

## Epping Forest District Council

WELFARE REFORM MITIGATION ACTION PLAN  
January 2013

| No  | Objective   | Action   | Responsibility<br>(& Add. Costs) | Timescale | Progress Report<br>(as at 1 <sup>st</sup> January 2013)   |
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| <b>Strategic</b>  |   |  |                                  |           |   |
| <i>To ensure that a strategic and corporate approach is taken to mitigate the effects of welfare reform, including good data management</i> |   |  |                                  |           |   |
| 1   | Ensure that members and senior officers are aware of the Welfare Reforms and their impacts and implications                       | (a) Present the CIH Report on the Impact and Implications of the Welfare Reforms on Epping Forest to members and senior officers   | Director of Housing              | Sept 2012 | <b>Achieved</b> – September 2012<br><br>A presentation was given by representatives of CIH to members and senior officers                           |
| 2   |   | (b) Webcast the CIH Report and Presentation and provide all members and officers with a link to view the Presentation Webcast  | Director of Housing              | Sep 2012  | <b>Achieved</b> – October 2012<br><br>The presentation was webcast and all members were advised of the link to the webcast in the Council Bulletin, |
| 3   | Ensure that the Council prepares and plans for the effects of the welfare reforms in a corporate, effective and co-ordinated way. | (a) Establish a Welfare Reform Mitigation Project Team, chaired by the Director of Housing and comprising officers from Housing and Housing Benefits, to plan and oversee the delivery of the Council's response | Director of Housing              | Sept 2012 | <b>Achieved</b> – September 2012<br><br>The Project Team is chaired by the Director of Housing and comprises officers from Housing and Benefits     |
| 4   |   | (b) Formulate a Welfare Reform Mitigation Action Plan for adoption by the Cabinet and formally monitor progress on a bi-monthly basis  | Director of Housing              | Oct 2012  | <b>Achieved</b> – October 2012<br><br>The Mitigation Action Plan was adopted by the Cabinet at its meeting on 22 <sup>nd</sup> October 2012.        |

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| 5 | Update and refine the CIH's assessments of the effects of the Welfare Reforms | (a) Match EFDC property and tenant data to identify individual tenants to be affected by the bedroom tax.   | Assistant Director (Benefits) | Oct 2012 | <p><b>Achieved</b> – October 2012</p> <p>The Benefits Division has identified that, as at January 2013, there are 392 under-occupying Council tenants affected by the Bedroom Tax (296 under-occupying by 1 bedroom and 96 by 2 bedrooms). In addition, 141 housing association tenants are under-occupying by 1 bedroom and 29 by 2 bedrooms</p>  |
| 6 |   | (b) Use data from the DWP to identify Epping Forest benefit claimants who will have reduced income as a result of the introduction of the Benefit Cap | Assistant Director (Benefits) | Oct 2012 | <p><b>Achieved</b> – October 2012</p> <p>In December 2012, the Government unexpectedly announced that instead of introducing the Benefit Cap in April 2013 for everyone, it would be introduced in only 4 London Boroughs from this date. It will then be rolled out in all other districts before September 2013</p> <p>The Benefits Division has established that 93 households in the District were affected by the Benefits Cap as follows:</p> <p style="padding-left: 40px;">EFDC tenants – 19<br/> HA tenants – 13<br/> Private tenants - 62</p> <p>The estimated total loss of benefits will be around £6,500 per week (£340,000 per annum).</p> <p>69 households comprise lone parents with children and 24 comprise couples with children.</p> |

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|  |  |  |  |  | <p>The average loss in benefits for these 93 households is as follows:</p> <p>EFDC tenants - £64.21 p/w<br/> HA tenants - £24.24 p/w<br/> Private tenants - £80.08 p/w</p> <p>The highest loss by a household will be around £200 p/w. 18 claimants will lose more than £100 per week. 6 EFDC tenants will lose <u>all</u> their housing benefit.</p> |
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| 7 | Improve the quality of information held about all the occupants of Council properties, in order to improve tenant profiling and identify potential current and future under-occupation | Undertake a further Census of all Council tenants, with data input resourced by 2 temporary members of staff for 6 weeks | Housing Resources Manager<br><br>£5,000 – HRA (Service Enhance. Fund) | June 2013 | <b>In Progress</b> – On 22 <sup>nd</sup> October 2012, the Cabinet agreed to the appointment of 2 temporary staff for 6 weeks to input the Census results, funded from the Service Enhancements Fund. |
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### Information to Residents and Advice Agencies

