and
 - (f) An Equalities Analysis; and
- 4) That the assessment of sheltered housing schemes considered most suitable for redevelopment has regard to the following criteria:
 - (a) The number of bedsits;
 - (b) The lettable, demand and location of the scheme;
 - (c) The long term costs of improvements/repairs;
 - (d) The amount of sheltered housing within the locality;
 - (e) The number of lettings to local residents compared to applicants on the Supplementary Waiting List; and
 - (f) The demand for general needs housing in the locality.

45. ANNUAL REVIEW OF PROTECTED CHARACTERISTICS - HOME SEEKERS AND LETTINGS

The Assistant Director Housing Operations, Mr Wilson introduced the annual report reviewing the protected characteristics of home seekers and lettings. He noted that following the introduction of the Equality Act 2010, and the Public Sector Equality Duty in 2011, public bodies had to consider all individuals when carrying out their day-to-day work, shaping policy, and delivering services. Under the Act there were nine “Protected Characteristics” which must be considered as follows:

Age
Disability
Gender reassignment
Marriage and Civil Partnership
Pregnancy and Maternity
Race
Religion and Belief
Sex
Sexual Orientation

Due to the requirements of the Act, the Communities Select Committee undertook an annual review of the Protected Characteristics of homeseekers on the Housing Register compared to the Protected Characteristics of those allocated accommodation. This was to consider if there had been any disparity, and to identify whether or not there were any indications to suggest the Council may be discriminating against any one group and if as a result, any changes should be made

to the Housing Allocations Scheme.

The Committee were presented with a number of tables, monitoring the protected characteristics. Generally the statistics confirmed that the Protected Characteristics of homeseekers housed in Council accommodation was similar to those on the Housing Register. It was therefore recommended that no amendments were made to the Council's Housing Allocations Scheme, due to the Review of the Protected Characteristics of housing applicants and lettings.

Mr Marshall of the Tenants and Leaseholders Panel confirmed that they were satisfied with the reports conclusions.

RESOLVED:

That the Committee reviewed and agreed that no further recommendations be made concerning amendments to the Council's Housing Allocations Scheme, due to the Review of the Protected Characteristics of home seekers on the Housing Register and lettings as current figures did not show a significant disparity between the Protected Characteristics of home seekers on the Housing Register, and those allocated accommodation through the Housing Register.

46. KEY PERFORMANCE INDICATORS 2017-18 QUARTER 2 PERFORMANCE

The Director of Communities took the meeting through the quarter 2 performance of the relevant Key Performance Indicators for 2017/18.

A range of thirty-two Key Performance Indicators (KPIs) for 2017/18 was adopted by the Finance and Performance Management Cabinet Committee in March 2017. The KPIs were important to the improvement of the Council's services and the achievement of its key objectives, and comprised a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs was to direct improvement efforts towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district, that were the focus of the key objectives.

The overall position for all 32 KPIs at the end of the Quarter 2, was as follows:

- (a) 25 (78%) indicators achieved target;
- (b) 3 (9%) indicators did not achieve target,
- (c) 4 (13%) indicators performed within the agreed tolerance for the indicator, and
- (d) 26 (82%) of indicators are currently anticipated to achieve year-end target, 3 (9%) are uncertain whether they will achieve year-end target and a further 3 (9%) are anticipated not to achieve year-end target.

Communities Select Committee indicators - 9 of the Key Performance Indicators fell within the Communities Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q2 for these 9 indicators, was as follows:

- (a) 9 (100%) indicators achieved target;
- (b) 0 (0%) indicators did not achieve target, and
- (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator

(d) 9 (100%) of indicators are currently anticipated to achieve year-end target.

He noted that this was a good news story as they had now achieved all targets set for both quarter 1 and quarter 2.

RESOLVED:

That the Select Committee noted the Quarter 2 performance in relation to the key performance indicators within its areas of responsibility.

47. CORPORATE PLAN KEY ACTION PLAN 2017-18 QUARTER 2 PROGRESS

The Director of Communities, Mr Hall introduced the report on quarter 2 progress on Corporate Plan Key Action Plan for 2017/18.

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

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

There were 50 actions in total for which progress updates for Quarter 2 were as follows:

- 41 (82%) of these actions have been 'Achieved' or were 'On Target'
- 2 (4%) of these actions were 'Under Control'
- 7 (14%) were 'Behind Schedule'
- 0 (0%) were 'Pending'

20 actions fell within the areas of responsibility of the Communities Select Committee. At the end of Quarter 2:

- 14 (70%) of these actions have been 'Achieved' or were 'On-Target'
- 0 (0%) of these actions were 'Under Control'
- 0 (0%) of these actions were 'Pending'
- 6 (30%) of these actions were 'Behind Schedule'

Councillor Surtees noted that the phased Council Housebuilding Programme were all behind schedule, but conceded that this would be largely outside the Council's control. Mr Hall agreed, adding that it was a difficult programme to deliver.

RESOLVED:

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

48. HOMEPTIONS CHOICE BASED LETTINGS SCHEME - PROGRESS REPORT

The Assistant Director Housing Operations, Mr Wilson introduced the annual report on the “HomeOption” Choice Based Letting Scheme.

The Committee noted that the scheme was administered by the external Choice Based Lettings Agency Locata Housing Services (LHS). Under the scheme, all vacant social rented properties were advertised to applicants on the website and weekly ‘Property List’ giving details of location, type, rent, service charge, council tax band and landlord of the available accommodation. Applicants applied for a property by “expressing an interest” in up to a maximum of three properties for which they had an assessed need, either in person, by Internet, telephone, text, or email.

At the end of the weekly cycle, the Council analysed the “expressions of interests” received and allocates each property following a prioritisation and selection process in accordance with its own Housing Allocations Scheme.

The Council is a member of the Herts and Essex Housing Options Consortium (HEHOC) which jointly operated the Choice Based Lettings Scheme and consisted of the following six authorities:

- Brentwood Borough Council
- Chelmsford City Council
- Broxbourne District Council
- Epping Forest District Council
- Uttlesford District Council
- East Herts District Council

The Committee noted the ‘HomeOption’ Choice Based Lettings Information Bulletin for the period 27 July 2016 to 27 July 2017 that was attached as an appendix to the report.

Around 88% of all applicants registered on the Housing Register had participated in the scheme during the last year. LHS confirm that, nationally, this was a high participation rate. Some applicants may not participate for a variety of reasons including:

- Joining the Register to accumulate time on the Register, should they want Council accommodation in the future.
- Applicants who wish to move to smaller accommodation and may be bidding their time until a property becomes available that met all of their aspirations.

As at 27 July 2017 there were 1,377 Home seekers on the Housing Register. Under the Scheme, there was a Supplementary Waiting List which enabled applicants over 60 years of age who do not meet with the Residency Criteria, or have a housing need, to bid on properties in sheltered accommodation and to receive an offer (if no home seekers on the Register are interested) as such properties are often difficult-to-let. As at 27 July 2017, there were 123 applicants on the Supplementary Waiting List.

The Committee noted that as this was an annual report just for information, it would be a good idea to put it in the Council Bulletin from now on and not have it come to a Committee meeting. Also if this was the case, it should also be circulated separately to the Tenants and Leaseholders Federation for their information.

RESOLVED:

- (1) That the Communities Select Committee reviewed and noted the Information Bulletin setting out progress made on Housing Allocations and the 'HomeOption' Choice Based Lettings Scheme for the period 27 July 2016 to 27 July 2017; and
- (2) That from next year this informative annual report be put in the Council Bulletin for members information and not brought to a Select Committee meeting and also be circulated to the Tenants and Leaseholders Panel for their information.

49. HRA FINANCIAL PLAN 2017/18 - SIX MONTH REVIEW

Mr Hall introduced the report on the Housing Revenue Account (HRA) Financial Plan for 2017/18 – six month review.

The HRA Financial Plan set out the anticipated HRA income and expenditure over the next 30 years.

The Cabinet had asked the Communities Select Committee to review updates to the HRA Financial Plan twice each year. In addition, senior Housing and Finance officers also formally review the Financial Plan in July and January each year too.

The Committee was assured that the HRA continued to be in good health; it was a 30 year plan and although it would be necessary to borrow more money to meet the Council's aspirations, this could be paid back within that 30 year period.

Simon Smith from SD Smith Consultancy has acted as the Council's HRA Business Planning Consultants for many years. Simon Smith SDS had undertaken a Six-Month Review of the current HRA Financial Plan, taking into account the Council's current financial position and national and local policies. His Six-Month Review Report, setting out the changes and current financial position, was attached as an Appendix to the report.

The HRA projections based on the assumptions within the report demonstrated that, in the long term, the HRA was viable in that:

- The HRA remains above the minimum £2million (inflated) balance throughout the period of the Plan;
- The HRA will be debt free and return to its prior position of a negative balance on the HRA CFR of £31.888million; and
- There were no unfunded capital works.

The HRA in the latter years could also afford to make provision for service enhancements and improvements, in addition to the required levels of investment in the stock and new build, of £73million at today's prices.

There were, however, policy changes which were in the recent Housing and Planning Act 2016 that will have implications to the HRA, not least the expectation that vacant Council homes are sold to fund the required annual levy payment to the Government – although it was understood that the Government would not be seeking such a payment in 2018/19.

Councillor J H Whitehouse asked when would the Council be debt free; she was told not until around year 27.

RESOLVED:

That the Committee noted and commented on the Six-Month Review of the HRA Financial Plan 2017/18 from SD Smith Consultancy, the Council's HRA Business Planning Consultants.

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

The reports on Fire Safety in Council owned accommodation and park homes and on the rationalisation of sheltered housing assets be reported on at the next Overview and Scrutiny Committee meeting in February 2018.

51. FUTURE MEETINGS

It was noted that the next meeting of this Committee would be held on 13th March 2018.

COMMUNITIES SELECT COMMITTEE

TERMS OF REFERENCE 2017/18

Title: Communities Select Committee

Status: Select Committee

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

11. Transformation Projects closure and benefits reports:
That any Directorate appropriate project closure and benefits realisation reports to be submitted to this SC for information.

Chairman: Councillor Knight

Communities Select Committee (Chairman – Cllr Y. Knight)

Work Programme 2017/18

Item	Report Deadline/Priority	Progress/Comments	Programme of Meetings
Standard (Periodic) Items			
(1) Performance against Housing Service Standards and Review <i>(Recommendations to Housing Portfolio Holder)</i>	June 2017 (Medium)	<i>(Housing Portfolio)</i> Completed – June 2017	20th June 2017 5th September 2017 9th October 2017 7th November 2017 11th December 2017 16th January 2018 13 th March 2018
(2) Communities Key Performance Indicators (KPIs) – 2016/17 Out-Turn	June 2017 (Low)	<i>(Housing Portfolio)</i> Completed – June 2017	
(3) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – 2016/17 Out-Turn	June 2017 (Low)	<i>(All Portfolios)</i> Completed – June 2017	
(4) Presentation of Communities Business Plan – 2017/18	June 2017 (Low)	<i>(All Portfolios)</i> Completed – June 2017	
(5) Communities Key Performance Indicators (KPIs) – Quarter 1	September 2017 (Low)	<i>(Housing Portfolio)</i> Completed - September 2017	
(6) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 1	September 2017 (Low)	<i>(All Portfolios)</i> Completed - September 2017	

(7) Attendance by Essex Police District Commander at next meeting - Discussion on issues to raise	September 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed – September 2017
(8) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	November 2017 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i> Completed - November 2017
(9) Presentation from Essex Police's District Commander on current policing and crime issues in the District	November 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed - November 2017
(10) Annual Report of the Community Safety Partnership	November 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed - November 2017
(11) Briefing on the proposed Council rent increase for 2018/19	January 2018 (Low)	<i>(Housing Portfolio)</i> Not Required – The Council has no discretion over the rent increase, since the Government has required all councils and housing associations to reduce their rents by 1% per annum until 2020.
(12) Annual Report on the HomeOptions Choice Based Lettings Scheme	January 2018 (Low)	<i>(Housing Portfolio)</i> Completed - January 2018
(13) Annual Diversity Report of Housing Applicants and Lettings	January 2018 (Low)	<i>(Housing Portfolio)</i> Completed - January 2018
(14) Six-Month Review of the HRA Financial Plan 2017/18	January 2018 (High)	<i>(Housing Portfolio)</i> Completed - January 2018

(15) Communities Key Performance Indicators (KPIs) – Quarter 2	January 2018 (Low)	<i>(Housing Portfolio)</i> Completed - January 2018
(16) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 2	November 2017 January 2018 (Low)	<i>(All Portfolios)</i> Completed - January 2018
(17) HRA Financial Plan 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i> Scheduled – for March 2018 meeting
(18) Communities Key Performance Indicators (KPIs) – Quarter 3	March 2018 (Low)	<i>(Housing Portfolio)</i> Scheduled – for March 2018 meeting
(19) Communities Performance Indicator Set for 2018/19	March 2018 (High)	<i>(Housing Portfolio)</i> Scheduled – for March 2018 meeting
(20) Progress with Key Actions for the Corporate Plan led by the Communities Directorate – Quarter 3	March 2018 (Low)	<i>(All Portfolios)</i> Scheduled – for March 2018 meeting
(21) Annual Report from representatives of the Youth Council on completed and proposed activities	March 2018 (High)	<i>(Leisure and Community Service Portfolio)</i> Scheduled – for March 2018 meeting
(22) 6-month Progress Report on implementation of the Ageing Population Study Action Plan	March 2018 June 2018 (Low)	<i>(Leisure and Community Services, Safer Greener Transport and Housing Portfolios)</i> Deferred – to June 2018 meeting, due to workload issues and the amount of business on the March agenda

(23) 6-Month Progress Report on Annual Housing Strategy Action Plan	January 2018 June 2018 (Medium)	<i>(Housing Portfolio)</i> Deferred – to June 2018, due to the Housing Strategy not being approved by the Cabinet until September 2017
Special (Planned) Items		
(24) HRA Financial Plan 2017/18	June 2017 (High)	<i>(Housing Portfolio)</i> Completed – June 2017
(25) Draft Housing Strategy 2017 – 2022 <i>(Comments to the Cabinet)</i>	June 2017 (High)	<i>(Housing Portfolio)</i> Completed – June 2017
(26) Safeguarding at EFDC – current position	June 2017 (Medium)	<i>(Safer Greener Transport Portfolio)</i> Completed – June 2017
(27) Review of Housing Allocations Scheme after 2 years operation (with any changes effective from July 2018) <i>(Recommendations to the Cabinet)</i>	September 2017 (High)	<i>(Housing Portfolio)</i> Completed - September 2017
(28) Review and funding of Garden Maintenance Scheme for Older and Disabled Council Tenants <i>(Recommendations to Housing Portfolio Holder)</i>	November 2017 (High)	<i>(Housing Portfolio)</i> Not required – Agreed that a report be submitted direct to the Housing Portfolio Holder due to the Committee's busy Work Programme and the need for budget provision to be made.

(29) Review of annual funding to the CAB for two Debt Advisors <i>(Recommendations to Cabinet)</i>	November 2017 (High)	<i>(Housing Portfolio)</i> Not required - Agreed that a report be submitted direct to Cabinet due to the Committee's busy Work Programme and the need for budget provision to be made.
(30) Review of the future use of sheltered/grouped housing scheme sites <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2018 (High)	<i>(Housing Portfolio)</i> Completed - January 2018 meeting
(31) Review of Housing Service Strategy on Anti-Social Behaviour	March 2018 (High)	<i>(Housing Portfolio)</i> Scheduled – for March 2018 meeting
(32) Review of Housing Service Strategy on Home Ownership and Leaseholder Services	January 2018 June 2018 (Low)	<i>(Housing Portfolio)</i> Deferred – until June 2018, due to workload pressures
(33) Review of Housing Assistance Policy <i>(Recommendations to Cabinet)</i>	January 2018 June 2018 (Medium)	<i>(Housing Portfolio)</i> Deferred – until June 2018, due to the new Assistant Director needing more time to review the approach
(34) Restructure of Older People's Housing Team <i>(Recommendations to Cabinet / Housing Portfolio Holder)</i>	January 2018 June 2018 (High)	<i>(Housing Portfolio)</i> Deferred – until June 2018, to enable the recent outsourcing of the Careline Service to bed down.
(35) Review of Homelessness Strategy <i>(Recommendations to Housing Portfolio Holder)</i>	March 2018 June 2018 (High)	<i>(Housing Portfolio)</i> Deferred – to June 2018 meeting

Items added to Work Programme during the year		
(36) The Council's PREVENT Strategy.	November 2017 (Low)	<i>(Safer Greener Transport Portfolio)</i> Completed - November 2017 meeting
(37) Fire Safety in Council - Owned Accommodation and Park Homes	October 2017 January 2018	<i>(Housing Portfolio)</i> Scheduled - for this January 2018 meeting
(38) MiLife (adolescent mental health & wellbeing project)	January 2018 March 2018	<i>(Leisure and Community Service Portfolio)</i> Scheduled – for March 2018 meeting
Planned Items for Future Years		
Housing Strategy Key Action Plan 2018/19 <i>(Recommendations to Housing Portfolio Holder)</i>	July 2018 (Medium)	<i>(Housing Portfolio)</i>
12-Month Progress Report on Annual Housing Strategy Action Plan	Sept 2018 (Medium)	<i>(Housing Portfolio)</i>
Review and funding of Garden Maintenance Scheme for Older and Disabled Council Tenants <i>(Recommendations to Housing Portfolio Holder)</i>	November 2018 (High)	<i>(Housing Portfolio)</i>



SCRUTINY



Report to Communities Select Committee

Date of meeting: 13th March 2018

Subject: Epping Forest Youth Council

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

Committee Secretary: A. Hendry (01992 564246)

Recommendations/Decisions Required:

- 1) That the Communities Select Committee notes the achievements of the Epping Forest Youth Council during 2017/18. 5 representatives for the current Youth Council will give a presentation accordingly.
- 2) That the Committee recommends a proposal to Overview and Scrutiny Committee to allocate a DDF sum of £5,000 to the Youth Council for projects during 2018/19.
- 3) That the Committee recommends a 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 recommends that the number of Youth Council presentations to Members be reduced to once a year, at Communities Select Committee.

Report:

Background:

One of the recommendations from the Overview and Scrutiny Task and Finish Review of Youth Engagement back in 2016 was for the Epping Forest Youth Council, to deliver a presentation to Members twice a year on the activities and achievements of the group and potential plans for the next 12 months.

A group of Epping Forest Youth Councillors will, therefore, be present at the Communities Select Committee, on Tuesday, March 13th to undertake the second presentation of 2017/18, and answer any questions that Members may have.

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

The Youth Council has a Continuing Services Budget of £12,000 per annum, which is used to cover all travel, training and education expenses, but projects and events need to be funded through external funding bids or DDF.

- 1) Project work

The further recommendation of the Youth Engagement Task and Finish review in 2016 was

to enable Epping Forest Youth Council to apply for £8000 project funding in any one year, to be agreed via the Communities Select Committee.

Over the past 2 years Epping Forest Youth Council has delivered a number of high impact projects. These include:

- MiLife: An emotional health and wellbeing project, which aims to promote positive mental health, remove the stigma surrounding mental health and give young people the tools to support themselves and their peers. This successful project has been delivered to over 6000 young people to date, via a workshop experience and using real life scenarios of issues facing our young people. Members of the Community Select Committee will be receiving a separate report on the MiLife report on 13th March 2018
- 'Don't Open the Gate' – This is a drugs awareness project, based on the concerns facing young people within the local community. The Youth Councillors carried out research online regarding this subject and also spoke to their peers. Drug taking and its impact was of real concern within the school community and the impact of drug taking – such as the N20 canisters impacted on the local community. This led to a clean-up campaign where over 500 of the silver canisters were cleaned up from sites within the district. As a result the Youth Councillors designed and developed a poster and bus campaign highlighting the dangers of taking drugs to young people. Additionally an anonymous on-line survey has been developed to ask young people about their awareness and of any issues they are conscious of. To date approximately 3000 young people have completed the survey.

Other EFYC projects over the review year have included:

- Youth Volunteering
- Community Clean up
- The Epping Youth Market
- NELFT Volunteers
- The Essex Records Office Listening Bench
- School Dementia Awareness training
- Supporting Inter-generational schemes such as the Senior Safety Days

The current cohort will be delivering a comprehensive report to Members on 13th March 2018

Reason for decision:

In order to allow Epping Forest Youth Council to focus their time on project work a presentation once a year would be sufficient. However, Epping Forest Youth Council would be happy to come along to talk about specific projects and actions as required.

Project funding would allow Epping Forest Youth Council to drive forward peer led projects and continue the MiLife scheme across the district.

Options considered and rejected:

N/A

Consultation undertaken:

N/A

Service review:

Overview and Scrutiny Task and Finish Review of Youth Engagement.

Resource implications:

Personnel:

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

Financial resources:

£5000	- Epping Forest District Council DDF
£2100	- ECC Epping Forest Youth Strategy
£2550	- Jack Petchey Funding
£300	- Think Big O2
£750	- Safer Community Partnership

Land: N/A

Community Plan/BVPP reference:

Corporate Plan Objective: 1.1.2 – Promote mental health and emotional wellbeing

Relevant statutory powers: N/A

Background papers: N/A

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

Key Decision reference: (if required)

N/A

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Report to the Communities Select Committee

Date of meeting: 13 March 2018

Portfolio: Housing – Councillor Syd Stavrou

Subject: Strategy and Statement on Anti-Social Behaviour Policies and Procedures

Officers to contact for further information: Roger Wilson extension 4419

Committee Secretary: Adrian Hendry extension 4246



Recommendations/Decisions Required:

That the Communities Select Committee considers and endorses the draft Strategy and Statement on Anti-Social Behaviour Policies and Procedures attached as an Appendix, and provides any comments to the Housing Portfolio Holder for incorporation.

Report:

1. The Communities Select Committee is asked to consider and endorse the updated draft Strategy and Statement on Anti-Social Behaviour Policies and Procedures attached as an Appendix to the report and provide any comments to the Housing Portfolio Holder for incorporation.

2. The Statement has been formulated in accordance with the provisions of the Housing Act 1996 and the Anti-Social Behaviour Crime and Policing Act 2014. It meets 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 is produced in leaflet form and will be updated when the draft Statement has been agreed by the Housing Portfolio Holder.

Reason for decision:

To consider the draft Statement and pass any comments to the Housing Portfolio Holder.

Options considered and rejected:

Not to review the updated draft Strategy and Statement on Anti-Social Behaviour Policies and Procedures.

Consultation undertaken:

Both the Tenants and Leaseholders Panel and the Community Safety Team have been consulted on the Statement and their comments have been incorporated. The Community Safety Partnership has also been consulted but had no comments.

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Housing

SERVICE

**Strategy and Statement
on
Anti-Social Behaviour Policies
and Procedures**

April 2018

Epping Forest District Council
www.eppingforestdc.gov.uk



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10. Future Developments
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Introduction

- 1.1 This Housing Service Strategy relates to the Council's approach to the policies and procedures in relation to dealing with anti-social behaviour on housing estates. The Strategy sets out the measures that the Council will use as a landlord to address anti-social behaviour issues in relation to its housing stock.
- 1.2 Dealing with tenants who commit acts of anti-social behaviour is an important service to the community and is delivered through the Council's Area Housing Offices, which work in partnership with the Council's Community Safety Team. It seeks to ensure that those tenants who commit acts of antisocial behaviour are dealt with effectively.
- 1.3 This Anti-Social Behaviour Strategy has been formulated in accordance with the provisions of the Housing Act 1996 and the Anti-Social Behaviour Crime and Policing Act 2014. It meets that part of 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 which has been produced in leaflet form
- 1.4 This Strategy has been formulated in consultation with the Tenant and Leaseholders Panel, the Council's Community Safety Team and the Community Safety Partnership. It also includes information contained with Housing's Policies and Procedures. This Strategy was considered by the Communities Select Member Committee on 13 March 2018 and was approved by the Housing Portfolio Holder in April 2018.

2. Background to Anti-Social Behaviour Policies and Procedures

- 2.1 Tackling anti-social behaviour is a key part of the Housing Management role within Housing. Work on anti-social behaviour is delivered through two Area Housing Offices (north and south), and the Limes Centre Housing Office, Chigwell.
- 2.2 In addition, important work is carried out by staff in the Neighbourhoods and Street Scene Directorate including dealing with noise nuisance involving both tenants and owner-occupiers, dealing with fly-tipping and abandoned vehicles etc. They also provide an emergency call-out service for noise complaints reported outside of normal office hours and is available to all Council residents. The Communities Safety Team is responsible for dealing with anti-social behaviour emanating from non EFDC Council properties; however they also provide support to Housing Officers dealing with complex anti-social behaviour cases, as well as managing the Council's Graffiti removal service.
- 2.3 At each of the Area Housing Offices the Area Housing Managers have formal Section meetings at least every two months to ensure staff communication on anti-social behaviour work and other services.
- 2.4 The Assistant Director (Housing Operations) Chairs Customer Improvement meetings with Area Housing Managers to monitor performance on a number of areas, including the number of notices served for anti-social behaviour and tenancy demotion orders etc. It is also an opportunity to discuss policies and procedures in order to maximise performance.

- 2.5 Area Housing Managers are responsible for monitoring the performance of their staff and ensuring the correct action is taken in response to any incidents of anti-social behaviour.

3. Relationships with Other documents

- 3.1 The Council will produce a summary of this Service Strategy in the form of an information leaflet to all tenants which is also available on-line, explaining the action which will be taken should they experience acts of Anti-Social Behaviour. The leaflet is available at both Area Housing Offices, the Limes Centre Office, Chigwell and other Council and CAB offices, with relevant information featured from time to time in the tenants' magazine "Housing News".
- 3.2 The Council's Tenancy Policy sets out the types of tenancies granted and the circumstances where a tenancy of a particular type will be granted and if a Secure (fixed-term) Tenancy, the length of the term. In particular, in relation to this Service Strategy, it states under the Assessment Criteria (which is applied at the end of the Secure (fixed-term) Tenancy period) that a further Tenancy will not be granted where a Tenant has been guilty of serious unacceptable behaviour.
- 3.3 Tenants' responsibility in respect of Anti-Social Behaviour is set out in their Tenancy Agreement, which forms a contract between the tenant and the Council and applies to both Secure (fixed-term) Tenants and Secure (Lifetime) Tenants.
- 3.4 The Council has adopted its Housing Charter, which sets out, in simple, clear and precise terms the Council's general approach to all its housing services. In addition, there are a number of agreed service standards which are publicised setting out our aims in all aspects of our "interfaces" with customers.
- 3.5 The Council has a good working relationship with the Epping Forest Citizens Advice Bureau, and holds quarterly liaison meetings.
- 3.6. The Council has a complaints policy, the details of which can be found on the Council's website or in booklet form on request.
- 3.7 The Housing Service has detailed Policies and Procedures for all of its functions, including the approach taken in regard to Anti-Social Behaviour and Nuisance.

4. Aims and Objectives

- 4.1 The aim of the Council's Housing Service Strategy on Anti-Social Behaviour Policies and Procedures is:

"To seek to improve the quality of life of the Council's tenants with a commitment to eradicate all types of anti-social behaviour, working closely with tenants, agencies and partnerships".

- 4.2 This aim will be met by:

- a) Complying with the statutory requirements, as detailed in Section 5 of this Strategy.
- b) Advising tenants of the actions that can be taken should they become a victim of any anti-social behaviour incident.
- c) Liaising with the Council's Community Safety Team who work in accordance with their Anti-social Behaviour Investigation Procedures.
- d) Taking the appropriate action through the Courts against perpetrators.
- e) Liaising with other agencies, particularly the Police.
- f) Regularly reviewing the policy and procedures on anti-social behaviour in consultation with all relevant parties.

5. Statutory Requirements

5.1 The relevant statutory requirements for Anti-Social Behaviour are as follows:

- a) Anti-Social Behaviour Crime and Policing Act 2014
 - Absolute power of possession for anti-social behaviour
 - Discretionary power of possession where tenant or person living with the tenant has been convicted of an offence committed at the scene of a riot
 - Criminal Behaviour Orders
 - Civil Injunctions to Prevent Nuisance and Annoyance
 - Community Protection Orders
 - The "Community Trigger"
 - Amendments to the Dangerous Dogs Act 1991
 - Further controls on the licensing of fire arms
- b) Localism Act 2011
 - Secure (fixed-term) Tenancies Assessment Criteria
 - Grounds for refusing a mutual exchange (Schedule 14)
- c) Police Reform Act 2002
 - Seizure of vehicles used in an anti-social manner
- d) Human Rights Act 1998 (Articles 6, 8, and 14):
 - Rights of a fair trial, respect for family life, home and correspondence.
- e) Data Protection Act 1998 (To be replaced by the General Data Protection Regulations in May 2018)
 - The protection and use of personal data held by the Council.
- f) Disability Discrimination Act 1995
- g) Housing Act 1996 as amended:
 - Introductory Tenancy Scheme
 - Homelessness Intentionality

- h) Housing Act 1985:
 - Notice of proceedings for possession or termination
 - Grounds and Orders for Possession
 - Grounds for refusing a mutual exchange
 - Variation of terms of tenancy
 - Provision of information and consultation
 - Consultation on matters of housing management
 - Demoted Tenancy Orders
- i) Protection from Eviction Act 1977:
 - Requirement of landlord to apply to Court before regaining possession.
 - Any Notices served must give the tenant 28 days' notice.
- j) Local Government Act 1972:
 - Valid service of Notice (Section 233)

6. Client Consultation, Information & Involvement

6.1 The way in which tenants and partner agencies will be consulted, informed and involved with regard to the Council's policies and procedures on Anti-Social Behaviour in accordance with the legislation is as follows:

- a) Consultation with the Epping Forest Tenants and Leaseholders Panel.
- b) Consultation with partner agencies through the Community Safety Partnership.
- c) Policies and Procedures through the Cabinet or Housing Portfolio Holder.
- d) One to one consultations with tenants.
- e) Information to tenants in publications e.g. Summary leaflet of this Strategy, Housing News, etc.
- f) Posters displayed throughout the District.
- g) Quarterly liaison meetings with the Epping Forest Citizens Advice Bureau.

