

Cabinet Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ
Wednesday, 14 March 2018 at 18:00**

The Cabinet deals with the implementation of all Council services, putting into effect the policies agreed by Full Council and making recommendations to Full Council on policy issues and the budget.

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COLCHESTER BOROUGH COUNCIL
Cabinet
Wednesday, 14 March 2018 at 18:00

The Cabinet Members are:

Leader and Chairman Councillor Paul Smith (Liberal Democrats)
 Councillor Tina Bourne (Labour)
 Councillor Mark Cory (Liberal Democrats)
 Councillor Annie Feltham (Liberal Democrats)
 Councillor Mike Lilley (Labour)
 Councillor Beverley Oxford (The Highwoods Group)
 Councillor Jessica Scott-Boutell (Liberal Democrats)
 Councillor Tim Young (Labour)

AGENDA
THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING
(Part A - open to the public)

Please note that Agenda items 1 to 5 are normally dealt with briefly.

1 Welcome and Announcements

The Chairman will welcome members of the public and Councillors and remind everyone to use microphones at all times when they are speaking. The Chairman will also explain action in the event of an emergency, mobile phones switched to silent, audio-recording of the meeting. Councillors who are members of the committee will introduce themselves.

2 Urgent Items

The Chairman will announce if there is any item not on the published agenda which will be considered because it is urgent and will explain the reason for the urgency.

3 Declarations of Interest

Councillors will be asked to say if there are any items on the agenda about which they have a disclosable pecuniary interest which would prevent them from participating in any discussion of the item or participating in any vote upon the item, or any other pecuniary interest or non-pecuniary interest.

4 Minutes of Previous Meeting

The Cabinet will be invited to confirm that the minutes are a correct record of the meeting held on 31 January 2018.

31-01-18 - public version

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5 Have Your Say!

The Chairman will invite members of the public to indicate if they wish to speak or present a petition on any item included on the agenda or any other matter relating to the terms of reference of the meeting. Please indicate your wish to speak at this point if your name has not been noted by Council staff.

6 Decisions Reviewed by the Scrutiny Panel

The Councillors will consider the outcome of a review of a decision by the Scrutiny Panel under the call-in procedure. At the time of the publication of this agenda, there were none.

7 Housing and Communities

7(i) Colchester's Housing Strategy 2015 -2020 - update for 2016-17 23 - 122

Cabinet is invited to note the progress of achieving the ambitions set out in Colchester's Housing Strategy 2015-2020.

7(ii) Request for Delegated Authority to Agree the Award of a Contract 123 - 126

Cabinet is invited to delegate the responsibility for agreeing the contract awards for replacement heating systems and kitchens across the borough to the Portfolio Holder for Housing and Communities

8 Commercial Services

8(i) Northern Gateway Sports Hub - Procurement Strategy 127 - 132

Cabinet will consider a report that sets out the options that are available to the Council for procuring a contractor to deliver the construction of the sports hub at Northern Gateway and recommends a procurement approach

8(ii) Housing Company - Financing Arrangements 133 - 136

Cabinet will consider a report containing a summary of the arrangements for Colchester Amphora Homes Ltd (CAHL) and specifically proposes that it is delegated to the Portfolio Holder for Resources to set out and agree detailed funding arrangements between the Council and CAHL.

9 Resources

- 9(i) **Risk Based Verification** 137 -
156
Cabinet will consider a report detailing Colchester Borough Council's policies for administering risk based verification for housing benefit and local council tax support new claims.

10 General

- 10(i) **Progress of Responses to the Public** 157 -
160
Cabinet will note the details of responses to public speakers at Cabinet and Council meetings.

11 Exclusion of the Public (Cabinet)

In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

Part B **(not open to the public including the press)**

12 Minutes (Part B)

Cabinet will consider whether to confirm the not for publication extract of the minutes of the meeting held on 31 January 2018 as a correct record.

CABINET

31 January 2018

Present: - Councillor Smith (Chairman)
Councillors Bourne, Cory, Feltham, Lilley, B. Oxford, J.
Scott-Boutell and T. Young

Also in attendance: - Councillors Barber, Flores, Hazell, Higgins, Jarvis,
Laws, Willetts

228. Minutes

RESOLVED that the minutes of the meeting held on 22 November 2017 be confirmed as a correct record.

229. Have Your Say

Mr Orton addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) about the town centre. He expressed his concern about a number of issues including that the traffic lights at the bottom of Queen Street were still not operational, which was dangerous and unacceptable. He also drew attention to other problems such as the condition of a lift, the safety of underpasses and cleanliness issues. Neither the local Member of Parliament nor Essex County Council would take responsibility for these issues. He did not believe that it would cost a lot to tackle these issues but that someone needed to take responsibility. Residents were being let down and needed to see action being taken.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, thanked Mr Orton for his comments and highlighted that highways issues were a matter for Essex County Council. Councillor Lilley, Portfolio Holder for Public Safety and Licensing, explained that he spoke regularly to Mr Orton. The Council was dealing with the concerns he had raised previously. The way that the Zones Teams allocated tasks was being changed to make them more responsive and to make it easier for the public to raise issues.

Emily Reddie addressed Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). She had recently written to the Prime Minister about issues of modern slavery and homelessness and read her letter to the Cabinet. This explained how vulnerable people were exploited and enslaved, and her concerns about the difficulties rough sleepers faced in securing shelter.

Councillor Smith thanked Emily for her comments and explained that he was proud that Colchester had taken more refugees than other authorities in Essex combined, and also paid the living wage. Councillor Bourne, Portfolio Holder for Housing and Communities, explained how the public sector dealt with these issues through sharing information and

partnership working. The Council was concerned by both rough sleeping and homelessness and worked closely with charitable organisations. For example, it provided funding to the Night Shelter to meet the costs of those who were unable to pay the modest nightly fee. Councillor Lilley, Portfolio Holder for Licensing and Public Safety acknowledged that slavery and trafficking issues did occur in Colchester. The Council and other public authorities were working across borders to address the issue.

Nick Chilvers addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to stress the need to raise public awareness of the New Homes Bonus and how it was spent. This should be publicised through newsletters and manifestos. In addition the Council should produce an annual list of the expenditure and publish it in libraries and community centres. He also queried whether Street Services had received its fair share of New Homes Bonus to purchase equipment and sought a reassurance that the budget for the Zones Teams would be protected in the next financial year.

Councillor Cory, Portfolio Holder for Resources, agreed with the suggestion that the Council could do more to publicise and inform the public on the use of New Homes Bonus, particularly in respect of some of the smaller items. Considerable equipment, including a hot jet washer, gum remover and industrial hoover, had been purchased for Street Services. Front line zone services were being protected, although a saving of £90,000 on management costs was being secured through changes in working practices. Councillor Smith highlighted that 20% of New Homes Bonus went to Essex County Council who used it to support their general fund budget and did not provide information on how it was used.

Christopher Lee addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1) to raise his concerns about how information on the Local Plan was presented by Councillors. For example, whilst the Council had stated that no housing would be built south of the A133, the University had permission to build housing south of the A133, and the local Conservative website contained misleading information. How would the Council address the false information that was being given out?

Councillor Smith explained that his position was that he did not believe that there should be housing development south of the A133. This was clear from meetings with residents and the University. The Local Plan was now with the Inspector. Councillor T. Young, Portfolio Holder for Business and Culture, reiterated that he did not support housing south of the A133 and this had been made clear to the University.

230. Strategic Plan 2018-2021

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member together with minute 149 of the Scrutiny Panel meeting of 30 January 2018.

Mike Hardy addressed the Cabinet pursuant to the provisions of Meetings General Procedure Rule 5(1). It was noted that one of the priorities under the “Opportunities” theme was to “Promote Colchester’s heritage and visitor attractions to increase in visitor numbers and to support job creation”. He provided a brief history of the management of the Gosbecks site and the use of Gosbeck’s reserve fund. Concerns had previously been raised about an unexplained overspend and about the use of funds from the reserve for heritage at the

Castle which was not specifically related to the management of the Gosbecks site.

Councillor Hazell attended and with the consent of the Chairman addressed the Cabinet about the Gosbecks site. She explained the original intentions behind the management of the site. Whilst the land management of the site had been good, very little work had been done on the archaeological interpretation of the site, as had been the original intention. For example in 1996 the Council obtained planning permission for portakabins to be used for exhibitions and interpretation, but this had never been progressed. There were only three simple interpretation boards on the site, which were now in a poor state. The full story of the history of the site, which was of national and international importance, was not told. The Gosbecks fund would be exhausted in seven years time and it was essential that a wide ranging look at the future management and funding of the site be undertaken. This would be best achieved by the creation of a Task and Finish Group.

Councillor Laws attended and with the consent of the Chairman addressed the Cabinet. He suggested that the wording of the first point of the Opportunity theme should be amended to read "To promote and enhance Colchester's heritage and visitor attractions..." which would demonstrate the Council's commitment to developing Colchester's heritage further. Also it was incorrect to say that the "Fixing the Link" project had been completed. He urged the Cabinet to be bold on the Growth theme and consider how Colchester should develop up to 2043.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, thanked Councillor Laws for his comments and indicated he accepted his suggested amendment to the "Opportunity" theme. The suggestions from the Scrutiny Panel were also welcomed and accepted. The Strategic Plan set out a bold and exciting vision and he hoped it would be approved and adopted unanimously at Council. The only alternative to the growth it set out was decline and stagnation.

RESOLVED that:-

(a) The Strategic Plan 2018 - 2021 be agreed subject to the inclusion of the suggestions of the Scrutiny Panel and the first sub-paragraph of the Opportunity theme being amended to read:-

"Promote and enhance Colchester borough's heritage and visitor attractions to increase visitor numbers and to support job creation".

(b) Officers be asked to prepare an action plan to achieve its aims and priorities.

RECOMMENDED TO COUNCIL that the Strategic Plan 2018 - 2021 be adopted and included in the Policy Framework.

REASONS

The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme.

This new Strategic Plan addresses the key challenges facing the Borough by describing 20 priorities organised into four key themes: Growth, Responsibility, Opportunity and

Wellbeing.

ALTERNATIVE OPTIONS

The current Strategic Plan expires at the end of the financial year. A new plan is required and needs to be adopted by full Council. The absence of a Strategic Plan would create a significant risk of the Council failing to identify and deliver on its core priorities.

231. Taking Action to Tackle Homelessness

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member.

Councillor Bourne, Portfolio Holder for Housing and Communities introduced the report. The proposals in the report were aimed at tackling homelessness by increasing the supply of permanent housing and temporary accommodation. In particular the aim was to reduce the number of families being housed in bed and breakfast accommodation by providing help and support in different ways and increasing the housing stock. It was explained that right to buy was having a significant impact on the Council's housing stock. The Council was losing approximately 50 properties per year through Right to Buy.

It was proposed to invest £3.63 million to tackle homelessness across the borough. £2.9 million would be used to purchase up to 16 units for use as temporary accommodation. The properties would be owned by the Council and managed by Colchester Borough Homes. A pilot would be introduced to increase the supply of private rented sector accommodation. Process changes would be introduced to the way the Allocations Policy was implemented, and it was proposed that the Council continue to buy former right to buy properties to be used as permanent accommodation.

Councillor Willetts attended and with the consent of the Chairman addressed the Cabinet. It was agreed that homelessness was a serious problem, and it was a paradox that homelessness was growing at the same time as record levels of housing growth were being experienced. A tougher approach needed to be taken to ensure developers provided higher levels of affordable housing, particularly in rural areas. Whilst the proposals were supported, they did not address the fundamental problem as they did not increase the housing stock and did not address the needs of rough sleepers.

Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, responded that government policies prevented enough houses for rent being built and allowed developers to avoid their responsibilities to provide affordable housing. Government policies also prevented Council's building new Council housing. The proposals were sensible and were a good use of New Homes Bonus.

Councillor Bourne, Portfolio Holder for Housing and Communities, stressed that if the government were serious about tackling the problem of homelessness they would allow Council's more freedom such as allowing them to use all their Right to Buy receipts. It was not acceptable to propose lower standards of accommodation for street homeless.

RESOLVED that:-

- (a) Up to 16 homes be purchased to be used as temporary accommodation for homeless households up to a value of £2.9 million.
- (b) The requirement for General Fund prudential borrowing to enable these purchases be noted and be *RECOMMENDED TO COUNCIL* for approval as part of the budget item.
- (c) The use of up to £1 million of Affordable Housing New Homes Bonus income to fund a proportion of the purchase costs of the 16 properties be approved, as set out in the financial implications of the Assistant Director's report.
- (d) Authority be delegated to the Strategic Director Commercial and Place or Assistant Director Policy and Corporate Services, in consultation with the Portfolio Holder for Business and Culture, to negotiate the terms and purchase price of individual properties.
- (e) The use of £100,000 new homes bonus income and £150,000 from the Government's Flexible Homelessness Support Grant to fund a two year pilot scheme to increase the supply of private sector rented accommodation be approved.
- (f) The purchase of, for use as permanent accommodation, former council properties bought under the right to buy offered back to the Council under the "right of first refusal" legislation be continued, where these offer good value for money and are in areas of high housing need.

REASONS

Colchester Borough Council has a legal duty to provide accommodation to people who are homeless, so long as they meet the criteria set out in law, as set out in detail in paragraph 5.1 of the Assistant Director's report.

Whilst the Council and its arms-length management organisation, Colchester Borough Homes, are preventing more people from becoming homeless each year, the number of homeless households in temporary accommodation continues to increase.

The recommended decisions contained in the Assistant Director's report will support the Council and Colchester Borough Homes to prevent homelessness and improve the experience of temporary accommodation for those who are homeless and waiting for permanent housing to become available.

ALTERNATIVE OPTIONS

Not to proceed with the recommended decisions contained within the Assistant Director's report. This could result in households who are homeless being placed in less suitable temporary accommodation (such as bed and breakfast) or in accommodation outside of the Colchester Borough.

Pursue other options. Research was undertaken to look at options to tackle homelessness and improve the experience of temporary accommodation. These options are contained in the background paper to this report. Other options were rejected because they were not cost effective; took too long to deliver; and/or there were too many risks attached to successful delivery.

232. 2018/19 General Fund Revenue Budget, Capital Programme and Medium Term Financial Forecast

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member together with minute 147 of the Scrutiny Panel meeting of 30 January 2018.

Councillor Flores attended and with the consent of the Chairman addressed the Cabinet, about the management of the Gosbecks Reserve Fund. This had been established from £500,000 of section 106 funding. He explained some of the background to an overspend of £60,000 which had only come to light in 2016. In addition he expressed concern about the use of the Gosbecks Reserve for funding other heritage related spending not strictly related to Gosbecks. This was against the spirit of the Gosbecks Reserve and it was suggested that the misspent funds should be transferred back in order to ensure that Gosbecks could be properly maintained.

Councillor Bourne, Portfolio Holder for Housing and Communities, indicated that this was probably too narrow an issue to justify the establishment of a Task and Finish Group but she would meet with the ward councillors and Councillor Laws to discuss the issue in more detail. Councillor Feltham, Portfolio Holder for Commercial Services, indicated that she had had responsibility for Gosbecks at some of the periods in question and was willing to help.

Councillor Barber attended and with the consent of the Chairman addressed the Cabinet. He sought a reassurance about the impact of the efficiency savings on the Zone teams. They provided a valuable service and should be a priority for resources. There could also be scope for parishes to take on some of the work undertaken by the Zone teams. The roll out of the digital strategy had been disappointing so far, and further information about the rollout to rural areas was requested.

Councillor Laws attended and with the consent of the Chairman addressed Cabinet. He noted the allocation of £177,000 for Borough Council elections and suggested that a debate should be held on moving to four yearly whole Council elections. The unallocated expenditure in the heritage reserve should be used to light up the Roam Walls.

In response, Councillor Cory, Portfolio Holder for Resources, explained that the saving of £90,000 was only a small proportion of the total Zones budget and it would not impact on frontline services. It would be achieved through a management reorganisation and a rationalising of rotas. In terms of the digital strategy, the Council was working with the government to bring forward 5G connectivity. Elections by thirds kept the Council responsive and reflective, and even if the Council moved to whole Council elections, there would be still be costs in administering national and county elections.

The budget protected front line services and would ensure that the Council would continue to support residents with good quality services. In the light of further cuts to the Revenue Support Grant and the New Homes Bonus, it was necessary to raise Colchester's element of Council Tax by 2.75%. The budget provided investment to protect the vulnerable, by providing funds to address homelessness and for the Council Tax Support Scheme.

Locality budgets would be maintained, allowing ward councillors to choose how they supported their communities. The Medium Term Financial Forecast remained challenging, with a budget gap of £2.6 million over the next three years. Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, endorsed his comments and expressed his support for the proposed budget.

RESOLVED that:-

(a) It be noted that for the purpose of assessing the impact on balances the outturn for the current financial year is assumed to be an overspend of £200k (see paragraph 6.4 of the Assistant Director's report).

(b) The provisional Finance Settlement figures set out in Section 7 of the Assistant Director's report showing a cut to the Settlement Funding Assessment of £524k be noted.

(c) The figures for the business rates retention scheme and the arrangements for completion of the required return of estimated business rates income as set out at paragraph 7.8 of the Assistant Director's report be noted.

(d) The reduction in the New Homes Bonus grant and that there further reductions in later years are expected be noted as set out in section 7 of the Assistant Director's report.

(e) The cost pressures, proposed use of New Homes Bonus, savings and increased income options identified during the budget forecast process as set out at in section 8 and detailed in Appendices C and D of the Assistant Director's report be approved.

(f) It be agreed and *RECOMMENDED TO COUNCIL* the 2018/19 Revenue Budget requirement of £19,695k (paragraph 8.13) and the underlying detailed budgets set out in summary at Appendix E and Background Papers of the Assistant Director's report subject to the final proposal to be made in respect of Council Tax.

(g) It be agreed and *RECOMMENDED TO COUNCIL* that Colchester's element of the Council Tax for 2018/19 be set at £185.13 per Band D property, which represents an increase of £4.95 (2.75%) from the current rate noting that the formal resolution to Council will include Parish, Police, Fire and County Council precepts and any changes arising from the formal Finance Settlement announcement and final completion of the business rates NNDR 1. This will be prepared in consultation with the Leader of the Council.

(h) The Revenue Balances for the financial year 2018/19 as set out at Appendix I of the Assistant Director's report be agreed and it also be agreed that:-

- the minimum level be set at a minimum of £1,900k
- £136k of balances, including sums carried forward from 2017/18, be applied to finance items in the 2018/19 revenue budget

(i). The updated position on earmarked reserves set out in section 11 of the Assistant Director's report be noted and the following be agreed:-

- Release of £300k use of capital expenditure reserve for ICT strategy

- Release of £185k use of parking reserve
- Contribution to the business rates reserve of £600k

(j) The reinstatement of balances in respect of the pensions deficit payment made in 2017/18 as set out in section 8.12 of the Assistant Director's report be noted.

(k) *RECOMMENDED TO COUNCIL* that £100k of Revenue Balances be earmarked for potential unplanned expenditure within the guidelines set out at paragraph 12.3 of the Assistant Director's report.

(l) The Medium Term Financial Forecast for the financial years 2018/19 to 2021/22 set out in section 14 of the Assistant Director's report be noted.

(m) The position on the Capital Programme, including forecast underspend shown at section 12 of the Assistant Director's report be noted and to *RECOMMEND TO COUNCIL* the inclusion in the Capital Programme of:-

- The proposed lending to the Council's company to support housing development as set out in the CCHL Business Plan.
- The inclusion of £2.9m in respect of the acquisition of properties for use as temporary accommodation.
- The proposed allocation in respect of the Council's waste fleet.
- The proposed transfer of resources from the DFG budget to Discretionary Financial Assistance Programme

(n) The comments made on the robustness of budget estimates at section 13 of the Assistant Director's report be noted.

(o) The 2018/19 Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy, as set out in the background paper at Appendix M of the Assistant Director's report, be approved and *RECOMMENDED TO COUNCIL*.

REASONS

The Council is required to approve an annual budget.

The Assistant Director's report sets out supporting information and also statutory commentary about the robustness of the budget and the level of balances.

ALTERNATIVE OPTIONS

There are different options that could be considered as part of the budget within the constraints set out in the Assistant Director's report.

233. Housing Revenue Account Estimates 2018/19

The Assistant Director Policy and Corporate submitted a report a copy of which had been

circulated to each Member together with minute 147 of the Scrutiny Panel meeting of 30 January 2018.

RESOLVED that:-

- (a) The 2018/19 HRA revenue estimates as set out in Appendix A of the Assistant Director's report be approved.
- (b) Dwelling rents as calculated in accordance with central Government's rent policy (set out in paragraph 5.7 of the Assistant Director's report) be approved.
- (c) The HRA revenue funded element of £6,658,200 included within the total management fee for Colchester Borough Homes (CBH) (set out in paragraph 5.13 of the Assistant Director's report) be approved.
- (d) The revenue contribution of £3,453,600 to the Housing Investment Programme included in the budget be noted (as set out in paragraph 5.27 of the Assistant Director's report).
- (e) The HRA balances position in Appendix B of the Assistant Director's report be noted.
- (f) The Medium Term Financial Forecast (MTFF) set out at Appendix C of the Assistant Director's report and the 30 Year HRA financial position set out at Appendix E of the Assistant Director's report be noted.

REASONS

Financial Procedures require the Assistant Director of Policy and Corporate to prepare detailed HRA estimates for approval by the Cabinet, setting the new rent levels for the new financial year.

ALTERNATIVE OPTIONS

No alternative options were proposed.

234. Housing Investment Programme 2018/19

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member together with minute 147 of the Scrutiny Panel meeting of 30 January 2018.

RESOLVED that:-

- (a) The Housing Investment Programme for 2018/19 be approved.
- (b) The Capital Medium Term Financial Forecast (CMTFF) set out at Appendix A of the Assistant Director's report be noted.

REASONS

Each year as part of the process to agree the Council's revenue and capital estimates the Cabinet is required to agree the allocations to the Housing Stock Investment Programme. These allow for work to be undertaken to maintain, improve, and refurbish the housing stock and its environment.

Cabinet annually agree to accept a proposed 5 year Housing Investment Programme (HIP) in principle as the framework for procuring housing related planned works, improvements, responsive and void works and cyclical maintenance.

The proposed investment programme is linked to the Asset Management Strategy (AMS) and reviewed annually in the light of available resources and for each annual allocation to be brought to Cabinet for approval as part of the overall HIP report.

The Colchester Borough Homes (CBH) Board have considered the content of the Cabinet report submitted and is now seeking approval for the 2018/19 Capital programme.

The Assistant Director's report seeks the release of funds under grouped headings as described in the AMS and supported by the Management Agreement dated 9th August 2013, which governs the contractual relationship between Colchester Borough Council (CBC) and CBH.

ALTERNATIVE OPTIONS

No alternative options were proposed.

235. Review of Colchester Waste Collection Strategy

The Chief Operating Officer submitted a report a copy of which had been circulated to each Member together with draft minute 143 of the Scrutiny Panel meeting of 12 December 2017.

Councillor Barber attended and with the consent of the Chairman addressed the Cabinet. The increase in recycling rates was welcomed. However, it was noted that notices were being put on public bins stating that they should not be used for domestic waste, which was indicative that some families were experiencing problems with the new system. There had also been an increase in fly-tipping. He queried why the Portfolio Holder had used her locality budget to provide more services in her ward. If more services were required, these should be provided across the borough.

Councillor J. Scott-Boutell, Portfolio Holder for Waste and Sustainability, introduced the report and responded to Councillor Barber. The new system had now been in place for six months and had delivered its aims. The amount of residual waste sent to landfill had reduced and there had very significant increases in recycling. For example there had been an 87% increase in food waste recycling. She thanked residents for all their efforts in adjusting to the new arrangements. In response to queries from other members of the Cabinet, clarification about the introduction of "leaf warriors" was provided.

Councillor T. Young, Portfolio Holder for Business and Culture, expressed his thanks to Councillor J. Scott-Boutell and officers for the successful introduction of the new

arrangements. Councillor Lilley, Portfolio Holder for Safer Communities and Licensing, explained that the notices had been put on litter bins as there was evidence that some businesses and households were using litter bins to dispose of their waste. It was for individual councillors to decide how they spent their locality budget. Councillor Feltham, Portfolio Holder for Commercial Services, and Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, also welcomed the introduction of the new arrangements and thanked Councillor Scott-Boutell and Councillor Graham for their work.