*To ensure that residents and advice agencies are provided with accurate, useful and timely information, advice and support on the welfare reforms; how they may be personally affected; and action they can take to mitigate the effects*

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| 8 | Advise all current and new Council and private tenants of the main Welfare Reforms and the potential implications | (a) Produce a Special Issue of <i>Housing News</i> - received by all Council tenants - providing general information on the Welfare Reforms, and include relevant information in every issue until at least the end of 2013/14 | Principal Housing Officer (Information & Strategy) | Special Issue - Jan 2013 / Ongoing to Mar 2014 | <p><b>No longer required</b> – The Project Team has concluded that a Special Issue is not necessary and a better communication strategy is to include welfare reform information in every standard issue.</p> <p><b>Further Action</b> - The PHO (Info/Strategy) will provide a link from the Housing pages to the relevant Benefits pages of the EFDC website</p> |
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| 9  |  | (b) Produce a leaflet on the main Welfare Reforms and the potential implications to Council tenants, including direct payments, bedroom tax, increasing non-dependent charges and the need for transactional bank accounts                             | Principal Housing Officer (Information & Strategy)   | Jan 2013                        | <b>No longer required</b> – The Project Team has agreed that the leaflet produced by the National Housing Fed. is good and should be used.  |
| 10 |  | (c) Provide the Council's Welfare Reforms leaflet to all new tenants with their tenancy offers   | Housing Options Manager  | From Jan 2013                   | <b>Achieved</b> – A copy of the National Housing Federation leaflet is now included with all tenancy offers, and information is also included within the tenancy offer itself.  |
| 11 |  | (d) Include discussions on budget planning and debt concerns as part of the existing system of new tenant visits undertaken by Housing Management Officers   | Area Housing Managers (North/South)  | From April 2013                 | <b>Not yet required</b>   |
| 12 |  | (e) Assess the range of "Personal Welfare Reform Calculators" on the market and purchase the most appropriate application for Housing Management Officers and Benefit Officers to use in order to advise claimants of the potential financial effects. | Assistant Director (Benefits)<br><br>Area Housing Managers (North/South)<br><br>£3,000 – HRA (Service Enhance. Fund) | <del>Dec 2012</del><br>Jan 2013 | <b>In Progress</b> – Essex Benefits Officers have assessed a range of personal calculators and agreed to jointly purchase the "Entitled to" calculator - a web-based system that claimants and officers can use to assess the affects on benefits, including the effects of the Local Council Tax Support Scheme. A purchase order has been issued.<br><br>The system will be placed on EFDC's website, with users signposted to it.<br><br>When the system is available, the Assistant Director (Benefits) will arrange a demonstration for appropriate Housing staff. |

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|    |  |   |  |          | The Area Housing Managers will consider whether it would be useful for housing officers to have a mobile tablet that can be used on visits.   |
| 13 | Ensure that all advice agencies are fully aware of the Welfare Reforms, the Council's response and identify potential increased partnership arrangements | Meet with all CAB Managers (and where possible their advisers), Epping Forest Housing Aid and NACRO Housing to explain the Welfare Reforms, the Council's response and who to contact | Assistant Director of Housing (Operations) | Jan 2013 | <b>Achieved</b> – Senior Benefit Officers met with all CAB Advisors in Summer 2012 to explain the reforms. The Asst Director of Housing (Operations) and the Housing Options Manager have met with CAB Managers, EFHAS and NACRO to advise them of the Council's response.  |
| 14 | Provide targeted information to Council and private tenants known to be affected by the Welfare Reforms  | (a) Write to all benefit claimants assessed as losing income as a result of the introduction of the Benefit Cap to advise them of the assessed loss                                   | Assistant Director (Benefits)              | Oct 2012 | <p><b>Achieved</b> - The Benefits Division has written to all the households affected, advising them of the amount of loss.</p> <p>The Benefits Division has also provided Housing with a list of the EFDC tenants. The Area Housing Managers have written to all 19 EFDC tenants affected, offering for their Housing Management Officer to visit them at home and provide advice to mitigate the effects, as well as information on the effects of the Council's proposed new Local Council Tax Support Scheme on them. However, not one tenant has requested a visit.</p> <p>Housing Management Officers will now "cold visit" on these 19 tenants to provide the advice, all of whom will have children and are likely to be at home.</p> |