7. General Principles – Anti Social Behaviour

- 7.1 Section 4 of this Housing Service Strategy sets out the aims and objectives of dealing with Anti-Social Behaviour. This Section details the general approach taken and the procedures and policies which are in place in order to combat the problem.
- 7.2 The Council has agreed the following measures to be used to combat problems of anti-social behaviour;

Making Complaints/Definition of Anti-Social Behaviour

- 7.3 Anti-social behaviour is defined in the Anti-social Behaviour, Crime and Policing Act 2014 as:

“conduct that has caused, or is likely to cause, harassment, alarm or distress to any person, conduct capable of causing nuisance or annoyance to a person in relation to that person’s occupation of residential premises, or conduct capable of causing housing-related nuisance or annoyance to any person”

- 7.4 Every effort will be made to ensure that reporting anti-social behaviour is as easy as possible. Any person who feels they are threatened with such behaviour can report the matter and seek advice in person, by letter, e-mail or telephone, to housing management staff at either the Civic Offices, Epping, the Area Housing Office at the Broadway Loughton, or the Limes Centre Housing Office, Chigwell. Support will be offered to complainants to ensure they are treated fairly and with dignity and respect. This includes listening to victims, keeping them informed of any developments (subject to the requirements of the Data Protection Act) and referring them to appropriate support services where necessary. Should any complainant need to provide statements at Court, officers will give them support. Every effort will be made to keep the identity of complainants confidential if requested.

Allocation of Accommodation – Serious Unacceptable Behaviour

- 7.5 The Council’s current Housing Allocations Scheme came into force on 27 July 2015. Under the Scheme, in order for an applicant to join or remain on the list, they must meet with the Local Eligibility Criteria. One element of the criteria which relates to this strategy is as follows:

Any person (or a member of their household) who, within the previous 3 years, have been guilty of serious unacceptable behaviour sufficient in the opinion of the relevant Area Housing Manager to make them unsuitable as a tenant of the Council will be non-qualifying. Such behaviour is behaviour that would give sufficient grounds to issue possession proceedings if they were a Secure Lifetime, Assured or Secure (fixed-term) Tenant and includes:

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

- 7.6 The Council has recently reviewed its Housing Allocations Scheme; the target date for the revised Scheme coming into force is 1 July 2018. From this date, any person who, within the previous **7 years**, has been guilty of unacceptable behaviour as defined under the Scheme will be non-qualifying.

- 7.7 In addition, any tenant who wishes to mutual exchange will have permission withheld under the Housing Act 1985 (Schedule 3) if a relevant injunction or possession order has been granted on the grounds of nuisance behaviour.

Security of Tenure: Dealing with Anti-Social Behaviour

Secure (fixed-term) Tenancies

- 7.8 The Council's current Tenancy Policy came into force on 27 July 2015. From this date, with the exception of the Council's properties designated as sheltered or group schemes for older people, all new tenants will be granted a Secure (fixed-term) Tenancy. In the longer term this may assist the Council when combatting anti-social behaviour. It should be noted that further Statutory Guidance is expected to be issued by the Government in the near future which may change the rules around local authority tenure.

Assessment Criteria – Decision on re-granting a Secure (fixed-term) Tenancy

- 7.9 At the commencement of each Secure (fixed-term) Tenancy, the tenant will be informed of the Assessment Criteria that will be applied to determine, at the end of the fixed-term, if a further tenancy will be granted. At least 6 months prior to the ending of the fixed-term the Council will provide Notice in writing to the tenant stating that it either proposes to grant a further Secure (fixed-term) Tenancy (of the same or another property) on the expiry of the existing fixed term or that it intends to end the tenancy. Prior to serving the Notice, the Tenant will be assessed against the Assessment Criteria. The general presumption will be that a further tenancy is granted. However, under the Assessment Criteria there are a number of conditions setting out when a new Tenancy will not be granted. In terms of Anti-Social Behaviour, a new Tenancy will not be granted in the following circumstances:

- *“Where the tenant (or a member of their household) who, during the Secure (fixed-term) Tenancy term has been guilty of serious unacceptable behaviour. Such behaviour is behaviour that would give sufficient grounds to issue possession proceedings if they were a Secure (fixed-term) or Secure Lifetime Tenant and includes rent arrears (including housing benefit and Court cost arrears), and other breaches of tenancy conditions”.*

Conditions of Tenancy – New and Existing Secure Tenants

- 7.10 The Council introduced a new Standard Tenancy Agreement in February 2014 which applies to all existing and future Secure Lifetime and Secure (fixed-term) Tenants and includes the following Tenancy Conditions:
- The Tenant will not cause by either Himself or His agents nor allow members of His household or visitors to cause, or be likely to cause, a nuisance or annoyance to any other persons in the locality including neighbours or to any tenant, agent, employee, Councillor or contractor of the Council. The Tenant will not cause or commit or allow anyone living with the Tenant or the Tenant's visitors to cause or commit, or to cause any act likely to cause, any form of harassment or other anti-social behaviour.

- Harassment and anti-social behaviour is any act or omission which interferes with the peace and comfort of or which may cause nuisance annoyance or injury or offence to any other persons in the locality including neighbours or to any tenant, agent, employee, Councillor or contractor of the Council and includes (but is not limited to):-
 - a) harassment on the grounds of Age, Disability, Gender reassignment, Marriage and Civil Partnership, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual orientation
 - b) violence (including domestic abuse) or threats of violence to any person;
 - c) use of abusive or insulting words or behaviour either in person or by way of any social media;
 - d) offensive drunkenness;
 - e) damage or threat of damage to property belonging to another person including damage to any part of a person's home;
 - f) writing graffiti and in particular graffiti which is abusive, threatening or insulting;
 - g) making unnecessary or excessive noise by any means whatsoever including arguing, door slamming, or the playing of loud music
 - h) using or allowed use of the Premises for prostitution;
 - i) the taking of, cultivation or storing of, or dealing in or the illegal use of, any controlled drugs;
 - j) keeping un-licensed firearms at the Premises;
 - k) using the Premises for handling or storage of stolen property;
 - l) any nuisance or annoyance caused by pets including barking and fouling; and
 - m) playing ball games close to someone else's home.

7.11 Should any such incidents occur, the Tenant accepts that the Council may take appropriate possession action, or make an application to the Court to obtain a Tenancy Demotion Order; or an Injunction (with a possible power of arrest) against any person whether or not they are the Tenant in accordance with the Housing Act 1996, Anti-social behaviour Crime and Policing Act 2014, or any legislation in force at the time.

7.12 The Council recognises that tackling anti-social behaviour is a key part of improving the quality of life for its tenants. When a complaint relating to a breach of the Tenancy Agreement is made, the complainant will be asked to put the complaint in writing and be given the name of the Housing Management Officer who will investigate the case. The officer will interview the person to establish the nature of the problem, agree an action plan, and explain the powers available to deal with the situation.

- 7.13 The Housing Management Officer will, if appropriate, visit the perpetrator following a detailed study of the case, after referring to the Council's "Accompanied Attendance" guidance. During any visit the officer will advise the alleged perpetrator of the allegation and discuss with them the complaints without revealing the identity of the complainant if requested. When satisfied that the tenant is the cause of the problem and sufficient evidence is available, the perpetrator will be advised of the remedial action to be taken and the time limit within which the problem must be rectified.
- 7.14 The perpetrator will be advised in writing of the agreed action, with a full report placed on the tenancy file. If the problem remains unresolved a further visit will be made by the officer and a final warning and time limit will be given. Failure to comply will result in one of the following courses of action being taken often in partnership with the relevant agency:

Demoted Tenancy Orders & Possession of a Demoted Tenancy

- 7.15 As a local housing authority, the Council are able to apply to the County Court for a Demotion Order in respect of a secure tenancy. A Demotion Order ends a secure tenancy and, if the tenant remains in occupation of the property after the date that the secure tenancy is ended, creates, in the place of the secure tenancy, a less secure "demoted tenancy" for a minimum period of twelve months. Demoted tenants lose many of their rights, including the Right to Buy and any discount accrued for any demoted tenancy period, and succession rights are revised with any successor tenant not becoming secure until the end of the demoted tenancy period.
- 7.16 Demoted tenants are automatically promoted back to the higher form of security (i.e. secure tenant) after twelve months unless a Notice of Proceedings for Possession has been served during that period.
- 7.17 The Court may only make the Order if the tenant, another resident or visitor has behaved in a way which is capable of causing nuisance or annoyance, or if such a person used the premises for illegal purposes and the Court is satisfied it is reasonable to make the Order.
- 7.18 The Area Housing Manager would authorise an application to the County Court for a Demoted Tenancy Order provided procedures have been correctly followed and he/she is satisfied that there was sufficient evidence to prove that the tenant is committing acts of anti-social behaviour. At this point an appropriate, prescribed Notice will be served.
- 7.19 If the Court grants a Demoted Tenancy Order, the tenant will be advised in writing that their tenancy has been demoted for a period of 12 months and this is part of a warning system which informs them that, should they continue to carry out acts of anti-social behaviour; the Council will proceed to Court immediately for possession. Furthermore, tenants will be notified that, now their tenancy is demoted, it removes a number of their tenancy rights. However, they will be informed that if they stop committing anti-social behaviour, they can at a later date, regain the higher level of security and rights.
- 7.20 If the demoted tenant continues to carry out acts of anti-social behaviour the Council will proceed to Court for possession.

Demoted Tenancy - Right to Review

- 7.21 Under the regulations, following the service of the appropriate Notice, a demoted tenant may apply for a review of the decision to apply to Court for possession to an Officer who is senior to the person who took the decision, and who has not been involved in the case. The process for this review has been agreed by the Housing Portfolio Holder, the officer reviewing the case will be the Assistant Director (Housing Operations) or in his absence, another Assistant Director from the Communities Directorate. The demoted tenant has the right to request that the Review be by way of an oral "Hearing" which would be undertaken by the officer reviewing the case, in the presence of the Area Housing Manager who made the original decision. They would be given no less than five clear days' notice of the Review.

Introductory Tenancy Scheme

- 7.22 On 1 April 2006, the Council introduced an Introductory Tenancy Scheme for all new potentially secure tenants. Under the scheme, all new tenants are not secure until after a twelve-month "trial" period. During the twelve-month period, Introductory Tenants do not have the same statutory rights as secure tenants. Therefore, if the Council wished to seek possession of the property for any breach of a tenancy condition, (e.g. anti-social behaviour) provided certain procedures are followed, the Introductory Tenancy could be terminated, simply by the issuing of a Notice of Proceedings without grounds having to be stated, with the courts having no alternative but to grant possession provided the Council has followed the correct procedures.
- 7.23 Before the Council applies to the Court for possession, it will give the Introductory Tenant at least two warnings (except in extreme cases of anti-social behaviour or social housing fraud), then serve a Notice of Proceedings setting out the Council's decision to apply for such an order and the date before which the Council cannot apply for a court order, which must be at least four weeks from the date of service. If a notice has been served and the twelve-month trial period subsequently elapses, the tenancy continues to be an introductory tenancy until the proceedings have been determined.
- 7.24 Introductory Tenants who are served with notice are advised that they may request a review of the decision to seek possession within 14 days of the notice being served. The Council will not proceed with an application for possession until it knows whether the Introductory Tenant intends to exercise their right to review. If a review is requested, the Council will review its decision by way of an Officer Review Panel comprising the Assistant Director (Housing Operations), who is advised by an Area Housing Manager, neither of whom would have had any involvement in the original decision to seek possession. The Reviews would be a "paper" review unless the tenant informs the Council that they wish to have an oral hearing.

Mutual Exchange

- 7.25 All Secure Lifetime and Secure (fixed-term) Tenants may, with the written consent of the Council, enter into a mutual exchange with another secure/assured Tenant, provided that the other secure or assured Tenant has the written consent of their landlord.

- 7.26 Under Schedule 3 of the Housing Act 1985, consent can be withheld to a Secure Tenant on a number of Grounds. For the purposes of this Strategy, the Council will withhold consent under Ground 2 where any of the Tenants are subject to a relevant Order or where a suspended Order for possession is in force, or an application is pending before any Court.
- 7.27 In addition, under Schedule 14 of the Localism Act 2011, consent can be withheld to a Secure (fixed-term) Tenant on a number of Grounds. For the purposes of this Strategy, the Council will withhold consent under Grounds 3, 4 or 5 where any of the Tenants are subject to an Order of the Court for possession, or proceedings have begun for possession.

Absolute Ground for Possession

Possession action may be taken through the County Court under the absolute ground for possession for anti-social behaviour where:

- The tenant has been convicted of a serious offence in the locality of the property
 - The offence is elsewhere against a person who has a right to reside in or occupy the property
 - The offence is against the landlord or a person employed by the landlord when exercising the landlord's housing management functions either in the locality or elsewhere
 - That the tenant or a person residing in or visiting the property has breached an Injunction under the Act subject to certain provisions
 - That the person has breached a provision of a Criminal Behaviour Order subject to certain provisions
 - That the property has been subject to a Closure Order
 - That the tenant has been convicted of an offence under Environmental Protection legislation (statutory nuisance)
- 7.28 When a Notice of Seeking Possession is served on this Ground, the tenant will be advised of their right to seek an officer Review of the decision. The tenant will be invited to attend a Review hearing which will be Chaired by the Assistant Director (Housing Operations) who will decide whether possession proceedings should continue.
- 7.29 A further discretionary power of possession is available where a tenant or a person living with the tenant has been convicted of an offence committed at the scene of a riot.

Criminal Behaviour Orders

- 7.30 The Court may make a Criminal Behaviour Order (CBO) on the application of a prosecution if it is satisfied that the tenant has engaged in behaviour that caused or was likely to cause harassment, alarm or distress to any person and that the Court considers that making such an Order will prevent the tenant from engaging in such behaviour. The Order prevents the tenant from doing anything described in the Order and requires the tenant to do anything described in the order. The CBO will be made only in addition to a sentence imposed or an order discharging the tenant conditionally and include a requirement specifying the person who is responsible for supervising compliance.

Civil Injunctions to Prevent Nuisance and Annoyance

- 7.31 Civil Injunctions were introduced on 23 March 2015 and give new powers to landlords to seek an Injunction against anyone over the age of 10 years for anti-social behaviour. The new system allows powers to require a person to take “positive action” to reform, such as joining a rehabilitation programme. Failure to do so is contempt of court which can result in a prison sentence whilst breaching parts of the Injunction would trigger a possession order leading to eviction.
- 7.32 In some circumstances more than one of these actions may be taken. If the perpetrator is committing serious undisputed acts of anti-social behaviour or nuisance then appropriate action will be taken immediately with all relevant agencies being notified. Complaints of anti-social behaviour may also be referred to the multi-agency Anti-social Behaviour Co-ordinating Group for joint intervention. Area Housing Managers will ensure that cases are dealt with consistently across the District.

Anti-Social Behaviour Case Review – “The Community Trigger”

- 7.33 Under the Community Trigger, any tenant who is a victim of anti-social behaviour can activate the trigger where there have been a series of reports with limited action and the threshold of the number of complaints has been reached. The purpose is to re-assure victims that agencies take their reports seriously. When activated, if it meets the threshold for review, there will be a case review by a multi-agency Panel which will produce, if appropriate, recommendations which will be discussed with the victim in order to find a resolution or a Community Remedy. The process for the Community Trigger is managed by the Council’s Community Safety Team.

Right to Buy

- 7.34 Tenants against whom an application is pending for a demotion or possession order sought on the basis of Ground 2 Schedule 2 to the Housing Act 1985 are prevented from completing any Right to Buy sale until those proceedings have ended.

Homeless Applications

- 7.35 If a person or household becomes homeless as a result of their anti-social behaviour and they apply for assistance under the homeless provisions of the Housing Act 1996 Pt V11as amended, it is likely the Council will have no duty to secure permanent accommodation as they would have become intentionally homeless if they have a priority need for accommodation. However, the Council in accordance with the Code of Guidance is unable to adopt general policies which seek to pre-define circumstances that do or do not amount to intentional homelessness or threatened homelessness as each case must be considered separately. Where a duty is not accepted the Council will meet with its further duty to provide housing advice and assistance.

Epping Forest District Community Safety Team's – Anti-social Behaviour (ASB) Procedures

- 7.36 The Communities Directorate works closely with the Epping Forest Community Safety Team to ensure that difficult cases are dealt with in line with procedures.
- 8. Epping Forest Tasking Group referrals**
- 8.1 The Epping Forest Tasking Group (EFTG) is a multi-agency problem solving meeting attended by practitioners from police, local authority, Registered Social Landlords, Probation, Social Care and other interested parties. The meeting reviews serious ASB complaints that cannot be resolved by an individual lead officer. Hate crime and gang related activity are also dealt with at this meeting.
- 8.2 Referrals can be made by any practitioner within the Epping Forest District who has a role in tackling anti-social behaviour, hate or gang crime. The EFTG meets on a six-weekly basis.
- 8.3 Referrals made to the EFTG from other organisations / departments will be evaluated through the ASB Risk Assessment Matrix to determine the suitability of a co-ordinated multi-agency response.
- 8.4 Once quality assured the referral will be allocated to an ASB Investigator to lead on the investigation. If it is identified that another department or organisation should lead an ASB Investigator will be appointed to act as a point of contact and liaison with that person. The case will be formally reviewed at the EFTG meeting where actions will be determined until a successful resolution has been achieved. This will be recorded on the M3 database.
- 8.5 The EFTG undertakes the role of the statutory ASB Panel Meeting to determine what, (if any), action can be taken when applications for an ASB Case Review (Community Trigger) are received that meet the threshold for a review. All parties attending the EFTG will sign a confidentiality statement. In 2017, the Council became one of a number of Hate Incident Reporting Centres, to make it easier for members of the public to report hate incidents in the District, by providing safe and accessible place for them to go with information. As part of this initiative, one of the Council's Housing Officers was trained to be a Hate Crime Ambassador, whose aim is to promote hate crime awareness, to engage with the community and report hate incidents to the Essex Police Hate Crime Officer Team.

District – Wide Incident Diary

- 8.6 The District-wide crime and anti-social behaviour incident diary has been introduced by the Community Safety Partnership. This provides a simple means for the public to report incidents on a standard form used by all appropriate agencies. The incident diary will assist in monitoring trends in crime reporting and will assist with liaison and exchange of information between these agencies.

Policy on Dealing with Domestic Abuse

- 8.7 The Council works with “Safer Places” to assist and support women experiencing, or at threat of, domestic abuse to remain safely in their own homes, rather than seeking to move. It can also be used to support women moving on from a refuge. Support is intensive and of the same extent and standard as that given to women in a refuge. Regular risk assessments are made. Meetings take place away from homes and, on average, the support worker will spend around 3 hours per week on each case. Tailor made plans are made, setting out the action required to provide the practical support, and the information, advice and guidance needed in each case. The plans are kept under review. Although referrals to Safer Places may be made by other agencies, most are through the Council’s Homelessness Prevention Service, which monitors use of the scheme.
- 8.8 The Council, working in partnership with London and Quadrant (L&Q) Living has provided a women’s refuge “Brook Haven” on a site provided by the Council in the District. It provides three two bedroom and two one bedroom flats. The scheme employs three staff through L&Q Living who manage the scheme.
- 8.9 The Council has a Priority Transfer policy whereby; if any tenant is confirmed as being either a victim or a potential victim of domestic abuse they will be given additional priority for a move to like-for-like accommodation in another area.
- 8.10 The Communities Directorate’s twenty-four hour emergency Careline Alarm Service offers alarms to those victims or potential victims of domestic abuse, which enables them to summon help should they need urgent assistance.
- 8.11 The Council’s “Sanctuary” scheme assists victims of domestic abuse or Hate crime on a tenure neutral basis. The scheme provides a safe room within the victim’s home. A typical sanctuary room would include a fire door with mortice locks, smoke detectors, fire blanket and two fire extinguishers. All work carried out is in accordance with Home Office recommendations. The victim would be supplied with a mobile phone to dial 999. The Council works in partnership on Sanctuary schemes with the Community Safety Team, Essex Police, Essex Fire and Rescue and Safer Places. All referrals to the scheme are through the Homeless Prevention Team. Since its introduction, 17 Sanctuary rooms have been installed and have prevented homelessness.
- 8.12 Under the Council’s Housing Allocations Scheme, an offer of a tenancy will be made to a victim of domestic abuse who lives outside of the District in accordance with the Council’s Tenancy Policy (on either a flat or maisonette) on a reciprocal basis where:
- The person is confirmed by Essex County Council as a high risk domestic abuse victim who needs to be moved specifically to the Epping Forest District;
 - It is strongly recommended by Essex Police that the person referred be housed only within the Epping Forest 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 homelessness legislation.

Racial and Harassment Policies

- 8.13 The Council has a written statement of equal opportunity in the provision of housing services. In addition, the Race Relations Code of Practice in Rented Housing has been adopted. In accordance with the code, the ethnicity of housing applicants and applicants housed are recorded and monitored annually. The ethnicity of sheltered housing residents is monitored separately. Statistical information is reported on an annual basis to the Council's Communities Select Committee.
- 8.14 Equal opportunities policies are set out in the Housing Charter and the Council has a recruitment and selection policy which aims to eliminate discrimination.
- 8.15 The eligibility criteria for the allocation of housing ensures applicants are given fair access. Details are set out in the Council's Housing Allocations Scheme.
- 8.16 Customer Impact Assessments have been undertaken for all of the Council's relevant services with action plans drawn up for service improvements.
- 8.17 The Council's Communities Directorate has a separate Harassment Strategy.

Priority Transfers

- 8.18 In exceptional circumstances, it is necessary for some tenants to be given additional priority for an urgent move to alternative accommodation for housing management reasons. Such circumstances include victims of serious anti-social behaviour, domestic abuse etc. Housing follows strict procedures to ensure fairness to others on the Housing Register. Priority transfers are agreed at Assistant Director level on the basis that the tenant is personally at risk at their current address. Clear written evidence is sought from the Police, Social Services, GPs, Hate Incident Panel, etc. that the tenant's safety is at risk. before any decision is made. Priority moves are only made on a like-for-like basis, to ensure that applicants do not seek transfers to "improve" their housing situation.

Mediation Services

- 8.19 Mediation is a way of solving disputes between tenants by using a professional mediator who is completely impartial, experienced at mediation techniques, and who has not been previously involved with the problem. The mediator works with the parties concerned in order to construct a solution. This is a voluntary, non-judgemental process with all proceedings being confidential, taking place at a neutral venue avoiding, if necessary, face-to-face contact between the parties. Any agreement reached can be put in writing and signed by all parties.
- 8.20 The process can be used when attempting to resolve matters of anti-social behaviour on housing estates, or serious disputes between neighbours, which may lead to breaches of tenancy conditions and Court action.

- 8.21 The Council has a budget for meeting the cost of mediation and works in partnership with an accredited mediation service to provide the mediation. Alternatively, the Police Fire and Crime Commissioner for Essex created a mediation service through their Restorative Justice initiative. The Essex Restorative and Mediation Service hold offenders to account and help them take responsibility for the harm they have caused. Both parties discuss next steps and the perpetrators can then make amends. Restorative justice is used for criminal offences or conflicts, such as graffiti or anti-social behaviour.

Family Solutions - Families with Complex Needs

- 8.22 Essex Family Solutions, managed by Essex County Council, is the Essex-wide response to the Government's "Troubled Families Programme" which aims to improve the life and outcomes for troubled families in England and Wales. Family Solutions have 4 Teams which have targets to provide a key worker to support families in order to reduce crime and anti-social behaviour.

Protection and Training of Staff

- 8.23 The Council has a Health and Safety Policy, which is circulated to all staff who sign to confirm receipt. Housing has a Service Safety Team, any safety issues are reported to the relevant Area Housing Manager. Reporting of health and safety incidents is a standard agenda item at the monthly meeting of all Housing Managers. There is also a comprehensive accident reporting procedure in place.
- 8.24 The Council has a Lone Worker Policy which includes guidance and an Accompanied Attendance List which is circulated to all to staff. Those included on the Accompanied Attendance List must not be visited alone, with some not visited under any circumstances. All staff receive mandatory Lone Worker training. All staff who undertake visits as part of their duties are provided with "Skyguard" which when activated alerts a control centre who will summon help should they feel threatened.
- 8.25 All front-line staff attend courses on handling aggression and restraining techniques courses, and are provided with personal attack alarms.
- 8.26 Appropriate staff are trained on the procedure for third party reporting of hate incidents.
- 8.27 All training needs are identified as part of the annual Performance Development Review process.
- 8.28 All appropriate staff have been briefed on the requirements of the Anti-Social Behaviour Crime and Policing Act 2014 and the contents of this Strategy.

Dealing with Graffiti

- 8.29 The graffiti removal service is provided by the Council's Community Safety Team free of charge subject to certain criteria. Any person who wishes to report graffiti on housing-owned land can do so by using the graffiti hotline. All reports are referred to a specialist contractor with any offensive graffiti being removed within 7 days of it being reported. Other types of graffiti would be removed within 14 days, or possibly sooner, depending on the demands on the service at the time.

HomeSafe Scheme and Home Security Checks

- 8.30 The Council part funds in conjunction with the Epping Forest Community Safety Partnership a HomeSafe Scheme which is available to any resident where they have been a victim of crime, or have vulnerabilities which may make them a victim of crime, regardless of their tenure. The scheme aims to improve home security. Operatives are able to install door and window locks, fit door security chains, as well as door viewers and will offer advice regarding home security. Home security checks can also be arranged with and conducted by the Community Safety Team in cases where an individual is at significant risk of harm. Individuals who are at a high risk of harm are visited by a Police Crime Prevention Tactical advisor, who is supported by the Council's Community Safety Officer.

Compliments & Complaints Procedure

- 8.31 Should any customer, including a tenant, of the Council wish to praise a service or member of staff, they can complete the form contained in the Council's Corporate Compliments and Complaints booklet and send it to the Chief Executive who will make sure the compliment is passed on to the service or person concerned.
- 8.32 If any customer, including a tenant or housing applicant of the Council, is unhappy because the Council has either failed to do something we should have done, done something we should not have done, or agreed to do something but has then been slow to act, they can follow the step-by-step complaints process.

Appeals

- 8.33 If a tenant is unhappy with a decision taken by a Housing Manager, in the first instance, they can appeal to the appropriate Assistant Director who will review the decision. If they are still unhappy and wish to appeal further, they can proceed to the Ombudsman Service depending on the nature of the matter.

9. Action Plan

9.1 The following actions will be undertaken in the future by Housing to combat the problem of anti-social behaviour and nuisance;

Action	Lead Officer/s	Timescale	Resources Implications
Consider increasing the number of CCTV installations	Area Housing Managers	On-going	Within existing resources
Refer appropriate cases to Essex County Council's Family Solutions Team	Area Housing Managers	On-going	Within existing resources
Anti-Social Behaviour Audit	Area Housing Managers	TBC	Within existing resources
Review and amend procedures for dealing with anti-social behaviour	Area Housing Managers	TBC	Within existing resources
Move anti-social behaviour recording and monitoring to a paperless system by adapting M3 (with assistance from IT)	Area Housing Managers	TBC	Within existing resources

10. Future Developments

10.1 The following “SWOT” analysis on the next page identifies the strengths, weaknesses, and opportunities and threats for the areas covered by this Strategy.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Anti-Social Behaviour Crime and Policing Act 2014 powers • Many successful Court cases resulting in improved confidence amongst tenants • Experienced housing management staff • The Community Safety Partnership • The multi-agency Epping Forest Tasking Group • The Council’s Community Safety Team • Introductory Tenancy Scheme • Greater knowledge of the public due to the production of this Strategy and summary leaflet • Women’s refuge provision within the District • Mediation service 	<ul style="list-style-type: none"> • Reluctance of victims to provide evidence • Upward trend of perpetrators with drug or alcohol addiction. • Upward trend of perpetrators who are known to carry or possess weapons, which places Officers at greater risk. • Upward trend in the numbers of Tenants with mental illness who are either engaging in or are victims of anti-social behaviour • There is a lack of Police resources to tackle anti-social behaviour, including the closure of both Waltham Abbey and Epping Police Station with no public counter service being provided which has increased the burden on Officers from Housing Management and the Community Safety Team. • The new restricted service from Family Mosaic, due to a cut in their funding which has resulted in some Tenants being unable to access their service, or if they are eligible then support is for a lesser duration • Reduction in funding for Social Care which has resulted in less support being given to Housing Officers.

Opportunities	Threats
<ul style="list-style-type: none"> • Additional powers under the Anti-Social Behaviour Crime and Policing Act 2014 • Referring families to Essex County Council's Family Solutions Team • Increased CCTV installations • Enhanced Tenancy conditions on Anti-social Behaviour introduced for all new and existing Secure Tenants from April 2014 • Improved anti-social behaviour monitoring and recording system via M3. 	<ul style="list-style-type: none"> • Removal of the animal Welfare Service • De-designation of older peoples' accommodation on housing estates resulting in younger people being housed • Welfare Reform • Expectations of complainants are not always practical or proportionate.

11. Staffing Arrangements

11.1 For housing management purposes the Epping Forest District is split into two areas, with one Area Housing Office based at The Broadway, Loughton in the south of the District and the other based at the Civic Offices, Epping.

11.2 The number of staff involved in covering all housing management duties in 2017/2018 was 16 full-time equivalents. Area Housing Managers are based at each of the Area Housing Offices. One of the Housing Management Officers at each of the Area Housing Offices is designated as an Assistant Area Housing Manager, as well as at the Limes Centre Housing Office, Chigwell.

11.3 All staff are included in the Council's Performance Development Review process, whereby they have an annual interview to assess their own performance and to discuss their targets for the forthcoming year and their training needs. There is a six-monthly update on progress. All new staff receive induction training and have access to a mentor. Training received by staff, which relates to this Strategy, is as follows:

- Court skills training
- Dealing with aggression
- Lone Worker procedures
- Various IT courses
- Staff briefings on various matters
- Data Protection training
- Recruitment and selection training for Managers
- Protection of vulnerable adults from abuse
- Adult and Child Safeguarding
- Performance Development Review training for Managers and Seniors
- Managing sickness absence training

11.4 Housing Management staff delivering the Strategy in 2013/14 was approximately 4.5 FTE. This is based on the estimate that all staff in the Section spends around 25% of their time on aspects of the Strategy. The projection for the number of staff, required to deliver the Strategy over the following three years is detailed in the following table;

Staff Resources				
Year	2017/2018	2018/2019	2019/2020	2020/2021
Housing Management Staff	4.5	4.5	4.5	4.5

12. Reviewing the Strategy

12.1 The Strategy for Anti-Social Behaviour will be reviewed, by the Communities Select Committee in consultation with the Tenants and Leaseholders Panel, and the Epping Forest Community Safety Team, in around March 2021.



SCRUTINY



Report to Communities Select Committee

Date of meeting: 13th March 2018

**Subject: MiLife – Children & Young Peoples`
Mental Health and Emotional Wellbeing Project.**

Officer contact for further information: G Wallis (01992 564557)

Committee Secretary: A. Hendry (01992 564246)

Recommendations/Decisions Required:

That the Communities Select Committee notes 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.

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

Report:

Background

As part of the Epping Forest Youth Council's Youth Conference event in October 2015, a consultation exercise was undertaken with 100 local teenagers regarding their priority concerns. Overwhelmingly, mental health was highlighted as the biggest issue for local Epping Forest young people. 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. The Youth Council found that many of their peers were engaged in self-harm or turning to substance misuse as a result of poor mental health and feelings of helplessness.