RESOLVED that:-

- (a) The Exemption Policy be amended to simplify the process and make renewal an annual process.
- (b) A full review of the collections service from flats begin in January 2018.
- (c) A “leaf champion” scheme similar to the current “litter warrior” scheme be introduced for autumn 2018 to allow residents who want to collect leaves outside their property to have these removed.
- (d) A full analysis of the impact of wheelie bins on recycling and residual waste rates to be undertaken in June 2018 following a full year of operation.

REASONS

It was agreed that there would be a review of the changes to the waste collection strategy six months after implementation and a number of changes and additional actions are now felt to be required.

ALTERNATIVE OPTIONS

To not make any further changes to the Waste Collection Strategy.

There are a range of other changes that could be made. Two were specifically included in the Scrutiny report for discussion. Feedback from Scrutiny was that neither of the items below should be introduced at this point but they will be reviewed again after a full twelve months of implementation.

- Introduction of Section 46 powers. These powers would enable us to issue fines for people that are putting the wrong items in their recycling and rubbish. For example if residents are putting recycling in their residual waste. It is not felt that this is necessary at this stage. We have powers around fly tipping that enable us to deal with most issues including residents that fail to take rubbish back onto their property. At the moment this feels sufficient but the opportunity to introduce Section 46 powers should be kept under review.
- Introduction of a voucher system for other recycling items. This proposal was included in the paper that went to Scrutiny in December 2017. We currently ask residents to obtain a voucher for white garden sacks (either by downloading for the internet or contacting our Customer Service Centre). This

is because we know that they are useful for lots of purposes that there have been examples of residents using them for all sorts of things other than the disposal of garden waste. The voucher system provides an element of control. The extension of this process for other recycling containers was discussed at Scrutiny and was not felt to be useful as it could be a deterrent to people recycling. This does need to be kept under review to ensure that the costs of the service are managed.

236. Colchester Commercial Holdings Limited Business Plan

The Assistant Director Colchester Commercial Holdings submitted a report a copy of which had been circulated to each Member.

Councillor Feltham, Portfolio Holder for Commercial Services, and Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, introduced the report and welcomed the proposals set out. Whilst the borrowing requirement was substantial it would fund very significant levels of investment in the future of Colchester. It would generate the construction of 300 new homes in Colchester and would also provide significant income streams.

RESOLVED that:-

The Colchester Commercial Holdings Ltd business plan be approved including the revenue and capital assumptions and implications for the Council's budget:-

- To include the borrowing forecast in the capital programme on the assumption of the £31m borrowing requirement shown within the Assistant Director's report.
- To approve the Direct Trading Income Targets and Council Asset Income Targets with the Council for the next three years of the business plan.
- To approve that any Direct Trading Income surpluses above the Income Target will be retained by CCHL either for reinvestment or holding as future reserves.

REASONS

Cabinet agreed to create CCHL to enable Colchester Borough Council to operate its direct trading services and development functions within a more commercial culture and environment to address the challenges of ongoing Council wide budget reductions. The business plan sets out the projected financial position for CCHL and the borrowing requirement from the Council over the next three years.

ALTERNATIVE OPTIONS

The Council could decide not to approve the business plan but this would limit its ability to meet financial, economic and environmental targets within the Corporate Plan.

237. Refurbishment of 5-6 St Nicholas Street

The Strategic Director Policy and Place submitted a report a copy of which had been circulated to each Member.

Councillor Laws attended and with the consent of the Chairman addressed the Cabinet to support the proposals. This was a positive outcome. He stressed the need to be ambitious and seek the transformation of this area through the development of a Town Square.

Councillor Feltham, Portfolio Holder for Commercial Services, thanked Councillor Laws for his comments and agreed that the square merited further attention. Cabinet expressed its thanks to Holly Brett for her working in bringing forward the scheme.

RESOLVED that:-

- (a) The recommended option to carry out limited refurbishment of the building and then lease the building to a prospective tenant be agreed.
- (b) The decision required in the report on Part B of the agenda to approve the draft Heads of Terms for the proposed letting be noted.
- (c) Authority be delegated to the Strategic Director for Policy and Place in consultation with the Portfolio Holder for Commercial Services to procure and appoint professional services and a contractor to carry out the necessary works to the building

REASONS

Jacks has suffered from underinvestment for many years and as a result is dilapidated and requires significant repairs to bring the building back into use.

This scheme would bring a local landmark building back into economic use and provide an ongoing income stream to the Council.

It will allow an existing locally based business to expand within the town and provide important investment into this area.

ALTERNATIVE OPTIONS

The alternative options would be to:

- Do nothing; this is not a viable option as leaving the building in its current state presents a real risk to the council, the opportunity to generate income would be lost and the building would continue to decline as would its value. The declining building would also have a negative impact on its immediate surrounds at a time when considerable investment is being made from the private sector to improve the area.
- Sell the building in its current state: it is unlikely that the building would sell in its current state. It would also mean that the Council would have lost a landmark building in the town centre along with control over its future and the loss of potential income over the longer term.

- Let the building in its current state: it is highly unlikely that anyone would wish to take a lease on the building in its current state as it has considerable repair and maintenance issues that need addressing, if a tenant could be found it would likely be at a very low rent, if any. Meaning that the Council would again see no return from the building.

238. Half Yearly Performance Report including progress on Strategic Plan Action Plan

The Assistant Director Policy and Corporate submitted a report a copy of which had been circulated to each Member together with minute 144 from the Scrutiny Panel meeting of 12 December 2017.

RESOLVED that:-

- (a) The progress update of the Strategic Plan Action Plan for the period ending 30 September 2017 be noted.
- (b) The performance update on the Council's key performance measures for the period ending 30 September 2017 be noted.
- (c) The recent awards and accreditations received by the Council be noted.

REASONS

The Council has agreed a number of key performance areas which it uses as part of its Performance Management Framework to help monitor progress and improvement. This report provides an update of our indicators along with a half-yearly review of progress against our Strategic Plan Action Plan.

ALTERNATIVE OPTIONS

No alternative options were proposed.

239. Mandatory Member Development, Member Roles Profiles and Training Plan

The Assistant Director Policy and Place submitted a report a copy of which had been circulated to each Member,

RESOLVED that:-

- (a) The recommendation from the Member Development Group in respect of mandatory member training be noted and *RECOMMENDED TO COUNCIL* for approval.
- (b) The views of the Independent Remuneration Panel be sought on the principle of withholding payment of relevant allowances should relevant mandatory training not be undertaken.
- (c) The Councillor Role Profiles at Appendix B of the Assistant Director's report be

approved.

(d) The Training Plan at Appendix C of the Assistant Director's report be approved.

REASONS

As part of the Review of Meetings and Ways of Working, the Governance and Audit Committee asked the Member Development Group to look at the issue of mandatory member training and report to Cabinet.

The Councillor Role Profiles and Training Plan are key member development documents, which need to be reviewed. They also part of the evidence base for the forthcoming assessment for Member Charter Status. Due to the linkages between the Strategic Plan and the Training Plan, it is timely to review the Plan alongside the approval of the new Strategic Plan.

ALTERNATIVE OPTIONS

No alternative options were proposed.

240. Progress of Responses to the Public

The Assistant Director, Policy and Corporate submitted a progress sheet a copy of which had been circulated to each Member.

RESOLVED that the contents of the Progress Sheet be noted.

REASONS

The progress sheet was a mechanism by which the Cabinet could ensure that public statements and questions were responded to appropriately and promptly.

ALTERNATIVE OPTIONS

No alternative options were presented to the Cabinet.

The Cabinet resolved under Section 100A(4) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations 2012 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

241. Refurbishment of 5-6 St Nicholas Street (Jacks)

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of a particular person, including the authority holding the information).

Report of	Assistant Director of Policy and Corporate	Author	Karen Paton ☎ 282275 Tina Hinson ☎ 506903
Title	Colchester's Housing Strategy 2015-2020 – update for 2016-17		
Wards affected	All wards		

1. Executive Summary

- 1.1 Colchester's Housing Strategy 2015-20 was adopted in March 2015 and is part of the Council's Policy Framework. This report seeks to provide an update on the progress of achieving the ambitions set out in that strategy.

Colchester's vision for housing is to:

- Make Colchester a place where people choose to live in a decent, safe and healthy home which meets their needs, at a price they can afford and in locations and neighbourhoods that are sustainable and desirable
- Work to improve the quality of life of local residents.

- 1.2 The strategy commits the Council to maximising the use of Council land and assets to build new affordable housing to meet local needs. In order to achieve this the Council will start to build new Council housing again.

- 1.3 Since the implementation of the Housing Strategy in 2015, there have been many key achievements including:

- Delivery of 206 affordable homes.
- Successfully resettling 13 families in Colchester under the Syrian Vulnerable Persons Resettlement Scheme.
- Working with partner organisations on initiatives to prevent homelessness through the implementation of Colchester's Homelessness Strategy.
- Improving residents' health and safety by removing 798 serious home hazards including excess cold, dampness, sanitary conditions and accidents.
- Proactively supporting 553 households affected by welfare reform.
- Successfully refurbishing 2 of the Council's Sheltered Housing Schemes, Worsnop House and Enoch House.
- Installation of Solar PV Panels to 2895 Council properties (47%) and made 3,600 homes more energy efficient through loft and cavity wall insulation and heating improvements.
- Increasing the use of assistive technology for Council tenants by providing IT classes and installing WI FI in communal lounges.

- 1.4 The 5 year Strategy and Delivery Plan was developed by the Housing Strategy Partnership which includes Colchester Borough Council and its Partner Organisations.

- 1.5 In order to monitor the Housing Strategy and Delivery plan it was agreed that a report on the progress of the actions would be produced on an annual basis and circulated to the relevant stakeholders.

- 1.6 The Housing Strategy Progress Report 2017 (appendix A) contains highlights of some of the actions that have been achieved or have moved forward in the second year of the

strategy. The Delivery Plan (appendix B) and Evidence base (appendix C) have also been updated.

2. Recommended Decisions

2.1 To agree in principle to:

- pursue building new Council homes on suitable housing revenue account (HRA) sites;
- seek to deliver 20 to 30 new Council homes;
- plan to use of 1-4-1 right to buy receipts and up to £5 million of HRA borrowing to fund this development.

2.2 To bring back a detailed report to a future Cabinet meeting setting out the detailed financial and other considerations regarding building new Council homes.

2.3 To continue to make the case to Government that the right to buy scheme needs to work for future generations and meet local need. To achieve this councils need to be able to set discounts locally and keep 100% of sale receipts to replace the homes which are sold.

2.4 To note the update of Colchester's Housing Strategy 2016-17 and in particular the Housing Strategy Progress Report 2017 and Delivery Plan.

3. Reason for Recommended Decision

3.1 No decision is required

4. Alternative Options

4.1 Not to pursue building new affordable Council housing – This could result in households in housing need, including households that are homeless, waiting longer to be housed. By not pursuing building new council houses the Council would not be maximising the opportunity presented to use its own land and financial resources to provide much needed affordable homes for those in housing need.

5. Background Information

- 5.1 The Housing Strategy sets out the Council's ambitions for housing in Colchester over the next 5 years and puts in place objectives, targets and policies that explain how it will play a leading role to:
- Assess and plan for current and future housing needs of the local population.
 - Make the best use of existing housing stock.
 - Plan and facilitate new supply
 - Plan and commission housing support services which link homes to support and other services that people need to live in them.
 - Help create working partnerships that secure effective housing and neighbourhood management.
- 5.2 The 5 year Strategy and Delivery Plan was developed by the Housing Strategy Partnership which includes Colchester Borough Council and its Partner Organisations.
- 5.3 The Housing Strategy is intended to be the local housing authority's vision for housing in its area, it forms the overarching framework against which the authority considers and formulates other policies on more specific housing issues.
- 5.4 The Housing Strategy is a key strategic document for the Local Authority. It does not just cover affordable housing but also sets out what Colchester Borough Council and its partners will do to address the key housing issues facing Colchester
- 5.5 In order to monitor the Housing Strategy and Delivery plan it was agreed that a report on the progress of the actions would be produced on an annual basis and circulated to the relevant stakeholders.

Aims and Objectives

- 5.6 The aims and objectives of the strategy will be achieved through the implementation of the Delivery Plan, by working closely with a wide range of partners to achieve the vision for housing in Colchester.

The following key priorities were identified for the Housing Strategy:

- Maximise the supply of housing to meet local needs
- Work with partners and residents to create mixed communities which are
- economically, environmentally and socially healthy and resilient
- Prevent homelessness and rough sleeping
- Improve the life chances of Colchester's residents including their Health and Wellbeing
- Work with customers to help them make informed choices about their housing options
- Make the best use of existing homes
- Work to ensure that existing and new homes are healthy, safe and energy efficient
- Ensure that housing and related services meet a range of specialist needs

The effect of the right to buy council homes

- 5.7 The Right to Buy (RTB) scheme allows eligible council tenants in England to buy their home at a discount. It was introduced by the Housing Act 1980 in England, since then over 1.8 million properties have been purchased by tenants.
- 5.8 The Government increased the size of discounts in 2012. Tenants now get a 35 per cent discount if they have been a tenant for between three and five years. After five years, the discount goes up by 1 per cent for every extra year they've been a tenant, up to a maximum of 70 per cent – or £77,900 across England and £103,900 in London boroughs (whichever is lower). Tenants must have been a public sector tenant for at least three years in order to qualify for the Right to Buy.
- 5.9 Recent research by the Local Government Association (LGA) found that since the change to the amount of discount tenants receive the average discount nationally has increased by 132% to more than £60,000. In 2016/2017, the average discount in Colchester was £71,500.
- 5.10 Between 2011/2012 and 2016/2017 the LGA found that there had been a 409% rise in RTB sales. Table 1 below sets out more detail and gives the local picture for Colchester.

Table 1 Sales of council homes under the right to buy

Year	England	Colchester
2011/2012	2,638	16
2016/2017	13,416	51
% increase in sales	409%	219%
Total sales 2011-2017	58,000	189
Total replacement homes started and or completed 2011-2017	11,357	34

- 5.11 It is estimated that 40% of homes sold under the right to buy nationally pass into the private rented sector where they continue to absorb government funds through local housing allowance (commonly known as housing benefit).
- 5.12 The RTB has been abolished in Scotland (1 August 2016) and in Wales (24 January 2018).

Building new Council Housing

- 5.13 The Council carried out an initial assessment of the development potential of the land it owns and Cabinet agreed, in principle, to the Business case for sites to be developed by the Council's Local Housing Company.
- 5.14 Building on this work, the Council has in its ownership land which can be used to build new affordable Council homes.
- 5.15 The Council is able to pay for up to 30% of the total costs of building new council homes using 1-4-1 right to buy receipts. The remaining 70% of the costs would come from borrowing, with up to £5 million available from the total borrowing headroom in the Housing Revenue Account.
- 5.16 It is estimated that 20 to 30 homes could be built on Council land.

Key Achievements for 2016-17

5.7 Some of the key achievements during 2016-17, detailed in the Progress report, include:

- Progress to take forward proposals for three new garden communities across North Essex with the setting up of North Essex Garden Communities Ltd in 2017.
- Delivery of 100 new affordable homes in 2016/2017.
- Completion of the transformation of a 2nd sheltered scheme, Enoch House.
- Successful completion of two “Make a Difference Days” in 2016/2017 to carry out various activities to improve areas across the borough.
- Updated and published Colchester’s Homelessness Strategy delivery plan in conjunction with the project group for 2016.
- Appointed Health and Housing Project Officers to work in partnership with a wide range of health and social care partners to raise awareness of the work of the Private Sector Housing team.
- Improved the safety of 148 private sector dwellings in 2016-17. In addition, 50 Houses in Multiple Occupation were brought up to standard.
- Supported residents affected by welfare reform and preventing homelessness through the provision of the Council’s Discretionary Housing Payment (DHP) Fund. The DHP fund of £342,170 (including £50,000 CBC funding) was spent in 2016/2017.
- Awarded funding of £30k to Catch 22 for one year to provide intensive support for families who are at risk of eviction or who are presenting as homeless.
- Supported 145 tenants affected by the under occupation charge through the work of the Financial Inclusion Team (FIT).
- Completed 118 Disabled Facilities Grants to enable households with disabilities to remain living in their own homes.
- Worked in partnership with ECC, Registered Providers and other Essex local authorities to ensure a co-ordinated approach to supported housing.

Additional Actions

5.8 The Housing Strategy is a live document and in order to keep it up to date and relevant, the Partnership considers local and national strategies and policies and any new government legislation that may impact on the strategy and housing in Colchester.

The Delivery Plan has been updated and includes some new actions to reflect the changes in legislation, these are:

New actions for Priority 1:

Ensure that Neighborhood Plans which are making housing site allocations are delivered in timely manner consistent with National and Local Policy and provide the policy framework to contribute to meeting local housing need.

Create a new commercial company to take forward Colchester’s housing development ambitions

New action for Priority 3:

Ensure we are best placed to respond to the new duties placed on local authorities as a result of the implementation of the Homelessness Reduction Act 2017.

New actions for Priority 8:

Work in partnership with Essex County Council (ECC), Colchester Borough Homes and supported housing providers to ensure that the support and housing needs of Colchester's residents are still met and are not compromised following procurement activities undertaken by ECC

Review the nominations CBC gives to supported housing providers to ensure that they still meet the strategic priorities of CBC

6. Equality, Diversity and Human Rights implications

- 6.1 An EQIA has been completed for the Housing Strategy 2015-20 and a link to this can be found below:

<http://www.colchester.gov.uk/CHttpHandler.ashx?id=17028&p=0>

7. Strategic Plan References

- 7.1 The Housing Strategy will help to achieve the following goals from the Council's Strategic Plan 2015 - 2018:
- Provide opportunities to increase the number of homes available including those that are affordable for local people and to build and refurbish our own Council houses for people in significant need.
 - Be clear about the major opportunities to work in partnership with public, private and voluntary sectors to achieve more for Colchester than we could on our own.
 - Cultivate Colchester's green spaces and opportunities for health, wellbeing and the enjoyment of all.
 - Ensure Colchester is a welcoming and safe place for residents, visitors and businesses with a friendly feel that embraces tolerance and diversity.

8. Consultation

- 8.1 The Housing Strategy 2015-20 was subject to extensive consultation with partner organisations, stakeholders and the public. The responses to consultations were positive and where comments, amendments and suggestions were made these have been incorporated where appropriate.

9. Publicity Considerations

- 9.1 The Housing Strategy documents including all annually updates are published on the Council's website.

10. Financial implications

- 10.1 No provision for Council House new build has been made in the Housing Investment Programme agreed by Cabinet at its meeting of 31 January 2018. It is anticipated that the total scheme costs arising from the building of HRA Council housing would be funded from 1-4-1 RTB Receipts (up to 30% of the total cost), with the balance of funding coming from additional HRA borrowing using part of the remaining HRA headroom.

- 10.2 Further financial implications will be provided to Cabinet in a future report once the specific sites, number of units and more detailed scheme costs are known.
- 10.3 The Housing Strategy 2015-20 set out a challenging and ambitious vision for housing which is being delivered against a backdrop of significant reduction in funding for local government. In the current financial climate of reduced resources, the Council continues to look carefully at how it uses these resources to deliver the strategy from existing budgets.
- 10.4 The Council continues to encourage its partners to commit their resources to meeting the priorities set out in the strategy. As many of the organisations are members of the Housing Strategy Partnership they helped to shape the strategy and are committed to its delivery.

11. Community Safety Implications

- 11.1 The implementation of the Housing Strategy Delivery Plan strives to have a positive benefit for Community Safety.

12. Health and Safety Implications

- 12.1 There are no Health and Safety implications

13. Risk Management Implications

- 13.1 There are no risk management implications

Appendices

Appendix A: Housing Strategy Progress Report

Appendix B: Housing Strategy Delivery Plan

Appendix C: Housing and Homelessness Strategy Evidence base

Colchester's Housing Strategy 2015 - 2020 Progress Report 2017

Colchester's Housing Strategy 2015-20 was adopted in March 2015. The 5 year Strategy and Delivery Plan was developed by the Housing Strategy Partnership which includes Colchester Borough Council (CBC) and its Partner Organisations.

The Housing Strategy sets out the Council's ambitions for housing in Colchester over the next 5 years and puts in place objectives, targets and policies that explain how it will play a leading role to:

- Assess and plan for current and future housing needs of the local population.
- Make the best use of existing housing stock.
- Plan and facilitate new supply.
- Plan and commission housing support services which link homes to support and other services that people need to live in them.
- Help create working partnerships that secure effective housing and neighbourhood management.

The aims and objectives of the strategy will be achieved through the implementation of the Delivery Plan, by working closely with a wide range of partners to achieve the vision for housing in Colchester.

The following key priorities were identified for the Housing Strategy:

- Maximise the supply of housing to meet local needs
- Work with partners and residents to create mixed communities which are economically, environmentally and socially healthy and resilient
- Prevent homelessness and rough sleeping
- Improve the life chances of Colchester's residents including their Health and Wellbeing
- Work with customers to help them make informed choices about their housing options
- Make the best use of existing homes
- Work to ensure that existing and new homes are healthy, safe and energy efficient
- Ensure that housing and related services meet a range of specialist needs

Changes to Legislation

Since the Housing Strategy was produced there has been a fundamental change to Housing and Planning with the introduction of the Housing and Planning Act which was given Royal Assent in May 2016 and the Welfare and Work Act which became law in March 2016.

The key changes in the Housing and Planning Act which will impact on Housing are:

- A new legal duty on Local Authorities (LA) to guarantee the delivery of Starter Homes on new development sites for first-time buyers (this has not been fully implemented).

- Requirements for L.A.s to set up a self- build and custom build register by 1 April 2016.
- A change to the definition of affordable housing to include a range of affordable products for rent and home ownership, for households whose needs are not met by the market.
- A new duty for councils to allocate land to people who want to build their own home.
- The introduction of banning orders against rogue landlords and property agents (this is due to come into force in October 2017 following a public consultation).
- A duty for local housing authorities to maintain the content of a database of rogue landlords and letting agents (this is due to be launched by the DCLG in October 2017).
- Implementation of the Right to Buy for housing association tenants on a voluntary basis (this has now been delayed until at least 2018 and is now going through a pilot before it is rolled out nationally).
- Local housing authorities in England that keep a Housing Revenue Account will be under a duty to consider selling its interest in any “high value housing” that becomes vacant (the introduction of this has now been delayed until 2018/19).
- To introduce a mandatory “Pay to Stay Scheme”- Introducing different levels of rent for higher-income tenants in local authority social housing (this policy has now been abandoned).
- Ending lifetime secure tenancies in local authority housing and succession to a lifetime secure tenancy other than for spouses and civil partners (this has been delayed until Autumn 2017 and will be implemented by way of regulations which have still not been released).

The key changes in the Welfare Reform and Work Act which will impact on housing are:

- Welfare benefits changes; lowering of the Benefit cap, freeze on certain social security benefits, freeze on tax credits, changes to the child element of universal credit, Universal credit: work-related requirements.
- Reduction in social housing rents

For Colchester Borough Council the changes in government legislation challenged the viability of the Housing Revenue Account Business Plan. The reduction in rental income over the life of the 30 year business plan had a significant impact on the capacity to deliver on the plan’s objectives.

In response to this a Housing Futures programme was set up to review the HRA Business Plan. The principles, aims and objectives of the programme were agreed by Cabinet. Colchester Borough Council and Colchester Borough Homes (CBH) have worked in partnership to consider ways to reduce the financial gap within the plan to increase income or reduce expenditure and priorities for the programme have been agreed. A review of the investment plan is currently underway.

The Homelessness Reduction Act

The Act became law in April 2017 but will not come into force until April 2018. The government has published a new code of guidance that sets out in more detail how the changes should be implemented.

The new Homelessness Reduction Act includes two main duties:

The Prevention duty – requires councils to intervene to prevent homelessness at an earlier stage, when a household is at risk of losing their home in the next 56 days.

This includes private sector tenants who are served with an eviction notice.

The Relief duty - requires councils to offer more advice and support to anyone who is already homeless, regardless of whether they are in priority need and may involve offering accommodation.

Councils must also draw up personalised plans for people that are homeless and anyone who is at risk of becoming homeless.

In addition to these two main duties, public authorities that have contact with clients who are homeless or at risk of homelessness will be required to refer them to local authorities with the persons consent.

Although the impact of the Homelessness Reduction Act will be more relevant to actions in Colchester's Homelessness Strategy, an action to reflect this has been incorporated into the Housing Strategy Delivery Plan.