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| 15 |  | (b) Produce and send a leaflet to all Council tenants in receipt of housing benefit, explaining the action required by them on the introduction of direct payments to tenants   | Principal Housing Officer (Information & Strategy) | July 2013 | <b>Not yet required</b>   |
| 16 |  | (c) Write to all housing applicants of working-age on the Housing Register who have a housing need of 2 or more bedrooms as assessed by the current Housing Allocations Scheme, but a lower property size requirement under the Local Housing Allowance, advising them that:<br><br>(i) if they are offered Council accommodation for their assessed property size need and are in receipt of housing benefit, their benefit will be reduced as a result of the "bedroom tax" from April 2013; and<br><br>(ii) they therefore bid on smaller sized properties | Housing Options Manager                            | Nov 2012  | <b>Achieved</b> – The Housing Options Team are enclosing letters on the potential effects of the welfare reforms with all new tenancy officers.<br><br>The Asst. Housing Options Manager (Allocations) will be arranging for similar information to be provided on the Log-In page of the HomeOption (Choice Based Lettings) website. |

### Reducing Under-occupation

*To minimise the under-occupation of Council properties by working-age Council tenants in receipt of housing benefit, and to endeavour to assist under-occupying Council tenants to move to smaller accommodation if they wish*

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| 17 | Minimise the number of Council tenants who under-occupy their Council property | (a) Update the Council's Housing Service Strategy on Under-occupation to include the Council's responses to the implications of the "bedroom tax" | Assistant Director of Housing (Operations) | Jan 2013 | <b>In Progress</b> – It is anticipated that the updated Service Strategy will be reported to the January meeting of the Housing Scrutiny Panel for consideration. |
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| 18 |  | (b) Appoint to the newly created post of Housing Under-Occupation Officer to deliver the Council's updated Housing Service Strategy on Under-occupation   | Housing Manager (Older People's Services) | <del>Jan 2013</del><br>Apr 2013 | <p><b>In Progress</b> – The new post has only recently been job evaluated (Nov. 2012), which was delayed for a period of time due to the withdrawal of support for the JE Scheme by the union representatives.</p> <p>The post is currently being advertised.</p>   |
| 19 | Identify Council tenants and housing association tenants assessed as being affected by the "bedroom tax" | <p>Housing Benefits staff undertake a data-matching exercise and provide:</p> <p>(a) The Housing Service with a list of Council tenants affected; and</p> <p>(b) Housing associations with a list of their tenants affected</p> | Assistant Director (Benefits)             | Oct 2012                        | <p><b>Achieved</b> – October 2012</p> <p>The Benefits Division has provided the Housing Directorate with a list of Council tenants affected by the "bedroom tax".</p> <p>The Benefits Division is also advising housing associations of their tenants affected, where housing associations have provided the required information.</p> <p>The Benefits Division wrote to all housing association tenants affected by the bedroom tax" on 5<sup>th</sup> November 2012, advising them of the potential loss on housing benefit</p> |
| 20 | Advise and discuss with Council tenants the options available to them in response to the "bedroom tax"   | (a) Write to all Council tenants assessed as being affected by the "bedroom tax", explaining the position and advising that a Housing Management Officer will visit to discuss options  | Area Housing Managers (North & South)     | Nov 2012                        | <p><b>Achieved</b> – A letter was sent by Housing to all affected tenants in November 2012.</p>   |