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.

Ultimately, the objectives of the MiLife Project are to support children and young people to understand mental health, dispel stigma, equip them with tools to develop personal resilience and to provide signposting information to wider support services

1. Adolescent MiLife Programme

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.

The workshops include:

- An interactive forum-theatre production focusing on real-life scenarios.
- Facilitated discussions about positive mental health and personal resilience.
- Real life testimonials highlighting the issues experienced by young people and their positive coping strategies.
- A presentation explaining practical resilience tools including the MiBox concept, on-line apps and the dedicated MiLife website resource.

The workshops are followed up by a more informal lunchtime roadshow to allow pupils to access further information around mental health via information stalls or to directly self-refer for support.

A key element of the MiLife Project is 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 supports young people, parents and teachers.

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

2. Outcomes and Evaluation of Adolescent MiLife

Since its roll-out in 2016, over 6,000 Epping Forest young people have taken part in the Adolescent MiLife Programme to date. All seven state secondary schools fully participate in the project indicating the value and importance placed on mental health interventions by senior leadership teams within schools.

The programme is continuously evaluated using a range of methods including pupil, teacher and professional agency feedback. Information gathered is regularly reviewed and the project is constantly modified and improved in line with these findings.

Examples of feedback received include:

Matthew Tinker (Youth Councillor involved in the MiLife Project from its inception) says -
 “The MiLife Project is a really great youth led project that has allowed the young people of Epping Forest to understand their own personal mental health in greater detail. The project aims to give young people a greater understanding of what to do if they feel mentally ill but also how to help themselves keep a healthy and happy mind. I strongly believe greater mental awareness will lead to a reduction in youth crime rates as young people can understand now when they need to seek professional support. I am so proud of our project and the great impact it is having on my peers and my friends.”

Deborah Lake (Deputy Head Teacher, Davenant Foundation School) says –
 “The ‘MiLife’ initiative is such a success. All years appreciate the presentation, they respond to both the content and techniques adopted by the team. We were surprised and delighted at their response. The involvement of local students through the Epping Forest Youth Council brought a reality to the presentations and content which got through to the students. To see one of our own students actively involved in the day and instrumental in its planning gave our students confidence in the team. Thank you to all the organisations and individuals involved.”

Having fully endorsed the MiLife initiative and associated resource materials, NHS NELFT is now looking to roll the project out regionally. Additionally, in partnership with the Red Balloon Family Foundation, research is being undertaken into the further digitisation of the programme and the potential development of a BBC “CBeebies” resource.

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

3. Primary MiLife Programme

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

The Epping Forest Early Help & Start Well Group, a sub-group of the Epping Forest Health & Wellbeing Board, had highlighted children and young peoples' mental health as a key priority back in 2016. Consequently, in April 2017 this group looked favourably on a Public Health Community Fund bid submitted by the Red Balloon Family to pilot a "Primary MiLife Project" in six schools.

The format for the Primary MiLife programme was carefully developed through consultation with schools and is specifically tailored to three age brackets. Assembly sessions are delivered to each year group, followed up with hour-long classroom based activities to ensure key messages have been understood.

- Reception class and Year 1 class pupils engage with the topic of mental health through "Embers the Dragon" a visiting 7 foot high character who needs help identifying how he is feeling and how to share these feelings with others once he understands and can name them. The focus is on emotional literacy skills for 4 to 6 year olds.
- Year 3 and 4 pupils meet "the World's Worst Detective" character and explore how talking to others can help identify feelings, share them and take control of their emotional wellbeing.
- Year 5 and 6 pupils experience three interactive stories exploring supporting friends, family members and themselves with emotional wellbeing. Pupils are encouraged to draw from real situations they are likely to recognise from their own friendship groups.

4. Outcomes and Evaluation of Primary MiLife

Evaluation of the Primary MiLife Project has shown it to be a resounding success. To date 6,500 pupils have participated in the programme. Overall, over four in five children have said they have 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 is shared through letters, Parent Mail and face to face parents sessions before and after school.

5. Early Years MiLife Programme

Further development of the MiLife initiative has been agreed by the Early Help & Start Well Group and will take place over the coming months through the design and implementation of an Early Years version. Reception class teachers and Early Years providers have requested that pilot programmes be delivered in sample settings within the district.

Reason for decision:

This report serves as an information item for the Community Services Select Committee.

Options considered and rejected:

N/A

Consultation undertaken:

Consultation was undertaken by the Epping Forest Youth Council with their peers. Professional practitioners from the NHS, teachers and wider youth service providers have been consulted throughout every stage of the development and implementation of the project.

Evaluation is undertaken using data collected from pupils, teachers, professionals and visitors.

Service review:

Each MiLife session is reviewed post event and a multi-agency debriefing held.

Mental health is a key priority within the Epping Forest Health & Wellbeing Strategy 2018-28 and the Council's Corporate Plan 2018-23.

Resource implications:

Personnel:

Staff from the Council's Community, Health and Wellbeing Team organise, manage and facilitate the MiLife events in partnership with The Red Balloon Family Foundation and colleagues from NELFT NHS.

£8,000	- Epping Forest District Council DDF
£5,200	- ECC Youth Strategy Fund
£13,500	- Public Health Community Grant Fund

Land: N/A

Community Plan/BVPP reference:

Corporate Plan Objective: 1.1.2 – Promote mental health and emotional wellbeing

Relevant statutory powers: N/A

Background papers: N/A

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

Key Decision reference: (if required)

N/A

Report to Communities Select Committee

Date of meeting: 13th March 2018

Portfolio: Housing – Cllr S. Stavrou

Subject: HRA Financial Plan 2018-19



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

Committee Secretary: Adrian Hendry (01992 564246)

Recommendations:

- (1) That the Housing Revenue Account (HRA) Financial Plan 2018-19, attached as an Appendix, be considered; and**
- (2) That the Select Committee provides any comments or concerns to the Housing Portfolio Holder and Director of Communities accordingly.**

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

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

3. The latest Financial Plan starts from 2017/18 and is based on the latest out-turn forecasts for 2017/18 and the agreed budgets for 2018/19. The Financial Plan demonstrates that, despite the Government's policy that all social rents must be reduced by 1% per annum for four years, which clearly has an effect on rental income, the HRA continues to be in a reasonably healthy state, and that all of the current and planned HRA loans are 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.

4. The Financial Plan also identifies that, on current forecasts, around £76million of service enhancements or housing improvements could be introduced from 2023, over the remaining Plan period.

5. The Select Committee is asked to consider the HRA Financial Plan 2018-19 and provide any comments or concerns to the Housing Portfolio Holder and Director of Communities accordingly.

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



EPPING FOREST DISTRICT COUNCIL - FINANCIAL PLAN 2018/19

SD SMITH CONSULTANCY LTD

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1. Introduction

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

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

2. Executive Summary

2.1 The HRA Self-Financing Regime commenced in April 2012 with a debt allocation to the Council of £185.456million. This latest version of the Financial Plan demonstrates that the HRA remains viable throughout all the years of the Plan, although partial refinancing of debt is required, whilst the continuation of the Council Housebuilding Programme and the ability to fund long-term housing improvements and service enhancements is achievable. The Plan has the potential to repay the allocated debt within a period of 25 years, according to the schedule of fixed loan repayments, based on the assumptions contained within the Plan.

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

3. Underlying assumptions

3.1 A detailed HRA Financial Plan model has been produced for the Council, launched from 2017/18, and based on the latest out-turn forecasts for 2017/18 and the agreed budgets for 2018/19, with the following key assumptions:

- Balanced to the forecast out-turn HRA budgets for 2017/18 and approved budgets for 2018/19;

- Balanced to the forecast HRA Capital Programme for major works for 2017/18 - 2021/22 with additional expenditure and variations to funding where required;
- Rents not increasing as per the Government’s original policy of CPI plus 1%, but under the new Government directive of 1% reductions each year up to and including April 2019. The exception being new tenancies being re-let at their formula rent, with the annual 1% reduction being applied thereafter. From April 2020 rents are forecast to increase by CPI plus 1% per year, for 5 years, following the public statement by the Prime Minister at this year’s Conservative Party conference. This assumption is therefore used throughout the Plan;
- General Inflation set at 2.5% (the exception being rent increases, the 2018/19 budgets and HRA Capital Programme up to 2021/22);
- Right to Buy sales to the end of January 2018 for financial year 2017/18 total 36 and estimated at 30 for 2018/19, given the expected increases to interest rates, then with a gradual reduction thereafter;
- Continuation of the required internal borrowing for the General Fund from the HRA, to ensure a neutral position for the General Fund compared to the situation prior to self-financing;
- Interest rates as per the treasury schedule (below) with internal borrowing rates rising from 1% to 2%;

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

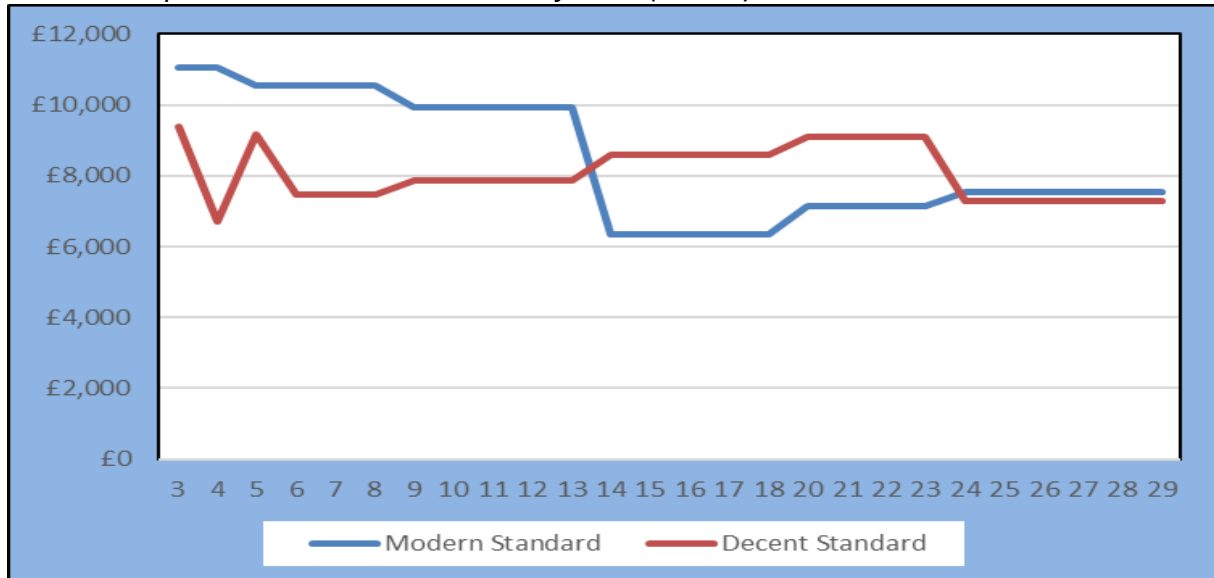
- Housing improvements and service enhancements to benefit tenants, when affordable in the longer-term;
- A Council Housebuilding Programme of 221 homes over 4 years (averaging 55 per annum) to maximise the use of 1-4-1 receipts from higher than anticipated right to buy sales; and

3.2 The most critical assumption relates to the required stock investment and needs. Due to a re-evaluation of the HRA finances by the Council, through its Stage 1 HRA Financial Options Review undertaken in March 2017, and the wish to continue with the Council Housebuilding Programme, the previously modelled full maintenance standard (known as

the Modern Home Standard) for the Council’s housing stock has reverted to the Decent Homes Standard, introducing extended replacement life-cycles. The database for capital investment needs is continually being updated and the February 2017 iteration is included within this Plan.

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

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



In overall terms the reduction in capital expenditure over 27 years is £7.446million. The key benefit for reducing to the Decent Homes Standard is in the reduction of required expenditure in the earlier years (i.e. years 3 to 13). The main differences between the two standards are that major components such as kitchens, bathrooms, roofing and heating have their life-cycles extended. Therefore, items that would have been replaced in the early years are then replaced at a later stage.

4. Headline Outputs

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

- Repayment of the debt within 25 years, as per the current loan portfolio, whilst holding a revised minimum balance of £2million (inflated);
- Refinancing of the £31.8million loan repayment of £18.090million in 2021/22 (year 5), repaid by 2024/25 (year 9) or £19.820million in 2021/21 repaid by 2024/25 if the HRA were to purchase the s106 affordable homes at Pyrles Lane, Loughton as an extension to the Council Housebuilding Programme;

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

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

Years 1-5	£ Nil
Years 6-10	£1.675million
Years 11-15	£4.550million
Years 16-20	£3.125million
Years 21-25	£8.850million
Years 26-30	£58.575million
Total over 30 Years	£76.775million

4.2 The 2016/17 Financial Plan identified that £89.725million was available for service enhancements and improvements over 30 years, so the negative financial impact of changes to the Plan since last year are demonstrated in this decrease, namely the increase to the new build programme, higher right to buy sales and increases to the base 2018/19 budgets. As highlighted above, reviews of the Plan will continue on a quarterly basis, since these may well impact on the deliverability of the service enhancements in the longer term.

4.3 The following charts set out:

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

Chart 2 - HRA Projections (£'000s)

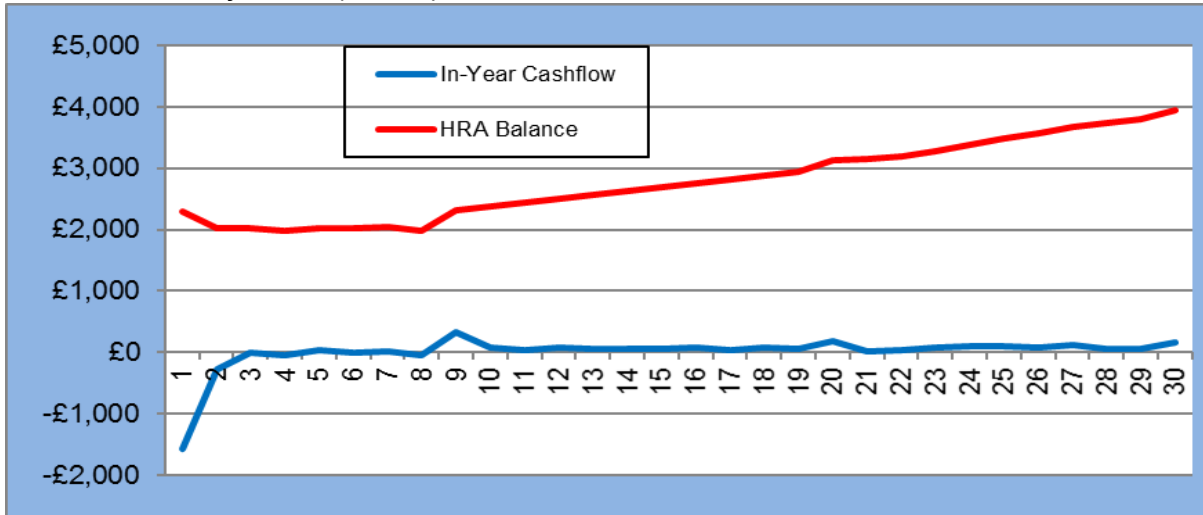


Chart 3 - Capital Expenditure Profile and Funding (£'000s)

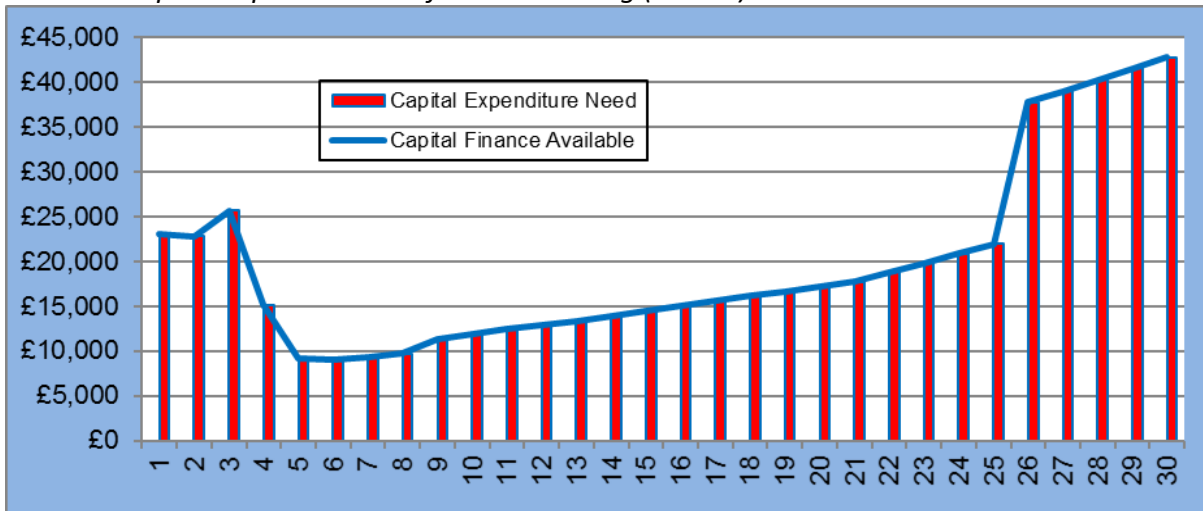


Chart 4 - Projected Debt Profile (£'000s)

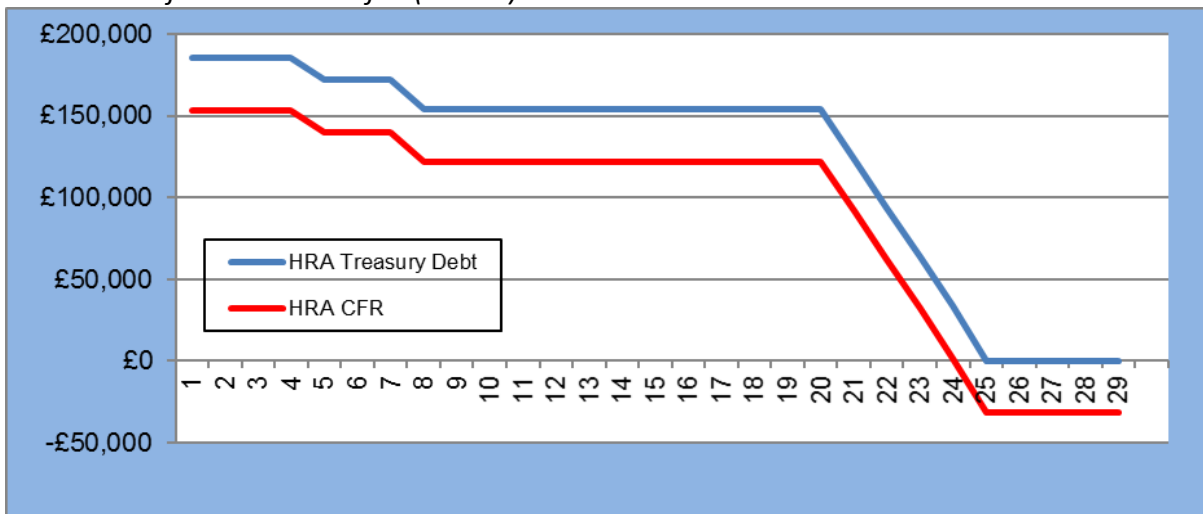
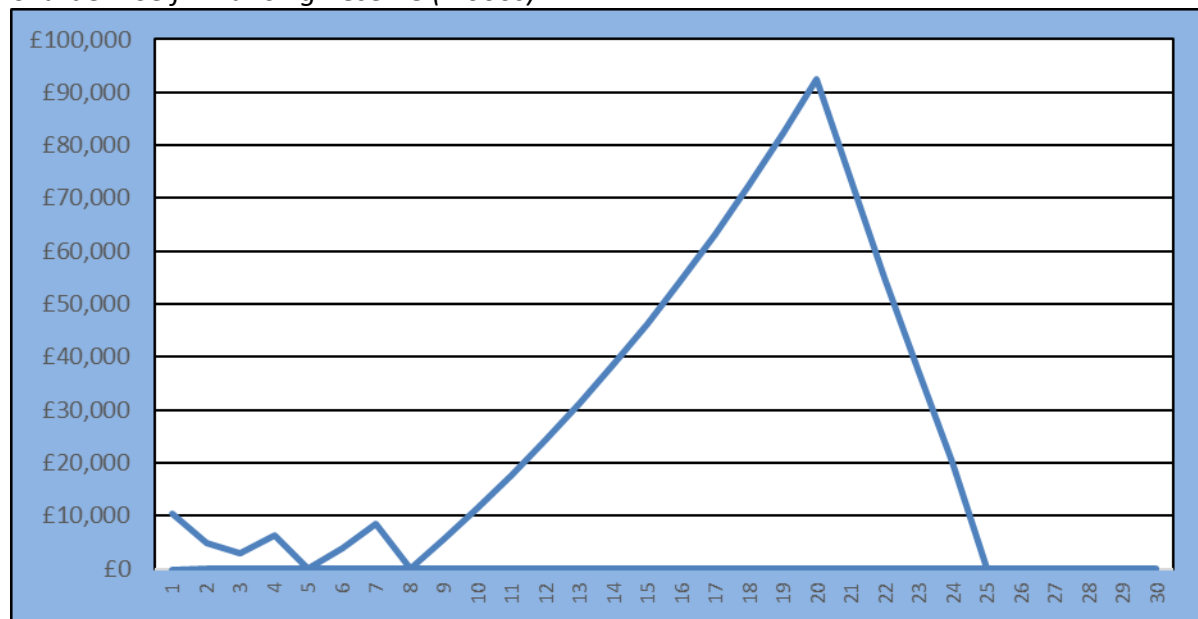


Chart 5 – Self-Financing Reserve (£'000s)



4.4 The charts above firstly demonstrate that the HRA remains in positive balance throughout the 30 years of the Plan. However, in order to achieve this, part-refinancing is required of £18.090million to fund the full Housebuilding Programme.

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

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

5. Sensitivities

5.1 Given that the Financial Plan has been specifically modelled to repay the debt settlement over a 25-year period, by decreasing the levels of capital expenditure, it proves that the Plan is viable but not wholly resilient to changes in the key assumptions. This is particularly relevant, as some significant increases will impact on the increasing of the refinancing requirement in the short to mid-term and impact on service enhancements in the longer-term.

5.2 For the avoidance of any doubt, therefore, this review takes no account of any potential effects of the Housing and Planning Act's proposals relating to the required sale of higher value voids, since the Government's intentions are still not yet known – although it is

known through the Council's membership of the Association of Retained Council Housing (ARCH), that one council has received a letter from the Minister for Housing Local Government and Housing stating that no high value voids levy will be sought from local authorities in 2018/19.

If in future years it does apply, it would have a significant impact on the Council's HRA, which the Council has already agreed would trigger a Stage 2 HRA Financial Options Review.

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

6. Next Steps for The Council

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

6.2 The Council also needs to await any further policy statements on the policy for local authorities to sell their higher value void properties, which will determine whether or not the Council needs to undertake a Stage 2 HRA Financial Options Review.

6.3 CIPFA is due to release further guidance on how councils should depreciate their assets based on componentisation techniques, which the Council already does. It is therefore thought unlikely that any new proposals will affect the overall funding available for the HRA, although the details will have to be scrutinised when the further guidance is received to ensure funding for the new build programme is not adversely affected.

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

7. Risk and Reward

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

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

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

APPENDIX – Projected Cash Flows

HOUSING REVENUE ACCOUNT PROJECTIONS Epping Forest DC

Year	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
INCOME:															
Gross Rental Income	31,676	31,592	32,366	33,499	34,426	35,403	36,420	37,465	38,537	39,639	40,771	41,933	43,127	44,353	45,626
Void Losses	-139	-268	-292	-302	-311	-320	-329	-338	-348	-358	-368	-378	-389	-400	-412
Charges for Services & Facilities	2,133	1,954	2,003	2,053	2,104	2,157	2,211	2,266	2,323	2,381	2,440	2,501	2,564	2,628	2,694
Non-Dwelling Rent	852	876	898	920	943	967	991	1,016	1,041	1,067	1,094	1,121	1,149	1,178	1,208
Contribution From General Fund	376	374	383	393	403	413	423	434	445	456	467	479	491	503	516
Total Income	34,898	34,528	35,358	36,563	37,565	38,620	39,716	40,842	41,998	43,185	44,404	45,656	46,941	48,262	49,631
EXPENDITURE:															
Supervision & Management - General	-5,345	-5,976	-6,125	-6,279	-6,435	-6,596	-6,761	-6,930	-7,104	-7,281	-7,463	-7,650	-7,841	-8,037	-8,238
Supervision & Management - Special	-3,792	-3,753	-3,847	-3,943	-4,042	-4,143	-4,246	-4,352	-4,461	-4,573	-4,687	-4,804	-4,924	-5,047	-5,174
Other Management Expenditure	-932	-760	-779	-798	-818	-839	-860	-881	-903	-926	-949	-973	-997	-1,022	-1,048
Provision for Bad/Doubtful Debts	-80	-100	-161	-246	-335	-260	-268	-275	-292	-198	-203	-209	-215	-221	-227
Contribution to Repairs Fund	-6,000	-6,000	-6,100	-5,361	-6,496	-6,679	-6,901	-7,201	-7,381	-7,566	-7,755	-7,949	-8,147	-8,351	-8,560
Total Revenue Expenditure	-16,149	-16,589	-17,013	-16,627	-18,126	-18,517	-19,036	-19,640	-20,041	-20,543	-21,057	-21,584	-22,125	-22,679	-23,246
Interest Payable on Loans	-5,524	-5,555	-6,022	-6,022	-6,179	-5,891	-5,891	-5,619	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348	-5,348
Treasury Management Expenses	-58	-64	-66	-67	-69	-71	-72	-74	-76	-78	-80	-82	-84	-86	-88
Interest on Receipts & Balances	255	168	391	544	641	678	809	759	695	794	902	1,016	1,138	1,266	1,520
Net Depreciation	-9,786	-10,524	-10,524	-10,524	-10,629	-10,736	-10,843	-10,951	-11,061	-11,171	-11,283	-11,396	-11,510	-11,625	-11,741
Net Operating Income	3,636	1,964	2,124	3,865	3,202	4,084	4,683	5,316	6,167	6,839	7,538	8,262	9,013	9,790	10,727
APPROPRIATIONS:															
FRS 17 /Other HRA Reserve Adj	-20	-102	-105	-107	-110	-113	-115	-118	-121	-124	-127	-131	-134	-137	-141
Self Financing Reserve	0	0	-2,020	-3,795	-2,585	-3,980	-4,550	-5,250	-5,553	-5,874	-6,214	-6,573	-6,953	-7,355	-7,780
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure Charged to Revenue	-5,180	-2,130	0	0	-463	0	0	0	-162	-770	-1,154	-1,484	-1,862	-2,236	-2,751
Total Appropriations	-5,200	-2,232	-2,125	-3,902	-3,158	-4,093	-4,665	-5,368	-5,836	-6,768	-7,495	-8,188	-8,949	-9,728	-10,671
ANNUAL CASHFLOW	-1,564	-268	0	-37	45	-8	18	-53	331	70	43	74	64	61	56
Opening Balance	3,853	2,289	2,021	2,021	1,984	2,029	2,020	2,038	1,985	2,316	2,386	2,429	2,504	2,568	2,629
Closing Balance	2,289	2,021	2,021	1,984	2,029	2,020	2,038	1,985	2,316	2,386	2,429	2,504	2,568	2,629	2,685
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	10,487	4,742	3,009	6,234	0	3,980	8,530	0	5,553	11,428	17,642	24,215	31,168	38,522	46,302
HRA New Build Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

HOUSING REVENUE ACCOUNT PROJECTIONS

Epping Forest DC

Year	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	2043.44	2044.45	2045.46	2046.47
£'000	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
INCOME:															
Gross Rental Income	46,949	48,308	49,705	51,142	52,638	54,198	55,802	57,453	59,152	60,904	62,711	64,571	66,484	68,454	70,480
Void Losses	-424	-436	-449	-462	-475	-489	-504	-519	-534	-550	-566	-583	-600	-618	-636
Charges for Services & Facilities	2,761	2,830	2,901	2,973	3,048	3,124	3,202	3,282	3,364	3,448	3,534	3,623	3,713	3,806	3,901
Non-Dwelling Rent	1,238	1,269	1,300	1,333	1,366	1,400	1,435	1,471	1,508	1,546	1,584	1,624	1,665	1,706	1,749
Contribution From General Fund	528	542	555	569	583	598	613	628	644	660	676	693	711	728	747
Total Income	51,052	52,512	54,013	55,555	57,160	58,831	60,549	62,316	64,134	66,008	67,940	69,928	71,973	74,076	76,240
EXPENDITURE:															
Supervision & Management - General	-8,444	-8,655	-8,871	-9,093	-9,321	-9,554	-9,792	-10,037	-10,288	-10,545	-10,809	-11,079	-11,356	-11,640	-11,931
Supervision & Management - Special	-5,303	-5,435	-5,571	-5,711	-5,853	-6,000	-6,150	-6,303	-6,461	-6,623	-6,788	-6,958	-7,132	-7,310	-7,493
Other Management Expenditure	-1,074	-1,101	-1,128	-1,156	-1,185	-1,215	-1,245	-1,276	-1,308	-1,341	-1,375	-1,409	-1,444	-1,480	-1,517
Provision for Bad/Doubtful Debts	-234	-241	-248	-255	-262	-270	-278	-286	-295	-304	-313	-322	-331	-341	-351
Contribution to Repairs Fund	-8,774	-8,993	-9,218	-9,448	-9,684	-9,927	-10,175	-10,429	-10,690	-10,957	-11,231	-11,512	-11,800	-12,095	-12,397
Total Revenue Expenditure	-23,828	-24,425	-25,037	-25,663	-26,306	-26,965	-27,640	-28,333	-29,042	-29,770	-30,515	-31,280	-32,063	-32,866	-33,690
Interest Payable on Loans	-5,348	-5,348	-5,348	-5,348	-5,348	-5,339	-4,301	-3,260	-2,216	-1,168	0	0	0	0	0
Treasury Management Expenses	-90	-93	-95	-97	-100	-102	-105	-107	-110	-113	-116	-119	-122	-125	-128
Interest on Receipts & Balances	1,683	1,847	2,011	2,185	2,459	2,376	2,000	1,629	1,273	901	704	706	708	709	711
Net Depreciation	-11,859	-11,977	-12,097	-12,218	-12,340	-12,464	-12,588	-12,714	-12,841	-12,970	-13,099	-13,230	-13,363	-13,496	-13,631
Net Operating Income	11,610	12,516	13,447	14,414	15,525	16,336	17,914	19,531	21,196	22,888	24,914	26,005	27,133	28,298	29,503
APPROPRIATIONS:															
FRS 17 /Other HRA Reserve Adj	-144	-148	-151	-155	-159	-163	-167	-171	-176	-180	-184	-189	-194	-199	-204
Self Financing Reserve	-8,229	-8,705	-9,208	-9,740	-10,303	-10,899	-11,529	-12,195	-12,900	-13,645	0	0	0	0	0
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure Charged to Revenue	-3,159	-3,618	-4,015	-4,451	-4,873	-5,256	-6,173	-7,086	-8,018	-8,955	-24,659	-25,702	-26,880	-28,032	-29,147
Total Appropriations	-11,532	-12,471	-13,374	-14,347	-15,335	-16,318	-17,869	-19,452	-21,094	-22,780	-24,843	-25,891	-27,074	-28,231	-29,351
ANNUAL CASHFLOW	77	45	73	67	189	18	45	79	103	107	71	114	60	67	152
Opening Balance	2,685	2,763	2,808	2,881	2,948	3,137	3,155	3,200	3,279	3,382	3,489	3,560	3,674	3,734	3,801
Closing Balance	2,763	2,808	2,881	2,948	3,137	3,155	3,200	3,279	3,382	3,489	3,560	3,674	3,734	3,801	3,954
Other HRA Reserve Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	54,532	63,237	72,445	82,185	92,489	73,387	54,916	37,111	20,011	0	0	0	0	0	0
HRA New Build Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