The Housing Strategy Progress Report 2017 contains some highlights of the actions in the Strategy that have been achieved or progressed in the second year of the strategy.

The Delivery Plan which sets out the actions to deliver the priorities has also been updated along with the Evidence base.

Priority 1: Maximise the supply of housing to meet local needs
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Action: *Maximise the supply of affordable housing on new developments.*

Progress: North Essex Garden Communities Ltd was set up in 2017 to take forward proposals for three new garden communities across North Essex. The company is jointly owned by Braintree and Tendring District, Colchester Borough and Essex County Councils

Progress: A total of 100 new affordable homes were delivered in 2016/2017. This brings the two year total to 48% of our five year target.

The need to spend RTB 1-4-1 receipts has meant that CBC have used these as a priority to fund new affordable homes which include:

- Approved grant applications for additional affordable housing.
Winnocks and Kendalls Almshouse Charity - £285k for 10 affordable homes.
- Family Mosaic - Up to £1.26m for 19 affordable homes
- Colne Housing - Up to £155k for 1 three bed home as Right to Buy Back

Action: *Carry out major refurbishment of the Sheltered Housing Stock identified in the 2010 Review.*

Progress: Colchester Borough Council and Colchester Borough Homes have completed the 2nd sheltered scheme Enoch House, which was opened in July 2017. The work involved replacing 45 flats (including 28 bedsits) with 35 self-contained flats and 2 x 2 bed flats

New actions for 2017/2018:

Ensure that Neighborhood Plans which are making housing site allocations are delivered in timely manner consistent with National and Local Policy and provide the policy framework to contribute to meeting local housing need.

Create a new commercial company to take forward Colchester's housing development ambitions

Priority 2: Work with partners and residents to create mixed communities which are economically, environmentally and socially healthy and resilient

Action: *Deliver quality neighbourhoods with adequate infrastructure*

Progress: During 2016 -17 CBC received s106 contributions for projects which included:–

- A contribution for Public Open Space of £325,782.33 which was used for the refurbishment of play areas in Wivenhoe and West Mersea, the delivery of the Memorial Garden in Tiptree and will include the delivery of the Northern Colchester Sports project.
- Community Facilities received £33,128.16 for projects including the delivery of the refurbished facility at Stanway.
- Healthcare received £73,141.81 for projects including the expansion of facilities in Stanway and North Colchester.

Action: *Create neighbourhoods and communities which are sustainable*

Progress: CBH have successfully completed two “Make a Difference Days” in 2016/2017 to carry out various activities to improve areas across the borough.

Action: *Improve the external environment on the Council's housing estates.*

Progress: Estate Management Strategy Action Plan in progress. A new estates standard has been agreed and is being monitored monthly by local Quality Assurance Advisors (QAA's). QAA's are tenant or leaseholder volunteers who monitor the communal areas of 3 and 2 storey blocks of flats. A number of new QAAs have been recruited.

Priority 3: Prevent homelessness and rough sleeping

Action: *The actions set out in the Homelessness Strategy Delivery plan monitored and updated annually.*

Progress: The Homelessness Strategy delivery plan was updated in conjunction with the project group, for 2016 and a progress report was produced and published.

New action for 2017/2018: *Ensure we are best placed to respond to the new duties placed on local authorities as a result of the implementation of the Homelessness Reduction Act 2017.*

Priority 4: Work in partnership to improve the life chances of Colchester's residents, including their health and wellbeing.

Action: *Improve health & wellbeing of Colchester residents through greater integration of housing, health and social care services.*

Progress: Health and Housing Project Officers have been appointed and links have been made with a wide range of health and social care partners to raise awareness of the work of the Private Sector Housing team. Referrals pathways with the PSH Team agreed and in place with a wide range of services including: referral processes set up with the Patient Transport Service/Ambulance teams and the Hospital Discharge Team.

Action: *Undertake targeted activity to support the most vulnerable members of the community who live in the poorest quality housing containing Category 1 and significant Category 2 hazards.*

Progress: The number of dwellings made safer in 2016-17 was 148. In addition, 50 Houses in Multiple Occupation were brought up to standard.

Priority 5: Work with customers to help them make informed choices about their housing options

Action: *Increase housing options in the private rented sector encouraging, supporting and incentivising private landlords*

Progress: A Landlords' forum was held in February 2017.
A Private Sector Leasing (PSL) Scheme, managed by CBH is now in place.

CBC Private Sector Housing team is working with CBH to ensure accommodation that is included in the PSL and Homefinder Schemes is of suitable quality.

Action: *Support residents affected by Welfare Reform*

Progress: Colchester Borough Council's specialist team is continuing to proactively support residents affected by welfare reform and has supported 553 households so far. A further officer was recruited in the second year of the project.

The provision of the Council's Discretionary Housing Payment (DHP) Fund was used to support residents affected by welfare reform and prevent homelessness. The DHP fund of £342,170 (including £50,000 CBC funding) was spent in 2016/2017.

Action: *Improve tenancy sustainment and work proactively with residents to provide advice and assistance around budgeting, work and debts*

Progress: CBH has awarded funding of £30k to Catch 22 for one year to provide intensive support for families who are at risk of eviction or who are presenting as homeless, including supporting families in emergency or temporary accommodation with needs wider than the direct housing pressure.

Priority 6: Make the best use of existing homes

Action: *Maximise the use of council homes and reduce under-occupation*

Progress: During 2016/17 the Financial Inclusion Team (FIT) supported 145 tenants affected by the under occupation charge and contacted all new cases

A Mutual Exchange event was held with local partners at the Greenstead Community Centre. The event was well attended and helped to promote the scheme.

Action: *Help people whose independence may be at risk to remain in or return to their home in both the private and public sector properties.*

Progress: 118 Disabled Facilities Grants were completed to enable households with disabilities to remain living in their own homes in 2016-17

A further 4 households with disabilities were assisted with a discretionary loan to assist them with adaptations or to move to more suitable accommodation.

Priority 7: Work to ensure that existing and new homes are healthy, safe and energy efficient

Action: *Encourage private landlords & managing agents to provide good quality and well managed properties*

Progress: Through the work of the Private Sector Housing Team the number of housing hazards removed in 2016-17 was 324 and the number of dwellings made safer was 148.

Action: *Ensure that houses in multiple occupation (HMOs) are safe and well managed*

Progress: During 2016-17

- 50 Houses in Multiple Occupation were brought up to standard
- 53 HMO licences were issued under the mandatory licensing scheme

Action: *Improve the energy efficiency of the Council's housing stock*

Progress: 47% of housing stock now has Solar PV installed (2895 homes). 3,600 homes have been made more energy efficient through loft and cavity wall insulation and heating improvements.

In CBC refurbished sheltered housing schemes, 2 Gas Absorption Heat Pumps (GAHP) were installed and will provide heat and hot water. The use of mechanical ventilation with heat recovery, low energy lighting, solar PV and solar thermal panels, triple glazed windows and doors and an energy meter all work together to cut energy use.

Priority 8: Ensure that housing and related services meet a range of specialist needs

Action: *Continue to work with Essex County Council (ECC) to influence commissioning of supported housing and support services where possible.*

Progress: CBC has continued to work in partnership with ECC, Registered Providers and other Essex local authorities to ensure a co-ordinated approach to supported housing. CBC presented a joint paper with Tendring to the A&E Board to raise awareness of funding reductions to floating support and withdrawal of housing related support service in sheltered housing, home improvement agencies, vulnerable young people and community alarms.

Action: *Increase the use of assistive technologies for Council tenants.*

Progress: CBH have provided IT classes for tenants and installed WI FI in communal lounges. CBH supply pendants and remote door entry systems for tenants who require the service

New action 2017/2018

Work in partnership with ECC, CBH and supported housing providers to ensure that the support and housing needs of Colchester's residents are still met and are not compromised following procurement activities undertaken by ECC

Review the nominations CBC gives to supported housing providers to ensure that they still meet the strategic priorities of CBC

Housing Strategy Delivery Plan 2015 to 2020

2016-17 update

1. Maximise the supply of housing to meet local needs.

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
Deliver Market and Affordable Housing to meet housing need and demand	Produce a new Local Plan which is in compliance with the National Planning Policy Framework. Ensure that the Local Plan meets the requirements of the Housing and Planning Act 2016 with regards to the provision of starter homes and custom and self build homes. Work in partnership with Parish Council's, the Rural Community Council of Essex (RCCE), Registered Providers and private developers to enable the delivery of affordable housing in rural areas.	Ensure the Council's planning policies are updated to provide a robust basis for guiding future growth in the Borough. Delivery of more affordable housing in rural areas of Colchester	Local Plan adopted 2018 2015-2020	Local Plan on target to be produced in Spring 2018 2 rural exceptions schemes delivered, the first for 10 years in Dedham and Messing	Continued to update the evidence base with new documents and studies to inform the Local Plan. Completed the "Preferred Options" setting out the preferred policies and proposals to be included in the Local Plan. Public consultation completed and used to shape the Plan. Local Plan on target to be adopted in 2018 Housing needs surveys completed for Donyland, Layer Marney, Layer de la Haye. Boxted Neighbourhood Plan adopted, with affordable housing need identified.	CBC Planning Policy Team CBC – Housing Strategy Team Parish Council's, RCCE,

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	CBC will continue to work in partnership with TDC, BDC and ECC to ensure that the planning policy framework for the proposed Garden Communities provides for a mix of housing types and tenures including self- and custom-build and includes a minimum of 30% affordable housing which will be phased through the development		Towards the end of the Local Plan period		<p>Housing Needs Survey for Stanway completed for Neighbourhood plan which is in progress</p> <p>Regular attendance at Rural Housing Enabler meetings and in contact with Parish Councils to offer support</p> <p>North Essex Garden Communities Ltd was set up in 2017 to take forward proposals for three new garden communities across North Essex. The company is jointly owned by Braintree and Tendring District, Colchester Borough and Essex County Councils</p>	<p>Registered Providers and private developers</p> <p>CBC Planning Policy Team</p>

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
<p>Maximise the supply of affordable housing on new developments</p> <p>The change in the national definition of affordable homes in the Housing and Planning Act 2016 means this now includes a range of affordable products for rent and home ownership for households whose needs are not met by the market,</p>	<p>Implement Colchester's Local Plan which seeks 20% of all new homes to be affordable on sites with over 5 homes in rural areas and more than 10 in urban areas.</p> <p>Promote the supply of Starter Homes sold at 20% below the market price to first-time buyers between the ages of 23 and 39.</p> <p>Influence the allocation of S106 contributions to ensure the delivery of affordable housing is maximised not compromised</p>	Affordable housing target of 426 homes between 2015 and 2020.	<p>2015-2020</p> <p>2015-2020</p>	106 homes delivered in 2015/16. This is 25% of our five year target.	<p>A total of 100 new affordable homes were delivered in 2016/2017. This brings the two year total to 48% of our five year target.</p> <p>Still awaiting the outcome of Government's consultation on the technical consultation.</p> <p>Out of the 100 affordable homes that were delivered in 2016/2017, 65% were Section 106 allocations, 11% was rural housing (Dedham and Messing rural schemes) and 24% was non-section 106 affordable Housing (Hythe Quay)</p> <p>CBC secured nearly £6,139,818 from 2 sites</p>	<p>CBC – Affordable Housing Development Officer, Development Team, Planning Officers, Registered Providers</p> <p>Affordable Housing Development Officer</p>

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	<p>Ensure a balance is reached between delivering new homes and the need for affordable housing by considering viability.</p> <p>Consider if commuted sums can be used to deliver affordable housing elsewhere in the borough</p> <p>Explore how we can use the Affordable Housing New Homes Bonus to increase the supply of housing</p>	<p>Different ways of delivering affordable housing explored</p> <p>Use the New Homes Bonus to deliver new affordable homes</p>	<p>2015 - 2020</p> <p>2015 - 2020</p>	<p>CBC secured nearly £500,000 from sites where a viability assessment proved that delivery of affordable housing and other contributions would compromise overall delivery of homes. On two of the five qualifying sites which had legal agreements settled in 2015-16 we ensured that a balance was reached between delivering new homes and the need for affordable housing, and considered viability.</p> <p>CBC set up a process to enable Registered Providers to express an interest in the funding to deliver affordable housing – only 1 response was received. CBC continued to work with the HCA during 2015/2016. However, there were fundamental changes to the</p>	<p>where a viability assessment proved that delivery of affordable housing and other contributions would compromise overall delivery of homes. On these qualifying sites which had legal agreements settled in 2016-17 we ensured that a balance was reached between delivering new homes and the need for affordable housing, and considered viability.</p> <p>The need to spend RTB 1-4-1 receipts has meant that we have used these as a priority to fund new affordable homes.</p> <p>CBC agreed to give grant funding for additional affordable housing as follows:</p>	

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	Work with Registered Providers to seek HCA funding to help deliver more affordable units on new schemes			funding regime in for affordable homes in 2016 which resulted in a lack of funding to deliver more affordable units on new schemes.	Winnocks and Kendalls Almshouse Charity. £285k for 10 affordable homes. Family Mosaic. Up to £1.26m for 19 affordable homes Colne Housing. Up to £155k for 1 three bed home as Right to Buy Back	
Understand and identify housing needs in terms of number, size, tenure, quality of properties and associated facilities.	Clearly set out the level of housing required in the borough to meet housing need and demand through the development of an Objectively Assessed Need figure, as required by the National Planning Policy Framework Ensure that the new Local Plan includes policies to secure good quality design and space standards for new homes	Robust Objectively Assessed Need figure is established to inform production of the local plan 5 year housing land supply is established and maintained which provides certainty for developers and ensures new development	2017 Ongoing	The Council's Strategic Housing Market Assessment (SHMA) was updated in partnership with Braintree, Chelmsford and Tendring Councils. Completed studies to determine the number of homes needed in Colchester, known as the objectively assessed need figure and the objectively assessed affordable housing need figure which	No action required as key action completed and forms part of the evidence base for the new Local Plan.	CBC Planning Policy Team

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	<p>Consult with the University of Essex when assessing the demand for housing to ensure student needs are addressed.</p> <p>Consult with the Adaptations Manager to consider the building of specially adapted properties to accommodate those with specific needs.</p>	<p>happens in the right locations</p> <p>Ensure that housing delivered in the market is attractive and meets the needs of Borough residents, creating neighbourhoods and communities which are sustainable. Particular groups include larger families, older people and supported housing for vulnerable people.</p>		<p>inform the production of the local plan and its evidence base.</p> <p>Essex University provided evidence to inform the SHMA.</p>	<p>Affordable Housing Development Officer is in collaboration with Colchester Borough Homes to identify need for wheelchair adaptable and accessible homes to meet Building Regulations Part M (4) Category 3 (a) adaptable and (b) accessible.</p> <p>Affordable Housing contribution requirements include a request that all affordable housing to meet Building</p>	CBC Housing Strategy Team

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
<p>New action for 2017-18 Ensure that Neighborhood Plans which are making housing site allocations are delivered in timely manner consistent with National and Local Policy and provide the policy framework to contribute to meeting local housing need.</p>	<p>CBC will support and work with Parish Councils and Neighbourhood Plan Groups where they are developing Neighbourhood Plans which are making housing site allocations. This will help ensure these Plans provide for a</p>	<p>Neighbourhood Plans are consistent with National and Local Policy and provide the policy framework to contribute to meeting local housing need.</p>	<p>2017-20</p>		<p>Regulations Part M(4) Cat 2 where possible, which is a standard suited for residents at all stages of life, with wheelchair user dwellings requested on a scheme by scheme basis, in consultation with CBH.</p> <p>Ongoing anticipate Examination/ Adoption of a few during 2018.</p>	<p>Planning Policy Officers (supporting Parish Councils)</p>

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	mix of housing types and tenures and contribute to meeting local housing need and affordable housing.					
Encourage new initiatives, including housing products, which meet housing need and demand between affordable rented and home ownership.	<p>Implement Colchester's Planning Policies which seek 20% of all affordable housing to be provided as Intermediate housing. Explore increasing the number of equity share properties available</p> <p>Publicise and support national initiatives which seek to bridge the gap between affordable rented and outfight home ownership.</p>	<p>A range of products and initiatives available to meet housing need</p> <p>A fully functioning housing ladder where demand meets supply at a price that is affordable to households in Colchester.</p>	<p>2015-2020</p> <p>2015/2016</p>	In 2015-16, 18% of all affordable homes delivered were intermediate housing.	In 2016-2017, 35% of new build affordable homes were intermediate housing.	CBC Affordable Housing Development Officer

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	Provide support for the provision of self-build and custom-build homes and set up a register as required by the Housing and Planning Act so that households can register their interest in this product.		2015 - 2020	Self-build and custom build register has been established.	Self-build and customer build register has been reviewed and applications continue to be registered.	
Maximise the use of the Council's land and assets to deliver new housing.	<p>Produce a development strategy which sets out the Council's aspirations, a pipeline of development and the funding required to deliver the strategy</p> <p>Identify council owned housing that is no longer viable and consider its potential to enable the development of new homes</p>	Delivery of new housing on Council owned sites to increase housing numbers	<p>2015/16</p> <p>2015 - 2020</p>	<p>Development Strategy produced.</p> <p>CBC has delivered 34 council homes in Colchester, the first for over 20 years. As part of the Asset Management Strategy, CBH and CBC are exploring the viability of housing sites to see if they are developable.</p>	<p>Cabinet agreed, in principle, to the Business case for sites to be developed by the Council's Local Housing Company.</p> <p>Disposal of the first property in the Dutch Quarter was completed. This property was the first of a number of homes identified through the viability model to be disposed of as they become empty. The viability model considers the cost to repair the property and the</p>	<p>Housing Development Officer</p> <p>Joint CBC/CBH Asset Management Group, Housing Development Officer</p>

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	New action 2017/2018 Create a new commercial company to take forward Colchester's housing development ambitions.	Commercial Company set up and Colchester's Housing Development ambitions identified.	2017-2018		suitability of the property as a home.	
Continue to review the Council's existing sheltered housing stock to implement the Colchester Standard	Carry out major refurbishment of the Sheltered Housing Stock identified in the 2010 Review.	Colchester Standard achieved on all schemes identified	1st scheme completed March 2015. 2nd scheme starting April 2015	The 1 st Sheltered Housing scheme, Worsnop House has been completed and all flats are now self-contained. Work started on the 2 nd scheme Enoch House, which includes replacing 45 flats (including 28 bedsits) with 35 self-contained flats and 2 x 2 bed flats. The 3 rd scheme is at design stage.	Work has been completed at the 2nd sheltered scheme, Enoch House, which was opened in July. The work involved replacing 45 flats (including 28 bedsits) with 35 self-contained flats and two 2 bed flats. A Housing Futures programme was established jointly between CBC and CBH as a response to the Government's 1% rent	CBH Asset Management Team Housing Client Team

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
	Review the remaining Sheltered housing stock through condition surveys and assessing their viability	Up to date surveys and viability assessments completed on schemes.	Annual reviews	Viability for other schemes, currently being identified through the Future Options Group (FOG)	reduction which impacted on the Council's income from rents. The main objective for the projects that are part of the programme is to save money so that the Council is still able to provide council housing and services. In 2016/2017 as part of the Housing Futures Programme, a review of the remaining 3 Sheltered schemes that contain bedsit accommodation has begun. CBC are currently in the process of selling Maytree Court.	
Promote a positive message about the need for new housing and align with the need for Homelessness Prevention in the borough and the need for affordable housing of all tenures	Publicise the community and economic benefits of new homes and the need for housing to meet local needs through press releases, consultation, committee reports	A better understanding amongst residents as to why additional housing is required	2015-2020	To be conveyed through Local Plan communications		Communications Team, Planning Policy, Registered Providers

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015 - 2016	Actions reviewed 2016 - 2017	Who will do it
Increase the role of the private rented sector in meeting housing need	<p>Improve access for those who traditionally face barriers to the private rented sector (PRS)</p> <p>Work with landlords to improve the sometimes poor image of the PRS through implementing the Essex wide landlord accreditation scheme</p>	<p>Increased provision of Private Rented homes to meet housing needs</p> <p>Landlord Accreditation scheme implemented and perception of the PRS improved</p>	<p>2015-2020</p> <p>2015/16</p>	<p>Essex Landlord Accreditation Scheme has ceased due to lack of interest</p> <p>CBH are researching a private rented leasing scheme.</p> <p>A Landlords forum was held in March 2016.</p>	<p>A Private Sector Leasing scheme has been set up and 8 properties have been secured under the scheme.</p> <p>CBC Private Sector Housing (PSH) Team and CBH are working together to ensure accommodation that is included in this scheme is of suitable quality.</p> <p>A Private Sector Landlords' forum was held in February 2017</p>	<p>CBH - Housing options Team, CBC – Private Sector Housing Team, Private Landlords</p>

2. Work with partners and residents to create mixed communities which are economically, environmentally and socially healthy and resilient

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Facilitate integration into the local community for the incoming population.	Work with local community and voluntary sector to improve information, access and support (especially ethnic minorities)	Community groups set up. Incoming population successfully integrated into the community	2015-2020	Afghan and Syrian families have been successfully integrated into the Community under government resettlement programmes, with the help of Fresh Beginnings	Fresh Beginnings have now changed their name to Essex Integration. Since December 2015, 13 families have successfully resettled in Colchester under the Syrian Vulnerable Persons Resettlement Scheme.	CBC Community Initiatives Team
Deliver quality neighbourhoods with adequate infrastructure.	Inform and consult the relevant infrastructure providers including education services of proposed housing developments so they have the opportunity to comment and influence outcomes. Work in partnership with ECC and the South East	High quality communities	2015-2020 2015-2020	During 2015/16 CBC collected £887,782.50 through s106 contributions for the provision, equipping and maintenance of open space, sports and recreational areas within the borough. During this period CBC have funded; a re-designed skate park at Leisure World, new pontoons at Wivenhoe and	During 2016 -17 CBC received s106 contributions of £432,052.30 for projects which included :– A contribution for Public Open Space of £325,782.33 which was used for the refurbishment of play areas in	CBC Planning Policy and Transportation Team, Development Management, Community Development Team

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Local Enterprise Partnership (SELEP) to deliver integrated and sustainable transport projects	Projects delivered – Infrastructure needs met		West Mersea, an outdoor gym and MUGA at East Donyland, an outdoor gym at Mill Road and a new playground at Eight Ash Green. CBC also collected £82,401.18 for Community Facilities for the creation, equipping and maintenance of facilities. This has been used to fund numerous projects including; a new village hall at Layer-de-la-Haye, a community café at Old Heath Recreation Ground, refurbishment of Birch village hall, the MICA centre at West Mersea, and at Salcott. CBC has also secured delivery of two new community centres at the Chesterwell and Severalls developments, and a new community centre in Stanway, which will incorporate many green technologies. During 2015/2016 Essex County Highways and	Wivenhoe and West Mersea, the delivery of the Memorial Garden in Tiptree and will include the delivery of the Northern Colchester Sports project. Community Facilities received £33,128.16 for projects including the delivery of the refurbished facility at Stanway. Healthcare received £73,141.81 for Projects including the expansion of facilities in Stanway and North Colchester.	