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| 21 |  | (b) Produce a leaflet explaining the effects of under-occupation for tenants in receipt of housing benefit / universal credit, the options available and support provided by the Council | Principal Housing Officer (Strategy & Information) | Dec 2012 | <b>No longer required</b> – The Project Team has agreed that the leaflet produced by the National Housing Fed. is good and should be used.   |
| 22 |  | (c) Arrange for all Housing Management Officers to visit tenants affected by the “bedroom tax” to advise them of the options available   | Area Housing Managers (North & South)              | Feb 2013 | <p><b>In Progress</b> – The letter referred to in (20) above requested tenants to contact their Housing Management Officer to arrange a visit in their own home, or at the office if they prefer.</p> <p>The Area Housing Managers have briefed all visiting staff, and have prioritised visits to those under-occupying tenants in arrears.</p> <p>As at 16.1.13, 129 out of a possible 389 visits (33%) had been undertaken to all EFDC tenants affected by the “bedroom tax”. This includes everyone who responded to the original letter, plus others from follow-up contact from Housing staff. Some further visits are scheduled for the next couple of weeks.</p> <p>Area Housing Managers will write a follow-up letter to all non-responding tenants, around 1-2 weeks after the Benefits Division write to Council Tax Benefit claimants about the changes to their entitlement, urging them to arrange a visit from their Housing Management Officer.</p> |



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| 23 | Ensure that new Council and housing association tenants are offered properties that meet the bedroom requirements of the Local Housing Allowance, to ensure that no "bedroom tax" arises on initial letting | When the Council's Housing Allocation Scheme is reviewed and revised, include provision within the Scheme to ensure that the size of Council properties offered to housing applicants meets the Local Housing Allowance requirements                                     | Assistant Director of Housing (Operations) | <del>March 2013</del><br>April 2013 | <p><b>In Progress</b> – A new Housing Allocations Scheme has been considered by the Housing Scrutiny Panel at a special meeting held on 17<sup>th</sup> Dec. 2012, who has recommended its adoption to the Cabinet on 15 April 2012, subject to the outcome of a consultation exercise. It is proposed that the new Allocations Scheme be adopted from 1<sup>st</sup> July 2013, and proposes:</p> <p>(a) A change to the size of Council properties offered to housing applicants, in order to meet the Local Housing Allowance requirements;</p> <p>(b) That no penalties be applied for downsizing tenants who refuse an offer of accommodation for which they have expressed an interest; and</p> <p>(c) A reduction in the age limit for bungalows, from 60 to 50 years of age.</p> |
| 24 | Encourage under-occupying working age tenants to move to smaller accommodation  | (a) Continue to ensure that under-occupying tenants are kept in the highest priority band when the Housing Allocations Scheme is reviewed and revised, and that the criteria for assessing their under-occupation is line with the Local Housing Allowance requirements. | Assistant Director of Housing (Operations) | <del>March 2013</del><br>April 2013 | <p><b>In Progress</b> – The new Housing Allocations Scheme proposes to continue to give the highest priority to under-occupying housing applicants.</p>  |

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| 25 |   | (b) Double the budget in 2013/14 for providing tenants with a financial incentive if they downsize to smaller accommodation from £22,000 p/a to £44,000 p/a                       | Housing Resources Manager<br><br>£22,000 – HRA (Service Enhance. Fund) | <del>Nov 2012</del><br>Jan 2013 | <b>In Progress</b> – Within the report to the Housing Scrutiny Panel on 28 <sup>th</sup> January 2012 on the proposed use of the Housing Improvements and Service Enhancements Fund for 2013/14, it is recommended that the budget for financial incentives for downsizing is doubled.   |
| 26 | Assess the no. of 1 and 2 bedroom properties required for current and future under-occupying tenants who wish to downsize | Survey under-occupying tenants about their re-housing intentions when Housing Management Officers visit them to discuss options and record the no. of smaller properties required | Area Housing Managers (North & South)                                  | Feb 2013                        | <p><b>In Progress</b> – The checklist devised for Housing Management Officers to follow when visiting tenants includes a provision to ask tenants about re-housing intentions and to discuss options. A record is being kept on the overall no. of smaller properties required as a result of tenants seeking to downsize.</p> <p>As at 1.1.13, of those visited to date:</p> <ul style="list-style-type: none"> <li>(a) 19% of tenants had expressed an interest in downsizing</li> <li>(b) 70% wanting to downsize would be seeking 1 bed accomm.</li> <li>(c) 30% wanting to downsize would be seeking 2 bed accomm.</li> <li>(d) No tenants had expressed an interest in taking in a lodger.</li> </ul> <p>The Housing Options Team report a very limited increase in the no. of housing applications from existing tenants wishing to downsize.</p> |