HOUSING CAPITAL PROJECTIONS
Epping Forest DC

Year	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31	2031.32
£'000	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
EXPENDITURE:															
New Build Lifecycle & Planned	0	0	0	0	0	-11	-41	-110	-113	-116	-131	-168	-249	-255	-262
Existing Stock Lifecycle & Planned	-9,650	-10,877	-8,891	-8,664	-8,664	-8,582	-8,818	-9,060	-9,783	-10,052	-10,329	-10,613	-10,905	-12,259	-12,596
Disabled Adaptations	-450	-450	-450	-450	-450	-431	-441	-452	-487	-499	-511	-524	-537	-578	-593
Other Capital Expenditure	-158	-60	-60	-60	-60	-51	-53	-54	-55	-57	-58	-59	-61	-62	-64
Acquisitions Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Build Development	-12,852	-11,399	-16,240	-5,983	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements/Improvements	0	0	0	0	0	0	0	0	-905	-1,216	-1,410	-1,513	-1,620	-706	-978
Previous Year's B/F Shortfall	0	0	0	0	0	0	0	0	0	-2	0	-3	0	0	0
Total Capital Expenditure	-23,110	-22,786	-25,641	-15,157	-9,174	-9,074	-9,353	-9,677	-11,344	-11,941	-12,439	-12,880	-13,372	-13,861	-14,492
FUNDING:															
Major Repairs Reserve	10,253	11,313	17,809	11,787	-9,454	9,074	9,353	9,677	11,180	11,171	11,283	11,396	11,510	11,625	11,741
Right to Buy Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	18,090	0	0	0	0	0	0	0	0	0	0
Other Receipts/Grants	1,609	179	179	179	75	0	0	0	0	0	0	0	0	0	0
Right to Buy 1-4-1 Reserves	3,835	3,420	3,900	2,621	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	2,233	5,745	3,753	570	0	0	0	0	0	0	0	0	0	0	0
Revenue Contributions	5,180	2,130	0	0	463	0	0	0	162	770	1,154	1,484	1,862	2,236	2,751
Total Capital Funding	23,110	22,786	25,641	15,157	9,174	9,074	9,353	9,677	11,342	11,941	12,437	12,880	13,372	13,861	14,492
In-Year Net Cashflow	0	0	0	0	0	0	0	0	-2	0	-3	0	0	0	0
Cumulative Position	0	0	0	0	0	0	0	0	-2	0	-3	0	0	0	0
MRR Account:															
Opening Balance	12,705	12,238	11,449	4,165	2,901	4	1,665	3,155	119	0	0	0	0	0	0
Net Contribution from Depreciation	9,786	10,524	10,524	10,524	10,629	10,736	10,843	10,951	11,061	11,171	11,283	11,396	11,510	11,625	11,741
Use of Reserve to Capital	-10,253	-11,313	-17,809	-11,787	9,454	-9,074	-9,353	-9,677	-11,180	-11,171	-11,283	-11,396	-11,510	-11,625	-11,741
Closing Balance	£12,238	£11,449	£4,165	£2,901	£4	£1,665	£3,155	£119	£0	£0	£0	£0	£0	£0	£0

HOUSING CAPITAL PROJECTIONS
Epping Forest DC

Year	2032.33	2033.34	2034.35	2035.36	2036.37	2037.38	2038.39	2039.40	2040.41	2041.42	2042.43	2043.44	2044.45	2045.46	2046.47
£'000	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
EXPENDITURE:															
New Build Lifecycle & Planned	-289	-353	-492	-504	-517	-530	-543	-557	-570	-585	-599	-614	-630	-645	-662
Existing Stock Lifecycle & Planned	-12,942	-13,298	-13,664	-14,852	-15,260	-15,680	-16,111	-16,554	-13,650	-14,026	-14,411	-14,808	-15,215	-16,034	-15,592
Disabled Adaptations	-608	-623	-638	-687	-704	-722	-740	-758	-816	-837	-857	-879	-901	-923	-946
Other Capital Expenditure	-66	-67	-69	-71	-72	-74	-76	-78	-80	-82	-84	-86	-88	-90	-93
Acquisitions Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Build Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements/Improvements	-1,113	-1,255	-1,248	-560	-655	-714	-1,291	-1,853	-5,743	-6,396	-21,806	-22,546	-23,409	-23,841	-25,485
Previous Year's B/F Shortfall	0	0	-1	0	-4	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditure	-15,018	-15,596	-16,112	-16,673	-17,213	-17,720	-18,761	-19,800	-20,859	-21,925	-37,758	-38,933	-40,242	-41,534	-42,778
FUNDING:															
Major Repairs Reserve	11,859	11,977	12,097	12,218	12,340	12,464	12,588	12,714	12,841	12,970	13,099	13,230	13,363	13,496	13,631
Right to Buy Receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0
Other Receipts/Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Right to Buy 1-4-1 Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Financing Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Contributions	3,159	3,618	4,015	4,451	4,873	5,256	6,173	7,086	8,018	8,955	24,659	25,702	26,880	28,032	29,147
Total Capital Funding	15,018	15,595	16,112	16,669	17,213	17,720	18,761	19,800	20,859	21,925	37,758	38,933	40,242	41,534	42,778
In-Year Net Cashflow	0	-1	0	-4	0	0	0	0	0	0	0	0	0	0	0
Cumulative Position	0	-1	0	-4	0	0	0	0	0	0	0	0	0	0	0
MRR Account:															
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Contribution from Depreciation	11,859	11,977	12,097	12,218	12,340	12,464	12,588	12,714	12,841	12,970	13,099	13,230	13,363	13,496	13,631
Use of Reserve to Capital	-11,859	-11,977	-12,097	-12,218	-12,340	-12,464	-12,588	-12,714	-12,841	-12,970	-13,099	-13,230	-13,363	-13,496	-13,631
Closing Balance	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0



SCRUTINY



Epping Forest District Council

Report to: Communities Select Committee

Date of meeting: 13 March 2018

Portfolio: Housing (Councillor S. Stavrou)

Subject: Key Performance Indicators 2017/18 - Quarter 3 Performance

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

Democratic Services Officer: Adrian Hendry (01992 564607)

Recommendations/Decisions Required:

That the select committee reviews Q3 performance in relation to the key performance indicators within its areas of responsibility;

Executive Summary:

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

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

Reasons for Proposed Decision:

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

Other Options for Action:

No other options are appropriate in this respect. Failure to identify performance measures, set targets, monitor and review KPI performance, and consider corrective action where necessary, could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

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

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

2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Communities Select Committee
3. A headline end of Q3 performance summary in respect of the KPIs falling within the Communities Select Committee's areas of responsibility for 2017/18, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report.

Key Performance Indicators 2017/18 – Q3 Performance

4. The overall position for **all** thirty-two (32) KPIs at the end of the Quarter 3, was as follows:
 - (a) 25 (78%) indicators achieved third quarter target;
 - (b) 7 (22%) indicators did not achieve third quarter target, although 4 (13%) of KPIs performed within the agreed tolerance for the indicator; and,
 - (c) 25 (78%) indicators are currently anticipated to achieve the cumulative year-end target, 4 (13%) indicators are anticipated not to achieve year-end target and a further 3 (9%) are uncertain whether they will achieve the cumulative year-end target.
5. **Communities Select Committee indicators** - 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 Q3 for these 9 indicators, was as follows:
 - (a) 9 (100%) indicators achieved target;
 - (b) 0 (0%) indicators did not achieve target, and
 - (c) 0 (0%) of these KPI's performed within the agreed tolerance for the indicator
 - (d) 9 (100%) indicators are currently anticipated to achieve year-end target
6. The 'amber' performance status used in the KPI report identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range. The KPI tolerances were agreed by Management Board when targets for the KPIs were set in March 2017.
7. The Select Committee is requested to review Q3 performance for the KPIs within its areas of responsibility. The full set of KPIs was also considered by Management Board on 25 January 2018 and will be considered by the Finance and Performance Management Cabinet Committee on 30 March 2018.

Resource Implications: none for this report

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

Safer, Cleaner, Greener Implications: none for this report

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

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

Impact Assessments:

Risk Management: none for this report

Equality: none for this report.

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Key Performance Indicators 2017/18 – Quarter 3 Performance Report

Appendix 1

Communities Quarterly Indicators	Q1 2017/18			Q2 2017/18			Q3 2017/18			Q4 2017/18			Is year-end target likely to be achieved?
	Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status	
COM001 Rent collected from current and former tenants as a percentage of rent due (excluding rent arrears brought forward).	99%	100.77%	✓	99%	100.38%	✓	99%	100.25%	✓	99%			Yes
COM002 On average, how many days did it take us to re-let a Council property?	37	32	✓	37	33	✓	37	37	✓	37			Yes
COM003 How satisfied were our tenants with the standard of the repairs service they received?	98%	100%	✓	98%	99.56%	✓	98%	99.57%	✓	98%			Yes
COM004 How many households were housed in temporary accommodation?	130	97	✓	130	103	✓	130	90	✓	130			Yes
COM005 What percentage of our council homes were not in a decent condition?	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%			Yes
COM008 What is the average overall time to complete responsive repairs?	7	4.87	✓	7	4.25	✓	7	6.9	✓	7			Yes
COM009 What percentage of appointments for repairs are both made and kept?	98%	99.01%	✓	98%	99.01%	✓	98%	99.1%	✓	98%			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%	98.0%	✓	97.5%			Yes

Key Performance Indicators 2017/18 Quarter 3 Performance

Report Author: Monika Chwiedz (Performance Improvement Officer)

Reflecting on our performance:

There are 32 KPIs for this year

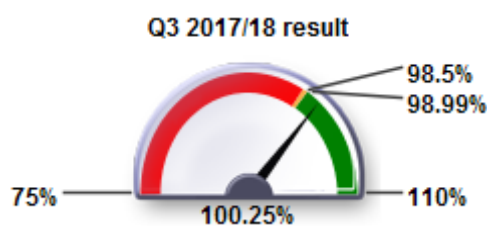
25(78%) achieved target and 7 (22%) missed target and 4 (13%) performed within their amber tolerance.

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

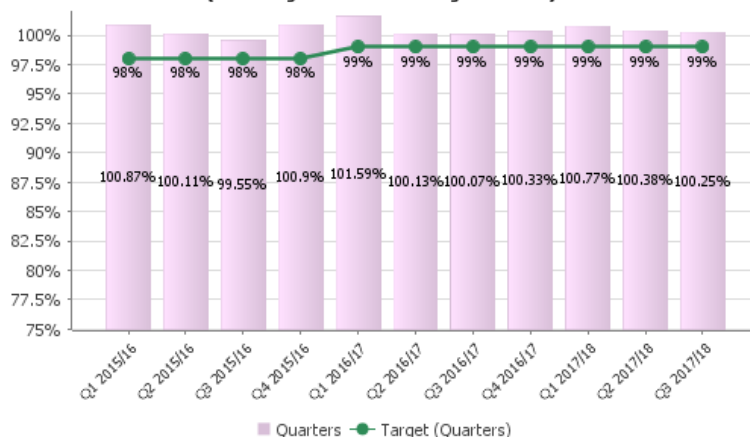
Rent collected from current and former tenants as a percentage of rent due

✔ COM001 (excluding rent arrears brought forward).

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: Q3 – 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

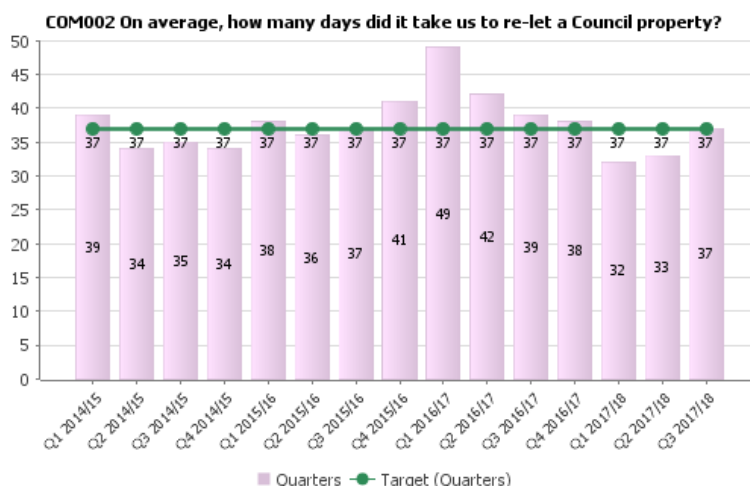
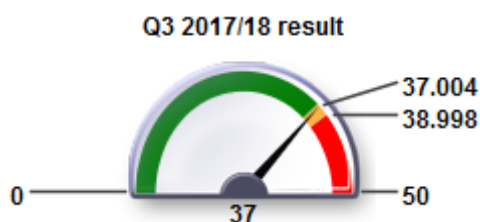
(WHETHER PROPERTY IS OCCUPIED OR NOT AND EXCLUDING ARREARS BROUGHT FORWARD)

B = RENT LOSS DUE TO EMPTY PROPERTIES

$(£25,121,536.80 / (£25,279,794.73 - £220,290.46)) = 100.25\%$

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'.

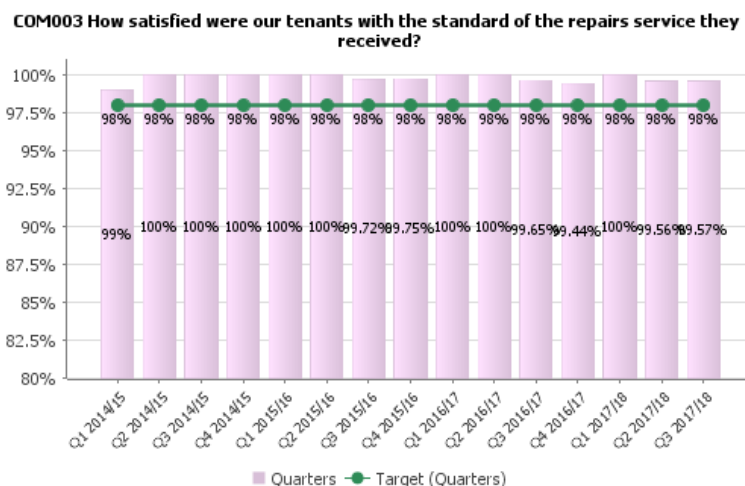


Comment on current performance: Within target set

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

COM003 received?

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



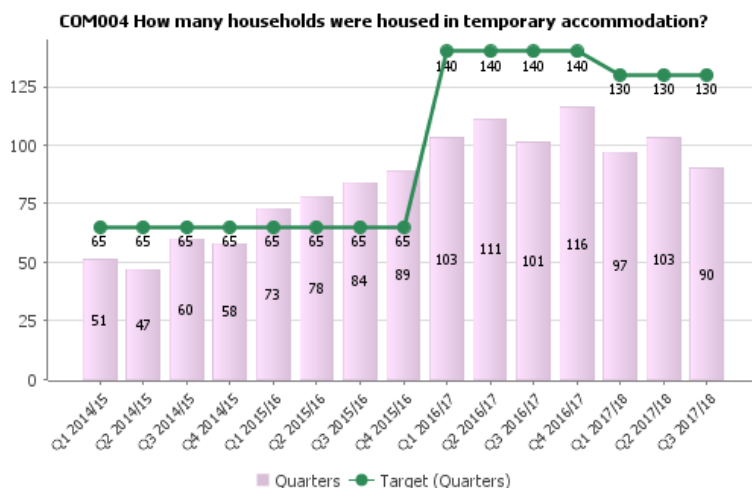
Comment on current performance: Total number of MCM surveys completed = 56. Total number of SMS responses received = 648. Level of satisfaction provided to EFDC tenants remains high.

Calculation: 56 MCM replies received + 648 SMS replies = 704 in total. Number of satisfied tenants from MCM = 56 + number of satisfied tenants from SMS = 645 so total is 701.

Therefore the calculation is $701 / 704 * 100 = 99.57\%$

COM004 How many households were housed in temporary accommodation?

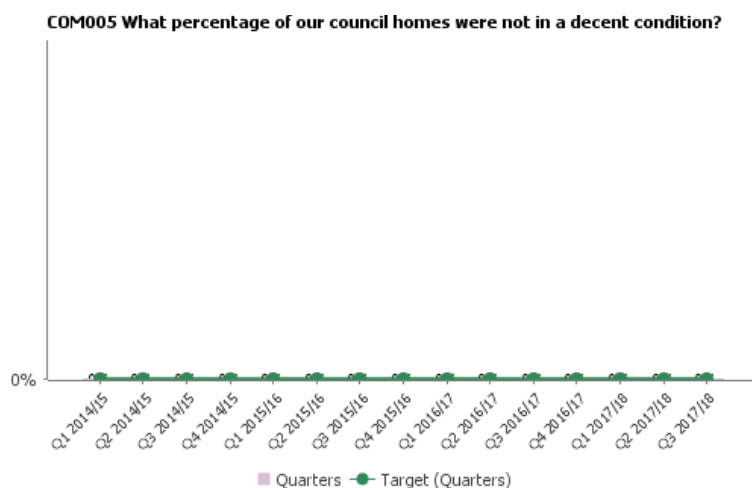
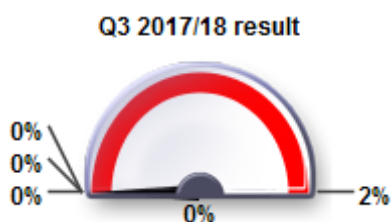
This indicator monitors progress towards reducing the number of households in temporary accommodation provided under homelessness legislation. Annual performance is judged on the average of all four quarters performances.



Comment on current performance: – target met

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

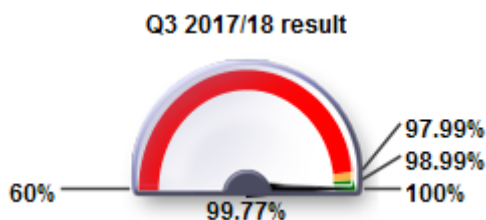
This indicator measures the number of non-decent council homes and the proportion this represents of the total council housing stock, in order to demonstrate progress towards making all council housing decent.



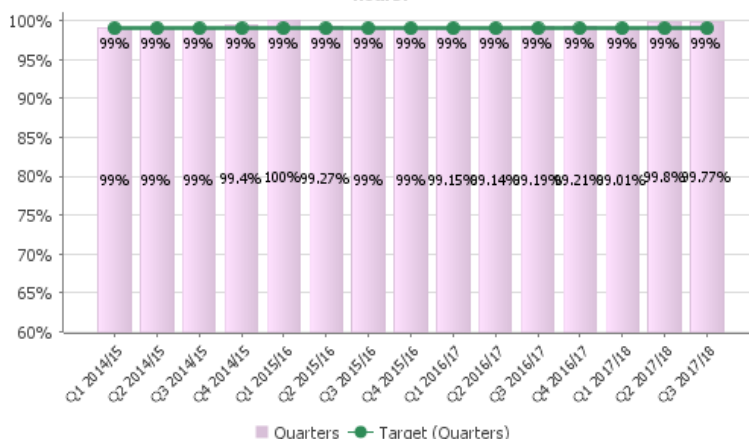
Comment on current performance: – Target met

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

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



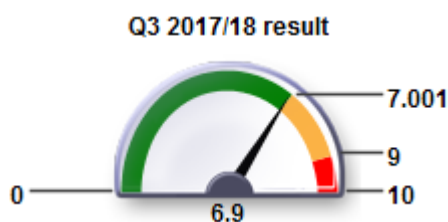
COM007 What percentage of all emergency repairs are attended to within 4 working hours?



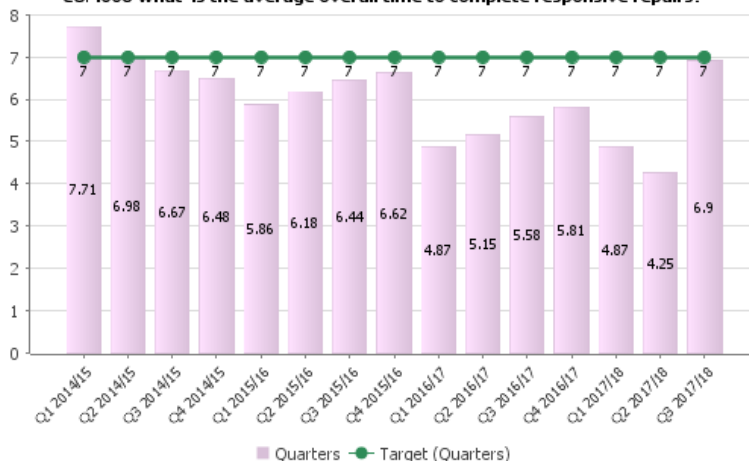
Comment on current performance: Total Jobs 431 On Time 430 Late 1 KPI % on time 99.77%

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.



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



Comment on current performance: Target met.

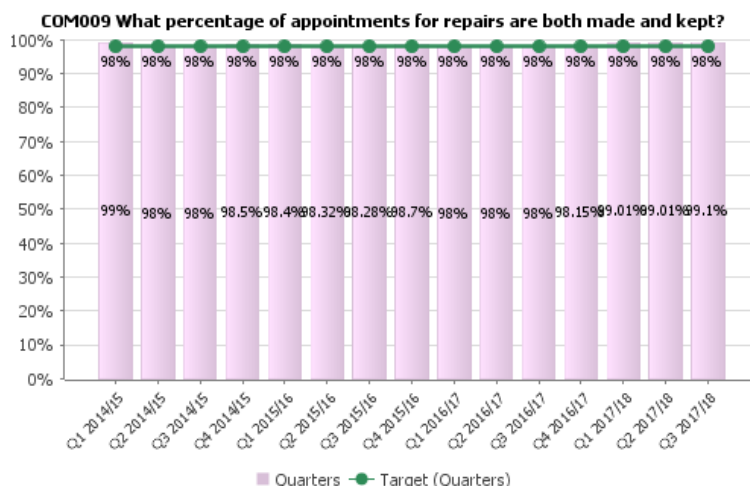
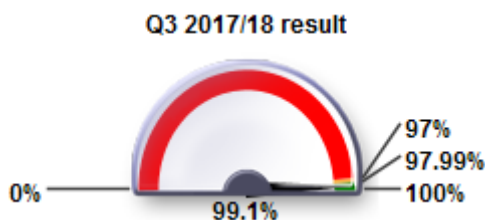
Total Jobs - 3605, Working days total - 24995, Total Ave Days - 6.9

Calculation: 24995 working days divided by 3605 total jobs

Total jobs 3605 equals an average 6.9 working days

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

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

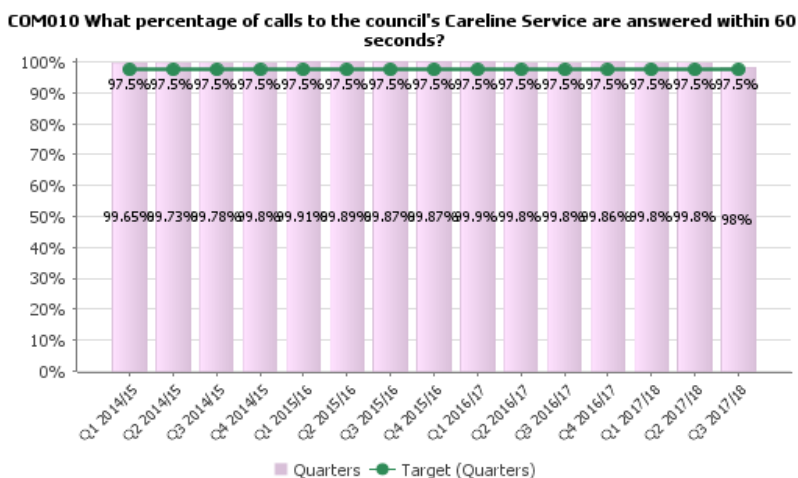


Comment on current performance: Target met. Calculations Total appointments 4256 Late 38 Kept 4218 % in Time 99.10%

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.



Comment on current performance: Careline Service recently outsourced to Tunstall Response.



SCRUTINY



Report to: Communities Select Committee

Date of meeting: 13 March 2018

Portfolio: Leader (Councillor C. Whitbread)

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 3 progress

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

Democratic Services Officer: Adrien Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) That the Committee review the third quarter (Q3) progress of the Corporate Plan Key Action Plan for 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 Q3 within its areas of responsibility, which require in-depth scrutiny or further report on current progress.**

Executive Summary:

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

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

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016. Progress in relation to all actions and deliverables is reviewed by the Cabinet, the Overview and Scrutiny Committee, and the appropriate Select Committee, on a quarterly basis.

Reasons for Proposed Decision:

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

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

progress against the Key Action Plan for 2017/18 for actions most appropriately considered by the Communities Select Committee.

Other Options for Action:

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

Report:

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

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

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

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

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

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

5. There are 50 actions **in total** for which progress updates for Q3 are as follows:

• Achieved or On-Target:	40 (80%)
• Under Control:	5 (10%)
• Behind Schedule:	4 (8%)
• Pending:	1 (2%)
Total	50 (100%)

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

- 13 (65%) of these actions have been 'Achieved' or are 'On-Target'
 - 3 (15%) of these actions are 'Under Control'
 - 1 (5%) of these actions are 'Pending'
 - 3 (15%) of these actions are 'Behind Schedule'
6. The Committee is requested to review the Q3 progress against Key Action Plan for 2017/18 as set out in Appendix 1 of this report, and identify any actions that require more in-depth scrutiny or further progress reports.
7. This report will also be considered by the Cabinet on 8 March 2018 and by the Overview and Scrutiny Committee on 27 February 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 Pyrles Lane Nursery development; and the Housing Maintenance Programme has been re-configured to reduce the amount of improvements to the Council's housing stock in accordance with the decision to revert to the Decent Homes Standard from the Modern Home Standard
2. Prepare for the implementation of the sale of 'higher value' empty Council properties, to pay the Government's annual levy and meet the requirements of the Housing and Planning Act 2016	Communities	31-Mar-2018	●	Pending	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 provide 23 new affordable rented	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 Phase 1 due to be completed by the end of October 2017.

homes					<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 Red Cross site - 4 x 3-bed houses handed over and occupied 06/06/17 Site 7 - 6 x 2-bed houses handed over and occupied 17/07/17 Harveyfields - 9 flats due to be handed over by early September 2017 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>
<p>Progress Phases 2 and 3 of the Council Housebuilding Programme, to provide 85 new affordable rented homes</p>	Communities	31-Mar-2018		Under Control	<p>Q3 - Phases 2 and 3 continue to progress well.</p> <p>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.</p> <p>Q1 – Good progress being made with Phase 2 (Burton Rd, Loughton). The sites under Phase 3 have commenced</p>
3. Procure Phases 4, 5 and 6 of the Council Housebuilding Programme, to provide new affordable rented homes	Communities	31-Mar-2018		Behind Schedule	<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>
4. Purchase 8 affordable rented properties from the private developer of the development at Barnfield, Roydon, as part of the Council's	Communities	31-Mar-2018		Behind Schedule	<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</p>

Housebuilding Programme					handover will take place before then. Q2 - These homes are progressing well, with hand-over due by December 2018. Q1 – Good progress being made. The homes are due to be handed over by the private developer in Autumn 2017.
5. Establish a pilot for modular accommodation to meet the housing needs of six single homeless residents	Communities	31-Mar-2018	●	On Target	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. Q2 - ECD Architects have been appointed and are making good progress. Pre-app discussions have taken place and a planning application is pending. Q1 – A Brief has been formulated for the appointment of Employers Agent – and tenders have been received. Once appointed, the successful EA will specify and procure the works, and the Council's nominated supplier will provide the units.
6. Relocate the Housing Repairs Service from the Epping Depot to the Woodwood Hill Depot, Loughton	Communities	31-Mar-2018	●	Behind Schedule	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. 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. Q1 – The Project Team has identified 5 options for co-locating the Housing Repairs Service with Grounds Maintenance and Fleet Operations. A solution for the problem of staff parking is being formulated. A Consultant QS is currently costing the options. A report on the proposed approach will be submitted to Cabinet shortly. PwC, the Council's Accommodation Consultants, are liaising with the Project Team Chair over linkages with the Council's Accommodation Strategy
8. Subject to the agreement of Cabinet, enter into a Development Agreement with the purchaser of the nursery site at Pyrles Lane, Loughton, for the Council to purchase the affordable rented homes provided on the site, as part of the Council's Housebuilding Programme	Communities	31-Mar-2018	●	On Target	Q3 - 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 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. Q2 - as per Q1.



					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	●	On Target	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


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
1. Facilitate and ensure that accommodation provided to nursery workers is fit for purpose, through implementation of the Nursery Workers Accommodation Action Plan	Communities	31-Mar-2018		On Target	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.
2. 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	Q3 - The Trust has been established, and is meeting to identify potential funding opportunities.
					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.

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





Aim 3. To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose

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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		Under Control	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. 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 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		On Target	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	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		On Target	Q3 - An initial report on the need to review and rationalise the Council's sheltered housing assets is being submitted to the Communities Select Committee in January 2018.
					Q2 – In absence of Director of Communities no further progress has been possible on this action.
					Q1 - The officer project team has formulated some initial thoughts, which will be discussed with the Communities Select Committee in the first instance in Autumn 2017
4. Deliver the Council's Careline Monitoring Service through an outsourced arrangement with a third party provider, following a competitive procurement exercise	Communities	28-Feb-2018		Achieved	Q3 - The Careline Monitoring Service was successfully outsourced in November 2017.
					Q2 - The Housing Portfolio Holder agreed the appointment of Tunstall Health (UK) limited as the provider of the alarm monitoring service. Contracts have been signed and the service will be transferred on 20 November 2017.
					Q1 – Following a competitive procurement process, based on price and quality, using an existing Framework Agreement, a recommendation on a preferred contractor has been made to the Housing Portfolio Holder. The programmed transfer of service date of November 2017 continues to be on target.