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
				Education were able to seek financial contributions through S106 Planning obligations to mitigate the impact of new housing on existing services. In 2015-16, £2,263,289 was secured for Education and £66,083 secured for Highways.		
Encourage Community Engagement with housing providers and other organisations	Introduce a co-ordinated approach to community engagement with voluntary sector and housing providers	Community projects established Projects delivered including Crucial Crew for older and young people.	2015-2018		Community events held throughout 2016-17 include the Older Persons' Crucial Crew, the Community Day of Action at Rowhedge and an event hosted by Colchester Community Voluntary Service (CCVS) at Firstsite.	Police, Crime Commissioners, CCVS, CBH, Registered Providers
Create neighbourhoods and communities which are sustainable	Develop partnerships with residents, the voluntary sector, community organisations and wider local service providers, especially on	Partnerships set up Continue to hold events including 'Days of Action' and 'Make a	2017 Ongoing	CBH have adopted a different approach to 'days of action' to encourage people to engage in the activity. "Make a difference day" is being refreshed	CBH have successfully completed two "Make a Difference Days" in 2016/2017 to carry out various	Zone Wardens, Community Police, Community Initiatives, CBH, Registered

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	<p>new housing schemes/developments. Work in partnership with the Community Police to implement new legislation from the ASB Police and Crime Act and undertake enforcement action as necessary</p> <p>Maximise employability funding from the SELEP to support the Economic Growth Strategy</p>	<p>difference day', to bring communities together. (8 make a difference days held a year)</p> <p>Funding bids submitted and agreed</p>	2020	<p>including door/card dropping and a mobile tent.</p> <p>Funding bids submitted February 2016</p>	activities to improve areas across the borough.	<p>Providers, CBC – Private Sector Housing, Environmental Protection, Animal Services.</p> <p>CBC - Economic Growth Team, Enterprise and Tourism Team</p>
Improve the external environment on the Council's housing estates	<p>Develop an Estate Management Strategy for the external environment within the Council's housing estates</p> <p>Complete a pilot project at Scarfe Way to test the impact of improvements around blocks of flats.</p>	<p>Estate Management Strategy produced with recommendations that can be implemented</p> <p>Pilot project completed</p> <p>Results of the pilot used to inform an ongoing estate</p>	2017	<p>Estate tours have been set up to identify issues and seek tenant's priorities</p> <p>Pilot project at Scarfe Way was successful in tidying up the area and creating a welcoming environment</p>	<p>Estate Management Strategy Action Plan in progress.</p> <p>New estates standard agreed and being monitored monthly by local Quality Assurance Advisors (QAA's). QAA's are tenant or leaseholder volunteers who</p>	<p>Zone Wardens/CBH Housing Management Team</p>

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
		improvement programme			monitor the communal areas of 3 and 2 storey blocks of flats. A number of new QAAs have been recruited. An estate transformation project now complete at Scarfe Way/Avon Way and surrounding areas with positive feedback Continuing to develop and promote recycling opportunities	
Reduce and tackle anti-social behaviour in partnership with other agencies	Challenge antisocial behaviour and use appropriate sanctions against those who cause a nuisance Work with others to offer a range of interventions to help people change their behaviour	Reduction in antisocial behaviour	2015-2020	Essex Police ASB teams have been disbanded but CBH ASB Team still managing ASB issues. ASB forum to be set up.	Essex Police's neighbourhood Policing Team and officers continue to work closely with ASB Officers where there is high level ASB impacting on both individuals and communities.	CBH anti-social behaviour team, Neighbourhood action panels, Police, Environmental Protection, Animal Services.

What we want to achieve	Key Actions	Outcome	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Provide support to witnesses and victims of antisocial behaviour				ASB Officer had regular meetings within the Police Hub and attending fortnightly tasking meetings. An ASB Forums was not set up due to little uptake from other Housing Providers and the opportunity to discuss cases within Tasking meetings	

3. Prevent homelessness and rough sleeping

Preventing homelessness and rough sleeping are addressed in our Homelessness Strategy 2014-2019. The Delivery plan for the strategy can be found by following the link below:

<http://www.colchester.gov.uk/homelessnessstrategy>

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Progress on the actions set out in the Homelessness Strategy Delivery plan monitored and updated annually.	Consult with Homelessness Strategy Project Group and other key organisations on progress on actions.	Delivery plan updated and progress report completed and published on website.	Annually	Homelessness Strategy delivery plan updated in conjunction with project group, for 2015 and progress report produced and published	Homelessness Strategy delivery plan updated in conjunction with the project group for 2016 and progress report produced and published.	Housing Strategy Officer
To produce a new Homelessness Strategy for Colchester.	Project Group set up with key stakeholders to carry out a review of Homelessness in Colchester and develop a new Homelessness Strategy and Delivery plan.	A new Homelessness Strategy written and published.	2019 - 2020		Not due until 2019/2020	Housing Strategy Officer

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
New action 2017/2018 Ensure we are best placed to respond to the new duties placed on local authorities as a result of the implementation of the Homelessness Reduction Act 2017	Review the impact of the Homelessness Reduction Act 2017 on our services and strategies	Our services are able to meet the requirements of the legislation and respond to customers' needs	2017 - 2018	New action 2017/2018	New action 2017/2018	CBC/CBH Housing Solutions Team

4. Work in partnership to improve the Life Chances of Colchester's residents, including their health and well-being

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Improve health & wellbeing of Colchester residents through greater integration of housing, health and social care services.	<p>Engage with partner services and identify opportunities for joint working and service delivery to tackle housing as a long term barrier to health.</p> <p>Explore opportunities for additional Public Health funding.</p> <p>Establish effective multidisciplinary care/referral pathways</p>	<p>Joint working established between housing, health and social care</p> <p>Pathways established and referral processes improved</p>	<p>2015-18</p> <p>2015 - 2020</p>	<p>Public Health Improvement Coordinator appointed in June 2016 - currently scoping and setting priority work streams for next 2 years with real emphasis on collaboration, community resilience and enabling residents and tenants to be well and independent in their homes. CBC Officers now linked in to pathway reviews with health & social care partners including falls prevention, frailty, respiratory health and assistive technology. Focus of these work streams is to pilot new methods of joint working to ensure data is shared and those at risk of admission are identified to enable preventative measures that assist</p>	<p>CBC officers continued to be linked in to pathway reviews with the Clinical Commissioning Group (CCG).</p> <p>Health and Housing Project Officers have been appointed and links made with a wide range of health and social care partners to raise awareness of the work of the Private Sector Housing (PSH) Team.</p> <p>Referrals pathways with the PSH Team agreed and in place with a wide</p>	<p>CBC Private Sector Housing, Registered Providers Essex County Council NEE CCG</p> <p>CBC Customer Solutions, Private Sector Housing</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Work with local community and voluntary sector organisations to improve information, access and support for household health checks.	Regular Forums established, Tenancy audits in place to identify vulnerable tenants	2015-2020	<p>residents and tenants to stay independent at home. Pilot underway to deliver Making Every Contact Count (MECC) Training to key CBC staff. The principle of MECC is to understand and know how to give healthy lifestyle advice when the opportunity arises with residents. CBC is working closely with Essex Lifestyle Services delivered by PROVIDE - Information focuses on smoking cessation, healthy eating, physical activity, alcohol and mental wellbeing.</p> <p>Training delivered to Social Services colleagues in North Essex Adult Operations and the 'Good Lives' team on housing standards and the impact of poor housing on health. Worked with the local community and voluntary sector to develop and set up a Dementia Action</p>	<p>range of services including: referral processes set up with the Patient Transport Service/Ambulance teams and the Hospital Discharge Team.</p> <p>Links made with a wide range of charities and voluntary groups to raise awareness of household health checks.</p> <p>A Housing Project Officer based at Essex County Council Adult Social Care offices in place for two days per week and shadowing social care staff.</p> <p>A Housing Project Officer linked in</p>	

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
				<p>Alliance for Colchester (official launch 2nd Nov 2016). The DAA consists of local services and organisations (including CBC) pledging to take practical actions to enable residents and their carers to live well with dementia.</p> <p>CBC and CBH officers established as lead partners and contributors to the One Colchester Strategic Partnership through the One Colchester Operational Group which has a strong focus on health and wellbeing of Colchester residents.</p>	<p>with Community 360 (c360) to work with Home from Hospital referrals and provide awareness raising at induction of c360 volunteers</p> <p>A Housing Project Officer using CBC information from Zones teams to access the most vulnerable residents known to the organisation.</p> <p>Frontline teams trained in the Making Every Contact Count (MECC) approach.</p> <p>Frontline teams trained in the use of My Social Prescription (My Social Prescription</p>	

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Reduce the number of home hazards most likely to have a negative impact on residents' health and safety.	Home hazards reduced by 300 per annum	2015-2020	The number of serious home hazards removed during 2015-16 was 474, examples include excess cold, dampness, sanitary conditions and accidents.	is a new phone and online service linking people in North East Essex to volunteers, voluntary and community groups to make a change in their lives and within their Communities. The number of housing hazards removed in 2016-17 was 324.	
Undertake targeted activity to support the most vulnerable members of the community who live in the poorest quality housing containing Category 1 and significant Category 2 hazards	Establish and pilot new referral pathways between Private Sector Housing & Customer Support Team	Pathways established Progress to achieving an annual target of improving 300 dwellings occupied by	2014-16	The total number of homes improved by the PSH team in 2015-2016 was: 192	148 homes were made safer in 2016-17 and 50 Houses in Multiple Occupation were brought up to standard. Accessing data held within CBC to	CBC Private Sector Housing, Registered Providers NEE CCG ECC ACE

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Work with Clinical Commissioning Group and Health and Social Care Services through the Care Closer to Home Strategy to tie Environmental Health into care planning and patient discharge.	<p>vulnerable people including those with long term health conditions.</p> <p>Facilitate quick and ready access to services which resolve property-related barriers to returning to/staying at home.</p>			<p>access residents who are considered to be vulnerable by other services, for example Zones teams/waste services.</p> <p>The Hospital Discharge Team and Discharge Coordinators on the wards at CHUFT (Colchester Hospital University NHS Foundation Trust) are now incorporating the consideration of housing conditions in to a patient's discharge process at the early stages and have a referral route in to the PSH team.</p>	

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
					Discussions are currently ongoing with the A and E team at CHUFT to incorporate consideration of a patient's housing conditions on admission where relevant and to agree a referral route in to the team. For example – if the patient is admitted due to a fall or a breathing condition.	
Achieve cost savings to the NHS and wider society as a result of housing improvements on health.	Purchase housing health cost calculator and populate with data for each intervention or housing assistance case where housing hazards have been removed.	£80,000 NHS Cost savings delivered annually	Cost calculator purchased or purchased 2014 Cost saving ongoing	The housing health cost calculator purchased and some cost savings achieved, need to use this more effectively – licence under review.	Purchasing a further annual licence is currently being reviewed.	CBC Private Sector Housing
Reduce fuel poverty in the borough.	Promote Warm Home Discount and Priority Services Register for vulnerable residents.	Increased take up of Warm Home discount.	2015-2020	Continue to provide advice and assistance to residents to improve their energy	Advice and assistance to residents to improve energy	CBC Private Sector Housing CBC – Community

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	<p>Provide fuel poverty advice to households & signpost customers to income maximisation and fuel tariff/debt advice.</p> <p>Signpost customers to Green Deal offers and measures available.</p> <p>Enforce the provision of insulation and economic/efficient heating systems in privately rented properties to remove Category 1 and</p>	<p>Reduction in fuel poverty in the borough</p> <p>Removal of 80 Excess Cold hazards in privately rented and owner occupied homes per annum.</p>	<p>2015-2020</p> <p>2015 onwards</p> <p>Ongoing</p>	<p>efficiency. Online services being promoted</p> <p>The green deal is under review therefore actions relating to this may be difficult to achieve.</p> <p>91 excess cold hazards have been removed during 2015-16.</p>	<p>efficiency continues to be provided by the Community Initiatives Team. An online referral process for residents to self-refer to partners also facilitated.</p> <p>Green deal funding is no longer available, however the Community Initiatives Team signpost customers to ECO funding opportunities that are available.</p> <p>Through the work of the Private Sector Housing team 56 Excess cold hazards have been removed in 2016-17</p>	<p>Initiatives Team, Voluntary sector Energy suppliers Energy Savings Trust</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	<p>significant Category 2 hazards of Excess Cold.</p> <p>Provide grant/loan aid to owner occupiers (where alternative forms of assistance are not available) to remove Category 1 and significant Category 2 hazards of Excess Cold</p>				<p>Loan assistance continued to be offered to home owners to remove Excess Cold hazards</p>	
Maximise resources available for adaptations work	Develop a protocol with RPs which sets out their financial contributions towards adaptations in properties they own for their tenants.	Protocol developed and contributions by RP's are implemented.	2016/17	Protocol on agenda for RP forum in May 2016	Discussions ongoing with Registered Providers (RP's) to agree contribution arrangements. Adaptations policies of RPs being reviewed.	CBC – Private Sector Housing, Registered Providers
A proactive approach to dealing with dampness and condensation in flats	Work with Registered providers and Green Deal providers to identify and improve dwellings through building fabric and behaviour change interventions	Accommodation with damp and condensation problems identified and improved.	Pilot properties identified 2015 2018 Ongoing		One significant development of flats where this was identified as a problem is being addressed by the landlord through redevelopment of	Private Sector Housing Registered Providers Green Deal Providers

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
		Damp & Mold hazards mitigated NHS Cost Savings established			the site working with the Housing Strategy Team.	
Lower the rates of unemployment in the Borough by supporting and encouraging residents to take up work.	Operate weekly Work Clubs for advice, support and networking Develop education, employment and training opportunities for council tenants and other residents Develop the Local Support Services framework, in partnership with Colchester Job Centre Plus, Colchester Borough Homes, Customer Borough Council and other partners to promote employment opportunities and local support services	Work clubs set up; premises and volunteers to run them identified Unemployment reduced	Ongoing Ongoing	CCVS now operate the work clubs CBH have introduced a project called "Pathways" which includes digital training, apprentices etc.	CBH are working in partnership with Reeds employment to identify tenants on Job Seekers Allowance who could qualify for free training and employment support Community 360 now co-ordinate the work clubs	CCVS CBH CBH/CBC Customer Solutions. DWP

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What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	<p>Make homes safer and reduce the fear of crime through mitigation of 'entry by intruder' hazards under the provisions of the Housing Health and Safety Rating System (HHSRS).</p> <p>Provision of Home Security Grants to lower income households for</p>	<p>Safer homes and reduction in fear of crime – Category 1 & significant category 2 'entry by intruder' hazards removed.</p> <p>Minimum 20 'entry by intruder' hazards removed</p>	2015 - 2020	14 'entry by intruder' hazards have been removed informally during 2015-16.	<p>people about the causes, consequences and penalties of crime.</p> <p>CBH held an event at Thurstable School Tiptree for Year 10/11 pupils as part of an education programme tackling issues including drugs, Domestic Abuse, prison systems, gangs.</p> <p>8 "entry by intruder" hazards have been removed during 2016-17</p> <p>1 Home Security Grant was approved and paid in 2016-17 to enable a family who were staying out of the Borough</p>	

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	urgent home security works	per year by formal or informal enforcement action			in a refuge because of domestic violence, to return home.	
Prevent and reduce Domestic Abuse	Work in partnership with Essex County Council to develop a Domestic Abuse Strategy for Essex	Domestic Abuse Strategy produced and implemented	2015	CBH have adopted the Domestic Abuse strategy developed by ECC.	<p>CBC, in partnership with Braintree, Tendring and Maldon Councils, successfully secured £263,453 for a 15 month project to provide specialist services in the refuge and the community for Gypsy and Roma Travellers and hard to reach groups, victims and their families. The project is being delivered by Colchester and Tendring Women's Refuge.</p> <p>There have been 26 referrals to the Sanctuary Scheme in 2016-17. The</p>	Housing Options Team, ECC, Registered Providers

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
					scheme is now being run by CBH.	

5. Work with customers to help them make informed choices about their housing options

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Manage customers' expectations and enable them to help themselves	Work with the CBC Customer Service Centre (CSC) to help promote self-serve New Action 2017/2018:	More customers able to self-serve More efficient service Financial savings	2015/16	Initiatives set up - more customers able to self-serve. CBC's Transformation Project has helped to create a self-service hub within the library. The 'express zone' offers self-service options with support available if required. This has enabled a significant shift to services being accessed online.	Tenant toolkit prepared and available on the website to enable tenants to self-serve to pay bills and manage their tenancy. CSC directing clients to this.	CBH - Housing Options Team, CBC - Customer Solutions, CBC-Private Sector Housing

	Work with our Gateway to Homechoice partner local authorities to develop an Enhanced Housing Options self - serve tool to enable customers to help themselves	More customers able to help themselves	2017 - 2018			CBH/Gateway to Homechoice Co-ordinator
Ensure that young people understand the housing options available to them and the risks of leaving home in an unplanned way	<p>Work in partnership with schools in the borough to educate young people and their parents about their housing options and the risks of leaving home in an unplanned way.</p> <p>Publicise COYOHO (Colchester Young Persons Housing) website which offers advice and information for young people on Housing problems.</p>	<p>School projects set up so young people are more informed about housing.</p> <p>Publicised to organisations and groups via e-mail and Social Media</p>	<p>Ongoing</p> <p>2015/16</p>	<p>y.e.s. – exploring private rented options when young people are seen to promote the idea that social housing is not the only housing available to them.</p> <p>CBH Housing Options Team now responsible for promoting COYOHO.</p>	Ongoing from previous update	y.e.s./CCVS/Age UK/TACMEP/CBH – Housing Options Team CBH
Increase housing options in the private rented sector encouraging, supporting and incentivising	<p>Set up a quarterly Landlords Forum</p> <p>Continue to offer a rent bond to landlords to provide affordable rented accommodation and to ensure housing standards are suitable.</p>	<p>Landlords Forum set up and good attendance maintained</p> <p>Increase in use of the Private Rented Sector – Monitor take up</p>	Ongoing	<p>Landlord's forum will be held 6 monthly. The first forum held on 15th March 2016.</p> <p>Private Sector Leasing scheme being considered offering property and tenancy management (by CBH) to private landlords.</p>	<p>A Landlords' forum held in February 2017.</p> <p>Private Sector Leasing (PSL) Scheme in place. CBC Private Sector Housing team is working with CBH to ensure</p>	CBH - Housing Options Team Lettings Officer, Private Sector Landlords, CBC –

private landlords	Deliver housing standards regulation and management training to Private Sector Landlords.	Training delivered – better informed and broadly compliant landlords.	2015-16		<p>accommodation that is included in the PSL and Homefinder Schemes is of suitable quality.</p> <p>Awareness raising sessions provided by the PSH Team at the Landlords' Forum held in February on relevant topics.</p>	Private Sector Housing Team.
Support residents affected by Welfare Reform	<p>Continue to develop internal and external partnerships to mitigate the effects of welfare reform.</p> <p>Continue to provide proactive support to those affected by the reform agenda.</p>	More residents supported and where appropriate alternative housing options identified.	2015-2020	<p>Officer to be seconded to CBH from CBC to continue to mitigate the impact of the reforms and support tenants.</p> <p>Colchester Borough Council has responded to the next stage of welfare reform by forming a specialist team to provide proactive intervention to support residents affected by various welfare reforms. The team will be based within Customer Services but will collaborate with various services across CBC and</p>	<p>Colchester Borough Council's specialist team continued to proactively support residents affected by welfare reform and has supported 553 households so far. A further officer was recruited in the second year of the project. The team is primarily a front facing service operating from the Library and Community Hub. The team also offer</p>	Housing Options Team, CBH, CBC Customer Solutions.

				<p>CBH and with external partners.</p> <p>As from April 2016 all new tenants potentially affected by the single room rent are being given a letter at sign up advising them of changes.</p> <p>CBH/CBC continues to fund other agencies to support residents that are affected by welfare reform including CAB and Open Road.</p> <p>Landlords have made clear on Gateway to Homechoice choice based lettings web-site the implications for prospective tenants who are claiming housing benefit and sign up for a self-contained property.</p>	<p>telephone interviews and home visits for the more vulnerable. The work of the team is promoted through the CBC website which includes useful information regarding welfare reforms. The team are mindful of further reforms scheduled for later dates and will adapt in accordance.</p> <p>Affordability Conference held by the Gateway to Homechoice Choice Based Lettings Partnership of 8 local authorities, to explore the impact of Welfare Reform on housing applicant's ability to be rehoused and different approaches being used by Registered</p>	
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					<p>Providers to assess the affordability of rents.</p> <p>The provision of the Council's Discretionary Housing Payment (DHP) Fund was used to support residents affected by welfare reform and prevent homelessness. The DHP fund of £342,170 (including £50,000 CBC funding) was Spent in 2016/2017.</p>	
Improve tenancy sustainment and work proactively with residents to provide advice and assistance around budgeting,	<p>Promote pre tenancy workshops/early intervention for arrears</p> <p>Promote financial Inclusion to help tenants to budget and provide long term improvements for residents in financial difficulty and reduce long term dependency on discretionary funds</p>	<p>Increase in take up of workshops.</p> <p>Reduction in the take up of discretionary funds</p>	2015-2020	<p>Ongoing. Good take up.</p> <p>During 2015-16 the Financial Inclusion Officer visited 152 tenants to provide support and debt advice including; opening bank accounts, applying for welfare benefits and</p>	CBH continue to offer bi monthly pre- tenancy workshops to all under 25s. Support assessments are completed at sign-up to identify need to help support new tenants to sustain tenancies.	CBH – Housing Options Team /Supported Housing Organisations/CBH - Tenant Support Officers

work and debts				preventing homelessness, evictions and court action.	<p>CBH Financial Inclusion Officer provided 67 home visits with CAB debt advice service</p> <p>CBH Financial Inclusion Team (FIT) helped tenants obtain 142 DHP's totalling £89,674. an additional £223,440 in welfare benefits</p> <p>CBH have awarded funding of £30k to Catch 22 for a year to provide intensive support for families who are at risk of eviction or who are presenting as homeless. Catch 22 will:</p> <ul style="list-style-type: none"> - Support families in emergency or temporary accommodation with needs wider than the direct housing pressure. 	
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					<ul style="list-style-type: none"> - Maximise opportunities to have timely supportive conversations through Customer Solutions and Family Interventions work. - Compliment the housing options advice given to families who have been provided with an interim or full housing duty with wider support dependent on need. - Focus on income maximization, debt reduction and back to work advice to deliver longer term solutions and future stability of tenure, along with wider health/wellbeing referrals and connecting families to their community. 	
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6. Make the best use of existing homes

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Maximise the use of council homes and reduce under-occupation	<p>Implement revised tenant incentive scheme policy to encourage council tenants who are under-occupying to move to a home that better meets their needs</p> <p>Promote the use of mutual exchange, to better meet tenants housing needs including a mutual exchange fair where tenants from all landlords in Colchester</p>	<p>Tenant Incentive Scheme implemented and more under occupied households using the scheme.</p> <p>Mutual exchange publicised and an increase in the number of households moving through the scheme. In</p>	Ongoing	<p>CBH have reviewed 4 & 5 beds to identify homes that are under occupied – 5 households were rehoused which released these properties. 3 bed tranche are now being reviewed.</p> <p>During 2015 -16 under TIS – 15 X 2 beds were released, 24 x 3 beds were released and 2 x 4 beds released.</p>	<p>During 2016/17 the Financial Inclusion Team (FIT) supported 145 tenants affected by the under occupation charge and contacted all new cases</p> <p>A Mutual Exchange event was held with local partners at the Greenstead Community Centre.</p>	CBH – Housing Options Team, Tenant Support Officers, Registered Providers

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	<p>can be matched to more suitable properties</p> <p>Continue to carry out tenancy audits to ensure tenancy fraud is minimised</p> <p>Ensure the Council's Sheltered Housing Stock is appropriately maintained in accordance with the Colchester Standard.</p> <p>Maximise take-up of sheltered housing through the major refurbishment programme to free up under-occupied properties</p>	<p>2013-14 there were 114.</p> <p>Target of 300 Tenancy audits completed a year. Tenancy fraud reduced.</p> <p>All stock meets Colchester Standard</p> <p>Reduction in sheltered voids.</p>	<p>5 year and 30 year plan</p>	<p>During 2015-16 the number of properties that were audited was 2,338.</p> <p>The refurbishment of Worsnop House provided accommodation to help households that wanted to downsize to free up under-occupied CBC properties. 8 of the 10 flats were let to existing CBC tenants which released 3 x 3 bed houses, 1 x 2 bed house, 3 x 2 bed flats and one x 1 bed flat.</p>	<p>The event was well attended.</p> <p>Since the Tenancy audit programme began in July 2014, 5,618 properties have been audited</p> <p>The Colchester Sheltered Housing Standard was reviewed and updated.</p> <p>The refurbishment of Enoch House saw 11 tenants who were under-occupying homes move to homes which better suited their needs. These moves released Four 3 bed houses, and seven 2 bed houses and flats.</p>	<p>Tenant Support Officers</p> <p>CBH – Asset Management Team</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Develop policies and procedures to implement fixed term tenancies in line with the Housing and Planning Act 2016.	Better use of Council properties to meet housing need. Tenants are housed in properties which are better suited to their housing need.	2018		Still awaiting Regulations from DCLG. These are expected in the Autumn 2017. The deadline date has been moved to April 2018.	CBC – Housing Client Co-ordinator, CBH
Reduce levels of overcrowding in affordable housing	<p>Promote the use of mutual exchange, to better meet tenants needs (see action above)</p> <p>Assessment of 'crowding and space' under the provisions of part 1 of the Housing Act 2004 to ensure families are correctly prioritised for rehousing</p>	Crowding and space hazards removed or sufficiently mitigated.	<p>Ongoing</p> <p>Ongoing</p>	5 'crowding and space hazards' have been removed - households have moved on during 2015 - 16.	<p>See action above for mutual exchange.</p> <p>8 "crowding and space" hazards have been removed/resolved in 2016-17 The Private Sector housing team continued to assess households for overcrowding in the private rented</p>	<p>CBH Housing Options, Housing Management Teams, Registered Providers</p> <p>CBC – Private Sector Housing Team</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
					sector and in CBC stock and reported this to CBH.	
Help people whose independence may be at risk to remain in or return to their home in both the private and public sector properties.	<p>Increase use of the disabled adaptations in CBC properties to encourage independent living amongst older residents and residents with a disability</p> <p>Respond to recommendations from ECC Occupational Therapy service to process Disabled Facilities Grants in private sector properties.</p>	<p>Increase in planned and unplanned adaptations 100% spend of DFG budget allocation</p> <p>New HIA service or alternative provision in place from 2015</p> <p>Increase in older people able to remain in their own home</p>	<p>Ongoing</p> <p>2015</p> <p>Ongoing</p>	<p>The Allocations Team at CBH to create a register of adapted stock. Review underway for reusing the council's adapted stock to prevent it from being sold under right to buy when properties are no longer used for residents with a disability.</p> <p>62 DFG's were completed to enable households with disabilities to remain living in their own homes in 2015-16.</p>	<p>Agreed to carry out a review in 2017/2018 of the Adaptations Policy for CBC homes and use of adapted stock as part of the Housing Futures Programme.</p> <p>118 DFGs were completed to enable households with disabilities to remain living in their own homes in 2016-17</p> <p>A further 4 households with disabilities were assisted with a discretionary loan to assist them with adaptations or to help them move to</p>	<p>CBH Adaptations Manager, Registered Providers</p> <p>CBC – Private Sector Housing with Home Improvement Agency support ECC</p>