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|    |   |  |                             |                       | The Area Housing Manager (North) will write to those under-occupying tenants who, on visits, expressed an intention to downsize but have not yet registered for a transfer, reminding them to do so. |
| 27 | Seek to ensure an adequate provision of 1 and 2 bedroom properties within new affordable housing developments | (a) Seek to negotiate with developers and housing associations sufficient numbers of 1 and 2 bedroom properties within new affordable housing developments to meet the demands of down-sizing Council and housing association tenants. | Housing Development Officer | Ongoing to March 2014 | <b>Not yet required</b> – Awaiting the outcome of the visits to under-occupying tenants referred to in (26) above.   |
| 28 |   | (b) Endeavour to include sufficient numbers of 1 and 2 bedroom properties within the Council's Housebuilding Programme as part of Development Appraisals to meet the demands of down-sizing Council and housing association tenants.   | Housing Development Officer | Sept 2013             | <b>Not yet required</b>  |

### Reshaping Service Delivery

*To change services, or introduce new services, to assist the Council and residents to mitigate the effects of the welfare reforms*

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| 29 | Minimise tenants' debts and the financial loss to the Council from the introduction of direct payments of Housing Benefit and Universal Credit to Council tenants | (a) Advise Housing Management and Housing Options staff of the Welfare Reform Act's definition of "vulnerable people" | Area Housing Managers (North/South) | July 2013 | <b>Not yet required</b> |
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| 30 |  | <p>(b) Undertake an exercise by Housing Management staff to identify working age tenants classed as potentially "vulnerable" under the Act and;</p> <p>(i) Visit vulnerable working age tenants to explain the Welfare Reforms and their effects; and</p> <p>(ii) Seek their written agreement to having their Housing Benefit / Universal Credit paid direct to the Council</p> | Area Housing Managers (North/South)                     | Sept 2013 | <b>Not yet required</b> |
| 31 |  | <p>(c) Introduce a procedure for Housing Options staff to identify vulnerable housing applicants prior to lettings and to seek their written agreement to having their Housing Benefit / Universal Credit paid direct to the Council on tenancy sign-up</p>  | Housing Options Manager                                 | Sept 2013 | <b>Not yet required</b> |
| 32 |  | <p>(d) Introduce a procedure to maximise the use of the discretionary power within the Local Housing Allowance changes allowing Housing Benefit Teams to pay the LHA direct to private landlords and the Council's Housing Service where this would help to secure or retain a letting</p>   | Assistant Director (Benefits) / Housing Options Manager | Sept 2013 | <b>Not yet required</b> |

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| 33 | Assist Council tenants to prepare for the introduction of Universal Credit   | (a) When visiting vulnerable working age Council tenants, offer assistance to those without transactional bank accounts to open accounts in preparation for Universal Credit  | Area Housing Managers (North/South)  | Aug 2013                        | <b>Not yet required</b>   |
| 34 |  | (b) Prepare for the automatic credit of housing benefit to tenants of pensionable age from Pension Credit   | Asst. Director (Benefits) / Housing Res. Manager   | Sept 2013                       | <b>Not yet required</b>   |
| 35 | Support the introduction and operation of the Home2Home Furniture Recycling Scheme in Epping Forest  | (a) Provide a grant of £20,000 from the General Fund and £10,000 from the HRA when there is surety and sufficient evidence that the Scheme will become operational and sustainable  | Director of Housing / Policy Officer<br><br><i>£10,000 – HRA<br/>£20,000 – G/F<br/>(both already allocated)</i>  | March 2013                      | <b>In Progress</b> – The Cabinet agreed to the provision of the HRA and General Fund grants in Spring 2012.<br><br>The Scheme, now called Epping Forest Re-use, is working in partnership with the Lighthouse Furniture Project, which is close to leasing a warehouse in Epping. The Scheme is due to be launched in Feb 2012, after which a request to release the grant is expected. |
| 36 |  | (b) Housing Options Manager to provide support and advice to the Scheme, including attendance at support meetings   | Housing Options Manager  | From Jan 2013                   | <b>Achieved</b> – The Homeless Persons Hostel Manager has been nominated as Housing's representative at support meetings.   |
| 37 | Provide a facility for local residents to obtain independent general and financial advice on mitigating the effects of the Welfare Reforms, including the new Council Tax Support Scheme | Discuss with Epping Forest CAB the possible of 2 temporary paid Advisors for 18 months, funded jointly from the Council's HRA (90%) and General Fund (10%) as an addition to the existing SLA, and recommend to Cabinet if supported by the CAB | Asst. Director of Housing (Operations)<br><br><i>£67,500 – HRA (Service Enhance. Fund)<br/>£7,500 – GF (DDF)</i> | <del>Nov 2012</del><br>Jan 2013 | <b>In Progress</b> – The Asst. Director of Housing (Operations) attended a meeting between the CAB Managers, the Leisure & Wellbeing Portfolio Holder and EFDC's Policy Officer in Nov. 2012 to discuss the SLA between EFDC and the CAB for 2013/14.   |