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Report to Communities Select Committee

Date of meeting: 13 March 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, Democratic Services (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.

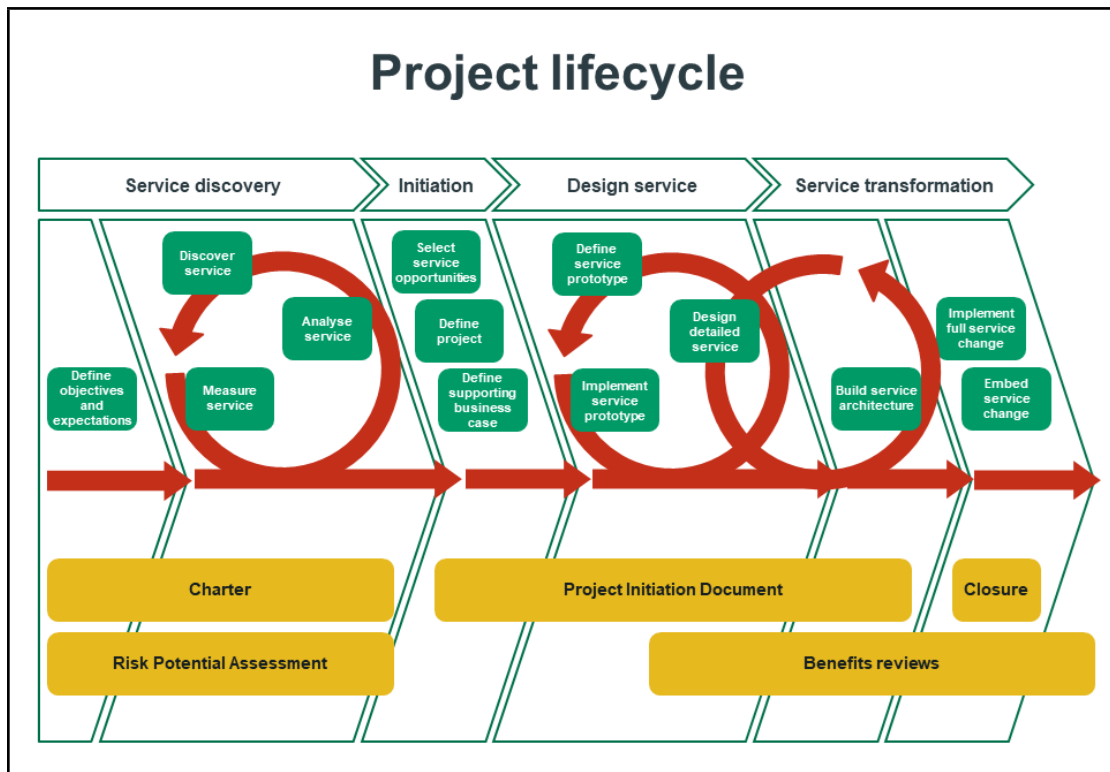
6. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- 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:	25.01.2018
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:	25.01.2018
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	25.01.2018

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: 22 February 2018

Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P175 Behavioural Insight	Discovery		01-Nov-2017	31-May-2018	▶	10%	CSC	Senior Project Improvement Officer (GPI01)	Asst. Director; Private Housing & Communities Support
P151 Homeless PODs	Initiation	High	14-Feb-2018	31-Jul-2019	▶	11%	CSC	Assistant Director - Housing Property (CPY01)	Senior Project Improvement Officer

Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P008 Museum Development Trust	Implement	High	26-Feb-2016	31-Mar-2018	▶	94%	CSC	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)
P174 Corporate Enforcement Policy	Discovery		07-Dec-2017	29-Jun-2018	▶	22%	CSC	Director of Communities (CDR01)	Asst. Director; Private Housing & Communities Support

Workstream 3 Resources, Accommodation and Technology

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P133 Scanning Residual Hard Copy Records - Communities Directorate	Implement	High	01-Aug-2016	31-Jul-2018	✔	100%	CSC	Director of Communities (CDR01)	Asst. Director; Private Housing & Communities Support
P150 Relocation of Housing Repairs Service	Prototype	High	03-Apr-2017	31-Aug-2018	▶	62%	CSC	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)
P164 Relocation from Homefield House	Implement	High	02-Oct-2017	30-Sep-2018	▶	72%	CSC	Director of Communities (CDR01)	Assistant Director - Community Services & Safety (CSS01)

Workstream 4 Major Projects

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P20 Council Housebuilding Programme	Implement	High	01-Dec-2015	31-May-2019	▶	50%	CSC	Director of Communities (CDR01)	Senior Project Improvement Officer .
P21 Repairs and Maintenance Hub	Hold	High	20-May-2015	28-Feb-2017	✔	100%	CSC	Director of Communities (CDR01)	Assistant Director - Housing Property (CPY01)

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SCRUTINY



Epping Forest District Council

Report to Communities Select Committee

Date of meeting: 13 March 2018

Subject: Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set

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

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer

Recommendations/Decisions Required:

- (1) That the Committee reviews and provides comment on the proposed benefits and performance indicator set for 2018-2023; and
- (2) That the Committee reviews and provides comment on the Council's proposed format for reporting the performance of the indicator set and the progress of the Corporate Plan 2018-2023.

Executive Summary:

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan sets out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

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

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers (detailed from section 2 of the report). These benefits in turn are evidenced through a set of performance measures. The new format for reporting the Council's performance is also proposed.

Contents

1. Background and context of the Corporate Plan 2018-2023, including
 - a. Corporate Aims and Objectives
 - b. Corporate Specification 2018-19
 - c. Benefits Realisation
2. Design of the New Corporate Plan – Measuring Success
3. Format of Performance Reports
4. New Indicator and Benefits Set: Profiles
5. Next Steps
6. Appendix 1 – Our Corporate Plan 2018-2023 'on a page' summary
7. Appendix 2 – DRAFT Progress Report, including
 - a. Benefits Maps for 2018-19
8. Appendix 3 – Proposed Performance Indicator Profiles

Report:

1. Background and context of the Corporate Plan 2018-2023

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

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

3. The Plan sets out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

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

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

5. The Corporate Plan including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than when presented in the Corporate Plan. The most significant innovation in the new Corporate Plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

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

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

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

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

10. 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 Communities, Governance, Neighbourhoods and Resources 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).

11. These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

12. The Corporate Plan 2018-2023 was adopted by Council in December 2017. It was agreed that the four Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps. Final definitions for the new key benefits and performance indicator set will then be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation. This consultation would help ensure that the benefits maps have both the style and the content which the Select Committees would find most useful in undertaking their scrutiny of Council performance.

13. 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.

Corporate Aims and Objectives

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

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

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

- Customers;
- Businesses;
- Partners;
- Staff and managers;
- Local Councils via the Local Councils' Liaison Committee (LCLC);
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee; and
- Finance and Performance Management Cabinet Committee.

16. The headline summary of the Corporate Plan 2018-2023 – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

Corporate Specification 2018-2019

17. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be

referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Service business plans.

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

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

Benefits Realisation

20. The consultation on the structure and content of the Corporate Plan 2018-2023 was undertaken using benefits maps, see Appendix 2. An explanation of these maps is provided in this section of the report. Constructing the benefits maps is a complex and detailed task and significant feedback was received through consultations on the draft maps. Officers are currently working to revise and complete these maps with the intention to consult on the final version through reports to the Overview and Scrutiny Committee and Select Committees. The final benefits maps would then be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

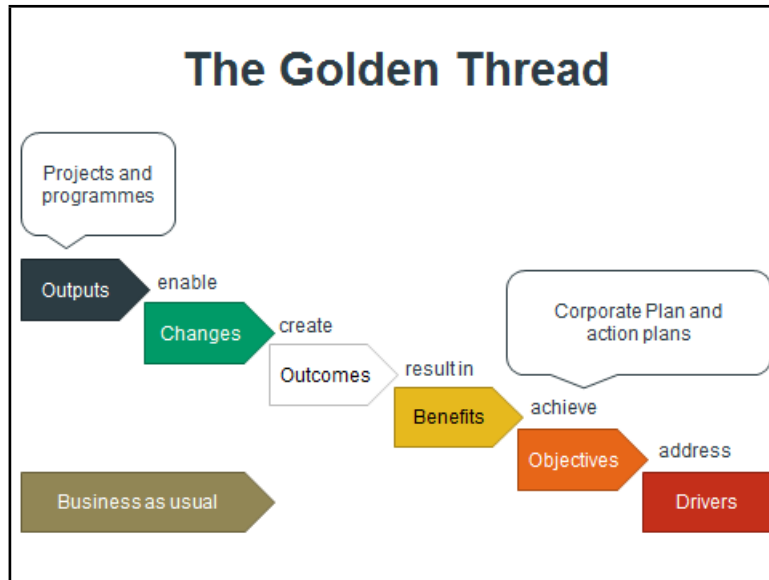
21. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- B1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

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

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

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



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

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

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

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

2. Design of the New Corporate Plan – Measuring Success

27. The background section to this report describes the production of the new Corporate Plan 2018-2023. As explained above, the new Corporate Plan strives to ‘put the customer at the heart of everything we do’, focussing on redefining our measurement of success as the impact that the delivery of the plan has on them.

28. In the previous Corporate Plan, success was largely defined as the delivery of services, products or things. For example in the Key Action Plan:

- Deliver Phase 1 of the Council Housebuilding Programme, to provide 23 new affordable rented homes (Objective 1.b.1).
- Produce a plan to improve the management of information, to protect public data and comply with legislation (3.b.4).

These are known as output measures as they measure the output of project work – i.e. deliver a new computer system – or a ‘thing’. Other examples from the Key Action Plan have outcome measures attached:

- Complete a new off-street parking contract to manage the Council’s car parks with an alternative provider to increase efficiency and reduce costs (1.c.4)

In terms of measuring success, the previous Key Action Plan report measures success as the completion of the contract – i.e. the output. However, this example also shows a benefits measure, to ‘increase efficiency and reduce costs’. These can normally be identified as they use action verbs like ‘increase’, ‘reduce’ or ‘improve’. In this example the benefit is to the Council, in reduced cost and increased efficiency, but the benefits for our customers is implicit rather than explicit, i.e. the reduction in costs for local tax payers.

29. In these examples, and across the majority of the previous Corporate Plan, the realisation of benefits as a definition of success is not measured through the Key Performance Indicator set. Examples of KPIs include:

- What percentage of our commercial premises was let to tenants? (NEI011)
- What percentage of the district’s annual business rates was collected? (RES003)
- What percentage of calls to the council’s Careline Service are answered within 60 seconds? (COM010)

Clearly, these are measures of service performance, but they do not link with actions from the Key Action Plan and again are most often output measures and not outcome measures. Measuring outputs rather than outcomes (or benefits) is the traditional way of measuring success, and these measures are often easier to define and collect.

30. Strategically however, the weakness with these measures is in the response to the challenge – ‘so what?’ What difference does it make that the percentage of our commercial premises is let? What difference does it make the percentage of calls to Careline are answered within 60 seconds? The new Corporate Plan seeks to address this requirement directly by constructing a set of actions, performance measures and benefits which link together to demonstrate the success of the Plan overall, and explicitly place the emphasis on the improvements for customers. Overall, this is done through benefits maps, and example of which is given in Appendix 2. These benefits maps (also known as strategy maps) form the core of our performance management framework for the new Corporate Plan.

31. This marks a fundamental shift for the Council in the way it thinks about performance and what ‘success’ looks like for its customers. The Council’s previous performance management approach has been in place for many years, and the move to this new way of thinking will no doubt at times be challenging. However, this focus on success is an essential aspect of the Council being ‘Ready for the future’.

3. Format of Performance Reports

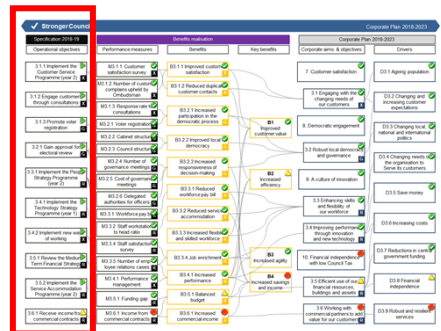
32. Currently, there are three different performance reports which are regularly presented across Cabinet, Finance and Performance Management Cabinet Committee and Scrutiny Committees, see table below. The reports are also considered by Management Board and Transformation Programme Board.

Report and content	Finance and Performance Management Cabinet Committee	Cabinet	Overview and Scrutiny Committee	Scrutiny Committees
Corporate Plan Key Action Plan – progress on the annual key actions, through which the Corporate Plan is delivered		✓	✓	✓
Transformation Programme Highlight Report – progress of projects and programmes by exception		✓		
Key Performance Indicators (KPIs) – progress against the indicators, grouped by directorate	✓			✓

33. Effectively, these three reports cover different aspects of the Benefits maps, which were developed as part of producing the new Corporate Plan 2018-2023.

34. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

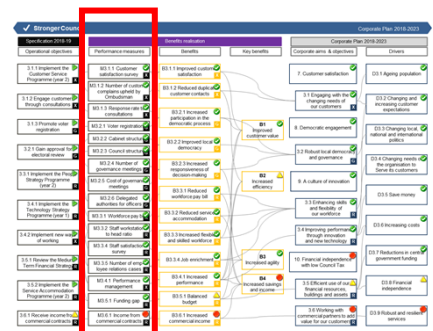
The business transformation elements are also covered by exception in the Transformation Programme Highlight Report.



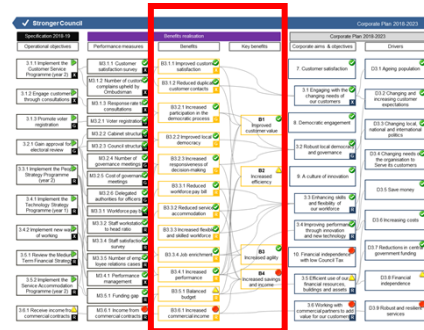
These reports describe the progress made in delivering services (BAU) and improving services (business transformation).

35. The next column of the benefits maps covers the measurement of performance through a set of performance indicators – formally known as Key Performance Indicators or KPIs. The current sets of KPIs largely measure the performance of Business As Usual (BAU) activities and not improvements brought about by business transformation.

Many of these indicators have their origins in the National Key Indicator Set and Comprehensive Spending Review framework, implemented by the UK Government in 2007. This was a means to reflect national priority outcomes in the work of local authorities, replacing previous frameworks like Best Value Performance Indicators and Performance Assessment Framework indicators.

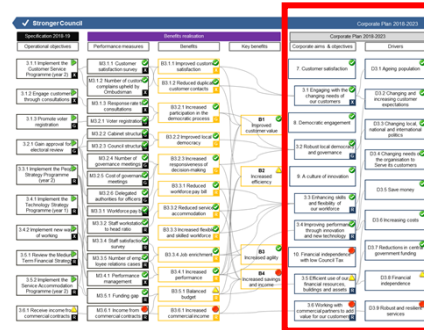


36. The Council's current performance measurement framework does not measure the impact on our customers – referred to as the realisation of benefits. These sit at the centre of the benefits map.



On the benefit maps for the new Corporate Plan, a new set of performance indicators have been designed. These allow the Council to measure directly or indirectly the realisation of benefits for our customers.

37. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. In the delivery of the previous Corporate Plan the Council did not assess its performance against the delivery of Corporate Objectives. The establishment of benefits maps in the new Corporate Plan should establish a mechanism with which to ask and answer the strategic question – ‘how well the Council is doing in the delivery of its five-year Corporate Plan?’



38. Clearly it is possible to report separately on each aspect of performance within the benefits maps. However, it is proposed to report the performance holistically, replacing the existing performance reports with a single integrated report – giving a single view of the performance of the Council against the Corporate Plan. This single view shows the interconnections between the various elements of the benefit maps, and should enable officers and Members to focus on cause and effect relationships.

39. It is proposed to present information using the benefits maps – colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This will give Members and officers a quick visual tool to focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefit maps – between projects, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

40. Additionally, detailed information will only be reported for items on the maps which have Amber or Red statuses, i.e. are exceptions. This will reduce the amount of information presented in the regular reports and should enable readers to attend to the most important issues.

41. An example of how sections from the proposed report could look is given in Appendix 2, including both an example of a benefit map and the more detailed exceptions section. The Committee are asked to review this example and provide comment.

4. New Performance Indicator and Benefits Set: Profiles

42. Appendix 3 contains the proposed performance indicator profiles, whose scrutiny is assigned to this Select Committee. The Committee are asked to review each profile and provide comment. The targets for performance indicators will be agreed by the Finance and Performance Management Cabinet Committee.

43. A benefit may have one or more indicator. Where more than one indicator exists, the proportion in which the indicators are combined to demonstrate the benefit is shown as a percentage, with the sum of these weightings totalling 100%. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

44. Some existing KPIs may continue to be reported as indicators in the new benefits maps. Other existing KPIs may continue to be collected as Management Information (MI), to assist in the management of services. However, many performance indicators in the set are newly defined for use by the Council and for some there will need to be a baseline data gathering exercise undertaken in 2018-19 before targets can be set for the remainder of the Corporate Plan period.

45. With such a fundamental change to the way the Council measures its success, it is inevitable that a small number of performance indicator definitions or targets, will upon collection need to be reviewed and modified. Any amendments to performance indicators will be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

5. Next Steps

46. The Committee is requested to consider and provide comment on the draft documents in Appendices 2 and 3.

47. The performance indicator and benefits set and format of the reports, will be subject to further consultation with the Overview and Scrutiny Committee and Select Committees. The final performance indicator and benefits set, including targets, will be approved by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

48. The Corporate Plan, including the annual Corporate Specification are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate. Consequently, the Leader of the Council, in consultation with the Chief Executive, is authorised to agree any further changes to the Corporate Plan and Corporate Specification.

Resource Implications:

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

Legal and Governance Implications:

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

Safer, Cleaner and Greener Implications:

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

Consultation Undertaken:

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – 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 Communities, Governance, Neighbourhoods and Resources 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. The views of local councils were gained through a report to the Local Councils' Liaison Committee (LCLC).

Background Papers:

- Corporate Plan 2015-2020 Report to Cabinet (C0-071-2014/15) on 9 March 2015 and Report to Council on 21 April 2015.
- Transformation Programme – Scope and Methodology Report to Cabinet (C-073-2015/16) on 03 March 2016.
- Benefits Management Strategy Report to Transformation Programme Board on 20 July 2016.
- Corporate Plan 2018-2023 Report to the Governance Select Committee on 4 July 2017.
- Corporate Plan 2018-2023 Report to the Resources Select Committee on 13 July 2017.
- Corporate Plan 2018-2023 Report to the Overview and Scrutiny Committee on 18 July 2017.
- Corporate Plan 2018-2023 Report to the Finance and Performance Management Cabinet Committee (FPM-007-2017/18) on 20 July 2017.
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Draft Corporate Plan 2018-2023 Report to the Local Councils' Liaison Committee on 11 September 2017.
- Corporate Plan 2018-2023 Report to the Neighbourhoods Select Committee on 19 September 2017.
- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.

Risk Management:

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

Equality and Diversity:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.

Our Corporate Plan 2018-2023

“Ready for the future”

Our Vision

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

Our Purpose

Working together to serve our community.



Stronger communities

People live longer, healthier and independent lives

Adults and children are supported in times of need

People and communities achieve their full potential

1.1 Supporting healthy lifestyles

1.3 Safeguarding and supporting people in vulnerable situations

1.4 Enabling communities to support themselves

1.2 Promoting independence for older people and people with disabilities

1.5 Promoting culture and leisure

1.6 Keeping the district safe



Stronger place

Delivering effective core services that people want

A district with planned development

An environment where new and existing businesses thrive

2.1 Keeping the district clean and green

2.3 Planning development priorities

2.5 Supporting business enterprise and attracting investment

2.2 Improving the district housing offer

2.4 Ensuring infrastructure supports growth

2.6 People develop skills to maximise their employment potential

2.7 Promoting retail, tourism and the visitor economy



Stronger council

Customer satisfaction

Democratic engagement

A culture of innovation

Financial independence with low Council Tax

3.1 Engaging with the changing needs of our customers

3.2 Robust local democracy and governance

3.3 Enhancing skills and flexibility of our workforce

3.5 Efficient use of our financial resources, buildings and assets

3.4 Improving performance through innovation and new technology

3.6 Working with commercial partners to add value for our customers

Our Values:

Customer

Trust

One Team

Innovation

Performance

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Report to Resources Select Committee



SCRUTINY

Date of meeting: Example

**Subject: Corporate Plan 2018-2023 –
Performance Report**



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

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer

Recommendations/Decisions Required:

- (1) That the Committee reviews performance in relation to the Corporate Plan 2018-2023 benefits and performance indicator set within its area of responsibility;
- (2) That the Committee identifies any benefits, performance indicators, actions or projects, which require in-depth scrutiny or further report on performance.

Executive Summary:

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

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

The success of the Corporate is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Management Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles 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:

Background and context from the Corporate Plan 2018-2023

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level and provides a set of corporate priorities, describing how the organisation will deliver positive change.

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

3. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions:

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

4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.

5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.

6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

Benefits Realisation

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

- B1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

8. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

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

Appendix 2

delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

How to Read the Performance Report

10. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

The business transformation elements were previously covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).





11. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit – formally known as Key Performance Indicators or KPIs. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

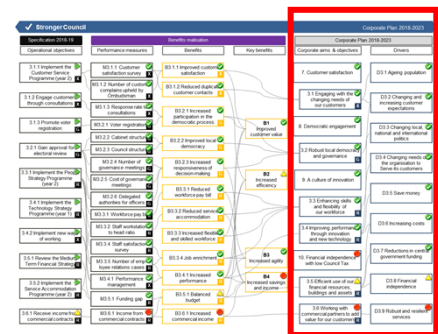
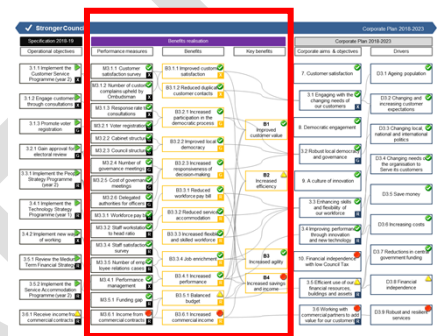
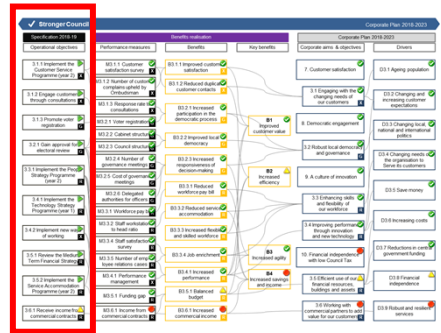
In turn, each (intermediate) benefit contributes to one or more of four key benefits.

12. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the ‘rolled-up’ status of the Corporate Objectives and their respective Drivers.


13. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

14. The key to the icons used on the Benefits Maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn't have an owner
	Red	Indicates: A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating



Appendix 2

	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons
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15. The scrutiny committee that owns each element for scrutiny purposes is indicated by a single letter in the bottom right hand corner of the element, as follows:

X	Overview and Scrutiny Committee
C	Communities Select Committee
G	Governance Select Committee
N	Neighbourhoods Select Committee
R	Resources Select Committee

Benefits Maps

16. The Committee is requested to review the performance against the benefits maps within its area of responsibility. The full benefits and performance indicator set are also considered by Management Board and Finance and Performance Management Cabinet Committee.

Resource Implications:

None for this report.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report.

Safer, Cleaner and Greener Implications:

None for this report.

Consultation Undertaken:

Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

Background Papers:

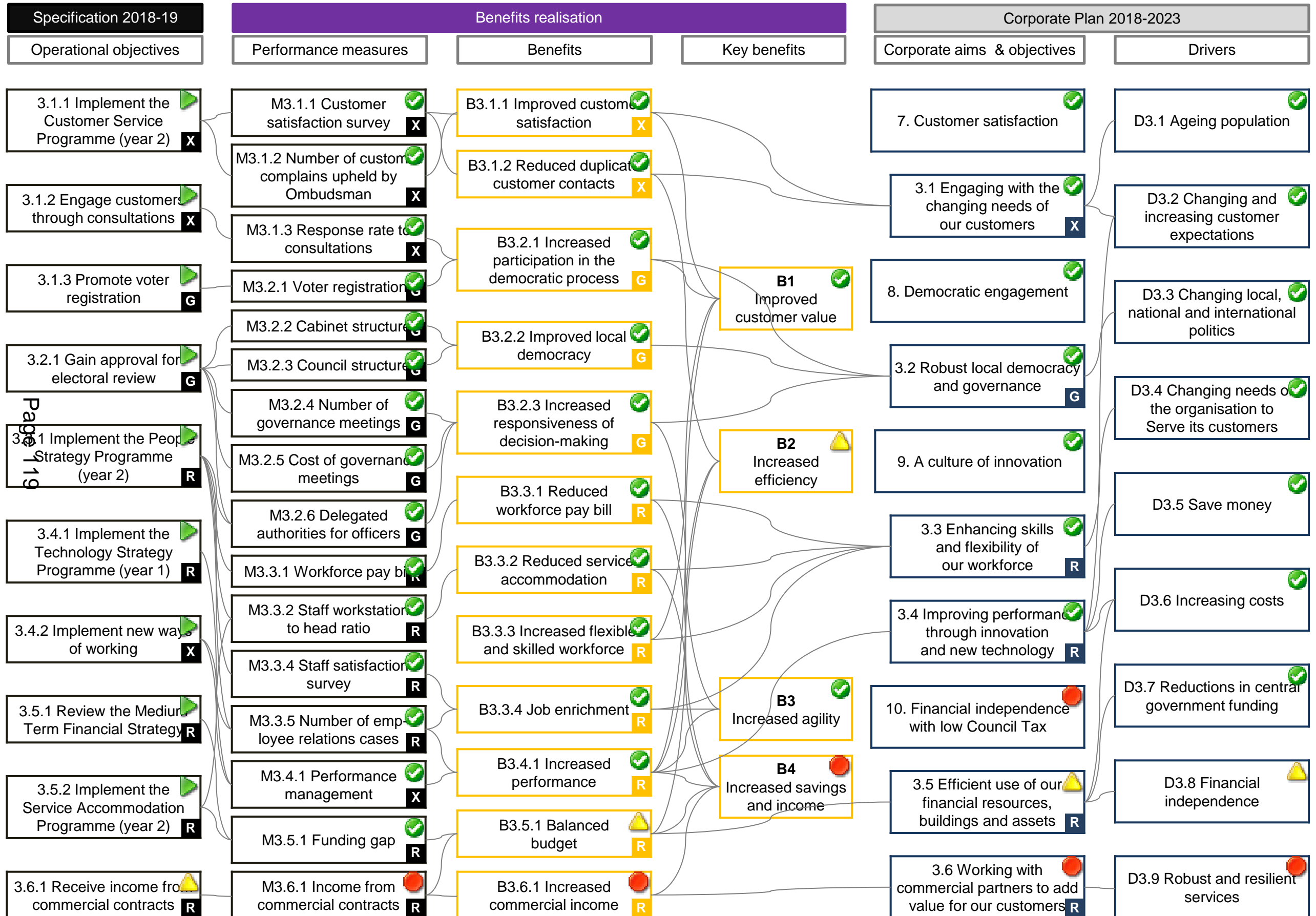
The submission of performance indicators, service business plans and the Corporate Plan are held by the Transformation Team.

Risk Management:

There are no risk management issues arising from the recommendations of this report.

Equality and Diversity:

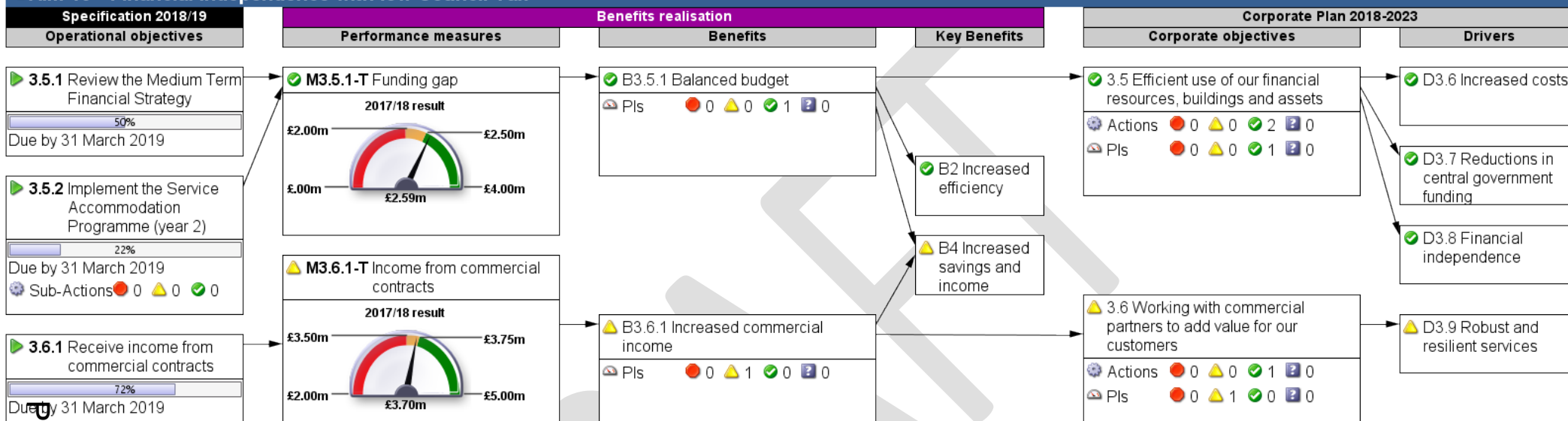
The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.