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Participate and influence the recommissioning process for Home Improvement Agency services by ECC in 2015.			CBC has had discussions with ECC to bring HIA service back in house.	<p>more suitable accommodation.</p> <p>HIA service funding ceased from ECC. CBC Private Sector Housing team now provide a similar service to assist vulnerable clients with the DFG application process and signposting/ referral to other agencies, including a dedicated grants case worker.</p> <p>DFG process has been updated. A new dedicated grants/loans officer post created and recruited to. New method for obtaining quotes for grant/loan aided works being developed. To</p>	

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Provide advice on welfare benefits to older people to help them maximise their income and remain in their own home.			CBC Welfare rights team no longer exists – now part of Customer Interventions Team	provide clients with a choice of pre-assessed contractors, rather than reliance on a single contractor.	CBC Welfare Rights Team
Maintain and where possible reduce the currently low levels of long term empty properties in the Private Sector Provide information to residents on the reality of empty homes – manage the perception	Respond to enquiries regarding long term empty properties and take informal or formal action as appropriate. Offer financial assistance to bring empty properties back in to use wherever possible or to reduce the affect of the property on the neighbourhood.	Reduction in the overall number of empty homes. Make safe and secure empty properties where there is a significant public health or safety impact on the community.	Ongoing	2 long term empty properties were bought back into use during 2015-16.	1 long term empty property brought back in to use in 2016-17. This work is not considered to be a priority for the Private Sector Housing team. Empty Property Loans are still available but none were applied for in 2016-17.	CBC Private Sector Housing, Registered Providers

7. Work to ensure that existing and new homes are healthy, safe and energy efficient

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Target the work we do to improve homes in the private sector based on evidence and the best information	Commission stock condition survey to provide evidence base and influence future service planning and delivery activities.	Survey and final report completed and implemented	2016/17	Stock condition survey has been commissioned.	Stock condition survey being completed in 2016/2017	Private Sector Housing Team
	Purchase Housing Health Costs Calculator	HHCC purchased and in use to demonstrate savings to society resulting from housing interventions	2015	HHCC purchased and some efficiency made	The use of the HHCC is currently being reviewed	

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Encourage private landlords & managing agents to provide good quality and well managed properties	Adoption & Development of Essex Landlord Accreditation Scheme (ELAS) and Colchester's Student Accommodation Accreditation Scheme (SAAS)	Increase number and percentage of accredited landlords through ELAS and Colchester's Student Accommodation Accreditation Scheme (SAAS)	Ongoing	Essex Landlord Accreditation Scheme (ELAS) has now ceased due to lack of interest (only 1 landlord signed up to the scheme). Colchester's Student Accommodation Accreditation scheme (SAAS) is under review.	The Student Accommodation Accreditation Scheme is still under review with the impending implementation of new legislation to extend the scope of mandatory HMO licensing which is likely to result in the scheme no longer being of value. Discussions ongoing with Essex University Student Union (SU Lets) to agree to a handover of responsibility for the scheme.	CBC - Private Sector Housing Team ELAS Local Authority Consortium. Essex University
	Review and improve housing conditions through the Housing Health & Safety Rating System (HHSRS) under	Category 1&2 hazards removed. Minimum of 300 per annum.	2015 onwards		The number of housing hazards removed in 2016-17 was 324 The number of dwellings made	CBC – Private Sector Housing Team

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	the provisions of the Housing Act 2004 Part 1 Support landlords towards provision of broadly compliant housing accommodation through improved communication and joint working -Identify common barriers to compliance and provide self service advice and guidance in order that resources can be targeted toward criminal landlords.	Update website with self-serve information. Landlord training delivered. Participation in Landlord Forums and other similar events.			safer in 2016-17 was 148. Landlord training updated above.	
Ensure that houses in multiple occupation (HMOs) are safe and well managed	Develop knowledge of the number and location of private HMOs in Colchester. Ensure HMOs are managed in accordance with the Management of Houses in Multiple Occupation (England) Regulations 2006 & (additional provisions) Regulations 2007	Better quality accommodation - Improvement of HMO's from 30 to 50 per annum over the course of the strategy.	2020 Ongoing	51 HMO's were improved during 2015 -16.	50 Houses in Multiple Occupation were brought up to standard in 2016-17.	CBC - Private Sector Housing, Private Landlords

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	<p>Undertake statutory duty to license all mandatory HMOs under the provisions of the Housing Act 2004 Part 2</p> <p>Use enforcement powers to raise standards where landlords refuse to work with CBC or where landlords fail to licence properties as necessary.</p>	<p>Reduction in unlicensed HMO's</p> <p>Enforcement action and prosecution of non-compliant/criminal landlords.</p>	<p>Ongoing</p> <p>Ongoing</p>		<p>53 HMO licences were issued under the mandatory licensing scheme in 2016-17</p> <p>Began scoping the impact that the proposed legislative changes for the extension of the mandatory licensing scheme will have. Likely that a further 400+ properties will fall within the scope of the scheme, currently in the region of 120 Licences in force.</p>	
Encourage & Support homeowners to maintain and repair their homes and introduce energy	Remove and mitigate significant hazards and fund energy efficiency improvements where no alternative form of assistance is available by providing financial assistance through grants and loans.	<p>Improvement in energy efficiency of properties.</p> <p>More grants and loans provided for</p>	<p>2015/16</p> <p>2016/17</p>		<p>5 Home Repair Loans and 1 Home Security Grant completed in 2016-17.</p> <p>Expenditure in excess of £100,000 on discretionary</p>	CBC - Private Sector Housing

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
efficiency measures.	Undertake review of Financial Assistance Policy and explore opportunities to further incentivise property improvements through provision of grants and loans.	property improvements.			grants and loans in 2016-17 Financial Assistance Policy will be reviewed once results of stock condition survey are known to enable the targeting of assistance.	
Improve the Energy Efficiency of private sector housing in Colchester and contribute to a reduction of households in fuel poverty	Undertake Housing Health and Safety Rating System (HHSRS) excess cold assessments and take appropriate action to ensure dwellings have an effective and affordable means of heating. Provide fuel poverty advice to households & signpost customers to income maximisation and fuel tariff advice.	80 excess cold hazards removed through formal/informal enforcement and financial assistance per annum. Advice and information available on website and Initiatives Officer keeps up to date knowledge to	Ongoing Ongoing	91 excess cold hazards have been removed for 2015-16. Majority of advice and guidance now web-based, however Officer available to speak to residents if they need more detailed help	56 Excess Cold hazards removed in 2016-17	CBC - Private Sector Housing Energy/Green deal suppliers CBC – Community Initiatives Team

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
		assist residents to access help				
Increase the take up of the government's Green Deal scheme across the borough, encouraging and supporting residents to make improvements to their home increasing energy efficiency, and reducing fuel bills.	Working in partnership with Green Deal installers to make direct contact with households, hold information session to allow residents to find out more about insulating their homes and where possible grant funding may be available. Use social media to promote Green Deal opportunities.	Information sessions held and grant funding accessed. Use existing funding and identify or draw down available ECO or Green Deal funding. More residents benefit/make savings by joining the Green Deal	2015/16	Green Deal scheme currently under review.	Green Deal funding is no longer available however the Community Initiatives Team continues to signpost customers to available funding streams either by telephone or keeping the website updated with available opportunities.	Community Initiatives Team, CBC Private Sector Housing
Improve the energy efficiency of the Council's housing stock	Implement the Green Strategy part of the Asset Management Strategy, which provides a holistic approach to making homes more energy efficient.	Increase in homes that are more energy efficient.	2020			CBH Asset Management Team

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
	Utilise the Government's and the EU's energy grant and incentive schemes to maximise the amount of measures available to individual properties within the stock.		Ongoing			CBH Energy Initiatives Officer
	Continue the Solar PV installation programme with private investors to ensure every viable property within the housing stock has PV installed.	PV Panels installed, tenants save money on fuel bills.	Ongoing	Action Completed. Solar PV installation project has been halted due to a cut in Government subsidy (FiT) and the finance model no longer being viable. A total of 2674 installations (44% of the council's stock) have been installed to date.	47% of housing stock now has Solar PV installed (2895 homes). 3,600 homes made more energy efficient through loft and cavity wall insulation and heating improvements.	CBH Asset Management
	Include energy saving measures within the Colchester standard and ensure procurement includes measures within specifications where appropriate.	Energy measure specified in Sheltered Scheme Refurbishments (Worsnop and Enoch	Ongoing	Measures being installed include Gas absorption heat pumps, solar PV, solar thermal, LED lighting, sun tubes, cavity wall insulation, loft insulation, triple glazing, water saving devices and voltage optimisers.	In CBC refurbished sheltered housing schemes, 2 Gas Absorption Heat Pumps (GAHP) were installed and will provide heat and hot water. The	CBH Asset Management Team

What we want to achieve	Key actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
		House). Also specified in the Housing Improvement Programme (HIP) procurement.			use of mechanical ventilation with heat recovery, low energy lighting, solar PV and solar thermal panels, triple glazed windows and doors and an energy meter all work together to cut energy use.	
Understand the viability of implementing new energy efficiency measures for the Council's housing stock	Energy assessments to be carried out on all properties with the Housing Stock.	Assessments completed, better understanding of costs to inform what new measures are implemented.	2019		Completion date not until 2019	CBH Project Surveyor (Energy)

8. Ensure that housing and related services meet a range of specialist needs

What we want to achieve	Key Actions	Outcomes	When it will be done	Actions Reviewed 2015-2016	Actions reviewed 2016 - 2017	Who will do it
Work in partnership with other providers to ensure a sufficient supply of housing for older people including extra care.	Work with ECC to identify funding available and delivery options.	Funding Identified	Ongoing	Colchester participated in a pilot using one of the Council's sites, to test ECC's new processes for commissioning independent living (the new name ECC use for extra care housing).	A bid was made to the HCA by an RP for funding to build an extra-care/independent living scheme but the bid was not successful. CBC have continued to work in partnership with ECC to secure extra care/independent	CBC Housing Strategy Team, Housing Development Officer

					<p>living housing in Colchester. The Council is disposing of its land in order to facilitate a scheme. Negotiations are in progress on another scheme in the borough for a mixed tenure scheme. A private developer is in negotiation with the Council to provide assisted living homes for owner-occupation with a planning application expected in 2017/2018.</p>	
	<p>Use information from the SHMA to identify the needs and aspirations of older people, where they want to live and type of accommodation</p>	<p>Needs and aspirations of older people identified and provision made within the Local Plan for suitable sites</p>	<p>2017</p>	<p>Target date for report on needs and aspirations of older people to inform the Local plan is 2017.</p>		<p>Planning Policy Team</p>

Ensure a co-ordinated approach to supported housing across the council, social care and health	Continue to work with ECC and attend the Housing, Health and Social Care Forum to influence commissioning of supported housing and support services where possible.	Increase/improve ment in supported housing and support services for Colchester.	Ongoing	Colchester has continued to be represented and influence commissioning of supported housing and support services. Including the single persons review, ECC Prevention Strategy, Independent living and HIA recommissioning.	CBC has continued to work in partnership with ECC, Registered Providers and other Essex local authorities to ensure a co-ordinated approach to supported housing. CBC presented a joint paper with Tendring to the A&E Board to raise awareness of funding reductions to floating support and withdrawal of housing related support service in sheltered housing, home improvement agencies, vulnerable young people and community alarms.	CBC Housing Strategy Team
	Review existing supply of supported housing in the borough including access to and support options.	Directory of support services updated. Supported housing supply identified to inform commissioning process.	Ongoing			
	New action 2017/2018 Work in partnership with ECC, CBH and supported housing providers to ensure that	Housing and support needs of Colchester's	2017 - 2018			CBC Housing Strategy Team

	<p>the support and housing needs of Colchester's residents are still met and are not compromised following procurement activities undertaken by ECC</p> <p>Review the nominations CBC gives to supported housing providers to ensure that they still meet the strategic priorities of CBC</p>	<p>residents are still met</p> <p>Scarce resource is used to best meet the needs of Colchester's residents</p>	2017 - 2018			
Identify and support the need for adapted properties as part of new developments	Negotiate the provision of homes built to wheelchair standards on sites where affordable housing is being provided	Increase in the number of wheelchair standard properties	Ongoing	<p>Working with Housing Options and PSH to set up an Adapted Properties Working Group in order to better match those households in need of adapted properties with the properties available.</p> <p>Work being carried out within existing stock to review adapted properties.</p>	<p>CBC is considering the potential use of its Better Care Fund allocation to assist RPs to secure more fully adapted homes.</p> <p>Working Group is not in place but consultation is underway with CBH on a scheme by scheme basis for new developments.</p>	CBC Housing Strategy Team

					Draft local plan is proposing 95% of all affordable to be suitable for residents in all stages of life (building regulations Part M(4) category 2, and 5% to be wheelchair user standard, Part M(4) Category 3 (a) adaptable and (b) accessible.	
Increase use of assistive technologies for Council tenants.	Publicise the benefits of assistive technology to tenants to enable them to remain in their own homes.	More tenants using the service	2017		CBH provided IT classes for tenants and installed WI FI in communal lounges. CBH supply pendants and remote door entry systems for tenants who require the service	CBH Older Persons Services

Colchester's Housing and Homelessness Strategy Evidence Base update 2017

This is an update of the key data which provides the Evidence base for Colchester's Housing and Homelessness Strategies. The data used is the most up to date available at the time of collation.

The key information from the evidence base has been used to support the continued development of both strategies.

Background - Demographics

Figures taken from the Office for National Statistics (ONS) show that in mid-2016 Colchester's population was estimated to stand at 186,635. There has been an increase of 1.5% (approximately 2,696 people) between mid-2015 and mid-2016.

Colchester is the largest district in Essex, and accounts for 12.8% of the county population, a slight increase of 0.1% from mid-2015.

These figures indicate an average population density of 567 people per square kilometre (km²). This is an increase of 1.4% from 2015 when there were 559 people per square kilometre (km²).

An estimated 44,132 young people (0-19 years) were living in the borough in mid-2016, which accounts for approximately 24% of the total population. This is a slight increase from mid-2015 when young people accounted for 22% of the Colchester population.

In mid-2016 approximately 119,506 individuals were aged 16-64, equating to approximately 64% of the total population.

An estimated 32,126 people in Colchester were 65+ in mid-2016 accounting for an estimated 17% of the population.

According to the ONS Population Projections, Colchester's population is estimated to grow to approximately 203,466 people in 2026, an increase of 16,831 people over a ten year period. This is the highest population growth in Essex County, the second highest estimated to be in Basildon, with an increase of 15,449 people over a ten year period.

In the Government's Indices of Deprivation 2015, Colchester was ranked 185 (326 being the least deprived) which is up from 206 in 2010. Across Essex County, Colchester ranks 4th most deprived authority.

The most deprived areas of the borough are: Magnolia (St Andrews), St Anne's Estate (St Anne's) and Barnhall (Harbour) and the least deprived are: Bergholt (West Bergholt and Eight Ash Green)

Dwellings in Colchester

The table below shows the number of dwellings in Colchester by tenure as at 1st April 2016. There has been an increase in the total number of dwellings from 1st April 2015 when there were 77,670. However there has been a decrease in the number of dwellings owned by the Local Authority from 6,070 in 2015 to 6,040 in 2016.

Table 1: Dwellings in Colchester by tenure

Local Authority (incl. owned by other LAs)	Private Registered Provider	Other public sector	Private sector	Total
6,040	4,900	960	66,700	78,610

Source: DCLG live tables

Housing Development

Number of homes delivered

Between April 2015 and March 2016 a total of **933** new homes were built in Colchester. (Source: *Annual Monitoring Report, 2016*).

Number of affordable homes delivered

During the year April 2016 to March 2017 a total of **100** new affordable homes were completed in Colchester as shown below. Areas where these homes were built included; Mile End, Betts Hill, Severalls Hospital site, Stanway, Dedham, Northfields and Hythe Quay.

Table 2: Affordable Homes completed

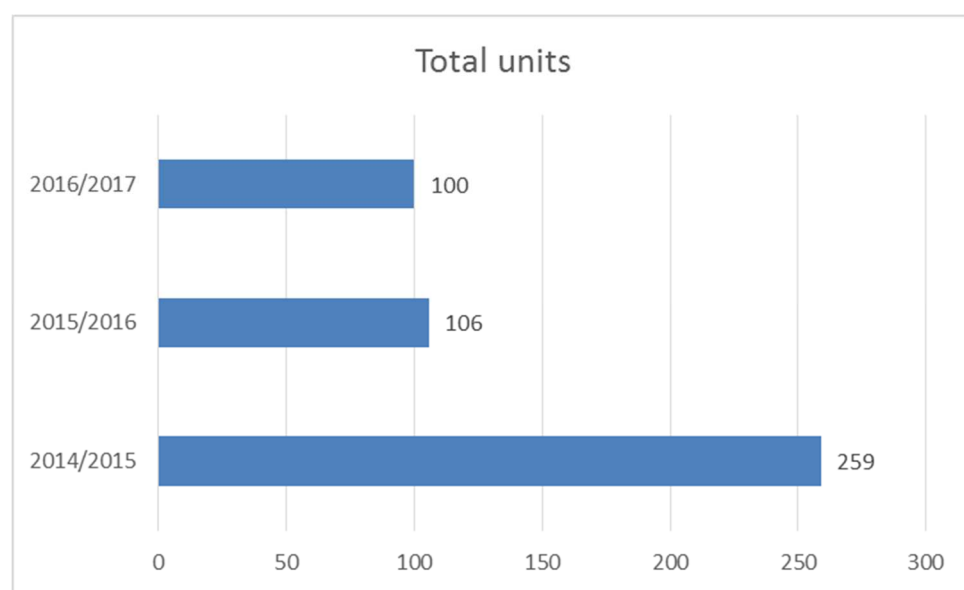
Type of affordable housing	Number of homes completed
Registered Provider for renting	75
Shared ownership	25
Total	100

Source: Registered Provider returns

The graph below shows the total number of new affordable homes completed in each year since 2014.

The increase in the delivery of affordable housing during 2014-15 was due to the completion of several key sites under the Homes and Communities Agency Affordable Homes Programme 2011-15.

The Housing Strategy's target for affordable housing delivery for 2015-20 is 426 units and the Council has completed 48% of this in the last 2 years and is therefore on track to meet the target.

Figure 1: Affordable Housing Completions

Source: Registered Provider returns

House prices in Colchester

The table below compares the changes in both the overall average house price and the average lower quartile house price from the previous year. The lower quartile house price is the bottom of the market - usually smaller homes and flats.

Table 3: House prices

Date	March 2016	March 2017
Average price of home	£259,000	£286,000
Lower quartile price	£165,000	£190,000

Source: *Hometrack*

The Private Sector

In Colchester the demand for private rented accommodation is high and rents continue to rise.

Table 4 below compares the weekly rents in the private and public sectors against the Local Housing Allowance rates in Colchester.

Table 4: Public and Private Sector rent comparison (weekly)

Colchester (Borough) Rents £/pw	1 bed	2 bed	3 bed	4 bed
Colchester Borough Council	79	89	102	No 4 bed homes let
Housing Association	93	115	139	173
Private - 30th Percentile	160 (+40)	167 (+15)	206 (+17)	276 (+23)
Private - 80% Median (affordable rent definition)	129 (+23)	138 (+9)	183 (+22)	240 (+14)
Private – Median	161 (+29)	173 (+12)	229 (+28)	300 (+18)
Private - Upper Quartile	167 (+17)	190 (+12)	276 (+46)	339 (+28)
Local Housing Allowance	103.56	132.32	161.10	204.49
80% rents vs LHA	-£25.44	-£5.68	-£21.90	-£35.51

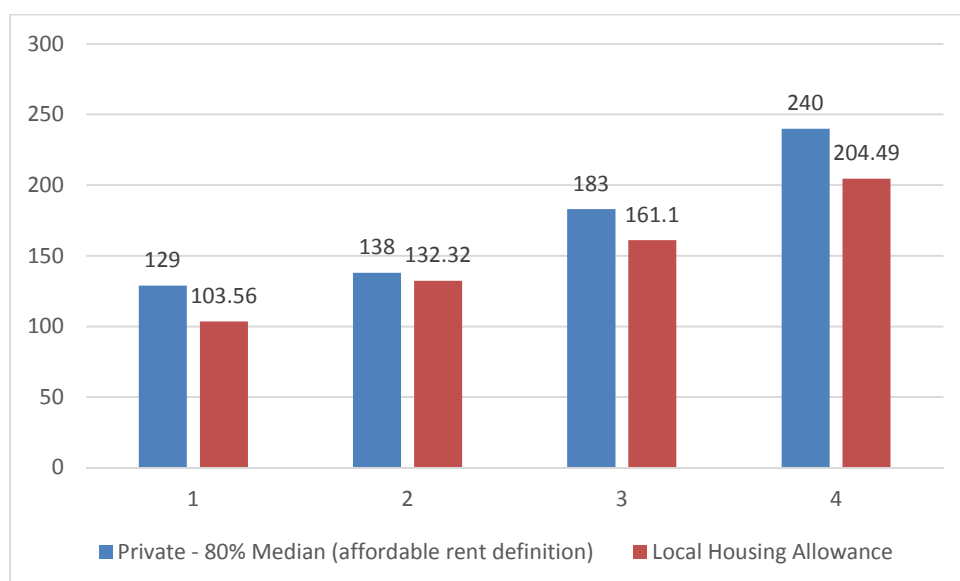
Colchester Borough Council and Housing Association rents are the average rents of properties that have been let through Gateway to Home Choice up to April 2017. The rents have been averaged from a relatively small sample of stock which is a combination of new build and existing stock that has become available to let, so should be treated with some caution. However, they are an indication of the current rent levels for affordable housing. The Private rents are from Hometrack and compared to March 2016.

The table indicates that rents have increased substantially whilst Local Housing Allowance (Housing Benefit in the private sector) is currently frozen

Although the affordable housing providers in Colchester are charging rents within the local housing allowance, this is not the case in the private rented sector. Therefore renting in the private sector is becoming increasingly unaffordable for those on benefits.

Figure 2 below shows the difference between the weekly costs of renting a property in the private sector in Colchester compared to the Local Housing Allowance rate.

Figure 2: Local Housing Allowance vs Private Sector rents



Source: Hometrack

The Housing Register

Colchester holds a housing register of people interested in Council or Registered Provider homes. Households eligible to join the register are assessed according to need and 'banded' as to their priority for rehousing. There are five bands (Bands A - E), depending on the assessed level of housing need.

The table below shows the number of households on the Housing register according to band as at 31st March 2017.