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|  |  |  |  |  | <p>The proposal was discussed and was welcomed by the CAB in principle. The CAB have provided a formal proposal (including a proposal that an advisor attends the Limes Centre at least one half day each week) and the estimated costs, which are under discussion with the Asst. Director of Housing (Operations).</p> <p>A report on the outcome of the discussions will be considered by the Cabinet at its meeting on 4<sup>th</sup> February 2013.</p> |
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### Minimising Homelessness

*To minimise the numbers of households who become homeless as a result of the welfare reforms and to assist such households to minimise the resultant effects*

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| 38 | Provide sufficient staff resources to respond to the anticipated increased numbers of homelessness applications | Recommend to Cabinet that part of the unallocated homelessness funding from the CLG for 2013/14-2014/15 is used to appoint 1 FTE additional Homelessness/Prevention Officer on a temporary basis for 2 years | Assistant Director of Housing (Operations)<br><br>£28,500 (CLG Funding) | Dec 2012                        | <p><b>Achieved</b> – At its meeting on 3<sup>rd</sup> December 2012, the Cabinet agreed that part of the CLG’s funding for homelessness prevention for 2013/14-2014/15 should be used to appoint an additional Homelessness Prevention Officer.</p> <p>The post will be operational from 1<sup>st</sup> April 2013, and will be advertised in January 2013.</p> |
| 39 | Increase the availability of accommodation for homeless applicants  | (a) Recommend to Cabinet the adoption of a policy to place homeless families with less than 3 years residence in the District in suitable private rented accommodation                                       | Assistant Director of Housing (Operations)                              | <del>Jan 2013</del><br>Apr 2013 | <p><b>In Progress</b> - The draft new Housing Allocations Scheme, recommended by the Housing Scrutiny Panel for adoption by the Cabinet in April 2013, includes a</p>   |

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|    |   |   |   |                                 | proposal that homeless families with less than 3 years residence in the District should be placed in suitable private rented accommodation if possible.   |
| 40 |   | (b) Work with the Council's Preferred Housing Association Partners to secure and provide private rented housing as part of the non-affordable housing provision on new developments or through acquisition from the open market | Director of Housing                                     | From Jan 2013                   | <p><b>Limited Progress</b> – Informal discussions have been held with Willmott Dixon (private developer/contractor) who has expressed an interest in working with one of the Council's Preferred Housing Association Partners to develop new private rented housing.</p> <p>Willmott Dixon intends to contact the Council's Preferred Housing Association Partners to assess their interest.</p> <p>This issue will be discussed further with all the Preferred Housing Association Partners at the next meeting of the Epping Forest Strategic Housing Partnership to be held on 22<sup>nd</sup> January 2013.</p> |
| 41 | Target the increased CLG funding provided for Discretionary Housing Payments (DHPs) to private tenants in the most need, and with the greatest chance of using DHPs to prevent homelessness | Housing Benefits and Housing Options staff to jointly formulate a targeted Discretionary Housing Payment Scheme for adoption by the Cabinet   | Housing Options Manager / Assistant Director (Benefits) | <del>Feb 2013</del><br>Mar 2013 | <p><b>In Progress</b> – Draft guidance on the new approach to DHPs has been received from the DWP.</p> <p>The Benefits Division intends to formulate a policy of EFDC's revised approach by April 2013. Appropriate representatives from Housing will be invited to attend DHP Panel meetings to discuss individual cases.</p>  |