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Stronger Council

Aim 10 - Financial independence with low Council Tax



Operational objectives

Specification 2018/19

RAG	Code and title	Progress	Due date	Expected outcome	Last comment	Scrutiny	Owner
▶	3.5.1 Review the Medium Term Financial Strategy	50%	31-Mar-2019	✔ On target	Q1: On track to realise benefits	RSC	Director of Resources
▶	3.5.2 Implement the Service Accommodation Programme (year 2)	22%	31-Mar-2019	✔ On target	Q1: On track	RSC	Chief Executive
▶	3.6.1 Receive income from commercial contracts	72%	31-Mar-2019	⚠ Under control	Q1: Implementation is going well but performance measure is a lagging indicator	RSC	Director of Neighbourhoods

Projects

Specification 2018/19

Code and title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Sponsor	Manager
P160 Service Accommodation Programme	Implement	High	22-Feb-2016	31-Mar-2023	⚠	53%	RSC	Chief Executive (XEX01)	Head of Transformation
P002 Service Accommodation Review	Implement	High	22-Feb-2016	01-Jun-2018	▶	87%	RSC	Director of Resources (RDR01)	Head of Transformation

P161 Civic Office Refurbishment	Hold	High		31-Mar-2023		0%	RSC	Director of Resources (RDR01)	Head of Transformation
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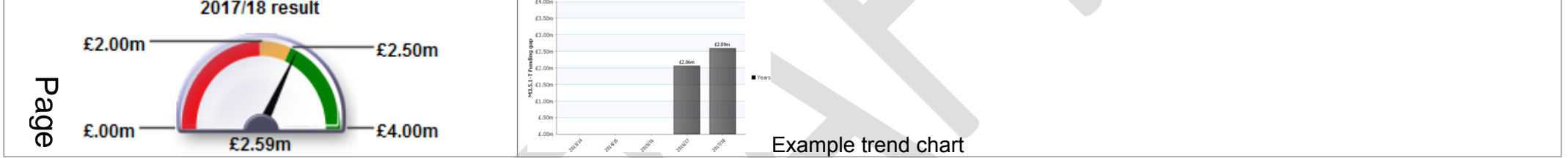
Notes: Stage = project life-cycle stage. RPA = Risk Potential Assessment

Performance measures and benefits **Benefits realisation**

RAG	Code and title	Progress	Due date	Expected outcome	Weighting	Scrutiny	Owner
	B3.5.1 Balanced budget	20%	31-Mar-2023	On target	NA	RSC	Director of Resources
	M3.5.1-T Funding gap	100%	31-Mar-2019	On target	100%	RSC	Assistant Director – Accountancy

Definition The indicator is intended to measure the decrease of Central Government funding, to reduce our reliance and the gap in funding. This rolls up to Efficient use of our financial resources, buildings and assets.

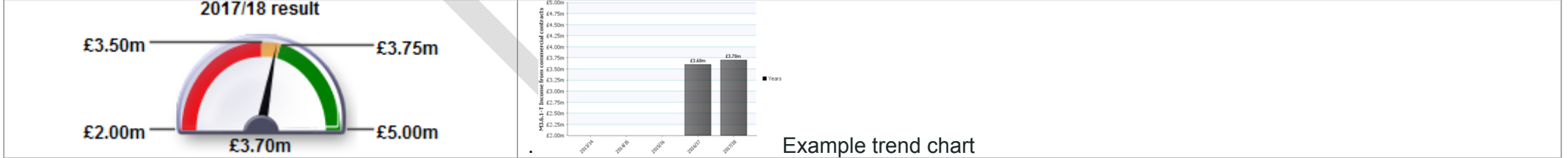
Comments Q1: Performance is above target.



RAG	Code and title	Progress	Due date	Expected outcome	Weighting	Scrutiny	Owner
	B3.6.1 Increased commercial income	15.7%	31-Mar-2023	Under control	NA	RSC	Director of Neighbourhoods
	M3.6.1-T Income from commercial contracts	78.9%	31-Mar-2019	Under control	100%	RSC	Assistant Director - Accountancy

Definition This indicator is intended to measure the incremental increases in income from commercial contracts that the Council holds. This rolls up to the Working with commercial partners to add value for our customers

Comments Q1: Performance is below target, although a slight improvement has been made.



Communities Select Committee

Performance Indicator Profiles

The following pages contain the definitions for the following performance indicators which fall under the remit of the Communities Select Committee.

<i>Code</i>	<i>Indicator</i>
M1.1.1	Life expectancy
M1.1.2	Quality of life
M1.2.1	Number of additional care facilities
M1.2.2	Number of future homes available
M1.3.1	Number of safeguarding issues
M1.4.1	Number of community leaders and volunteers
M1.5.2	Cultural activity attendance
M1.6.1	Number of reported crimes
M2.3.1	Completion of affordable housing
M2.6.1	Number of NEET young people

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A profile of people living in Epping Forest

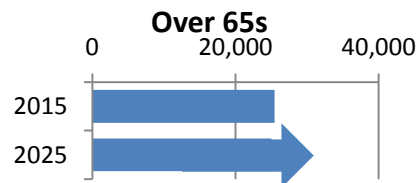
April 2016
Organisational Intelligence

Epping Forest district is a mixture of rural and urban areas and stretches northward from its boundary with Greater London right into the heart of rural Essex. Covering an area of 131 square miles, the key population centres are the commuter towns of Loughton, Chigwell and Buckhurst Hill, as well as the market towns of Epping, Waltham Abbey and Ongar. Some areas of the district have relatively good transport links with both the M11 and M25 motorways running through the area. Mainline railway networks run south to London and the Central Line tube has five stops in the district from Buckhurst Hill to Epping. However, in the rural nature areas there are accessibility issues for some without private transport, especially in outlying villages.

An overview of Epping Forest including key issues impacting the population, health & wellbeing, and demand on services

People and place

- An **ageing population** is increasing demand on services.



- Few **deprived areas** with poor health and unemployment.
- Low population density.
- Average rate of **crime** and residents feeling safe.
- Higher than average waste **recycling** levels.



Lifestyles

- Although lower than average, reducing **smoking, drinking and obesity**, plus increasing physical activity, are all areas for improvement.
- Interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.
- Hospital admissions due to **alcohol** related conditions are better than England average.
- Fall in number of adults in **substance misuse** treatment.

Physical and mental health

- Increasing rate of **diabetes** although it is below average.
- Slightly higher rate of hospital admissions due to **hip fractures** than England.
- Rate of those **killed/seriously injured on the roads** is significantly above average.
- Good **wellbeing** amongst pupils and adults and a lower than average percentage with **mental health** problems.
- Increasing number of people with **dementia**. Unpaid carers require support to achieve their role.



Housing

- High proportion of owner occupiers, with low proportion of **social housing**.
- Highest rise in **house prices**.
- Relatively high proportions on the **housing waiting list** but lower than average in **temporary accommodation**.
- Third lowest rate of **homeless** households.
- Ageing population will impact on the availability of health services, housing and care homes.



Children and Young people

- Low rate of **teenage pregnancy** (which is linked to a range of poor outcomes in later life).
- Average level of **Chlamydia** testing and percentages testing positive.
- Pockets of **child poverty**.
- Low rates of **children in care**.
- Average level of eligibility for free early education entitlement (two year olds) but lowest **take up** rate.

Education

- The proportions who are **ready for school** and who achieve a **good level of development** at age 5 are close to the county average but there is a **gap** for those eligible for free school meals.
- Close to average proportion achieve five or more **GCSEs** at grades A*-C.
- Lower than average proportion attend a **good or outstanding school**.
- More pupils than average aspire to go to **university**.



Employment

- Lower proportion of adults with **no qualifications**.
- Slightly lower than average **adult unemployment** and average proportion of **young people** Not in Education Employment or Training.
- Higher than average number of **economically inactive** adults.
- Lower than average ratio of **jobs** per population but increasing number of jobs.
- Most businesses have 9 or fewer employees.



Transport

- Fourth longest average **travel time** by public transport or walking to reach key services in Essex.
- Below average percentage of residents who are satisfied with **roads**, local **bus service** and local transport information.
- Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on **work opportunities** unless they have access to a car.

Greater demand on health and social care due to an ageing population and schools and services supporting 5-15 year olds

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment

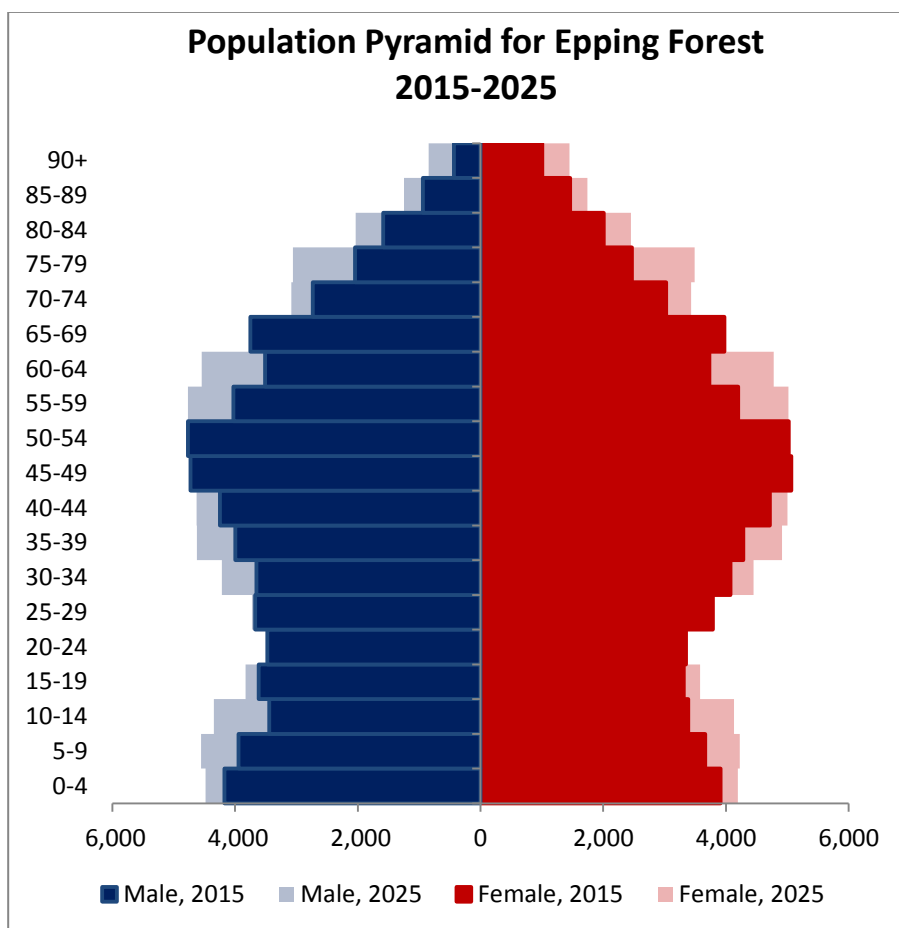


Independence



Epping Forest is the sixth largest district in Essex in terms of total population numbers. It has a relatively low proportion of over 65s although a 20% increase is expected between 2015 and 2025. This ageing population will put greater demand on health, social care services and housing needs.

The working population is essential for economic growth, requiring adequate housing, access to jobs and businesses, but the Epping Forest proportion is forecast to decrease by three percentage points by 2025.



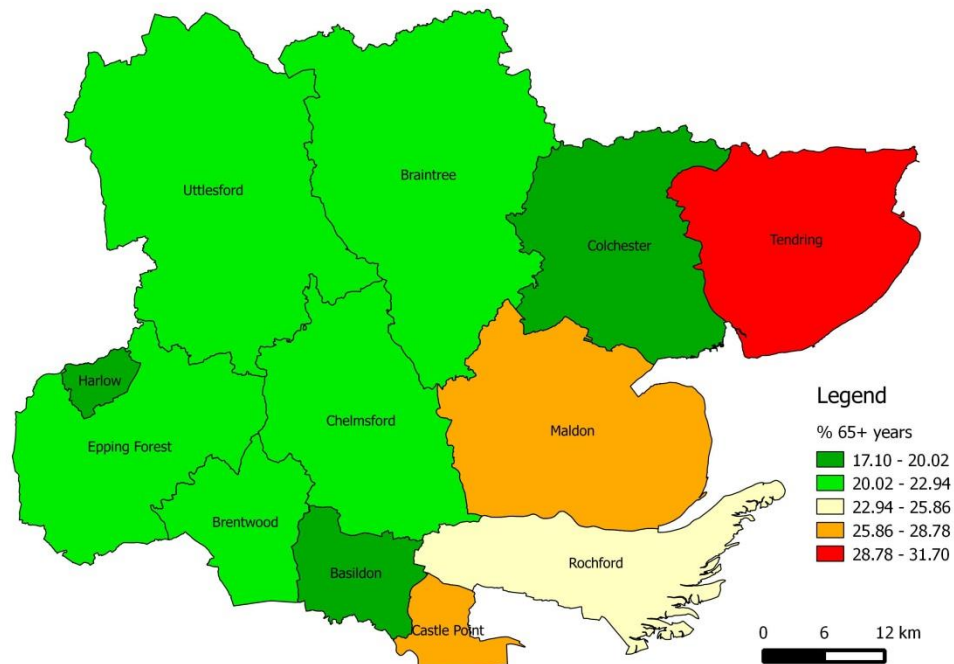
Between 2015 and 2025:

- The total population will increase from 129,200 to 142,600: an increase of 10% or 13,400 more people.
- Over 65s will increase from 25,400 to 30,500: an increase of 20% (5,000) and will represent 21% of the total population in the district.
- The working age proportion will fall from 58% to 55%.
- There will be 3,900 more under 19s.
- 9,500 new babies will be born over the period.

Source: ONS, 2012 sub-national populations

The map below shows the forecast percentage of older people in each district by 2024.

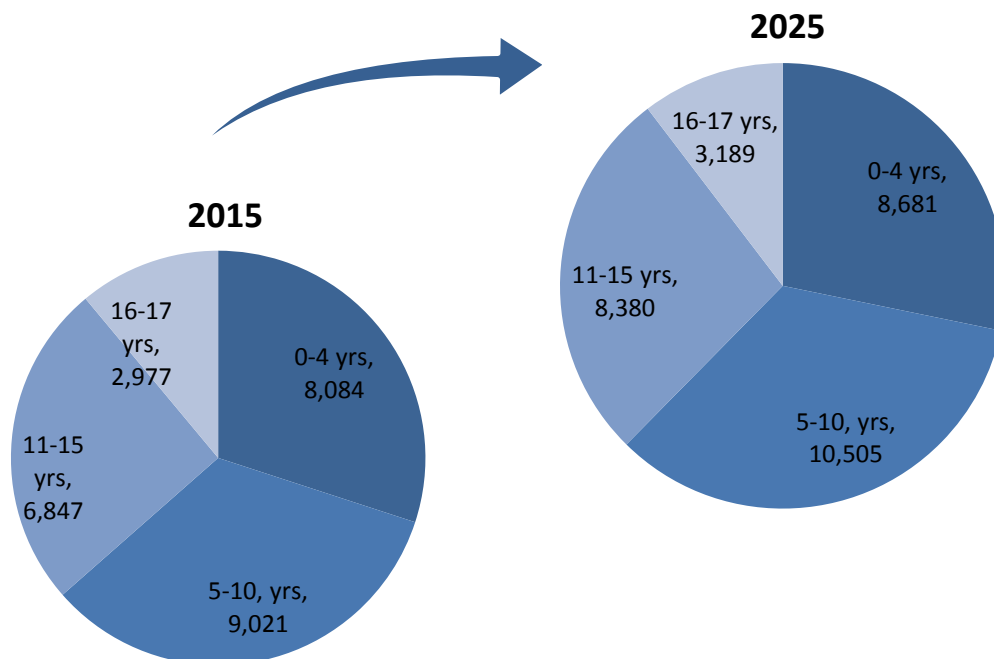
Percentage of older people (65+ years) by district (2024)



© Crown Copyright. All rights reserved. Essex County Council 100019602 2015.
Source: Office for National Statistics 2012-based sub-nation population projections

10th June 2015

Between 2015 and 2025, the 5-10 year old and 11-15 year old age group will be the biggest growing age groups for children: an increase of 1,484 and 1,533 respectively. School places and services will need to be available to support these changes.



Epping Forest is affluent, with few areas of deprivation

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



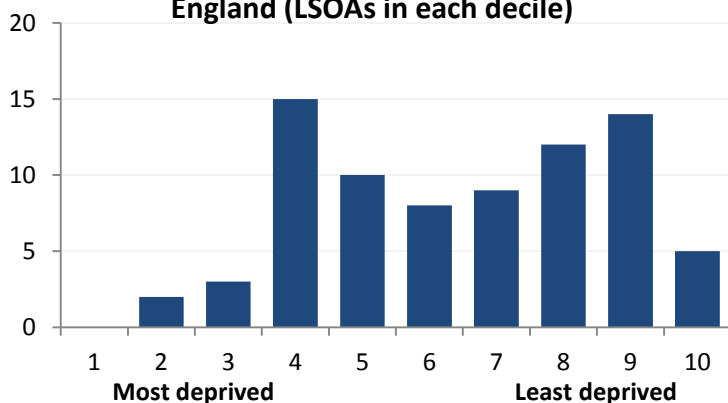
Sustainable environment



Independence



Deprivation in Epping Forest relative to England (LSOAs in each decile)



Source: DCLG, Indices of Multiple Deprivation (IMD) 2015

The Indices of Multiple Deprivation are made up of a number of different domains including: income; employment; health and disability; education, skills and training and housing and services which impact the overall deprivation.

There are 78 LSOAs in Epping Forest, with none of them being amongst the most deprived 10% in England. There are five that are in the top 10%, ie the most affluent.

The distribution would suggest that there are a significant number of affluent areas in Epping Forest but few that are deprived. Epping Forest is ranked 205 out of 326 local authorities in England on overall deprivation (where 1 is the highest level of deprivation).

MOSAIC is a tool for identifying the characteristics of households within an area. There are 66 different household types in MOSAIC and some or all of them can be present in an area. The top three most prevalent household types in Epping Forest, representing 18% of households are:

“D17 Thriving Independence” 6.8% of households	“B08 Premium Fortunes” 5.7% of households	“D14 Cafés and Catchments” 5.1% of households
<ul style="list-style-type: none"> • Singles and cohabitants without children, aged 36 and over • Own their home, with large outstanding mortgages, in family neighbourhoods • Comfortable household income of £40-49k or more • Middle managers with a successful professional career 	<ul style="list-style-type: none"> • Families with teenage children or students, aged 46 and over • Own their own extensive detached homes • Substantial income of £100k or more • Directors and senior managers 	<ul style="list-style-type: none"> • Professional couples with children (most likely to be 12-17), aged 36-55 • Own their own houses, most likely to be pleasant family homes • Household incomes of around £70-99k.

Shelley and Loughton Broadway wards are areas with high deprivation and health inequalities. The household profiles in these areas are totally different and therefore the approach needed to reduce inequalities is also likely to be different.

Shelley ward	Loughton Broadway ward
<ul style="list-style-type: none"> • 20.8% of households are G28 'Local Focus' who are rural families in affordable homes with incomes of £20-39k. • 10.5% are G27 'Outlying Seniors' who are pensioners on low incomes who are living in inexpensive housing (mostly owned by them) in out of the way areas. • 8.1% are M56 'Solid Economy'. These tend to be mainly families with children renting from a social landlord with relatively low incomes. • 5.7% are H34 'Contemporary Starts' who are cohabiting couples and singles in their late 20s/30s living in modern houses and with an income of £20-39k. • 4.5% are N58 'Aided Elderly'. These tend to be single and older, around half have low incomes and most own their own home. 	<ul style="list-style-type: none"> • 13.6% are M56 'Solid Economy' (see left). • 9.4% are H35 'Primary Ambitions' who tend to be couples aged 26-45 with young children, with good household incomes. • 9.2% are J45 'Bus-Route Renters' who tend to be aged 25-40, living alone and renting lower value flats. • 7.8% are N59 'Pocket Pensions' who are retired and mostly living alone, renting from social landlords and on low incomes. • 6.3% are K46 'Self Supporters' who live alone, are aged 46-65 and own 2/3 bedroom small homes with incomes of £20-29k. • 6.0% are K47 'Offspring Overspill' who are pre-retirement families with adult children and incomes of £30-39k. • 5.6% are L52 'Midlife Stopgap' who have an average age of 45, and are home sharers in employment without children.

Reducing smoking, drugs and obesity are areas for improvement

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

Smoking, drinking alcohol and obesity can cause preventable health conditions. Epping Forest has the sixth highest smoking prevalence in the county, and it is also higher than the national average of 18%. Prevalence is slightly higher in people in routine and manual jobs (24.0%).

Alcohol related admissions to hospital in Epping Forest were lower than the national rate of 645 per 100,000 population in 2013/14. There were 157 arrests for drug possession in Epping Forest in the year to September 2015, up 5% from a year earlier and accounting for 6.4% of all arrests across the county. 194 adults and 18 young people were receiving treatment for drug abuse, also 183 adults and less than five young people were receiving treatment for alcohol abuse in the district in 2014/15. This is a 6% fall since 2013/14 in the number of adults being treated.

- 20.2% of adults are smokers, higher than the national average.
- 734 people (583 per 100,000) were admitted to hospital with alcohol related conditions, significantly better than the national average.
- 377 adults (and around 20 young people) were in treatment for drug/alcohol misuse, down 6% from a year earlier.

Citizen Insight Source: Residents Survey 2015

8% of Epping Forest residents stated that they smoke, slightly below the Essex average (10%).



Obesity in adults in Epping Forest is slightly better than the national figure, and levels of physical activity are higher than average. The proportion of adults who are overweight or obese is the second lowest in Essex and also slightly below the national average of 64.6%. The district performs better than the national average for 10-11 year old children (33.3% in 2014/15) and has the third lowest district figure in Essex, below the county average of 30.7%.

Compared to the county average Epping Forest has a higher level of physical activity in terms of organised sport participation (39.5% compared to 35.4% for the whole of Essex) and a slightly higher participation as part of a club membership (30.1% against 22.9%). Residents could still do more to improve their levels of physical activity in order to benefit their health, to achieve a lower risk of cardiovascular disease, stroke and coronary heart disease and this may mean creating more opportunities for people to do so.

- 63.9% of adults and 29.2% of 10-11 year old children are overweight or obese. This is lower than the national figure for adults and children.
- 21.8% of adults are doing enough physical activity to benefit their health (i.e. exercising three or more times per week), the second highest in the county and above the national average of 17.6%.



Citizen Insight Source: Residents Survey 2015

- 35% said that in the last week they did 30 minutes of moderate physical activity on five days or more, below the county average of 39%.
- Epping Forest residents (43%) are most likely to cite lack of time as the main reason for not taking more exercise (the same as the Essex average). Other reasons cited are the expense or lack of motivation (in similar proportions to all residents across Essex), but they were more likely to cite lack of childcare as a barrier.

Increasing numbers of people with dementia, diabetes and admissions due to hip fractures will put demand on health services

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



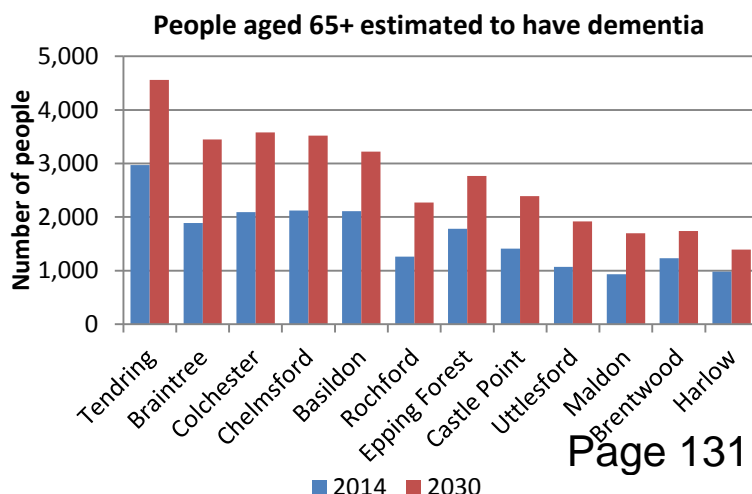
Sustainable environment



Independence



Increasing numbers of people with dementia will have an impact on health services including training of staff, support for unpaid carers, and the available housing stock as more places in supported and sheltered housing and care homes will be needed.



1,780 people aged over 65 are thought to have dementia and this number is expected to rise by 56% to 2,770 by 2030.

Epping Forest had the fourth highest rate of people who died prematurely from cardiovascular diseases (CVD) in the county, and the fifth highest rate of preventable deaths from CVD. These figures, however, are still better than the national average. There has been a general improvement of these rates which is consistent with the national picture, and likely due to improvements in treatment and lifestyle. Prevention and treatment are important to improve things further.

- 65.1 per 100,000 people (212) died prematurely from cardiovascular disease (2012-2014), the fourth highest rate in the county. 41.4 per 100,000 (134) were preventable deaths from CVD.

- 567 per 100,000 (166) residents aged 65+ were admitted to hospital with hip fractures in 2013/14, the fourth lowest figure in Essex.
- Epping has the fourth lowest rate of diabetes in Essex at 5.8% (5,169) of the GP registered population, although the rate has risen over the last four years.

The prevalence of hospital admissions due to hip fractures in the over 65s in 2013/14 was slightly higher than the England average of 571 per 100,000 population, and was the fourth lowest figure in the county. Hip fractures can cause a loss of independence and are likely to result in an increased need for social care and care home places.

There was an increase in the number of recorded cases of diabetes in 2013/14, compared with the previous period, and the rate has been increasing over the last four years (as has the national figure). This may be due to higher levels of diabetes or improved detection by GPs. The rate is slightly lower than the national average of 6.4%.



Citizen Insight Source: Residents Survey 2015

70% of Epping Forest residents rate their general health as good, the same as the county average.

86% of the adults in Epping Forest receiving social care support in 2014/15 had personal budgets while 22% had Direct Payments, lower than the proportions in the whole of Essex (91% and 30% respectively).

73% of adults who had accessed reablement services during the year had left as self-carers, i.e. being able to live independently. (Reablement is a short-term service to help people with their daily living activities in order to regain or increase their independence following an illness, injury, disability or when people need some support in re-building confidence).

- 771 adults in Epping Forest were receiving social care support in 2014/15.
- 86% of them had personal budgets, lower than the county average.

Pupils and adults rate their overall wellbeing levels well and adult mental health prevalence in West Essex CCG is lower than England figures

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence



National research highlights that good emotional and mental health is fundamental to the quality of life and productivity of individuals, families, communities and nations. It is associated with improved learning; increased participation in community life; reduced risk-taking behaviour and improved health outcomes. Poor child emotional well-being and mental health can have a lasting effect into adulthood. Research has shown that early intervention, preventative strategies and resilience building are effective to improve emotional wellbeing and mental health and are most effective when they take a holistic, family centred approach.



Citizen Insight

According to the 2015 School, Health and Education Unit (SHEU) survey:

- Primary pupils in Epping Forest scored their overall wellbeing as 14.2 out of 20, close to the county average, while secondary pupils scored their overall wellbeing as 13.4 out of 20, slightly higher than the Essex figure.
- 19.2% of secondary school pupils in Epping say they have sometimes felt afraid to go to school because of bullying, close to the Essex average of 20.5%.

70% of residents rated their life satisfaction at 7 or more out of 10, close to the 72% in the whole of Essex and in the mid-range of all districts (Residents Survey 2015)

People with a serious mental illness have mortality rates 2-3 times higher than the total population that is largely due to undiagnosed or untreated physical illness as there had been a focus on the mental illness.

The proportion of people with a mental health problem in the West Essex CCG area is lower than the national figure. This indicator shows the prevalence of schizophrenia, bipolar affective disorder and other psychoses. This figure is much lower than the 4.2% of those completing a GP survey who report they have a long term mental health problem, which may be due to an under recording of diagnosis or the increased likelihood of people with mental or physical health problems completing GP surveys.

A large proportion of older people diagnosed with mental health problems are often related to dementia. During 2014/15 the Older Age Mental Health team conducted 40 assessments for people entering the service and 123 reviews on residents in Epping Forest. This represented 9% of all assessments and 7% of all reviews conducted in conducted in Essex, proportions that are in line with the population of the district.

In the NHS West Essex CCG area, which covers Epping, Harlow and Uttlesford:

- 0.69% have a mental health problem lower than the England figure (0.86%)
- 4.2% of people completing a GP survey report a long term mental health problem, lower than the England figure (5.1%)
-

Epping Forest has low rates of children in care and teenage pregnancy but pockets of children in poverty

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

The wellbeing of children and young people can be affected by many factors. Children and young people in care are among the most socially excluded children in England and there tend to be significant health and social inequalities for these children compared with all children. Epping Forest has the fifth lowest rate of children in care in the county (17.2 per 10,000 population). 20 children were placed in the district with half originating from out of the county, while three quarters of the children who originate from Epping Forest are placed out of the area.

The rate of children with a Child Protection Plan is 16.9 per 10,000, the same as the Essex average, while its rate of children receiving other social care support at 116.8 per 10,000 population is lower than the county average of 152.5. During 2015, Epping Forest had 69 families commenced on a Family solutions episode, representing 6% of all episodes in Essex. Family Solutions is an early intervention project.

The rate of hospital admissions caused by injury to children aged 0-14 (either unintentional or deliberate) was 83.1 per 10,000 in 2013/14, below the Essex average of 92.3 and the sixth lowest district in Essex.

- At the end of December 2015 there were 46 children in care originating from the Epping Forest district, the fifth lowest district rate.
- 45 children with an Epping postcode had a Child Protection Plan in place and its rate was the same as the county average.
- 312 children received other social care support.

- 183 children were admitted to hospital due to injury in 2013/14, fewer than the Essex average.

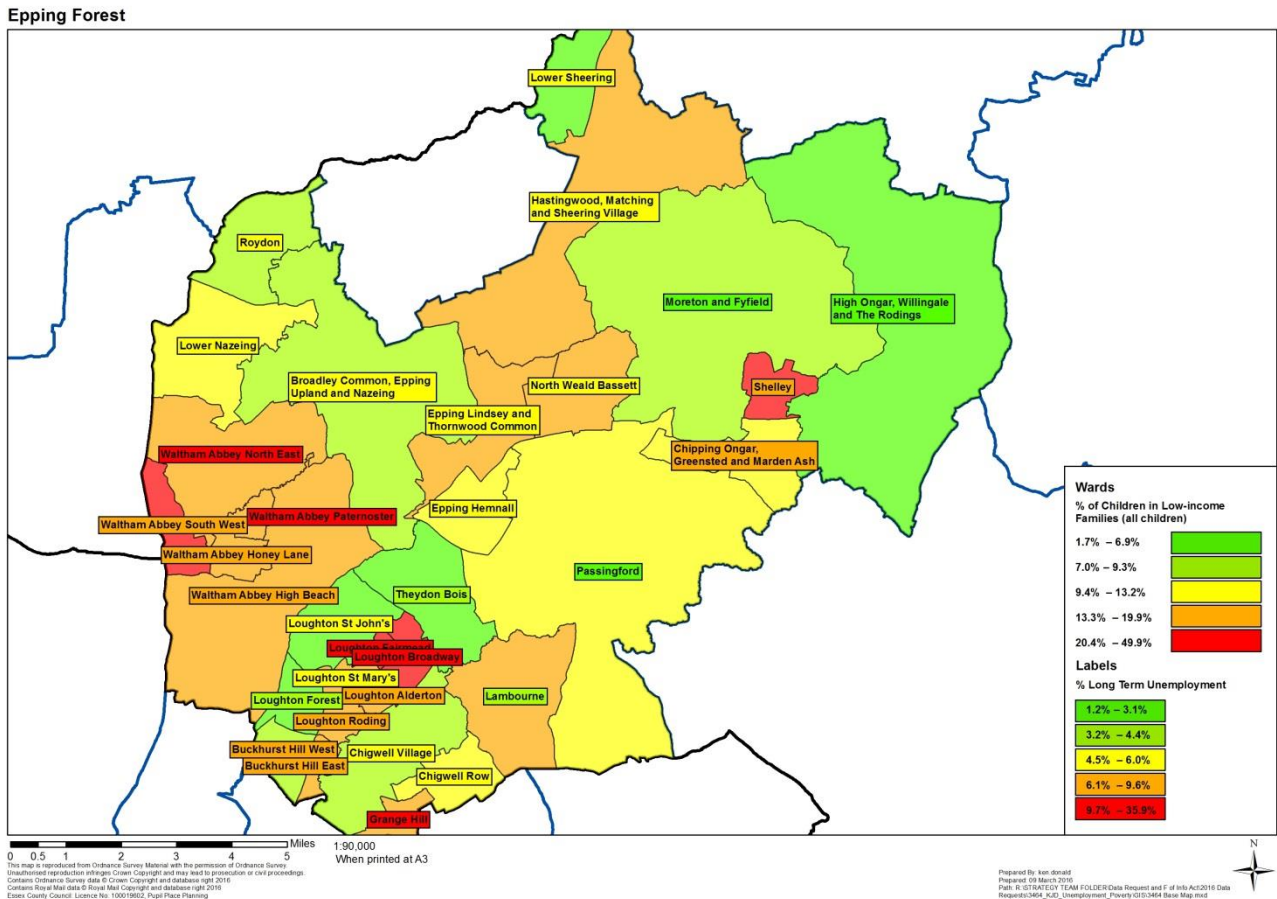
25.0% of two year olds were eligible for Free Early Education Entitlement and the take up rate was 54.5% in autumn term 2015, the lowest in Essex.