Table 5: Households on the register according to band

Banding	Number of households on register
A	157
B	716
C	1061
D	312
E	2603
Total	4839

Gateway to Homechoice, 31 March 2017

The table below shows the number of households on the register by the number of bedrooms required. The highest demand as at 31st March 2017 was for two bedroom accommodation.

Table 6: Households on the register according to number of bedrooms required

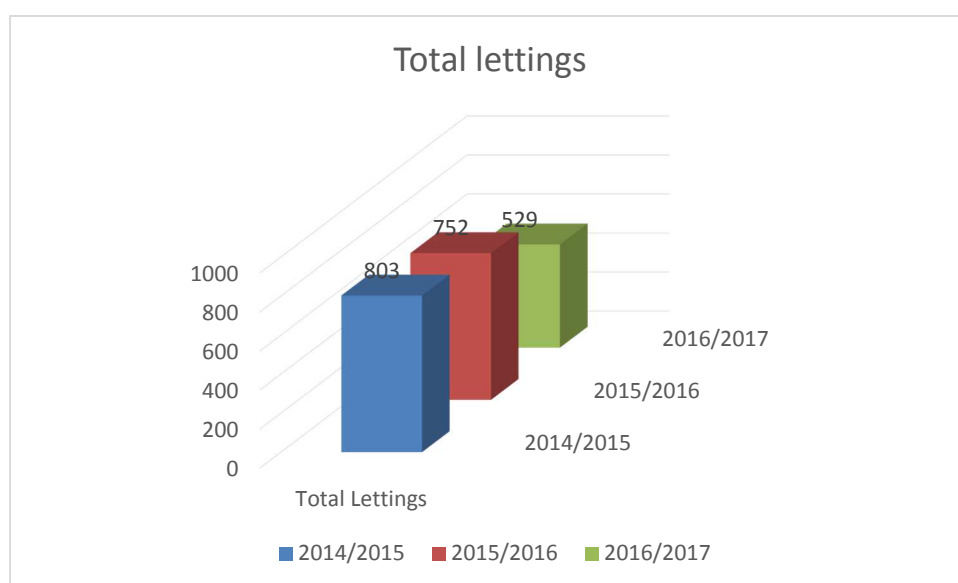
Number of bedrooms required	Number of households on the register
One	1379
Two	1857
Three	1264
Four or more	339
Total	4839

Gateway to Homechoice, 31 March 2017

Social Housing Allocations and Nominations

Figure 5 below shows the total number of lettings to Council and Registered Provider properties in Colchester in the last 3 years. (This figure includes lettings to transfer applicants but does not include applicants that have moved via mutual exchange).

Figure 3: Lettings to Council and Registered Provider Properties



Source: Abritas

The number of lettings has decreased each year since 2014, with a significant decrease of 30% in the last year.

The percentage of lettings by type of applicant has changed slightly in the last year as shown in the table below.

The slight percentage increase in homeless households being housed has helped the 'move on' of households from temporary accommodation.

Table 7: Percentage of applicants housed through Gateway to Homechoice

Type of applicant	2014/15	2015/16	2016/17
Direct	43	38	36
Homeless	27	34	39
Transfer	30	27	24

Source: Abritas

Right to buy

Table 8 below shows the number of Council homes sold to tenants under the national Right to Buy scheme for the last 3 years. In the last year there has been a 50% increase in the number of homes sold under the scheme.

Table 8: Homes sold under RTB

Year	Total homes
2014/2015	39
2015/2016	34
2016/2017	51

Source: CBC data

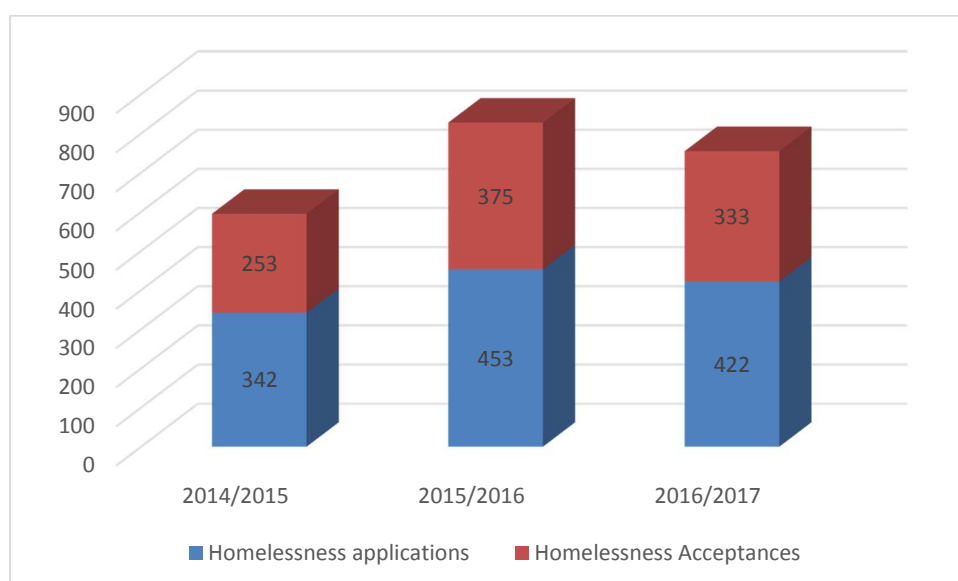
Homelessness in Colchester

Detailed information on people that have made a homelessness application to Colchester Borough Council is recorded on the P1E returns that are sent to the Department of Communities and Local Government (DCLG) quarterly.

The P1E provides data on households who have presented themselves as homeless to the Local Authority, and those who have been accepted as unintentionally homeless and in priority need. Although information from the P1E provides an indicator of homelessness in Colchester it does not represent the whole picture.

The graph below shows the total number of Homelessness applications and acceptances for the last 3 years.

Figure 4: Applications and Acceptances



Source: DCLG P1E

During 2016/17 the number of homelessness applications in Colchester decreased by 7%. This follows the national trend as in England local housing authorities received 28,430 applications for housing assistance in January to March 2017. This is 2% lower than in the same quarter of 2016.

The number of homelessness acceptances has also decreased in 2016/17 by 11% from the previous year. Between 1 January and 31 March 2017 local authorities in England accepted a homelessness duty to 14,600 households, which was down 1% on the same quarter of the previous year.

The following table provides information on homelessness acceptances broken down by age category. Over the past 3 years the highest number of acceptances is consistently in the 16-24 and 25-44 age groups.

Table 9: Acceptances by age category

Age Groups	2014/15	2015/16	2016/17
16-24	74	123	117
25-44	147	197	165
45-59	29	45	41
60-64	2	5	4
65-74	0	3	5
75 and over	1	2	1
TOTAL	253	375	333

Source: DCLG P1E

The table below shows accepted homeless households by priority need category. The presence of dependent children in the household was the primary reason for

priority need over the last 3 years and in 2016/17 this represented over half (52%) of all acceptances.

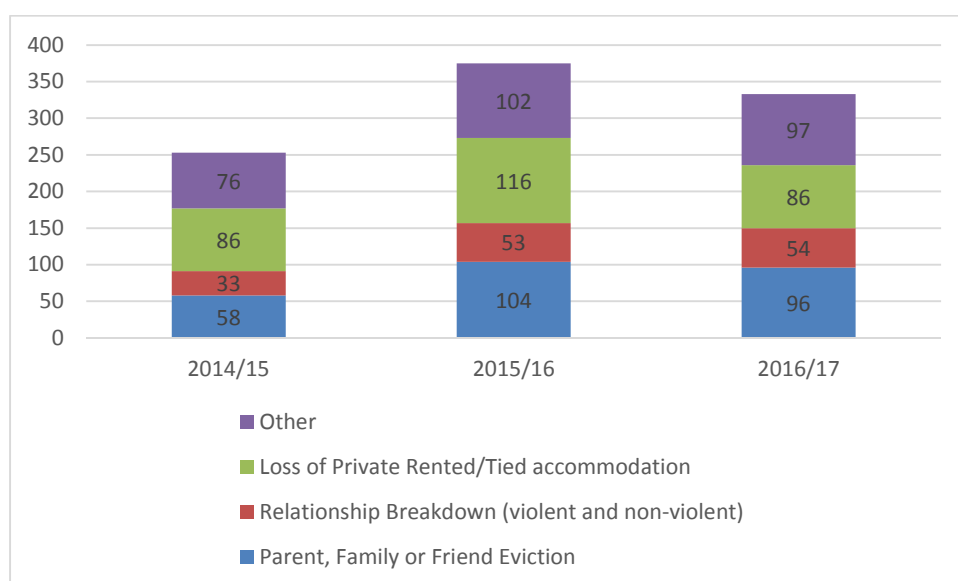
Table 10: Acceptances by Priority need category

Priority need category	2014/15	2015/16	2016/17
Emergency (fire, flood, storms, disaster, etc.)	0	0	0
Families with dependent Children	142	203	172
Pregnant Woman with no other dependent children	36	42	38
16 or 17 year old	8	12	14
Formerly "in care" and aged 18 to 20 years old	5	11	13
Old age	3	3	14
Physical disability	14	26	25
Mental illness or disability	32	64	49
Drug dependency	1	1	1
Alcohol dependency	1	2	0
Former asylum seeker	1	0	0
Other	7	5	3
Been in care	0	0	0
Served in HM Forces	0	0	0
Been in custody/on remand	0	1	0
Fled their home because of violence/threat of violence	3	5	4
<i>of which Domestic violence</i>	2	5	4
TOTAL	253	375	333

Source: DCLG P1E

The graph below indicates the 3 main reasons for households being accepted as homeless. Interestingly between 2015/16 and 2016/17 there was an increase of 35% in the number of households being accepted due to loss of private rented or tied accommodation, and in the last year this has decreased by 35%. Those accepted a homelessness duty due to family/friend eviction has remained consistent over the last 2 years and the number of households accepted due to relationship breakdown has decreased slightly.

Figure 5: Main reasons for Homelessness



Source: DCLG P1E

(‘Other’ category includes harassment/violence, rent arrears, left institution/care, sleeping rough or in a hostel and emergency).

Households in temporary accommodation

The table below shows the total number of households in temporary accommodation as at 31st March in the last 3 years. From 31st March 2015 to 31st March 2017 there has been an increase of 39% in the number of households accommodated.

Table 11: Households in Temporary accommodation (TA)

TA snap shot as at:	31-Mar-15	31-Mar-16	31-Mar-17
Total	147	184	204

Source: DCLG P1E

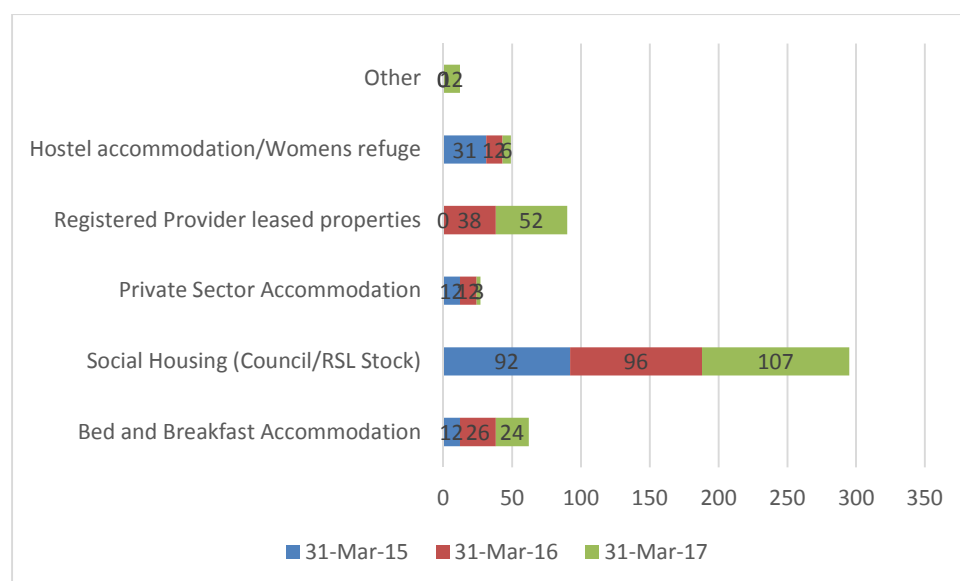
In England the number of households in temporary accommodation arranged by local authorities on 31 March 2017 was 77,240, up 8% on a year earlier.

Historically there tends to be a lag between changes in the number of acceptances and changes to the number of households in temporary accommodation so although the number of homelessness acceptances has decreased in 2016/17 this will take time to filter through.

The following graph shows the number of households in temporary accommodation by type of accommodation as at 31st March for the last 3 years. There has been a significant increase in the use of bed and breakfast accommodation in the last 2

years and a 37% increase in the use of Registered Provider leased properties in the last year as at 31st March.

Figure 6: Households in temporary accommodation by type of accommodation.



Source: DCLG P1E

Homelessness Prevention

The table below shows the total number of cases where homelessness was prevented by the Housing Options Team and partner organisations in Colchester, for the last 3 years.

Table 12: Homelessness Prevention cases

Homelessness Prevention	2014/15	2015/16	2016/17
Total cases	498	572	648

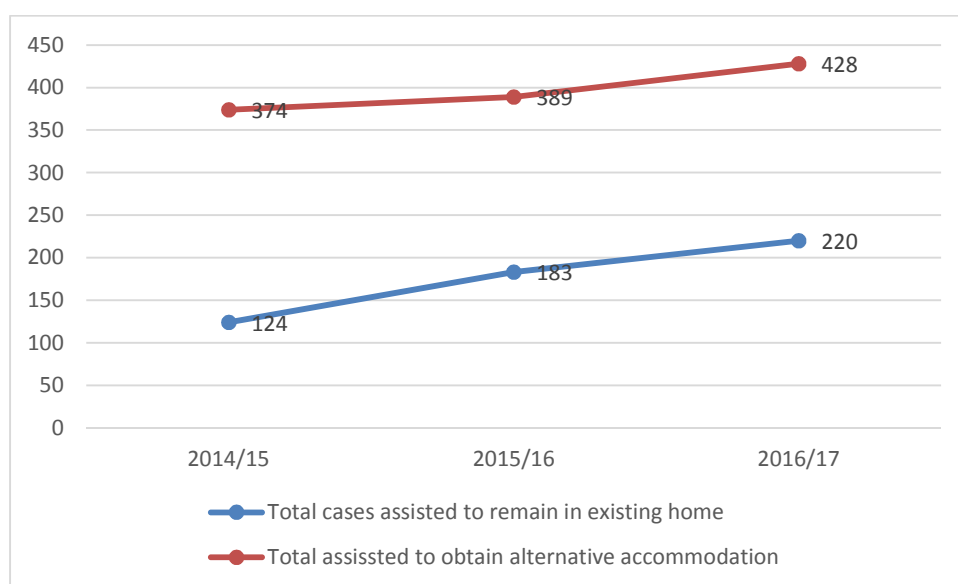
Source: DCLG P1E

In the last year there has been a 13% increase in the number of homelessness prevention cases from the previous year. In England the total number of homelessness prevention cases for 2016/17 was 214,480, up 1% on the 2015/16 figure of 213,260.

The following graph indicates that there has been an increase in the last year of 20% in the number of cases being assisted to remain in their existing home.

The majority of homelessness prevention continues to be where cases have been assisted to obtain alternative accommodation in the private rented sector, supported housing schemes and social housing via the Council's Housing Register. This has also increased by 10% over the last year.

Figure 7: Homelessness Prevention cases by Prevention type



Source: DCLG P1E

The Homelessness Reduction Act

The new Act became law in April 2017 but will not come into force until April 2018. The government has published a new code of guidance that sets out in more detail how the changes should be implemented.

The new Homelessness Reduction Act includes two main duties:

The Prevention duty – requires councils to intervene to prevent homelessness at an earlier stage, when a household is at risk of losing their home in the next 56 days.

This includes private sector tenants who are served with an eviction notice.

The Relief duty - requires councils to offer more advice and support to anyone who is already homeless, regardless of whether they are in priority need and may involve offering accommodation.

Councils must also draw up personalised plans for people that are homeless and anyone who is at risk of becoming homeless.

In addition to these two main duties, public authorities that have contact with clients who are homeless or at risk of homelessness will be required to refer them to local authorities with the person's consent.

The DCLG will also require additional information from Local Authorities on homeless clients in order to monitor the impact of the main duties. A new recording system is being set up to capture this information.

The introduction of the Homelessness Reduction Act will impact on the way the Council's housing service is delivered. Actions to reflect this have been incorporated into the Housing and Homelessness Strategy's Delivery Plans.

Single Homeless and Rough Sleepers

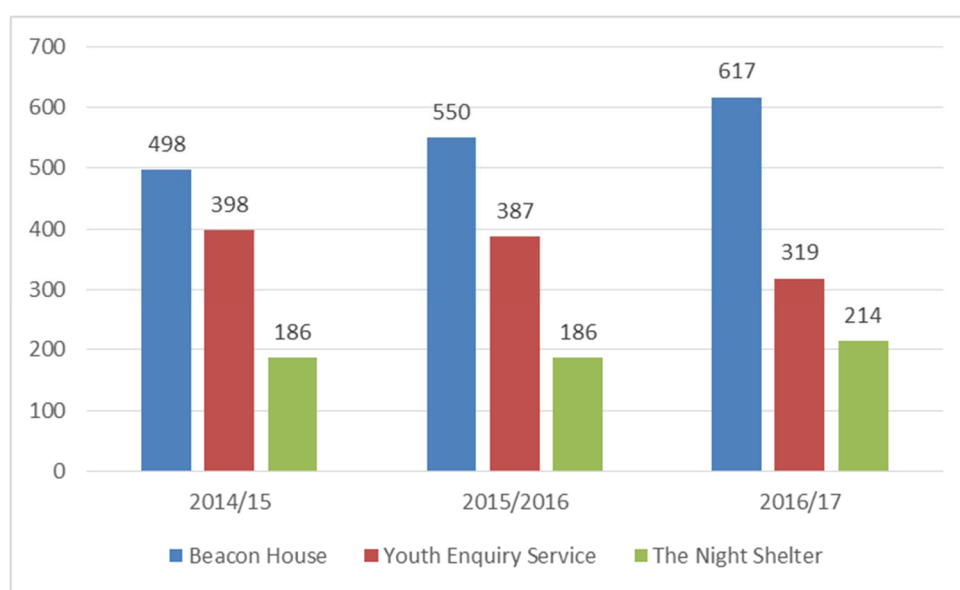
There are a significant number of single homeless people in Colchester that the Council does not owe a duty to house because they are not in priority need as set out by Homelessness legislation.

A number of voluntary sector organisations in Colchester provide valuable advice, support and accommodation for the growing number of single homeless people.

The following graph shows the number of clients that have used some of the voluntary sector services over the last 3 years.

The number of homeless clients that Beacon House has provided help and support services to during 2016-17 has increased by 12% from 2015-16. The number of young people aged 16-25 that have received services to prevent homelessness at the Youth Enquiry Service has decreased by 18% on the previous year. Colchester Night Shelter provide accommodation with ongoing support for single homeless clients. During 2016-17 the number of clients that were accommodated at the shelter increased by 15%.

Figure 8: Clients that have used the voluntary sector services



Source: Voluntary sector organisations

One Support

One Support provide individual housing related support to people in the community; preventing homelessness, helping them to maintain their tenancies, increase life skills and to live more independently.

The table below shows the number of referrals to the service by reason for referral, in Colchester over the last 2 years.

Table 13: Referrals to One Support

Reason for referral	2015-16	2016-17
Older People with Support Needs	2	10
Older People Mental Health		0
Frail Elderly	8	4
Mental Health Problems	331	140
Learning Difficulties	33	13
Physical and / or Sensory Impairment	111	67
Single Homeless with Support Needs	17	21
Alcohol Problems	12	9
Drug Problems	11	8
Offenders or at Risk of Offending	4	8
Mentally Disordered Offenders	3	3
Young People at Risk	16	8
Young People Leaving Care	3	1
People at Risk of Domestic Violence	36	17
People with HIV/AIDS		2
Homeless Families with Support Needs	2	13
Refugees	2	0
Teenage Parents	13	4
Rough Sleepers	12	13
Travellers		0
Generic/Complex Needs	196	272
Total	812	613
Colchester referrals as a percentage of total referrals to One Support	31%	28%

The table shows that the main reason for referrals to the service over the last 2 years has been Mental Health. In 2016-17 there was a significant reduction of 58% in the number of clients supported by the service for Mental Health and a 25% reduction of clients supported by the One Support service overall.

This is due to the reduction of Housing Related Support funding to the floating support service.

Rough Sleepers

Local Authorities are required to provide a figure for the number of people rough sleeping in the area to the DCLG on an Annual basis; this can either be by way of a count or by providing an estimate from information gathered from local organisations.

Since 2010 the estimated figure for rough sleeping in Colchester had significantly risen from 10 people in 2010 to 35 in 2013.

Due to the significant rise in rough sleepers a count took place in November 2014 conducted by a mix of volunteers from CBH, CBC and partner agencies that work in housing. Only two rough sleepers were found. In November 2015 a further Rough Sleepers count was conducted and 9 were counted. Although this was an increase from the previous year it is a significant reduction compared to the estimate of 35 in 2013.

An estimated figure of 20 Rough Sleepers was submitted to the DCLG in November 2016. This figure was based on information from local intelligence.

In December 2016 Colchester Borough Council and Tendring District Council put in a joint bid for funding as part of the DCLG Rough Sleeper programme. CBC are the lead authority for the funding and Co-ordinated the bid. The amount of funding secured was £239,375.

The funding is being used to provide an Early Response Co-ordinator post in both Colchester and Tendring local authority's, in Colchester this will be delivered by Colchester Borough Homes.

The intended outcomes for the funding is to provide an opportunity to retain a more co-ordinated approach to preventing homelessness and rough sleeping in each area. The Co-ordinators have been recruited and are working with local partner organisations who have the skills and expertise in this field, to provide an assertive outreach service to support and help secure accommodation for people living on the street.

CHASUP (Colchester Homelessness Agencies Service Users Panel), the multi-agency group was set up in 2013 to help entrenched rough sleepers in the area.

CHASUP, an action based task group has helped to co-ordinate an approach across local statutory and voluntary agencies for individual rough sleepers which includes reconnecting clients with substance abuse services, family members or back to their own home area as well as helping them to obtain accommodation.

The number of clients that have been referred to CHASUP during 2016-17 was 46.

The outcomes for people considered by CHASUP for 16/17 are:

Housed = 20

Deceased = 1

In Custody = 4

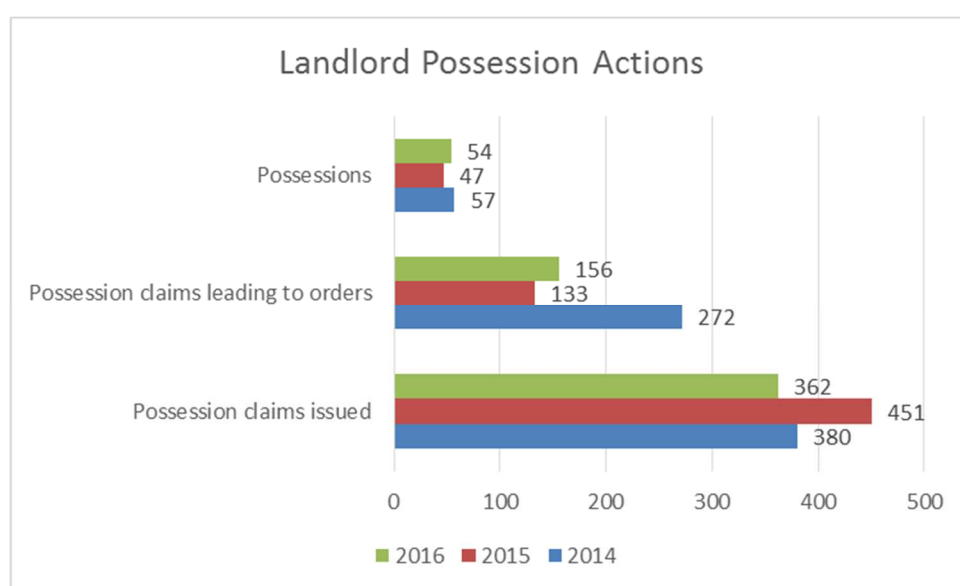
Moved out of area = 2

Possession actions in the private and public sector

Landlord possession actions

As shown in the graph below, there has been a sharp increase of 19% in the number of Landlord possession claims issued in the social and private sectors in Colchester, over the last year. This follows an 11% decrease in possession claims from 2013 to 2014. However the number of possession claims that lead to an order being granted for possession has significantly decreased by 51%.