## Council's Financial Management

*To identify and minimise the financial cost and effects of the welfare reforms on the Council as an organisation, and to ensure that appropriate budget provision for the additional costs are made within the HRA Financial Plan*

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| 42 | Adjust performance indicator targets to reflect the effect of the Welfare Reforms | (a) Reduce the KPI for rent collection rate from 98.80% to 96.75% from 2013/14  | Director of Housing   | Mar 2013                           | <b>Not yet required</b> |
| 43 |   | (b) Increase the Management PI for rent arrears from 1.60% to 2.75% from 2013/14  | Principal Housing Officer (Info / Strategy)                               | Mar 2013                           | <b>Not yet required</b> |
| 44 |   | (c) Increase rent arrears targets for individual Housing Management Officers by 60% from 2013/14  | Area Housing Managers (North & South)                                     | Mar 2013                           | <b>Not yet required</b> |
| 45 |   | (d) Increase the KPI for the no. of homeless households in temporary accommodation in 2013/14, based on Quarter 3 data  | Director of Housing   | Mar 2013                           | <b>Not yet required</b> |
| 46 | Promote efficient payment methods for Council tenants receiving direct payments   | (a) Recommend to Cabinet a Direct Debit Marketing Campaign for all Council tenants, providing an appropriate financial incentive for tenants who pay by direct debit for one year without any missed payments | Housing Resources Manager<br><i>£10,000 – HRA (Service Enhance. Fund)</i> | June 2012 (Effect. from Sept 2013) | <b>Not yet required</b> |
| 47 |   | (b) Introduce a procedure to identify and seek third party payments from the DWP for:<br><br>(i) Tenants in rent arrears of 4 weeks or more; and  | Area Housing Managers (North & South)                                     | Aug 2013                           | <b>Not yet required</b> |



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|    |  | (ii) All licensees of the Council's Homeless Persons Hostel  | Housing Options Manager  |  |  |
| 48 |  | (c) Join the CIH Direct Payment Learning Network to learn from the experiences of the national Direct Payments Demonstration Pilots  | Area Housing Managers (North & South)  | From Oct 2012                              | <b>Achieved</b> – The Council joined the Network in November 2012, and has already obtained useful information on the national Direct Payments Demonstration Projects.   |
| 49 | Ensure the provision of adequate staffing to minimise Council rent arrears, as a result of direct payments and other Welfare Reforms | <p>Recommend to Cabinet:</p> <p>(a) The immediate appointment of 2 additional Housing Management Officers to help minimise the level of increased rent arrears; and</p> <p>(b) That Housing Management staffing levels be reviewed during 2013/14 in the light of the actual level of rent arrears</p> | <p>Director of Housing</p> <p>£57,000 p/a – HRA (Service Enhance. Fund)</p>  | <p>Oct 2012</p> <p>Oct 2013</p>            | <p><b>Achieved</b> – At its meeting on 22<sup>nd</sup> October 2012, the Cabinet agreed the appointment of 2 additional Housing Management Officers with immediate effect. Appointments have been made commencement dates are awaited..</p> <p>The Cabinet also agreed that Housing Management staffing levels should be reviewed during 2013/14 in the light of the actual level of rent arrears.</p> |
| 50 | Make appropriate budget provision to fund the costs of the Welfare Reforms   | (a) Increase the budget provision for the increased use of bed and breakfast accommodation   | <p>Housing Options Manager</p> <p>£5,000 – GF(DDF)</p>                       | Nov 2012                                   | <b>No longer required</b> – Following discussions between Housing and Finance officers, it has been agreed to retain the same budget provision, accepting that the actual costs may be in excess of the budget.  |
| 51 |  | (b) Increase the budget for Council rent transactions by £50,000 p/a   | <p>Housing Resources Manager</p> <p>£50,000 p/a – HRA (Collection costs)</p> | <p><del>Nov 2012</del></p> <p>Jan 2013</p> | <b>In Progress</b> – Increased provision is being included within the Draft HRA Budget 2013/14, although not as much as £50,000, since the 2013/14 cost will be less, due to direct payments not being commenced (and even then only on  |