Inequalities that develop in childhood tend to also disadvantage people as they become adults, for example poor health and social exclusion of care leavers and poor health, and financial outcomes for children who experience poverty. Early support can help to mitigate these problems later in life. Free Early Education Entitlement (FEEE) is a priority nationally for early years and Epping Forest, while being in the mid-range of districts in the proportion of families who are eligible, had the lowest take-up rate in the county.

Low earnings and long-term worklessness are key factors impacting child poverty. Parental qualifications, family structure and size also have an impact on available income. Child poverty can lead to poor health outcomes including child-mortality and illness such as child mental health and low birth weight. Targeting initiatives at areas of high long-term unemployment may improve income and potentially reduce the risk of child poverty.

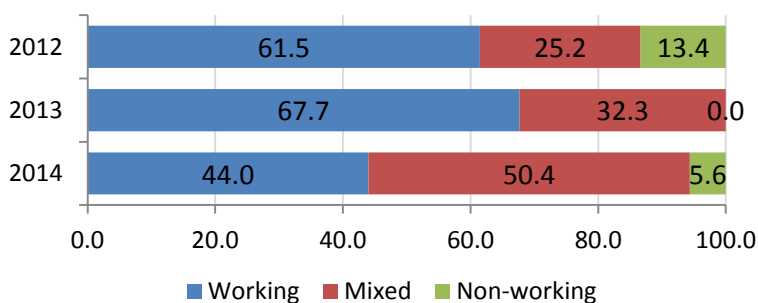
The map below shows the percentage of children in low income families compared to long-term unemployment (those claiming Job Seekers Allowance for more than 12 months). The bandings are based on the data across all wards in Essex and the map shows that Epping Forest has four areas of significant child poverty when compared to the rest of the county plus a number of other wards that show above average child poverty or long-term unemployment.

Percentage of children in low income families (2014) and long-term unemployment (2012/13) by ward



Epping Forest has four wards with a higher than average percentage of children living in low income families – Shelley (26.8%), Loughton Broadway (23.2%), Loughton Fairmead (22.0%) and Waltham Abbey South West (21.4%). Loughton Broadway and Loughton Fairmead wards also show higher than average levels of long-term unemployment (both 14.2%) while Waltham Abbey Paternoster also has higher than average long-term unemployment (11.8%).

% Children in households



- 13.5% of all children are in low-income families, in the mid-range of figures in Essex and below the national figure (18.6%).
- 8.5% of adults were long-term unemployed (2014/15), below the national average.
- A much smaller proportion of children were in non-working households (5.6%) in 2014 than in 2012, and this was lower than the Essex average of 12.5%.

8.5% of Epping Forest residents were long term unemployed in 2014/15, the third highest proportion in the county (the Essex average was 7.4%), but just below the national average of 9.0%. 84.4% of children in 2014 were in working/mixed households, compared to 86.6% in 2012, and Epping Forest has a higher than average proportion of children in mixed households.

Research evidence suggests that teenage mothers are less likely to finish their education, are more likely to bring up their child alone and in poverty and have a higher risk of poor mental health than older mothers.

- Epping Forest had a low rate of under 18s teenage conceptions in 2013, at 15.4 per 1,000, when compared to England and Essex.
- 8.3% of Chlamydia tests were positive in 2014, in the mid-range of districts in Essex.

At 15.4 per 1,000 teenage pregnancy figures for Epping Forest were lower than both the national and Essex averages (24.3 and 22.3 per 1,000) in 2013. This was the third lowest district figure in the county.

Chlamydia testing suggests that Epping Forest has a proportion of 15-24 year olds testing positive that is close to the county average of 7.6%. 21.1% of all 15-24 year olds were tested, close to the county figure of 21.5%.

Early years measures and GCSE results are similar to the county average while most pupils attend good or outstanding schools

This section links to the following Essex County Council Outcomes



Children get the best start
✓



Good health & wellbeing
✓



Learning
✓



Safer communities
✓



Economic growth
✓



Sustainable environment
✓



Independence
✓

The general level of educational attainment within a population is closely associated with the overall health of that population. The long-term demographic and health problems for a child born into a family with traditionally low standards of educational attainment may be severe, affecting health choice behaviour and service provision uptake into adulthood. Parental unemployment, single parent households, having parents with low educational qualifications, being a persistent absentee and eligibility for free school meals are factors linked to low educational attainment. All attainment data relates to pupils attending schools in Epping Forest.

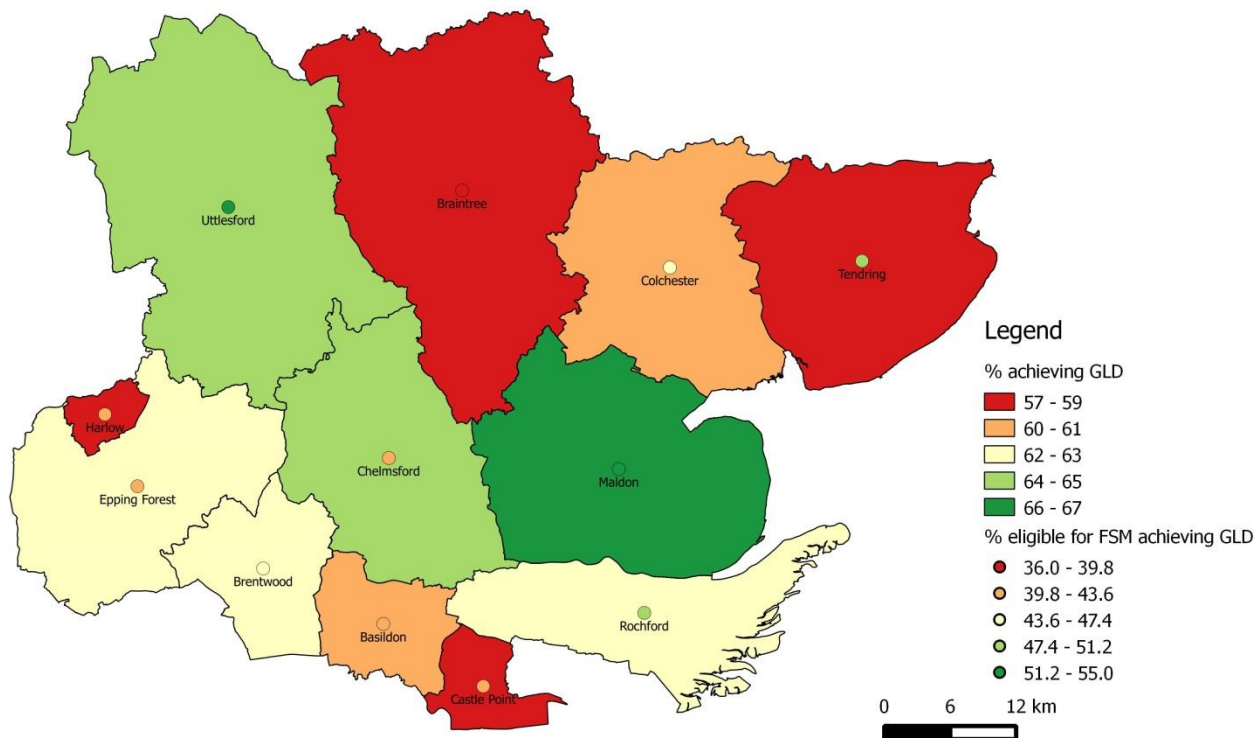
The percentages of children in Epping Forest who are deemed 'ready for school' and who achieve a good level of development in the first year of school was in the mid-range of districts and similar to the county averages.

10% of both primary and secondary pupils were eligible for free school meals in 2015, compared to 12% and 9% respectively in the whole county.

- 77% of pupils were 'ready for school' in 2014/15, close to the county average of 78% and higher than the 74% in 2013/14.
- 68% achieved a good level of development at the end of the Early Years Foundation Stage, higher than the 62% a year earlier and the same as the Essex average.

In 2014/15, just 43% of pupils who were eligible for free school meals (ie families with low income) achieved a good level of development, compared to 65% of those not eligible for meals (this was similar to the equivalent Essex figures of 43% and 66% respectively). Although the proportion of those receiving free school meals who achieve this is similar to the national and county averages, it is still an area for improvement.

Percentage of children in Essex schools achieving a good level of development (GLD) and those eligible for Free School Meals achieving GLD (2014)



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18th June 2015

The percentage of pupils at Epping Forest secondary schools who achieved five or more GCSEs at grades A*-C including English & Maths in 2015 fell from 68.4% a year earlier. This appears to be consistent with the national trend. The results are in the mid-range of districts in the county and are just above the Essex average of 57.6%.

While over 80% of all primary and secondary children studying in Epping Forest attend a good or outstanding school (similar to 2014) this is slightly lower than the 84.3% in the whole of Essex. Around a quarter of pupils taking GCSEs who live in the district attend schools outside of Essex, although their performance at GCSE is similar to their peers at Epping Forest schools.

- 58.2% of pupils attending secondary school in Epping Forest achieved five or more GCSEs at grades A*-C including English & Maths, close to the Essex average.
- 83.4% of all pupils attend a good or outstanding school, the third lowest in the county.

- 5.2% of half days in state funded secondary schools in the district were missed due to authorised and unauthorised absences in 2014/15.
- 4.8% of secondary pupils are deemed to be persistent absentees, close to the county average.

Young people who attend school regularly are more likely to get the most they can out of their time at school, more likely to achieve their potential, and less likely to take part in anti-social or criminal behaviour. Reducing absenteeism and exclusion levels are therefore important. Epping Forest has the same absenteeism prevalence (in state funded secondary schools) as Essex (5.1%) and has a proportion of persistent absentees that is close to the county average.



Citizen Insight Source: SHEU 2015

- 70% of primary and 68% of secondary pupils in Epping say they enjoy school most or all of the time, below the Essex average for primary (75%) but above for secondary (62%).
- Aspirations in Epping Forest are very high, with 71% of secondary pupils wanting to go to university (the highest district figure) compared to 54% overall in Essex.

Lower than average adult employment and unemployment and a high proportion of economically inactive adults

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

Health and employment are intimately linked, and long term unemployment can have a negative effect on health and wellbeing. Unemployment leads to loss of income, which affects standards of living. The long-term effects can include depression and anxiety, a loss of identity and reduced perceptions of self-worth. In addition, work can play an important role in social networks and the complex interactions between the individual and society, as work is an integral part of modern day social networking.

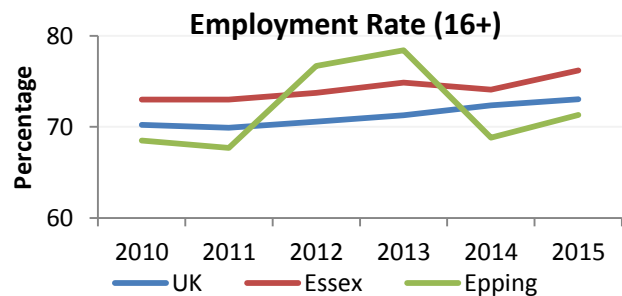
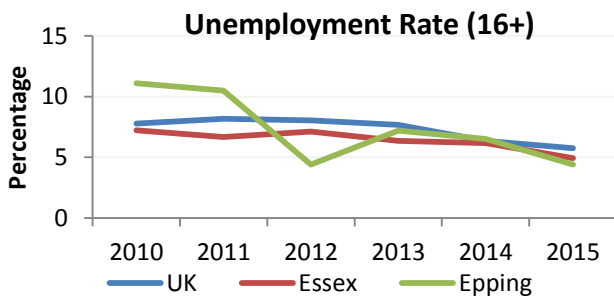
- 6.2% of 16-64 year olds have no qualifications (2014), below the Essex and England averages (8.7% and 8.6%).
- 5.6% of young people were not in education, employment or training from Nov 2014 - Jan 2015, similar to the Essex average of 5.7%.
- 4.4% of 16-64 year olds were unemployed in June 2015, slightly below the Essex average of 4.9%.
- 760 people were in apprenticeships in 2014/15.

Young people with no qualifications are more likely to not be in education, employment or training post 16 and more at risk of not being in paid work and of receiving lower rates of pay.

Significantly fewer working age adults in Epping Forest have no qualifications when compared to the national and Essex averages. Epping Forest also has a higher than average proportion of adults (52.6%) with qualifications at level NVQ 3 or above. 2,960 adults were engaged in some form of further education in Epping Forest in 2014/15.

While there are slightly fewer adults over 16 who are unemployed in Epping Forest than the county average, the proportion of young people aged 16-18 who are not in education, employment or training (NEET) is similar to the Essex and England figures.

260 young people under 19 were in apprenticeships in 2014/15 (plus another 500 aged 19+), a 7% rise over the previous year.



Although Epping Forest has lower than average unemployment, it also had the second lowest percentage of adults aged 16-64 who were in employment in June 2015, significantly below the county average of 76.2%. The district had the second highest proportion who were economically inactive, above the Essex figure of 19.7%. The latter group includes, for example, all those who are looking after a home, retired or studying.

- 71.3% of adults were employed in June 2015, the second lowest proportion in Essex.
- 25.3% were economically inactive, the second highest district proportion.

Citizen Insight Source: Residents Survey 2015

30% of Epping Forest residents consider themselves to be a participant in lifelong learning, below the county average of 34% and the second lowest district figure. The main barriers preventing them from participating in lifelong learning are lack of time and lack of interest.



Lower than average job density, mostly small businesses but higher than average job growth

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



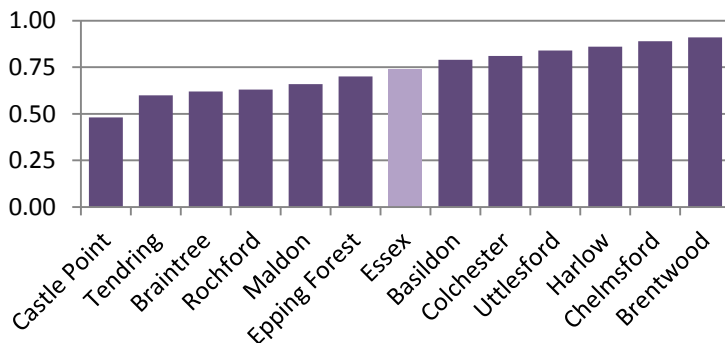
Sustainable environment



Independence

The number of jobs is expected to increase in the next five years by a higher rate compared to the whole of Essex. Job density in Epping Forest is lower than average, with the ratio of total jobs to working age population in 2013 being 0.70 compared to 0.74 in Essex and 0.80 in England. This suggests that a number of residents travel out of the district to work.

Jobs Density 2013



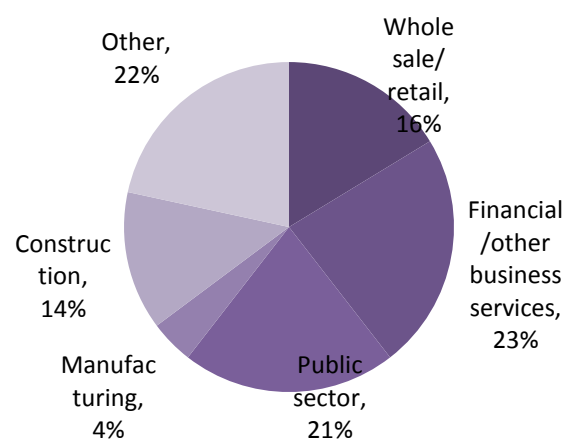
- The jobs to population ratio of 0.70 is lower than the Essex and England figures.
- 4.6% growth in the number of jobs is expected between 2015 and 2020, higher than the Essex average growth of 2.8%.
- Average weekly earnings are £541, lower than earnings for the whole of Essex but higher than England.
- Tourism is worth £12m to the local economy.

Average gross weekly earnings for full time workers living in Epping Forest in 2015 were lower than the Essex average of £575 but higher than the England figure of £533.

Around half of jobs are in financial/other business services or the public sector, while 16% are in wholesale/retail and 14% are in construction.

91.5% of businesses in Epping Forest have 9 employees or less (similar to the whole of Essex).

The tourism industry was worth £12m to the Epping Forest district (2014 data), accounting for 6% of tourism spending in Essex and a figure that has been steadily increasing over the last few years. Just under half of the income generated was due to holiday spending. The 74,000 trips made in the district accounted for 5% of the total trips in the county, indicating that the spend per trip is slightly lower than average.



Superfast broadband coverage in Epping Forest will rise from 82% to 97% by 2020.

The superfast broadband project is expected to make a real difference to Epping Forest residents and businesses, whose ability to trade and communicate online will be greatly enhanced. Better connectivity will also support digital inclusion in terms of lifelong learning and skills development as well as the use of public services provided through online channels.

Although superfast broadband coverage in Epping Forest was above the Essex average in 2013, the planned investment in the project should mean that 97% of Epping Forest premises (compared to 94% in the whole of Essex) will have access to superfast broadband by early 2020.

Residents feel safe and the rate of crime is in the mid-range of districts but rate of those killed/injured in traffic accidents is significantly above average

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

The majority of Epping Forest residents feel safe during the day and many also feel safe after dark.

Citizen Insight Source: Residents Survey 2015



- 85% of adults in Epping Forest say they feel safe during the day, the same as the Essex average.
- 48% say they feel safe after dark, close to the county average of 49%.
- 37% of adults are satisfied with safety on the roads, lower than the county average of 42%.

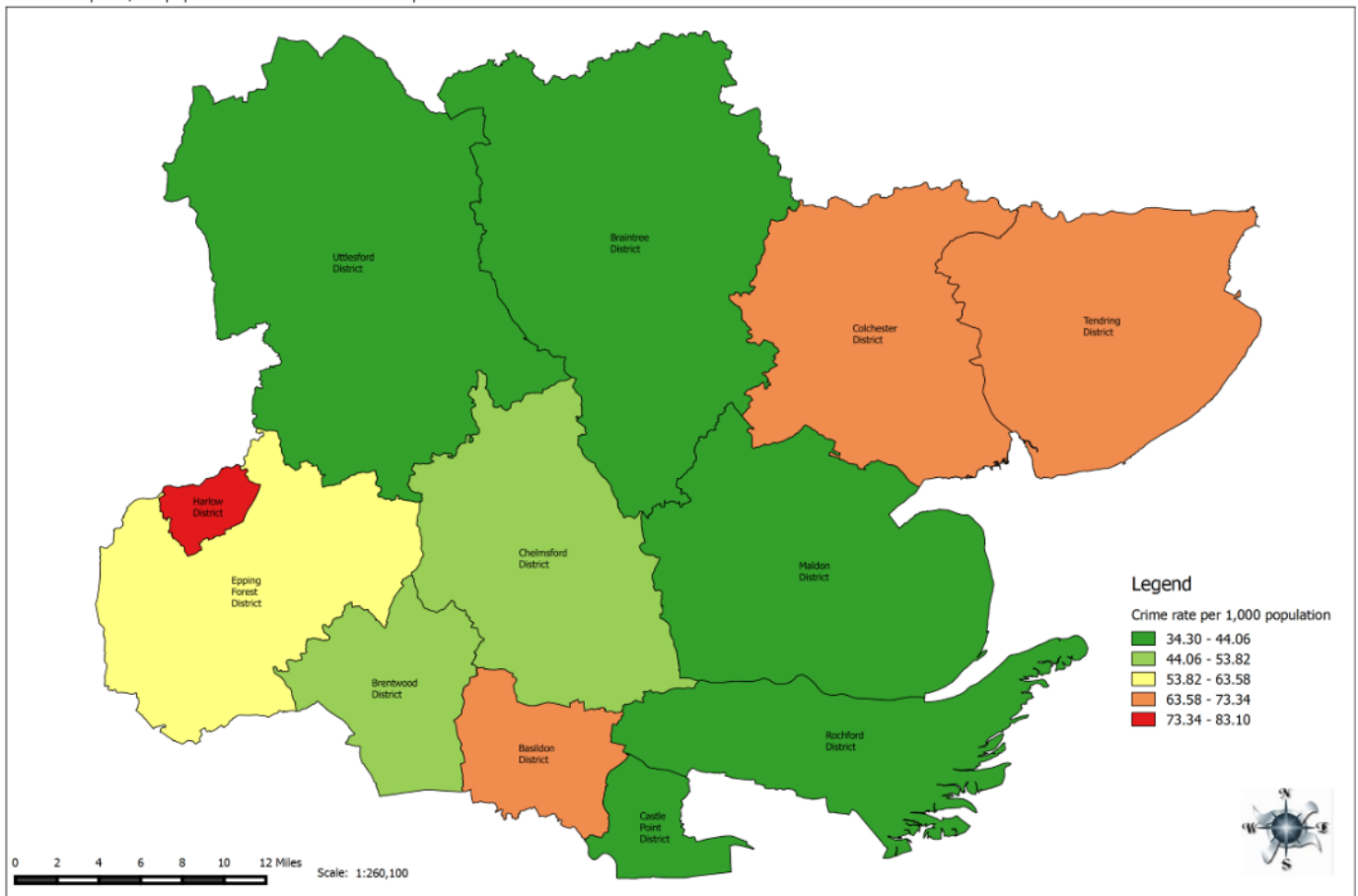
Motor vehicle traffic accidents are a major cause of preventable deaths, particularly in younger age groups. For children and for men aged 20-64 years, mortality rates for motor vehicle traffic accidents are higher in lower socio-economic groups. The vast majority of road traffic collisions are preventable and can be avoided through improved education, awareness, road infrastructure and vehicle safety. Epping Forest had a rate of people killed and seriously injured on the roads in 2012-2014 that was significantly above both the Essex and England rates of 42.2 and 39.3 respectively.

The rate of those killed/seriously injured on the roads (70.2 per 100,000 population) is above the Essex and national averages.

There are many risk factors that increase the likelihood of offending and other poor outcomes. These risk factors include: a person's attitude to crime, risk taking behaviour, substance misuse, mental and physical health, access to employment and training, financial issues and family relationships. These poor outcomes may not only impact the individual but their children and have long-lasting effect. The pathways into offending are very complex and there may be no link, an indirect link or direct link from risk factor to offending and some risk factors may make certain types of offending more likely. Evidence suggests that supporting people with the right support at the right

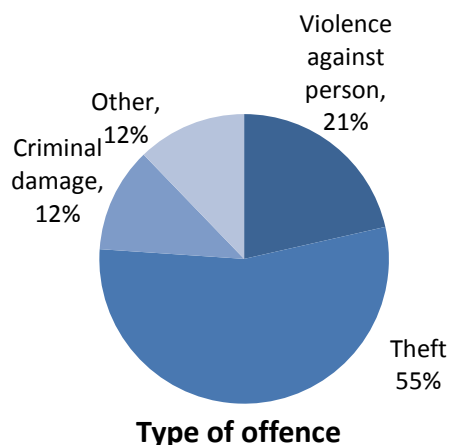
time and ensuring that there are not any gaps or inconsistencies between agencies may be most effective way in reducing crime.

Crime rate per 1,000 population in the 12 months to September 2015



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 Created Date: 28-01-2016
 Created By: Andrew Heynes
 File Path: R:\STRATEGY TEAM FOLDER\Data Request and F of Info Act\2016 Data Requests\3424_AH_GLD vs FEM map for district profiles
 Data Source: Office for National Statistics, Crime in England and Wales

Epping Forest had a crime rate in the 12 months to September 2015 that was up 4.6% on the previous year and in the mid-range of districts in the county. Theft offences accounted for 55% of all offences during this period (this comprises burglary 16%, vehicle theft 18% and other theft 20%).



- The rate of crime in Epping Forest is 54.9 per 1,000 population (representing 7,067 offences), in the mid-range of districts.
- The rate of domestic abuse offences at 13.3 is lower than the county average.
- The rate of anti-social behaviour incidents is 28.1 (3,624 offences).
- 17.5% of offenders re-offended in 2013, one of the lowest district figures.

There were 1,740 domestic abuse offences in 2014/15, a rate which was below the county average of 19.7. The rate of anti-social behaviour incidents in Epping Forest is in the mid-range of districts in the county and up 5.5% over the previous year. The percentage of all offenders who re-offended was one of the lowest in the county in 2013 (this is the latest data publically available).

Some areas show significantly worse health across a number of indicators, compared to England

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence

Health inequalities are differences in health outcomes between different population groups. To improve health and reduce inequalities, we need to consider all the factors that influence health, which are known as the wider determinants of health.

This 'tartan rug' table shows for each Middle Super Output Area (MSOA) in the local authority, the value for each key indicator and whether it is significantly different from the England average. The map shows the exact location of individual MSOAs.

Middle Super Output Area (MSOA) Epping Forest 007, which covers the North area of Waltham Abbey, has significantly worse outcomes for a number of the indicators listed in the table. MSOA 011, the area of Loughton Broadway, also performs significantly worse on several of the metrics. The chart also demonstrates that the Epping Forest district has a higher than average population of over 65s, which could influence service provision.



Please note that some of this data may differ from those presented earlier in the report due to varying data sources. (It may not be the most recent source as it is broken down by MOSA)

Key: ■ significantly worse than England (higher for population indicators)
 ■ significantly better than England (lower for population indicators)
 ■ not significantly different

	Percentage of population aged 65 years and over	Income Deprivation	Child Poverty	Older people deprivation	GCSE achievement (5 A* C incl. Eng & Maths)	Unemployment	Adult obesity	Adult Binge Drinking
England	16.9	14.7	21.8	18.1	58.8	3.8	24.4	20.1
Essex CC	19.2	15.5	16.5	14.9	59.8	3.0	24.2	19.4
Epping Forest CD	18.9	10.5	15.2	14.2	61.8	2.8	23.9	20.6
Epping Forest 001	19.0	7.9	11.8	12.1	64.4	2.1	25.0	22.9
Epping Forest 002	23.2	8.0	12.3	11.0	68.3	2.0	25.2	16.9
Epping Forest 003	20.6	7.5	9.7	11.1	64.1	1.4	24.6	16.8
Epping Forest 004	22.1	9.4	14.0	12.0	57.6	2.4	24.3	20.2
Epping Forest 005	21.0	10.3	14.1	15.5	69.4	2.1	22.9	22.1
Epping Forest 006	21.8	9.4	14.1	13.5	61.1	2.1	22.2	25.2
Epping Forest 007	20.0	15.7	18.4	24.8	44.2	4.3	27.2	21.0
Epping Forest 008	14.2	13.0	19.4	16.7	50.0	4.0	27.5	23.2
Epping Forest 009	22.7	11.0	11.8	17.0	62.8	3.2	26.7	17.9
Epping Forest 010	22.6	9.0	12.3	11.5	70.0	1.7	22.6	21.3
Epping Forest 011	14.9	18.1	26.9	27.3	63.1	4.7	28.0	24.1
Epping Forest 012	16.8	7.2	10.5	10.2	70.1	2.3	21.5	20.5
Epping Forest 013	16.0	12.9	18.0	17.8	50.0	3.9	24.9	21.5
Epping Forest 014	17.2	9.3	14.5	11.4	55.9	2.3	20.6	22.9
Epping Forest 015	18.6	8.4	11.4	13.1	65.4	2.4	18.2	19.6
Epping Forest 016	18.7	6.9	11.1	8.3	76.9	1.8	21.3	15.4
Epping Forest 017	16.3	13.5	23.1	10.6	64.3	3.6	24.5	17.7

Life expectancy for both men and women in the Epping Forest district is better than the national average. However, life expectancy differs significantly for each MSOA, and MSOA 007 has significantly worse life expectancy than the national average.