Figure 9: Landlord Possession Actions



Source: Ministry of Justice statistics

Nationally the number of claims issued in 2016 was 136,787.66 down 11% on the previous year. The number of possession claims leading to orders also declined by 9%.

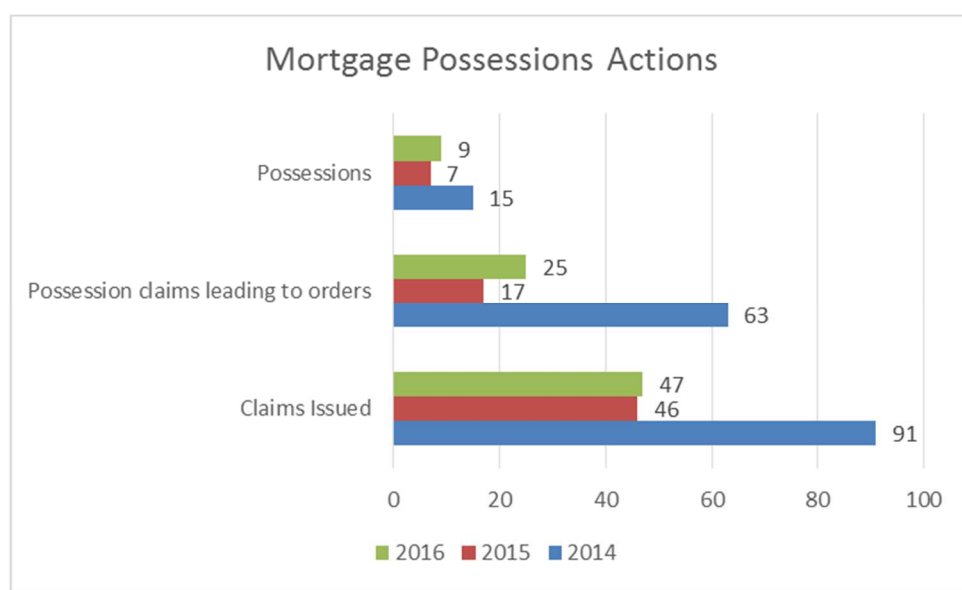
There was a 6% reduction in the number of Landlord repossessions in Colchester over 2016.

Mortgage Possession actions

The graph below shows that there has been a significant decrease in the number of mortgage possession claims and claims leading to orders in Colchester since 2014.

This reflects the national trend as the total claims issued in 2016 was 18,473.29 reflecting a 7% reduction from the previous year and a 52% decline in the number of claims since 2014. The number of orders and repossessions in 2016 has also declined since 2015 by 16% and 15% respectively.

Figure 10: Mortgage Possession Actions



Source: Ministry of Justice (MOJ) statistics

NB: The figures for 2015 – possessions and claims leading to orders have been revised due to reconciliation by the MOJ and are different to those quoted last year.

The decrease in the number of mortgage possession actions could be attributed to lower interest rates, lenders taking a more proactive approach in managing customers in financial difficulties and other regulations or interventions from the government.

It also coincides with a decrease in the proportion of owner-occupier households and an increase in the proportion of outright-owner households (therefore the population susceptible to mortgage repossessions has reduced over this time period)

Social Housing Evictions

The table below shows the number of evictions due to rent arrears and anti social behaviour made by Colchester Borough Homes over the last 3 years. During 2016/17 evictions for rent arrears has significantly reduced whilst evictions for anti-social behaviour have slightly increased.

Tenancy Sustainment Officers continue to help tenants sustain their tenancies and reduce the number of those losing their properties through eviction.

Table 14: Evictions – CBC properties

	2014/15	2015/16	2016/17
For Rent Arrears	19	20	10
For ASB	1	2	6
For Both	5	1	1
For Other Reason	3	0	0

Source: Local Authority Housing Statistics

Housing Standards – Private Sector dwellings

The Private Sector Housing (PSH) team is responsible for ensuring that all properties not owned by CBC are safe and do not present unacceptable hazards to occupiers. This includes the Private Rented sector, properties owned by registered providers and owner occupied properties.

The number of service requests from tenants complaining about disrepair in their privately rented property, over the last 3 years is as follows:

Table 15: Service requests from tenants

2014-15	2015-16	2016-17
325	249	208

Source: PSH data

Since 2014 the PSH Team has introduced a robust method of monitoring of hazards removed and homes improved. The following table shows the total number of serious hazards removed by the PSH team for the last 3 years.

Table 16: Serious hazards removed

2014-15	2015-16	2016-17
470	474	324

Source: PSH data

The table below shows the number of homes that have been improved in the private sector over the last 3 years.

Table 17: Homes improved

2014-15	2015-16	2016-17
123	192	158

Source: PSH data

The following table shows the number of Improvement Notices served for Category 1 and 2 hazards on non-compliant landlords to secure compliance with housing standards, over the last 3 years.

Table 18: Improvement Notices served

2014-15	2015-16	2016-17
10	4	7

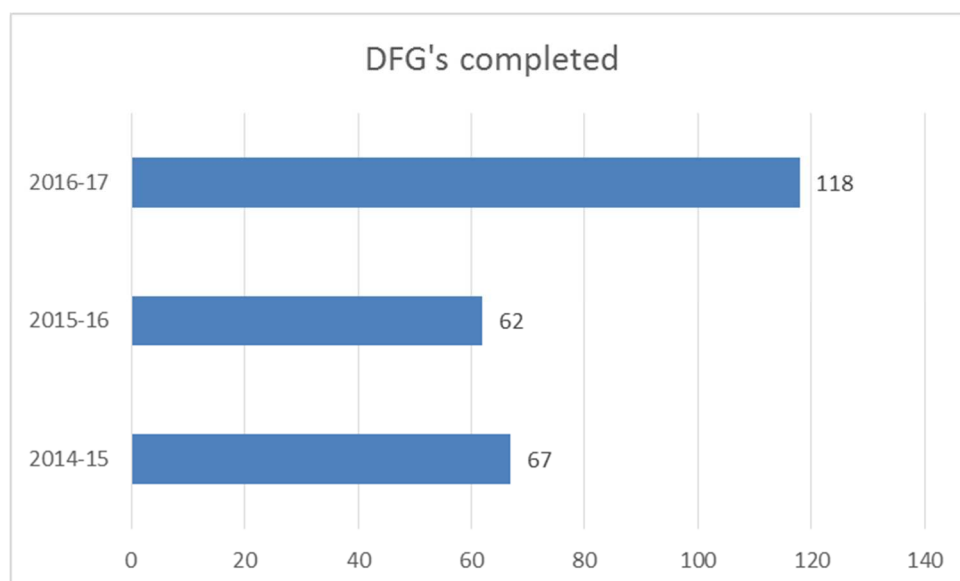
Source: PSH data

Disabled Facilities Grants

Colchester Borough Council administers Disabled Facilities Grants (DFGs) to criteria set out by the Government. The grants are paid after completion of works to adapt properties to enable people with disabilities to continue to live in them.

The graph below shows the number of DFG's completed over the last 3 years.

Figure 11: DFG's completed



Source: PSH data

Colchester Borough Council awards Home Repair Loans which is an income based, 'means tested' loan, secured on the property, and is available to home owners and leaseholders to repair and maintain their property.

The table below shows the number of home repair loans awarded over the last 3 years.

Table 19: Home repair loans awarded

2014-15	2015-16	2016-17
8	6	5

Source: PSH data

Welfare Reform update 2016/17

From 2012, Colchester Borough Council (CBC) developed a strategic response to Welfare Reform. A Welfare Reform group was formed bringing together all relevant service areas.

Due to further reforms announced by the Government in 2015 a Welfare Reform Project Team was set up.

The team collaborate with a range of internal services and work in partnership with local organisations, taking a proactive approach by using system data to identify those who might be affected by benefit changes. A triage process is used to identify residents' specific needs which allows the team to target support and advice

The team operate from the Library and Community Hub and also offer telephone interviews and home visits for the more vulnerable.

The removal of the spare room subsidy in the social rented sector (RSRS)

Since April 2013 there have been new rules in Housing Benefit for working-age people living in social housing. This is referred to as the removal of the spare room subsidy.

From 1st April 2013 Housing Benefit was based on the number of people in the household and the size of the accommodation. This means those tenants whose accommodation is larger than they need may lose part of their Housing Benefit.

Due to proactive support, early intervention and partnership working the number of residents affected have reduced significantly since the implementation of RSRS as shown in the table below.

Table 20: Removal of the Spare Room Subsidy – Colchester

Date	Number of Residents affected
1 st April 2013	1043
1 st April 2014	713
1 st April 2015	664
1 st April 2016	614
1 st April 2017	581

The Benefit Cap

From 7th November 2016 the Benefit Cap, which limits the total amount of benefit that working age residents can receive, changed and the limits were reduced. This resulted a in a large increase in the number of residents affected by the Benefit Cap.

The team have intensely supported the residents affected, often in partnership with local organisations. The table below gives an overview of the outcomes up to November 2017, by illustrating the number of households who have become exempt from the Benefit Cap after contact with the team.

Table 21: The Benefit Cap

Number of households contacted	298
- Face to Face appointments	195
- Telephone appointments	103
Number of exemption notifications received	139
Reason for exemption	
- In receipt of Working Tax Credit	70
- In receipt of Disability Benefit	26
- Other (income change / HB cancelled / grace period)	43
Current Number of capped households	172

The number of residents affected by the Benefit Cap has reduced significantly.

The Benefit Rate Freeze

In the Summer Budget 2015 the Government announced that most working-age benefits will be frozen for four years from 2016/17. This applies to Jobseekers' Allowance; Employment and Support Allowance; Income Support; Child Benefit; applicable amounts for Housing Benefit and Local Housing Allowance rates.

As illustrated earlier in Figure 2 there is a significant difference between the weekly costs of renting a property in the private sector in Colchester compared to the Local Housing Allowance rate

To mitigate the risk of homelessness the team have provided support to households in receipt of welfare benefits where their rent is significantly higher than the level of Local Housing Allowance paid. The Council recognise the impact this reform has on residents ability to maintain rental payments.

The team have contacted 197 households (to date) to raise awareness and offer advice and support in the following areas:

- maximising income - through employment and/or training
- dissemination of money management and debt reduction advice
- housing prevention support in front facing services
- Coordination of partner support and community advice.

Local Council Tax Support (LCTS)

Since 1st April 2013 Local Authorities have been responsible for administering their own LCTS schemes.

All working age recipients of Local Council Tax Support have to pay a minimum contribution of 20% towards their Council Tax bill. The team have proactively contacted residents who are struggling to maintain their Council Tax payments. These interventions support settlement of a priority debt and attempt to mitigate the effects of non-payment.

Additional Reforms

Proactive support is also being offered in the following areas:

- Employment and Support Allowance new claims – removal of work related activity group premium resulting in less income for those claiming an ill health benefit. New claims will be paid at £73.10 per week rather than £102.15 (after assessment phase). The team are using existing system data and working with Jobcentre Plus to identify these residents
- Limiting of benefits for dependants – lower Tax Credit and Housing Benefit entitlement for families – this reform will mean as the family grows the respective benefits will not. The team are working to develop partnership links with organisation working with families
- Essential Living Fund- the team are contacting vulnerable residents who have made an application to the fund to offer further advice and support

Universal Credit (UC)

UC is a new single payment for people who are looking for work or on a low income. It will replace income-based Jobseeker's Allowance, income-related Employment and Support Allowance, Income Support, Child Tax Credits, Working Tax Credits and Housing Benefit.

From March 2015 UC has been introduced in Colchester, gradually. It is has only being paid to new claims from single people, who would otherwise have been eligible for Jobseeker's Allowance including those with existing Housing Benefit claims.

The team currently work with DWP to offer support to those residents already in receipt of Universal Credit. Support is offered around the following two main areas:

- Assisted digital support
- Personal budgeting support

UC Full Service is being introduced in stages across Great Britain by postcode area. Full Service rollout is planned for Colchester in July 2018. The UC full service will be available for all claimant groups from the start.

The Council has invested time in understanding the pace of implementation and to learn from pilot sites through visits and engagement.

CBC and DWP leads are working together to plan for the Full Service rollout of UC. A strategic group is being formed to consider all aspects of implementation and includes relevant service areas to allow for a coordinated response.

Discretionary Housing Payments – (DHP)

Each year Local Authorities receive a government funding, to support those receiving Housing Benefit who need extra help with their housing costs. The funding level is determined by the DWP. Between 2013/14 – 2014/15 funding for DHP was increased significantly in the context of the Welfare Reform agenda. In addition, CBC contributes funding to the DHP budget.

Table 22: DHP Funding

Year	Government DHP funding to Colchester Borough Council
2012/13	£264,881
2013/14	£448,524
2014/15	£423,918
2015/16	£239,924
2016/17	£292,170
2017/18	£414,027

As part of the Council's preparation for Welfare Reform a new Discretionary Housing Payment (DHP) framework was developed. The provision of DHP was completely refocused in all areas in line with new pressures and goals and greatly increased funding and demand, with a view to making the customer journey more holistic whilst efficient.

DHP decision making is an additional task within the Customer Support Team and by ring fencing the assessment process more support can be given to each applicant. Therefore, greater consistency of decision making can be achieved both for those affected by reform and those seeking help who are not.

The team have developed a network of contacts nationally and locally, fitting the support needs of the resident to the agency or partner that can help to deliver longer term solutions.

In order to maximise the support offered to the residents of Colchester the team ensure that the Council's Discretionary Funds are fully allocated each financial year.

Report of	Assistant Director of Policy & Corporate	Author	Lynn Thomas
Title	Request for Delegated Authority to Agree the Award of Contract		
Wards affected	All wards		

This report requests that the Cabinet delegate the responsibility for agreeing the contract awards for replacement heating systems and Kitchens across the borough to the Portfolio Holder for Housing & Communities

1. Executive Summary

- 1.1 The Council entered into long term contracts to deliver the Housing Investment Programme (HIP) in 2014. In line with good practice at the time, the work was packaged together and the large contracts were awarded to two main contractors that managed the works that was delivered through a mix of their directly employed labour and subcontractors. These contracts expire in March 2018.
- 1.2 During the updating of the housing asset management and housing procurement strategies, procurement methods and contract delivery were reviewed. It was agreed to alter the approach to the delivery of these programme of works. Instead of packaging the work all together, the different works streams would be tendered as separate contracts, splitting the contracts in this way will also give smaller contractors an opportunity to bid for work. There will be one each for heating, electrical works, kitchen, bathrooms and roofing work. It is believed this will provide tenants and leaseholders with a better level of customer service, in turn achieving higher levels of satisfaction and obtaining best value for the Council.
- 1.3 Cabinet will be aware that when the Government's announced the 1% rent reduction and the introduced the Housing and Planning Act, changes were made to the investment plan to balance the HRA Business Plan and prepare for the introduction of the Higher Value Voids levy. There is still a high level of uncertainty around when the levy will be introduced and how much it will be. Therefore due to this uncertainty it is proposed that the contracts will initially be tendered and awarded for a one year period with the option to extend for a further one year period (dependant on successful delivery). This also provides opportunity to appraise the delivery methods in achieving the objectives set out in 1.2. The longer term approach will be to contract for a 4 year period for individual work elements.
- 1.4 The Council encourages improvement and efficiencies in terms of savings, social value and striving for continued value for money whilst delivering against CBC's aspirations to stimulate the local economy. This is considered particularly important given the introduction of the Public Procurement Regulations introduced in April 2015 and the 2012 Social Value Act. The Council is now officially recognised as a Living Wage employer. This means that as well as paying the Living Wage to all directly employed staff, a phased plan for third party contracted staff is in place as relevant contracts come up for

renewal, these contracts will stipulate the need for Living Wage to be paid to the contractors staff working on the contracts with the Council.

- 1.5 The anticipated value of the two individual contracts (Electrical testing and flat roofing) are within the limits of the scheme of delegation for the Portfolio Holder of Housing and Communities to approve. However the heating, bathroom, kitchen and pitched roofing contracts are over £500,000 so would require a cabinet decision.

2.0 Recommended Decisions

- 2.1 To delegate the responsibility for approval of the award of contract to the Recommended Bidder for the installation of heating systems, bathrooms and kitchens along with the replacement of pitched roofs to the Portfolio Holder for Housing and Communities.
- 2.2 To agree to enter with the successful contractor into a 1 year JCT Standard Form of Measured Term Contract 2016 with the option to extend for a further year.

3. Reasons for Recommended Decisions

- 3.1 The existing contract period for the provision of HIP work is coming to an end. As a result the work will be exposed to competitive tender in order to establish continuous improvement and best value.
- 3.2 The procurement approach agreed by Cabinet on 1st December 2010 as part of the Asset Management Strategy is to let a JCT Form of Contract for this and similar types of work

4. Alternative Options

- 4.1 There are few alternative options as this programme forms part of the Council Statutory obligations as a Landlord and protects both our customers and the housing asset. The procurement process followed complies with the Public Procurement Regulations 2015.

5. Background Information

- 5.1 The contract will be procured following a Public Procurement Directive 2015 compliant tender process and in accordance with The Council's Contract Procedures and Procurement Strategy.
- 5.2 The procurement approach agreed by Cabinet on 1 December 2010 as part of the Asset Management Strategy is to let a JCT Form of Contract for this and similar types of work. The price quality split is 70/30 with the quality spread across:
- Proposed working arrangements,
 - Tenant Liaison
 - Relevant Experience
 - Social Value.
- 5.3 The Public Services (Social Value) Act came into force on 31 January 2013. The act requires that public authorities consider wider social and environmental benefits when they choose suppliers, rather than basing commissioning decisions solely on price and quality. The Council consider things such as apprenticeships, tenant training and work experience, reducing the impact on the environment and supporting community projects all good examples of providing social value.
- 5.3 A procurement process will commence with the placement of an advert on Contracts Finder and through conducting an open procedure utilising a suitability assessment. The selected contractors will be invited to tender. This is a Works contract and the value is below the OJEU threshold so will not required to be compliant to the full OJEU process.
- 5.4 The current robust controls and monitoring arrangements will continue as a minimum standard in the new contract. The formal monthly Capital Monitoring Group (CMG) attended by both the Council (CBC) and Colchester Borough Homes(CBH) include progress against the agreed programme, monitoring of expenditure against agreed budgets, analysis of performance against KPIs, the quality and standard of the services provided to tenants by reviewing customer satisfaction reports and direct liaison with tenants.
- 5.5 CBH's role as the Contract Administrator (CA) has been key to the success of existing hearing installation programmes. CBH will continue to manage the contract on behalf of the Council, which will include managing day to day issues/arrangements of the contract and act as the main point of contact for all parties through the nominated representative. The CA through the nominated representative will attend the monthly CMG to report on the contractor's performance. The role of CA is also clearly defined within the JCT form of contract.

6. Equality, Diversity and Human Rights implications

- 6.1 The relevant Equality Impact Assessment for the CBC Procurement Strategy can be found [here](#) or by following the path: www.colchester.gov.uk > Your Council > How the Council Works > Equality and Diversity > Equality Impact Assessments > Commercial Services >
- 6.2 Through the Housing Procurement Strategy within the Asset Management Strategy, staff ensure that all future procurement and purchasing documentation recognises, understands and supports CBC and CBH policies with regard to equal opportunities, diversity and human rights.

7.0 Standard References

- 7.1 There are no particular references to the Strategic Plan; consultation or community safety implications.

8. Publicity Considerations

- 8.1 Good communication with tenants is vital and the Council working closely with CBH will need to issue information to our tenants to advise them of new contract arrangements, how it will affect them with ongoing updates as the programme progresses.

9. Financial implications

- 9.1 The work will be paid by monthly valuations and is based solely on the individual properties completed within that month. The value of the contracts are such that it requires approval by Cabinet and will be awarded subject to a competitive tender process.

10. Health and Safety Implications

- 10.1 Through the role of Contract Administrator CBH will ensure Health and Safety and Construction Design and Management Regulations 2015 (CDM 2015) requirements are fully complied with.

11. Risk Management Implications

- 11.1 By following a Public Procurement Directive 2015 compliant tender process and by implementing the controls and recommendations as set out in this report, the Council is seeking to mitigate against any potential risks or challenges.

Report of	Assistant Director of Commercial Services	Author	Lois Bowser ☎ 282573
Title	Northern Gateway Sports Hub – Procurement Strategy		
Wards affected	Highwoods, Myland and Braiswick		

1. Executive Summary

- 1.1 The planning application for the new sports hub at Northern Gateway has now been submitted, this marks an exciting step forwards in delivering a new sporting destination for Colchester. A funding package has been agreed including successfully securing funding from central government to enable delivery of the scheme.
- 1.2 This report sets out the options that are available to the Council for procuring a contractor to deliver the construction of the sports hub at Northern Gateway and recommends a procurement approach which can meet the budget, high quality design aspirations and timescales of the project.
- 1.3 The proposed sports hub will be located on the north side of the A12 at Junction 28 in the Council's Northern Gateway growth area. It is intended to replace and to enhance the sports and recreation facilities at the Mill Road recreation ground and in so doing will create a regional centre particularly for indoor cricket, rugby and cycling, and provide opportunities for public health and physical activity benefits.
- 1.4 Following extensive work undertaken by the project team, and in consultation with stakeholders, a master plan for the sports hub as well as a viable business plan was presented to Cabinet who then approved the project including an overall capital budget in November 2017, the scheme was submitted for planning approval in mid February.
- 1.5 A procurement strategy for appointing construction contractors now needs to be agreed in order to meet the deadline of commencing construction in Autumn 2018. The Council's professional project managers, Gleeds, are advising on the procurement approach.

2. Recommended Decision

- 2.1 That Cabinet agree the recommended Procurement Strategy as set out below for the purpose of appointing a contractor to build the sports hub comprising grass and artificial pitches, cycle track, sports hall and rugby club pavilion together with associated ground and infrastructure works.
- 2.2 To note that a report outlining the contractor appointment will be brought back to Cabinet in June.

3. Reason for Recommended Decision

- 3.1 To provide a framework for consistency in the delivery of this complex project that retains overall control of the process and allows for specialist contractor input and maintains high quality standards, whilst meeting the challenging budgetary and timescales.
- 3.2 In order that the procurement of the contractor can be run simultaneously with the planning application process to enable the delivery timescales to be met.

4. Alternative Options

- 4.1 Not to agree the recommended procurement strategy, however this would jeopardise the delivery of the project and would introduce delays to the procurement of contractors
- 4.2 As set out below, various options regarding the type of work package and method of procurement have been considered.

5.0 Background Information

- 5.1 The project has been developed by a wide team of specialists in different aspects of development including architecture, planning, construction, ground surveyors, infrastructure, transport etc and was subject to a full Environmental Impact Assessment as part of the detailed planning application (Application reference 180848). It is expected to be determined by the Planning Committee by June and following referral to the Secretary of State it is anticipated that full planning approval will be granted in July 2018.
- 5.2 The Project Plan identifies the relocation of the sports users including the rugby club to be completed by the end of 2019. The extensive groundworks and grass pitch construction must commence during autumn this year; in order to achieve this the procurement process for the building contractors needs to commence in the late spring. The council's project management consultants, Gleeds, have also been advising on the strategy for procuring the different contractor specialists required in order to meet the standards required by the sports governing bodies.

6.0 The Recommended Procurement Strategy

- 6.1 It is recommended that the Council uses an established Construction Framework Agreement and seeks a single stage Design and Build tender with a transfer of the designs to date to the contractor with CBC retaining its existing architects to oversee the build process. It is further recommended that the co-ordination of the contractors overall and on site be carried out by Gleeds who already provide project management services to the Northern Gateway scheme and are familiar with the Council's requirements in terms of delivery timescales and costs.
- 6.2 The overall objective of the strategy is to construct a building that meets the council's requirement for the sports facilities including the requirements the Council has as the potential future operator. It is intended to retain as much control over the development process as possible in order to achieve the required completion date and cost out-turn. It is also intended to retain design control and to permit modest design change if need be.
- 6.3 It must be acknowledged that in relation to the overall procurement mechanism the OJEU threshold is likely to be exceeded currently at £4,551,413, no matter how the work is broken up into packages; but any established Construction Framework Agreement that the Council used would be compliant with The Public Contracts Regulations

6.4 The options available in terms of procurement relate mainly to contractual options and stages, and how to break up the significant work packages whilst maintaining control over contractor co-ordination, timescale, costs and quality of the delivered product. Critical to all options is the timing of design responsibility and the status of the design development at the point of tender.