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|    |  |   |                           |                                 | a phased basis) until half way through the year (1 <sup>st</sup> October 2013).   |
| 52 |  | (c) Increase the annual budget provision for bad debts within the HRA by £93,000 (£632,000 to £725,000) | Housing Resources Manager | <del>Nov 2012</del><br>Jan 2013 | <p><b>In Progress</b> – The updated HRA Financial Plan was considered by the Housing Scrutiny Panel in October 2012 and included increased annual provision for bad debts from 0.39% to 1% from 2013/14 onwards.</p> <p>Appropriate provision is being included within the Draft HRA Budget 2013/14. However, the 2013/14 provision is likely to be less than 1%, due to direct payments not being commenced until 1<sup>st</sup> October 2013).</p> <p>The first report from the Government's "demonstration projects", comprising 6,220 tenants of 6 social landlords has been published. In the first four months of the demonstration projects, rent collection rates reduced to an average of 92% (ranging between 88% and 97%), with rent arrears <b>double</b> the normal amounts.</p> <p>Around 5% of tenants had switched back to the automatic payment of housing benefit to the landlords for various reasons.</p> |

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| 53 |  | (d) Report to the Housing Scrutiny Panel on the required additional resources required from the HRA's Service Enhancement and Improvement Fund to meet the cost of new HRA services identified within the Welfare Reform Mitigation Action Plan | Director of Housing | Jan 2013 | <b>Not yet required</b>   |
| 54 |  | (e) Report to the Finance and Performance Management Cabinet Committee on the DDF funding required to meet the cost of new General Fund services identified within the Welfare Reform Mitigation Action Plan                                    | Director of Housing | Nov 2012 | <b>No longer required</b> – Since there are no costs to the General Fund. |

### Staff Training and Communication

*To ensure that all relevant staff are aware of the welfare reforms, the effects on residents, the Council's response to the reforms and ways that residents can mitigate the effects on themselves*

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| 55 | Provide information to all Housing staff on the main elements and implications of the Welfare Reforms   | Provide timely information within the <i>In-House</i> , the Housing Directorate's staff newsletter   | Principal Housing Officer (Information & Strategy)                     | Ongoing to Dec 2013 | <b>In Progress</b> – Information was included in the October issue of "In House" received by all Housing staff and the October issue of "Housing News", also received by all staff.  |
| 56 | Ensure that Housing and Housing Benefits staff affected by the Welfare Reforms are briefed on the detail of the Welfare Reforms, the Council's response and the provision of appropriate advice | (a) Attend Housing Management, Housing Options and Housing Benefits Team Meetings to explain the detail of the Welfare Reforms, the Council's response and the provision of appropriate advice | Assistant Director of Housing (Operations) / Asst. Director (Benefits) | Jan 2013            | <b>In Progress</b> – All Housing Management staff have been fully briefed on issues related to the Bedroom Tax.<br><br>Further briefings on issues relating to the Benefit Cap and the Local Council Tax Support Scheme will be given at the next Area Housing Office Team Meetings. |

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| 57  |  | (b) Arrange for key managers and staff to attend training courses on the Welfare Reforms to ensure they are up to date with developments and emerging good practice  | Director of Housing   | Ongoing to Dec 2013 | <b>In progress</b> – Key managers are attending relevant training courses |
| 58  |  | (c) Ensure Housing Management and Housing Benefits staff are aware of all the circumstances in which benefit can be paid direct to the landlord (ref: Table 16.2 of the Shelter/CIH Guide to Housing and Council Tax Benefit 2012/13 and DWP Housing & Council Tax Benefit Circular A9/2009) | Asst. Director (Benefits) / Area Housing Managers (North and South) | July 2013           | <b>Not yet required</b>   |
| <b>Total additional resources required to meet the additional costs of the welfare reforms and implement the Council's response</b> |  | <b>Housing Revenue Account</b>   | <b>One-off - £85,500</b>  |                     |   |
|   |  |  | <b>Ongoing - £129,000 p/a</b>                                       |                     |   |
|   |  | <b>General Fund</b>  | <b>One-off - £7,500</b>   |                     |   |
|   |  |  | <b>Ongoing - £5,000 p/a</b>   |                     |   |