Life expectancy & Causes of death (per 100,000 population)

	Life Expectancy for males	Life Expectancy for females	Deaths all ages, all causes	Deaths under 75, all causes	Deaths under 75, all circulatory disease	Deaths under 75, all cancer	Deaths under 75, all coronary heart disease	Deaths all ages, stroke	Deaths all ages, all respiratory disease
England	78.9	82.8	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Essex CC	79.8	83.3	95.3	89.3	84.7	96.1	81.5	89.5	93.2
Epping Forest CD	79.9	83.4	95.2	89.8	89.8	96.6	90.8	94.5	89.5
Epping Forest 001	78.3	82.3	104.7	95.5	64.4	113.5	71.5	56.5	95.2
Epping Forest 002	81.6	85.9	79.5	86.4	84.6	102.6	85.9	91.5	57.8
Epping Forest 003	81.2	84.9	84.8	85.6	89.6	102.0	111.2	88.6	71.8
Epping Forest 004	82.1	86.1	76.5	77.9	85.4	77.6	94.6	43.6	83.1
Epping Forest 005	78.5	83.7	92.3	96.5	59.9	120.7	46.7	45.3	81.2
Epping Forest 006	79.8	84.8	91.7	91.9	119.4	79.8	156.7	64.6	86.7
Epping Forest 007	74.5	77.9	143.3	152.2	209.9	139.9	155.7	271.6	129.8
Epping Forest 008	79.7	82.1	103.2	94.3	102.6	104.5	113.1	73.0	88.7
Epping Forest 009	79.2	79.4	127.9	100.1	95.5	96.6	86.1	109.1	142.3
Epping Forest 010	79.3	82.9	103.2	84.6	83.2	90.2	98.2	95.8	92.1
Epping Forest 011	79.7	86.7	81.2	87.8	89.6	71.6	103.7	78.4	97.0
Epping Forest 012	82.4	84.6	85.0	63.2	60.9	71.7	58.3	115.2	82.1
Epping Forest 013	80.1	87.0	79.5	93.3	88.2	89.9	65.8	56.4	72.8
Epping Forest 014	83.2	86.2	74.0	70.5	54.4	89.5	71.9	80.8	51.8
Epping Forest 015	79.5	82.5	112.0	85.4	74.3	93.1	81.0	106.5	111.3
Epping Forest 016	83.8	86.3	68.0	70.2	58.2	87.8	44.6	67.0	73.2
Epping Forest 017	80.0	83.1	98.7	92.7	117.9	106.4	106.9	145.0	81.1

Good quality environment with high recycling rates, but lower than average satisfaction with roads and bus services

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



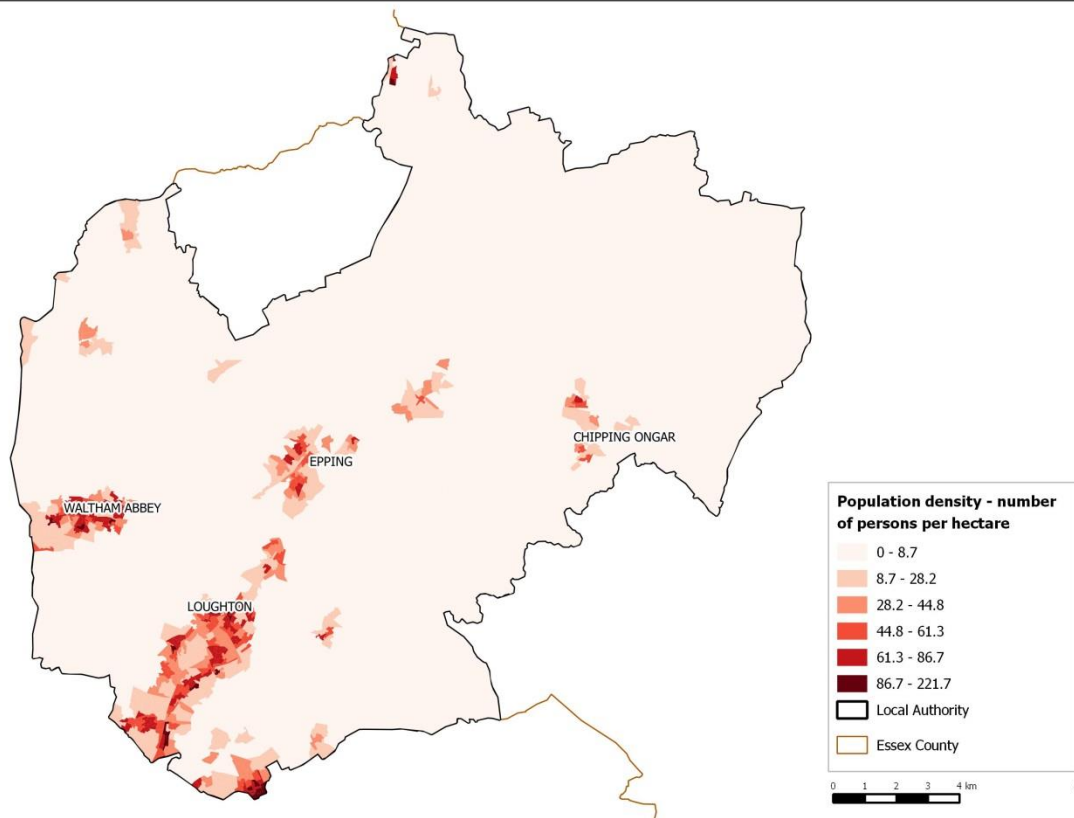
Sustainable environment



Independence

Epping Forest has a population density of 3.57 persons per hectare, the fourth lowest district in the county and below the 4.0 average of the whole of Essex. The population density map below shows the highest rates of population are in the Epping, Loughton and Waltham Abbey areas although there are large expanses of low population density. 87% of the Epping Forest district is classified as green space (Essex highest is 93% in Uttlesford, Essex lowest is 51% in Castle Point): green spaces are important for wellbeing, community cohesion and for wildlife.

Population Density in Epping Forest, 2011



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March 2016

Citizen Insight Source: Residents Survey 2015

- 83% of Epping Forest residents agree that they have a high quality environment, above the Essex average of 75%. 84% are satisfied with the local area as a place to live, close to the Essex average of 82%.
- 24% say they have given unpaid help to groups, clubs or organisations over the last 12 months (volunteering), similar to the county average of 23%.



Transport impacts on the health of a population via a number of factors including unintentional injuries, physical activity undertaken, air pollution and access to services. The last of these involves people traveling for basic necessities such as work, education, healthcare and purchasing food. Good transport links have an important role in enabling access to business and jobs which are important to allow for economic growth. Some 16% of people seeking jobs in Epping Forest (ie on job seekers allowance) may miss out on employment opportunities unless they have access to a car.

The affordability and accessibility of driving a car has increased over the past 30 years and this has heavily influenced planning decisions to be car focussed. However, there is still a significant proportion of the population without car access who are reliant on public transport, cycling and walking. The 15 minute average travel time by public transport or walking to reach key services is higher than the Essex average of 13 minutes. Improvements in the travel time to key services (i.e. employment centres, primary schools, secondary schools, further education, GPs, hospitals and food stores) by public transport/walking is a national trend.

- At 15 minutes, the average travel time by public transport or walking to reach key services is the fourth longest in the county.
- 84% of those on job seekers allowance are able to access employment centres by public transport or walking, similar to the Essex average (83%).
- Structural maintenance should be considered for 18% of the local road network, the second highest district figure in Essex.

In 2015, 4% of the main road network was in a condition where structural maintenance should be considered (the same as the countywide figure). However, 18% of the local road network was in this condition, the second highest district proportion in Essex and worse than the county average of 13%.

Citizen Insight Source: Residents Survey 2015

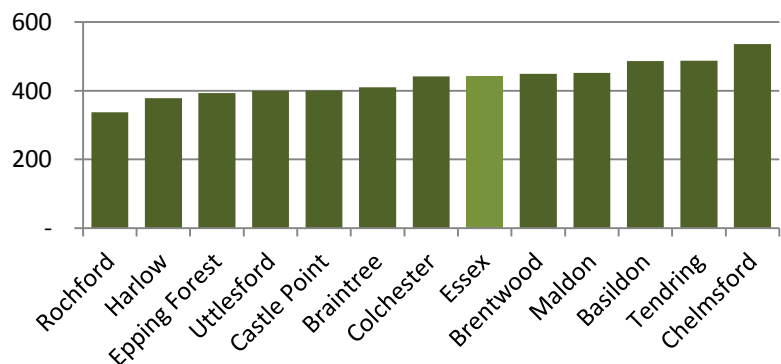


- Just 45% of residents are satisfied with their local bus service (the fourth lowest in the county and below the county average of 51%) while 42% are satisfied with their local transport information, above the county average of 39%.
- 12% are satisfied with the condition of roads, below the county average of 17%.

Epping Forest had the second highest level of household waste sent for reuse, recycling or composting in 2014/15. It therefore also had a lower amount of residual waste per household in 2014/15 than the county average.

- With 58.5% of household waste being recycled in 2014/15, Epping Forest has the second highest district figure, above the Essex average of 51.1%.
- It had 393 kg of residual waste per household, the third lowest in the county.

Residual Household Waste Per Household (kg) 2014/15



Highest increase in house prices, with relatively high proportion on housing waiting list and low levels of social housing

This section links to the following Essex County Council Outcomes



Children get the best start



Good health & wellbeing



Learning



Safer communities



Economic growth



Sustainable environment



Independence



The relationship between housing and health is a recognised association but a complex one. A number of elements in and around the home can impact on health and wellbeing and will be influenced by other determinants such as education, employment and infrastructure. Specific housing related issues affecting health are indoor pollutants, cold and damp, housing design, overcrowding, accessibility, neighbourhood safety, social cohesion and housing availability.

Additionally as people get older and demand for people to stay within their own homes for longer increases the demand for specific housing needs will also increase.

Economic growth and housing are inextricably linked. Without a sustainable housing programme providing homes for people to live in and without a growing local economy, an area will be unable to provide the jobs and homes to attract new people and retain current residents and drive the economy forward.

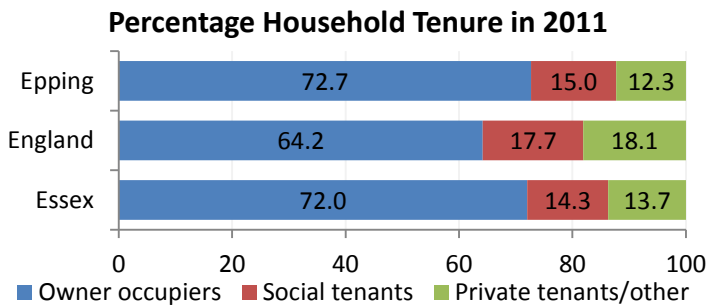
- The number of dwellings in Epping Forest rose by 1.3% to 55,130 between 2011 and 2014, lower than the rise in Essex and England (both 1.7%).
- House prices in Epping Forest have increased by 17.6% since 2011, the highest district rise.
- 8.3% of Epping Forest households were deemed fuel poor in 2013, the fourth highest district in Essex.

The increase in dwellings in Epping Forest since 2011 is one of the smallest rises in Essex.

House prices across Essex have been increasing year on year outstripping wages, making home ownership less and less affordable for a large proportion of the Essex community. However, the increase in Epping Forest has been the highest in Essex.

High energy prices coupled with low income mean 8.3% of households in Epping Forest are considered to be fuel poor, the fourth highest district in Essex. (A household is said to be fuel poor if it needs to spend more than 10% of its income on fuel to maintain an adequate standard of warmth.) From 2013-2014 there were 68 excess winter deaths in Epping Forest. This is around 17.5% additional deaths, above the national average (11.6%).

72.7% of households in Epping Forest are people that own their own homes (either with a mortgage or outright), significantly more than nationally (64.2%) but similar to the Essex figure (72.0%). There is a small proportion of social tenants (12.3%), who may be impacted by low stock levels, and private tenants (15.0%).



- 34.8% of residents in Epping Forest own their homes outright, similar to the Essex average of 34.7%.

- Higher than average number of households on the housing waiting list (1,500).
- 0.97 per 1,000 households were homeless or in priority need in Epping Forest in 2014/15, the third lowest rate in Essex.
- The rate of homeless households in temporary accommodation at 1.38 per 1,000 households was lower than the county average.

There were 1,500 households on the housing waiting list in 2014/15, which was the fifth highest number in Essex.

Homelessness is associated with severe poverty and is a social determinant of health. It is also associated with adverse health, education and social outcomes, particularly for children. In 2014/15, Epping Forest had the third lowest rate of households which were homeless or in priority need in Essex, a rate that was also lower than the national average of 2.4 per 1,000. The district had a rate of homeless households in temporary accommodation awaiting a settled home in March 2015 that was in the mid-range of districts in the county (the Essex average was 2.21).

Essex Insight is the Partnership information hub for Essex and a website about Essex and the people working and living in Essex.

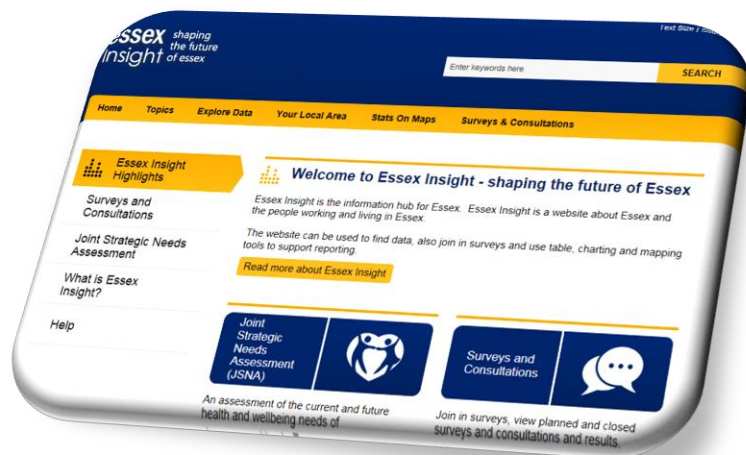
The website can be used to find data, also join in surveys and use table, charting and mapping tools to support reporting.

It is home to a suite of products that supports the Joint Strategic Needs Assessment (JSNA).

There are links in this report to the JSNA specialist topic reports found on Essex Insight e.g. Child Poverty and CAMHS Needs Assessments.

Bookmark it now as your one stop shop for data on Essex

www.essexinsight.org.uk



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Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: Not applicable

Title of policy or decision: Corporate Plan 2018-2023 – Progress Reporting and Indicator Set

Officer completing the EqIA: David Bailey, Head of Transformation Tel: 01992 564105
Email: dbailey@eppingforestdc.gov.uk

Date of completing the assessment: Tuesday 6 February 2018

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>Change to performance reporting for the Corporate Plan, including the new set of (key performance) indicators.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>The Corporate Plan is the Council's premium strategic document, laying out the Council's purpose, aims and objectives for the medium and short-term. The benefits and indicator set detail how the progress of this plan will be measured and reported.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Enhanced picture of corporate performance against the benefits and indicator set.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>The Corporate Plan progress reporting is not in itself a vehicle for decision making. Its approach is to articulate the Council's performance in a coherent document. Where individual objectives or performance from the Plan require key decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, at the strategic level.</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>Decisions on resources to deliver the Corporate Plan are taken through the annual budget approval process, through Portfolio Holder decision or Cabinet decision.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>An overview of key issues impacting the population of Epping Forest district, health and well-being, and demand on services is given in the attached profile of people living in Epping Forest.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>No.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Where decisions are required to change Council policy these will be subject to a key decision report, which will be accompanied by its own Equality Impact Assessment. Any consultation with communities that are likely to be affected by the decision may be undertaken at that time.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p><u>Older people</u> An ageing population is increasing demand on local services.</p> <p>Health interventions need to reach high risk groups to reduce the number of preventable health conditions and service demand.</p> <p>Slightly higher rate of hospital admissions due to hip fractures than England.</p> <p>Increasing number of people with dementia. Unpaid carers require support to achieve their role.</p> <p>Ageing population will impact on the availability of health services, housing and care homes.</p> <p><u>Children and young people</u> Average level of Chlamydia testing and percentages testing positive.</p> <p>Low rates of children in care.</p> <p>Average level of eligibility for free early education entitlement (two year olds) but lowest take up rate in Essex.</p>	L
Disability	No data available	-
Gender	Epping Forest district population: 64,219 – 51.5% female 60,440 – 48.5% male	L
Gender reassignment	No data available	-
Marriage/civil partnership	Living arrangements: Of 100,762 persons- 60,592 living as a couple 49,472 married or in a registered same-sex civic partnership	L

Pregnancy/maternity	Low rate of teenage pregnancy (which is linked to a range of poor outcomes in later life).	L
Race	Population of the district: 89.2% White 3.3% Asian 1.8% Black 5.7% Others, including Mixed	L
Religion/belief	Population of the district: 61.8% Christian 3.2% Jewish 0.3% Buddhist 1.9% Muslim 0.3% Other religion 22.5% No religion 1.4% Hindu 1% Sikh 7.6% Do not wish to disclose	L
Sexual orientation	The Government Equality Office estimates there are 1.5 million LGBT (Lesbian, Gay, Bisexual and Transgender) people in the UK.	L
Poverty	Few deprived areas with poor health and unemployment. Pockets of child poverty.	L
Crime and safety	Average rate of crime and residents feeling safe. Low population density.	L
Recycling	Higher than average waste recycling levels.	L
Healthy lifestyles	Although lower than average, reducing smoking, drinking and obesity, plus increasing physical activity, are all areas for improvement. Hospital admissions due to alcohol related conditions are better than England average. Fall in number of adults in substance misuse treatment.	L
Physical and mental health	Increase rate of diabetes although it is below average. Rate of those killed / seriously injured on	L

	<p>the roads is significantly above average.</p> <p>Good well-being amongst pupils and adults and a lower than average percentage with mental health problems.</p>	
Housing	<p>High proportion of owner occupiers, with low proportion of social housing.</p> <p>Highest rise in house prices in Essex.</p> <p>Relatively high proportions on housing waiting list but lower than average in temporary accommodation.</p> <p>Third lowest rate of homeless households in Essex.</p>	L
Education	<p>The proportions who are ready for school and who achieve a good level of development at age 5 are close to the Essex average but there is a gap for those eligible for free school meals.</p> <p>Close to average proportion achieve five or more GCSEs at grades A*-C.</p> <p>Lower than average proportion attend a good or outstanding school.</p> <p>More pupils than average aspire to go to university.</p>	L
Employment	<p>Lower proportion of adults with no qualifications.</p> <p>Slightly lower than average adult unemployment and average proportion of young people Not in Education Employment of Training (NEET).</p> <p>Higher than average number of economically inactive adults.</p> <p>Lower than average ratio of jobs per population but increasing number of jobs.</p> <p>Most businesses have 9 or fewer employees.</p>	L
Transport	<p>Fourth longest average travel time by public transport or walking to reach key services in Essex.</p>	L

	<p>Below average percentage of residents who are satisfied with roads, local bus services and local transport information.</p> <p>Access to a car is essential for people out of work and not able to use public transport or walk to an employment centre. 16% may miss out on work opportunities unless they have access to a car.</p>	
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Section 5: Conclusion			
		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	The adoption of the Corporate Plan progress reporting and indicator set of and in itself does not make any decisions, save for the indication of strategic direction. Any decisions on policy changes indicated by the reports would be subject to a key decision report as appropriate and contain an individual Equality Impact Assessment.
		Yes <input type="checkbox"/>	If 'YES', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts		
What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
This report is for the coordination of strategic direction and progress reporting. There are no policy decisions contained in this report.	Any key decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.	As and when any key decision is brought forward.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: David Bailey

Date: 6 February 2018

Signature of person completing the EqIA: David Bailey

Date: 6 February 2018

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

Key Performance Indicator Definition

Reference	M1.6.1		
Title	Number of reported crimes		
Collection Interval	Annually	Data Source	Epping Forest Strategic Assessment – Risk Management EFDC reported ASB (M3 Northgate system data)
		Indicator source	Corporate Plan 2018-2023 EF Community Safety Partnership priorities
Definition	<p>Rationale: This indicator relates to the actual crime within the Epping Forest district year-on-year. It is informed by the Epping Forest District Community Safety Hub corporate specification, starting in 2018/19 running till 2021/22.</p> <p>This measure, along with M1.6.2 (Number of reported crimes) will lead to the benefit B1.6.1 Reduced fear and actual crime, leading to the corporate aim 1.6 Keeping the district safe.</p> <p>The aspiration for this measure will be a reduction in number of reported crimes and links to the 4 Epping Forest Community Safety Partnership priorities. Each priority is listed below, along with the weighting of each towards this measure.</p> <p><u>Weighting</u> Priority 1 = 65% ASB Police Data/EFDC CST Data</p> <p>Police ASB Incidents 3606 (01/04/16-31/03/17) EFDC ASB Incidents 426 (01/04/16-31/03/17)</p> <p>Priority 2 = 25% - Burglary residential 446 (01/04/16-31/03/17)</p> <p>Priority 3 = 5% - Domestic Abuse 1023 offences Priority 4 = 5% - Hate Crime (hate crime figures will include racial and religiously aggravated crimes) 207 offences (01/04/16-31/03/17)</p> <p>Proposed start in 1st June – the figures will be based on 1st Apr – 31st March.</p>		

	<p>Definition: <u>CSP</u> – Community Safety Partnerships (CSPs) are made up of representatives from the ‘responsible authorities’, which are the:</p> <ul style="list-style-type: none"> •police •local authorities •fire and rescue authorities •probation service •health <p>The responsible authorities work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour, drug or alcohol misuse and reoffending. They annually assess local crime priorities and consult partners and the local community about how to deal with them.</p> <p>Note: The target reduction is 1% per year; therefore there will be a 5% reduction over the 5 year lifespan of the Corporate Plan.</p>		
Formula	<p>E.g. $(X-Y) / X \times 100$</p> <p>X = Year 1 Y = Year 2</p>		
Good performance	Low	Return Format	Percentage
Cumulative	Yes	Decimal Places	None

Worked example	<p>Where:</p> <p>The number of reported crimes in year 1 = 17</p> <p>The number of reported crimes in year 2 = 14</p> <p>$17 - 14 (= 3)$</p> <p>Percentage reduction = $\frac{3}{17} = 0.18$ (x100) = 18%</p>
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Key Performance Indicator Definition

Reference	M1.6.2		
Title	Fear of crime in the Epping Forest district		
Collection Interval	Annually (Essex Police advise that quarter figures are not accurate until Q4)	Data Source	Public Views and Experience of Policing and Criminal Justice in Essex (Essex Police survey)
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: This indicator relates to the reduced fear of crime within the Epping Forest district year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).</p> <p>This measure, along with M1.6.1 (Number of reported crimes) will lead to the benefit B1.6.1 Reduced fear and actual crime, leading to the corporate aim 1.6 Keeping the district safe.</p> <p>The aspiration for this measure will be a reduction in the fear of crime and links to the following 2 survey questions:</p> <ol style="list-style-type: none"> 1. Residents continue to think crime is a problem 2. Residents feel Essex Police are dealing with crime and ASB <p>Both questions represent 50% weighting each for this measure.</p> <p>Definition: <u>Fear of crime</u> - People's perceptions of crime and the risks of victimisation will affect the way in which they conduct their lives. This awareness of the impact may well be marginal to the individual but, in reality, can prevent them from leaving their homes after dark, accessing public facilities such as parks and open spaces, traveling by public transport etc.</p> <p>Notes: The following are the baselines for both of the 2 survey questions;</p> <ol style="list-style-type: none"> 1. Residents continue to think crime is a problem – 37% baseline 2. Residents feel Essex Police are dealing with crime and ASB – 46% baseline 		

	<p>*These figures are based on quarter 2 data – more up to date figures will be provided after 2017/18 quarter 4 – this is the first time Essex Police have gathered this data.</p> <p>The target increase is 1% per year; therefore there will be a 5% increase over the 5 year lifespan of the Corporate Plan.</p>		
Formula	$Y - X = Z$ $(Z/Y) \times 100$ <p>Where: X = satisfaction % levels from the previous year Y = satisfaction % levels in the current year Z = increase</p>		
Good performance	High	Return Format	Percentage
Cumulative	No	Decimal Places	None
Worked example	<p>Where:</p> <p>Satisfaction levels from the previous year = 80</p> <p>Satisfaction levels in the current year = 90</p> <p>$80 - 90 = 10$ (ignore the minus)</p> <p>% increase of satisfaction levels = $\frac{10}{80} \times 100 = 12.5\%$</p>		

Key Performance Indicator Definition

Reference	M1.1.1		
Title	Delivery of the Epping Forest Health & Wellbeing Strategy		
Collection Interval	Quarterly	Data Source	Pentana performance (ICT2018-23 Technology Strategy 2018-2023)
		Indicator source	Corporate Plan 2018-2023 Health and Wellbeing Strategy 2018-2028
Definition	<p>Rationale: This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1). It has been agreed that the Health & Wellbeing Strategy will adopt the following themes of work:</p> <ul style="list-style-type: none"> • StartWell • BeWell, StayWell and WorkWell • AgeWell <p>The Council approach to the Strategy has two strands:</p> <ul style="list-style-type: none"> • To facilitate the development and implementation of a range of projects and initiatives to support the Strategy via the allocation of Public Health Community Grant Funding to wider partner agencies within the district • To directly deliver a range of services and projects to support the three strategic health & wellbeing themes via the Community, Health & Wellbeing Team <p>Both strands will have a 50% weighting towards the overall measure.</p> <p>This measure will lead to the benefit B1.1.1 Increased quality of life, leading to the corporate aim; 1.1 (supporting healthy lifestyles).</p> <p>Definition: <u>Startwell</u> – All children and young people have access to early help and have the best start in life</p> <p><u>Bewell, Staywell and Workwell</u> – All working age adults know how to be well, stay well and work well</p> <p><u>Agewell</u> – All adults who are aged sixty five and above live safe, healthy and independent lives for as long as possible</p>		

	Notes: The target for this measure is to be 100% by the end of 2018/19. The current baseline is 0%		
Formula	$(A + B + C + D) = E / F$ Where: A – D = percentage completion of each individual project for year 1 of the Health and Wellbeing Strategy E = Total of all project percentages added together F = The number of projects there are for year 1 of the Health and Wellbeing Strategy		
Good performance	High	Return Format	Number
Cumulative	No	Decimal Places	None
Worked example	Where: Project A = 20% complete Project B = 30% complete Project C = 50% complete Project D = 60% complete Overall year 1 percentage completion = $20 + 30 + 50 + 60 = \frac{160}{4} = 40\%$		

Key Performance Indicator Definition

Reference	M1.2.1		
Title	Commencement of development of 1 additional Independent Living Scheme for older people per annum		
Collection Interval	Annual	Data Source	
		Indicator source	Corporate Plan 2018-23
Definition	<p>Rationale: this indicator ensures commencement of development of one additional Independent Living Scheme for older people in the District and is aligned to the Council's objective to 'Promote independence for older people'. New independent living schemes will help the Council to meet the housing and care needs of older residents from the Epping Forest District and will contribute to reduced reliance on residential care.</p> <p>Definition:</p> <p><u>Independent Living Scheme</u> – designed to provide housing for people over 55 years who may need care and support and whose current home no longer meet their needs. It is available to those who have a connection to the area local to the development.</p>		
Formula	A simple commencement of 1 Independent Living Unit per annum		
Good performance	High	Return Format	Number
Cumulative	No	Decimal Places	None
Worked example	Commencement of an independent living unit development in Loughton		

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Key Performance Indicator Definition

Reference	M1.4.1		
Title	Number of community leaders and volunteers		
Collection Interval	Quarterly	Data Source	
		Indicator source	Corporate Plan 2018-2023
Definition	<p>Rationale: the aim of this indicator is to measure a number of community leaders and volunteers in Epping Forest District. Volunteering is of importance in community terms, as it helps to create a more resilient, vibrant and self-supporting communities.</p> <p>VAEF Voluntary Action Epping Forest (VAEF) aim is to expand volunteer capacity across the District and is directly funded by Epping Forest District Council via the annual Grant Aid funding. The Community Health and Wellbeing Team (CHW) also intend to liaise with each Town and Parish Council in order to appoint and support a Community Leader in each parish within the District.</p> <p>Definition: Volunteering is defined as giving unpaid help through groups, clubs or organisations, which support social, environmental, sport or cultural objectives.</p> <p>Local government has a significant role to play in building a culture in which individuals are able to contribute to their communities by volunteering. This performance indicator also serves as a measure of the reach and effectiveness of EFDC and VAEF in promoting volunteering.</p>		
Formula	$Y - X = Z$ $(Z/Y) \times 100$ <p>Where: X = number of volunteers in the previous year Y = number of volunteers in the current year Z = increase</p>		
Good performance	High	Return Format	Percentage
Cumulative	Yes	Decimal Places	Two

Worked example	<p>Where:</p> <p>Number of volunteers in the previous year = 220</p> <p>Number of volunteers in the current year = 236</p> $236 - 220 = 16$ $\% \text{ increase of volunteers in the district} = \frac{16}{220} \times 100 = 7.27\%$
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Key Performance Indicator Definition

Reference	M1.5.2																											
Title	Cultural activity attendance																											
Collection Interval	Annual	Data Source	Museum usage service figures (internal data set)																									
		Indicator source	Corporate Plan 2018 - 2023																									
Definition	<p>Rationale: The increased number of attendances at museum, heritage and cultural activities through Epping Forest District Council. It is anticipated that this will increase by 5% over the 5 years of the Corporate Plan (1% increase per year). The target will therefore be cumulative.</p> <p>This measure is informed by the provision of cultural activities planned for 2018/19 (specification 1.5.2) and the development of the museum trust with Broxbourne Borough Council (specification 1.5.3).</p> <p>Definition: <u>Museum, heritage and cultural activities</u> – this includes;</p> <ul style="list-style-type: none"> • Epping Forest District Museum users • Lowewood Museum users • Outreach activities • Remote users <p>Notes:</p> <p>The breakdown for figures for 2016/17 is as follows;</p> <p>Total Users for Year</p> <table border="1"> <thead> <tr> <th></th> <th>In Museum Users</th> <th>Outreach</th> <th>Remote</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>EFDM</td> <td>16498</td> <td>1063</td> <td>369655</td> <td>387216</td> </tr> <tr> <td>Lowewood</td> <td>6191</td> <td>519</td> <td>72302</td> <td>79012</td> </tr> <tr> <td>Joint work</td> <td></td> <td>4760</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>22689</td> <td>6342</td> <td>441957</td> <td>466228</td> </tr> </tbody> </table>				In Museum Users	Outreach	Remote	Total	EFDM	16498	1063	369655	387216	Lowewood	6191	519	72302	79012	Joint work		4760			Total	22689	6342	441957	466228
	In Museum Users	Outreach	Remote	Total																								
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Joint work		4760																										
Total	22689	6342	441957	466228																								

Formula	$Y - X = Z$ $(Z/Y) \times 100$ <p>Where: X = Attendance numbers in the previous year Y = Attendance numbers in the current year Z = difference</p>		
Good performance	High	Return Format	Percentage
Cumulative	Yes	Decimal Places	Two
Worked example	<p>Where:</p> <p>Attendees for year 2 = 100</p> <p>Attendees for year 1 = 90</p> <p>$100 - 90 = 10$</p> <p>Increase = $\frac{10}{100} = (0.1 \times 100) = 10\%$</p>		

Key Performance Indicator Definition

Reference	M2.2.1		
Title	Number of new residential properties built or acquired by the Council		
Collection Interval	Annually	Data Source	Epping Forest District Council consultants
		Indicator Source	Housing Development Strategy Housing Strategy 2017 – 2022 Corporate Plan 2018 - 2023
Definition	<p>Rationale: to increase the level of Council housing in the district. To make better use of the Council’s land to provide affordable housing. This measure will lead to the benefit; B2.2.1 Increased number of houses available.</p> <p>Definition:</p> <p>Affordable housing: social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market.</p> <p>Target: The Council housebuilding programme target for 2018/19 is 85 new affordable properties built or acquired in the district.</p>		

Formula	Development/acquisition of 85 properties through the Council housebuilding scheme. The current baseline pre-2018/19 is 0 properties.		
Good performance	High	Return Format	Number
Cumulative	Yes	Decimal Places	Zero
Worked example	No of properties built/acquired during the year = 85 properties.		