The work package options considered were:

1. Single Package – to procure and appoint a single contractor to manage the entire works. Although this provides a simpler contractual arrangement it means paying a premium for the main contractor to manage the specialist sub-contractors, and less control over the latter's selection.
2. Two Package – to procure all the civils (the groundworks, drainage, access roads etc) and the pitch installations in one package and the construction of the buildings in another. This requires careful management of both the design and construction interfaces. It gives more control over the selection of the highly specialist contractors but no clear point of responsibility though this would be overcome through the continuing appointment of Gleeds to undertake this role. In terms of on-site delivery it allows a staggering of the construction work that would suit the nature of construction of the grounds and buildings.

The two stage process is the recommended procurement route for the Council.

There are other procurement routes which were considered at an early stage but have been dismissed given the level of control the Council needs during the construction period, the need to retain a tight overview of costs and the quality of build. These included splitting the contract into a number of smaller packages however these methods would introduce more cost and more delay into the project.

6.5 With regard to the procurement method required, three main options have been considered:

1. Construction management – where a single contractor manages the whole process but there are multiple contracts with individual contractors and the risk therein lies with the Council.
2. Traditional – the Council as client appoints the design team and passes the completed detailed design to the contractor to build. The sports project has in fact adopted this kind of approach up to now and continuing would maintain full control over the product. However, the stages have to be carried out sequentially with the finished drawings completed before the tender process can commence. Although this allows changes to be incorporated more easily it places all risk with council including increases in cost and site issues arising. Given the timescales of the project it is unlikely this type of procurement would be possible.
3. Design and Build – the contractor would take on the completion of the design details themselves once the contract has been let. This gives a single focus of responsibility for design and construction and the ability to input to the design to improve buildability. There is a fixed cost but no savings necessarily passed to the client either. The timing of the design transfer is key and also its degree of detail at handover stage. For the sports hub this has been developed to ensure certainty over the final product to RIBA Stage 3+ with certain elements designed further such as the plant. In addition it is intended that the Council would retain the services of the current architect during the build process to monitor the construction delivery against the overall design.

Option 3 is the recommended method of procurement as it limits risk to the Council over total costs and by retaining the existing architect on the scheme, CBC can continue to monitor any design changes and impact these might have on overall scheme quality. This option will also ensure:

- Contractor carries the responsibility and risk for the ultimate design and construction
- The Council can retain some control and influence over the design and maintain quality
- The Council should be able to obtaining a competitive price for the contract
- The scheme can be procured and constructed within the challenging timescales

In summary the recommended procurement strategy is:

Design & Build with tender at Stage 3 / 3+ with transfer of historic design responsibility to the contractor

Using a
Single stage tender methodology

Through an

Established competitive Construction Framework

By dividing the works into

Two packages: Civils (reduced dig, roads, drainage, site build-up) and pitch installation as one package and procure construction of buildings as separate package

7. Equality, Diversity and Human Rights implications

- 7.1 This report concerns an approach to procuring building contractors for a sports project and there are no equality impact considerations at this time

8. Standard References

- 8.1 There are no particular references to the Strategic Plan; consultation or publicity considerations or financial; community safety; health and safety or risk management implications.

9. Strategic Plan References

- 9.1 The project relates directly to the vision, themes and objectives of the [Strategic Plan 2018-21](#)

10. Consultation

- 10.1 The project itself has been developed along with the principal sports users and local stakeholders. There is local support for the project and every expectation that it will be well used by the local community, clubs and sports users of all levels.

11. Publicity Considerations

- 11.1 Publicity will be reviewed upon selection of a contractor

12. Financial implications

- 12.1 The project budget was agreed by Cabinet in November 2017 and this forms the cap on expenditure. A funding package including some Council borrowing was also approved by Cabinet in November 2017 and expenditure is reviewed monthly against budget to ensure the project remains on track.
- 12.2 The scheme has been costed by Gleeds under their contract with the Council which forms part of the SCAPE Framework.
- 12.3 The recommended procurement approach provides some cost certainty for the Council in respect of this high value contract as the risks associated with the build element of the project are carried by the contractor through the design and build process.

13. Community Safety Implications

- 13.1 None – this is a contract procurement strategy

14. Health and Safety Implications

- 14.1 None – every health and safety standards will be complied with during the construction process.

15. Risk Management Implications

- 15.1 The following risks have been identified in respect of the recommended procurement approach;

Risk	Mitigation
Risk provision built into the design and build tender price so may be more expensive	Ensure framework is large enough to encourage competitive tendering
Less design control through design and build process	Mitigated through retaining in house architect to work alongside contractor
Need to run the tender process alongside the planning process due to challenging timescales	Delays to planning could lead to delays in appointing contractor. Gleeds are appointed to manage the planning permission process and the contract procurement so same consultancy team
Design and build will be fixed price so any savings through final design process would not be passed onto CBC	Cost Plan analysis suggests there is unlikely to be any cost savings during development and this method avoids the Council having to carry the risk on cost overspend as this is borne by the contractor.
Two package approach may lead to issues in having 2 contractors on site at the same time	Can be mitigated through careful management by Gleeds.

- 15.2 The risks associated with the recommended procurement strategy to the time, cost and quality of the project have been minimised in this approach but there remains the risk of unforeseen events such as weather or ground conditions that might affect overall progress of the project. There is a contingency budget in the wider project to allow for any budget overspends in this respect. The costs are tightly managed by the consultant and through the contract and on-site supervision will ensure contractors adhere to this.

Background Papers

Cabinet report November 2017

Report of	Assistant Director Policy and Corporate	Author	Sean Plummer ☎ 282347
Title	Housing Company – Financing Arrangements		
Wards affected	Not applicable		

1. Executive Summary

- 1.1 This report provides a summary of the arrangements for the Council's housing company (Colchester Amphora Homes Ltd) and specifically proposes that it is delegated to the Portfolio Holder for Resources to set out and agree detailed funding arrangements between the Council and CAHL.
- 1.2 It is also proposed that an investment of £250k as equity be made from the New Homes Bonus into CAHL to enable progress to be made with the company's business plan

2. Recommended Decision

- 2.1 To agree to delegate to the Portfolio Holder for Resources the detailed funding arrangements in respect of loans and equity for CAHL.
- 2.2. To agree to invest £250k of equity in CAHL funded from NHB as set out in this report.

3. Reason for Recommended Decision

- 3.1 Further work is being carried out to determine the detailed funding packages for CAHL. The report to Cabinet in June 2017 stated that further financial and site modelling work would be required before any funds were committed by the Council. At this point work is ongoing to review and establish the most state aid and lending market compliant funding mix. This will include consideration of the financial implications for the Council. The proposed equity investment of £250k will enable CAHL to progress the company's business plan aspirations whilst appropriate funding options are explored.

4. Alternative Options

- 4.1 Given the scope of the Amphora Homes Business Plan it is important to ensure that the funding mix supporting this is compliant in terms of Corporation Tax liabilities and State Aid and further work is being done to establish this. The scheme work to take forward the Business Plan however has commenced in earnest and is currently progressing swiftly. Delegating detailed funding arrangement to the Portfolio Holder means a decision on the funding mix can be made quicker. Not confirming a compliant funding mix would expose the Council to State Aid noncompliance risk. It would also slow the pace and progress of the work now being undertaken to initiate the delivery of the Business Plan as no investment can be made until the funding mix is agreed and reflected in the Loan Agreement between CBC and CAHL. Finally not agreeing the proposed equity investment of £250k would also mean that CAHL would not have the resources to

continue to work up and progress the housing development sites in the current programme thereby delaying the implementation of the Business Plan.

5. Background Information

- 5.1 Cabinet agreed to set up a wholly owned housing company, now known as Colchester Amphora Homes Limited (CAHL).
- 5.2 The objectives behind creating a CAHL to deliver new housing are:
- Increase the supply of homes within the Borough including a high level of affordable homes and the Council maintain influence over the type of housing that is built and where it supports local community needs
 - CAHL will look to make best use of Council assets
 - To set high standards for housebuilding and energy efficiency
 - To increase the number of construction apprentices
 - To generate local employment
 - To control the pace of delivery and the completion of units
 - CAHL, through the wider commercial company structure will generate a commercial return to the Council
- 5.3. Cabinet agreed the original business case for creating the company in June 2017 and subsequently the Business Plan for CCHL was approved by Cabinet on 31 January 2018. The Business Plan set out the following summary in respect of CAHL:-

Colchester Amphora Homes Ltd (CAHL)

CAHL is a housing development company which will initially purchase four sites, currently in Council ownership, to deliver 300 new dwellings within this business plan period. The company will ensure that 30% of all homes are delivered as offered on an affordable rent basis for local people in Colchester – this means 90 new affordable homes in this Plan period.

CAHL will pay market value to the Council for its sites. It will also take loan finance from CBC to fund the development phases and, once all borrowing has been repaid, CAHL will pay dividends back to the Council via CCHL.

During the business plan period, CAHL will be identifying further sites which can then be purchased to continue the pipeline of housing development. Further site purchase will require a business case to be presented to CCHL and to the Council if loan finance is required or Council assets have been identified.

- 5.4. The budget report to Cabinet included reference to the business plan and the estimated total estimated borrowing requirement of £28.8m for CAHL to be drawn down between 2018 and 2024. It was reported that the intention was that this be financed by prudential borrowing by the Council and charged to CAHL at a commercial rate in accordance with State Aid requirements. Full Council agreed the inclusion of this sum in the Capital Programme and the Council's Prudential Indicators from 2018/19 to 2020/21 reflects this proposed drawdown of funds.
- 5.5. Work is on-going for the Council to agree funding packages to CAHL. This requires consideration of the mix of equity and loans and arrangements to agree the appropriate commercial rate (to ensure that State Aid provisions are not triggered). The Council will also require CAHL to provide revised requirements. Legal and financial advice has been received on this matter and further guidance is being sought before final proposals are made and a loan agreement is entered into.

- 5.6. In order to progress this matter it is proposed that it be delegated to the Portfolio Holder for Resources to agree the detailed funding arrangements and to consider the resulting financial implications for the Council.
- 5.7. In order to continue to progress the work of the company, which is now progressing swiftly, it is necessary to consider an initial investment of equity into the CAHL. It is therefore proposed that an allocation of £250k be made from the 2018/19 New Homes Bonus budget as follows:-

	£'000
Balance unallocated of 2017/18 budget	171
Allocation from 2018/19 budget	79
Total allocation	250

- 5.8. It should be noted that if the above is agreed it would leave a balance of £984k unallocated from the 2018/19 New Homes Bonus.

6. Equality, Diversity and Human Rights implications

- 6.1 None

7. Strategic Plan References

- 7.1 The creation of the housing company and agreed business plan supports the Strategic Plan objectives of increasing supply of good quality homes.

8. Financial implications

- 8.1 These are set out in the report.

9. Standard References

- 9.1 There are no particular references at this stage in respect of consultation or publicity considerations community safety; health and safety or risk management implications.

Background Papers

Cabinet June 2017

Report of	Assistant Director - Customers	Author	Jason Granger ☎ 508824
Title	Risk Based Verification		
Wards affected	All Wards		

1. Executive Summary

- 1.1 Colchester Borough Council administers claims for Housing Benefit and Local Council Tax Support. Currently, 10,000 residents receive assistance through either Housing Benefit, Local Council Tax Support or a combination of both.
- 1.2 When a new claim is submitted, evidence is required from the resident to support their application. A primary requirement is for the resident to provide evidence, or means to confirm evidence of identify and National Insurance Number.
- 1.3 In 2012, Colchester Borough Council adopted a Risk Based Verification framework. Such a framework allows the processing team to apply different levels of verification to claims according to risk factors associated with such claims.
- 1.4 Risk Based Verification allows for a more extensive and targeted approach to claims shown to be at a greater risk of fraud and error. Furthermore, Risk Based Verification delivers an increased processing speed of claims and a reduced burden of document provision from the residents.
- 1.5 This report details Colchester Borough Council's policies for administering Risk Based Verification for Housing Benefit and Local Council Tax Support new claims. Three policies are being presented, one for each of the financial years 2016/2017, 2017/2018 and 2018/2019.
- 1.6 The policies presented for 2016/2017 and 2017/2018 are identical and are presented for retrospective agreement following our external Auditors recommendation.
- 1.7 The policy for 2018/2019 follows the inherent principles of earlier policies yet is refined to take into account more efficient means of evidence provision which has been developed and expanded in recent years and also takes into account the launch of Full Service Universal Credit in Colchester from July 2018.

2. Recommended Decision

- 2.1 To confirm the adoption of the Risk Based Verification Policies for 2016/2017
- 2.2 To confirm the adoption of the Risk Based Verification Policies for 2017/2018
- 2.3 To review, comment and agree the adoption of the Risk Based Verification Policy for 2018/2019

3. Reason for Recommended Decision

- 3.1 The Department for Work and Pensions recommends that Risk Based Verification policies are examined through a governance process following Section 151 Officer recommendation.

4. Alternative Options

- 4.1 Risk Based Verification policies are required to be adopted to adhere to Department for Work and Pensions guidance.
- 4.2 A manual process of Risk Based Verification could be introduced. This is not recommended at this stage due to the current level of new claims still being received. This will be reviewed in future years and considered once the impact of Universal Credit is known.

5. Background Information

- 5.1 The Department for Work and Pensions permits Local Authorities to adopt models of Risk Based Verification in the assessment of claims for Housing Benefit and Council Tax Benefit. Colchester Borough Council adopted Risk Based Verification in respect of new claims to Housing Benefit and Council Tax Benefit (latterly Local Council Tax Support).
- 5.2 The Department for Work and Pensions provided guidance to Local Authorities outlining the Department's policy of Risk Based Verification within the Housing Benefit and Council Tax Benefit circular [S11/2011](#). Colchester Borough Council's policies adhere to such guidance.
- 5.3 Colchester Borough Council's Risk Based Verification relies on an ICT solution that is integrated within our E-claim portal and assessment system. At the point of claim the ICT solution interacts with information declared and compares against propensity models to classify the claim into one of three potential categories. These being low risk, medium risk or high risk. The categorisation of claims allows for more targeted verification activity on claims deemed to at greater risk of fraud and error.
- 5.4 Once the E-claim has been populated, a risk score is generated and the claimant is informed, in real time, of the information required to be submitted to support the application. The level of evidence required is dependent on whether the claim has been deemed to be of low, medium or high risk.
- 5.5 Benefit case workers are able to view the risk score associated to any claim and are trained to follow the verification needs associated with each risk score. Benefit case workers are not permitted to downgrade a risk score but have discretion to request an upgrade.
- 5.6 Extensive management information is available through the Risk Based Verification process. This allows for monitoring of risk categories and tolerances within each category.
- 5.7 The external Auditor's certification of Colchester Borough Council's subsidy claim and return for 2016/2017 was presented to The Governance and Audit Committee on 16 January 2018.

This report contained one recommendation. It was identified that Colchester Borough Council's Risk Based Verification policy had not been formally reviewed in 2016/2017. Despite this, the operation of Risk Based Verification was not affected and continued in line with protocols.

- 5.8 In recent years the development of online channels has changed the way in which residents chose to interact with Colchester Borough Council services including the Benefit Processing Team. Additionally, recent initiatives introduced by the Department for Work and Pensions has allowed for much more information to be exchanged electronically and this includes earnings and pension information held within Her Majesty's Revenue and Customs systems. These developments have changed the landscape in which information can be sourced securely without the need for onerous verification. Additionally the introduction of Full Service Universal Credit from July 2018 will affect our process. This again will reduce the need for intensive verification as the Department for Work and Pensions will carry out verification of a Universal Credit claim. Any subsequent Local Council Tax award will follow the Universal Credit decision.

- 5.9 The Risk Based Verification Policy for 2018/2019 also removes the need for original documentation in relation to High Risk scores, as this is now overly burdensome for both the resident and the service and makes little material difference.
- 5.10 As the environment of evidence provision has changed it is now important for us to reflect this within our Risk Based Verification policy. The Risk Based Verification policy presented for 2018/2019 does reflect the changes in evidence provision, available source information and the pending introduction of Full Service Universal Credit. However the established methods of risk scoring and mechanisms to combat fraud and error remain.

6. Equality, Diversity and Human Rights implications

- 6.1 There are no Equality, Diversity or Human Rights implications.

7. Standard References

- 7.1 There are no particular references to the Strategic Plan; consultation or publicity considerations or financial; community safety; health and safety or risk management implications.

8. Financial implications

- 8.1 Colchester Borough Council is required to adhere to the Department of Work and Pensions guidance when operating a Risk Based Verification framework. The absence of such adherence could call in question our claim for subsidy. Our policies for Risk Based Verification have been composed in line with guidance issued.

Appendices

- Appendix A – Risk Based Verification Policy 2016/2017
- Appendix B – Risk Based Verification Policy 2017/2018
- Appendix C – Risk Based Verification Policy 2018/2019

Housing and Local Council Tax Support Verification Policy (Restricted) 2016/17

Appendix A

1. Introduction

The Verification Framework Policy was initially introduced by the Department of Work and Pensions as guidance in line with the Social Security Administration Act 1992 for administering Housing and Council Tax Benefit claims. Since the abolition of that Policy in 2006 by the Department of Work and Pensions, Colchester Borough Council has prepared the following robust policy for Benefit Claim Verification on application and in claim changes.

The emphasis of this policy is to operate a strict regime of preventing fraud and error entering the system whilst continuing with live caseload intervention.

This policy reflects the cessation of Council Tax Benefit and introduction of Local Council Tax Support.

2. Background

Colchester Borough Council must adhere to Housing and Council Tax benefit legislation. The regulations within the legislation do not specify what information and evidence they should obtain from a benefit customer. However, it does require an authority to have information which allows an accurate assessment of a claimant's entitlement, both when a claim is first made and when the claim is reviewed.

Housing Benefit Regulation 86 states (CTB equivalent is 72);

“a person who makes a claim, or a person to whom housing benefit has been awarded, shall furnish such certificates, documents, information and evidence in connection with the claim or the award, or any question arising out of the claim or the award, as may reasonably be required by the relevant authority in order to determine that person's entitlement to, or continuing entitlement to housing benefit and shall do so within one month of being required to do so or such longer period as the relevant authority may consider reasonable.”

Furthermore; Section 1 of the Social Security (Administration) Act 1992 dictates a National Insurance number must either be stated or enough information provided to trace or allocate one. This legislation applies to both customers and their partners.

(1A) No person whose entitlement to any benefit depends on his making a claim shall be entitled to the benefit unless subsection (1B) below is satisfied in relation both to the person making the claim and to any other person in respect of whom he is claiming benefit.

(1B) this subsection is satisfied in relation to a person if–

(a) The claim is accompanied by–

(i) a statement of the person's national insurance number and information or evidence establishing that that number has been allocated to the person; or

(ii) information or evidence enabling the national insurance number that has been allocated to the person to be ascertained; or

(b) the person makes an application for a national insurance number to be allocated to him which is accompanied by information or evidence enabling such a number to be so allocated.

Appendix A

These requirements are fundamental to the effective process of administering claims and shall be adhered to at all times. The requirements will be a considered process within the Quality Assurance checks completed on benefit claims assessed.

3. Risk Based Verification

Colchester Borough Council implemented an IT solution for Risk Based Verification following a Fundamental Service Review process in order to improve the efficiency in verifying and requesting documentation. Risk Based Verification is a method of applying different levels of checks to benefit claims according to the risk associated with those claims. This in effect means being able to target activity toward checking those cases deemed to be at highest risk of involving fraud and/or error. The baseline of fraud in Colchester based on benefit data extracts is 5%. The purpose of Risk Based Verification is to increase the levels of fraud and error detected by focusing resource appropriately.

Risk Based Verification is part of the process for assessing a New Housing and/or Local Council Tax Support Claim only. Any change of circumstances will follow separate standards.

For the purposes of applying verification on a risk basis, each claim is ranked into one of three categories; these categories are Low, Medium and High Risk. The table at *Appendix 1* shows the requirement to be upheld dependent on the risk grouping. A national Insurance number and identity confirmation must be made in all cases irrelevant of the risk grouping.

For any period of software downtime the minimum risk applied is Medium and will follow the requirements for a Medium risk claim.

Low Risk

The only checks to be made on cases classed as low risk are proof of identity, production of a National Insurance Number and if they are a student formal confirmation. The documentation can be photocopies in this instance and can be provided electronically.

Medium Risk

Cases in this category must have the same checks as low risk plus for every type of income or capital declared documentation proof is required. The documentation can be photocopies in this instance and can be provided electronically.

High Risk

All high risk categorised cases must have the same checks as low risk and documentation provided for each declared type of income or capital; however the documents must be original. Furthermore all cases will have a Credit Reference Check (CRA) completed to determine if there are any discrepancies between the information provided by the customer on a claim form and the information available via CRA checks. The CRA checks will be automated through the RBV software module. The outcome of the CRA check will determine the final risk category of the new claim.

Appendix A

Where original documents are required but only electronic documents are available to the claimant, these will be accepted to verify the claim. This may include electronic bank statements or payslips.

Recording and Monitoring

In line with Department of Work and Pensions guidance around 65% of cases could be Low Risk, 20% Medium and 15% High.

All risk scores are recorded by the software used to process benefits and they must be recorded on the assessment officers record posted to a customers Idox account. Colchester Borough Council also has a minimum of 2% blind sampling which means cases from lower risk ratings are upgraded to test the software assumptions are accurate. This information can be fed back into the propensity models supporting the parameters of the Risk Based Verification Portal. Cases cannot be downgraded at anytime by an assessment officer, they can however be increased with approval from a Team Leader. All cases which are upgraded are recorded along with the reasons for this so that this information can be fed through to the parameters if errors are found.

Colchester Borough Council will monitor the risk rating splits on a monthly basis by using software reporting tools. The reports will show the level of splits by percentage and the level of fraud across the authority in comparison to its baseline of 5%. This detection level will also be split across the areas of Low, Medium and High Risk. Information will be derived from cells 222 and 231 within the SHBE extract file in order to be able to produce statistical data.

Colchester Borough Council uses Housing Benefit Matching Data provided by the Department of Work and Pensions to conduct reviews. Approximately 1300 reviews per year will be carried out via post and an additional 200 visits to customer's homes. Furthermore, additional in house analysis will be used to focus reviews in key areas of concern on a cyclic basis. This will help monitor the effect of Fraud and Error detection rates compared to the baseline rate. It is expected that the levels of Fraud and Error will be small in Low Risk, increased for Medium and increased further still in High Risk. Furthermore Colchester Borough Council also undertakes a minimum of 4% checks across all assessments to make sure guidance is adhered to correctly.

This Policy has been produced in line with Department of Work and Pensions guidance on the use of Risk Based Verification circular S11/11.

4. In claim Change of Circumstances

During the lifetime of a claim various changes in circumstances are declared by customers. In order to make sure the process of declaration is timely and of ease to the customer the following process of declaring changes with accompanying evidence is accepted. Although the authority is mindful of the potential Documentary Fraud issues, the same ethos of risk is applied to the process of declaring a change of circumstances.

Regulation 88 (1) states;

Subject to paragraphs (3) and (6), if at any time between the making of a claim and a decision being made on it, or during the award of housing benefit, there is a change of circumstances which the claimant, or any person by whom or on whose behalf sums payable by

Appendix A

way of housing benefit are receivable, might reasonably be expected to know might affect the claimant's right to, the amount of or the receipt of housing benefit, that person shall be under a duty to notify that change of circumstances by giving notice to the designated office

(a) in writing; or

(b) by telephone—

(i) where the relevant authority has published a telephone number for that purpose or for the purposes of regulation 83 (time and manner in which claims are to be made) unless the authority determines that in any particular case or class of case notification may not be given by telephone; or

(ii) in any case or class of case where the relevant authority determines that notice may be given by telephone; or

(c) by any other means which the relevant authority agrees to accept in any particular case.

Colchester Borough council will accept the declaration of a Change or Circumstances and the evidence provided by way of paper or electronic form. There is no necessity to see the original documentation unless it is believed the documentation has been falsified in some way; therefore there is an element of discretion still for staff. Colchester Borough Council wants to promote declarations of changes in circumstances and therefore being able to do this in varying forms without delaying the process to see original documents assists this fundamental context.

Further ability to upload documents is available and will be promoted to customers for use. Documents can be uploaded via the website by the customer or a representative at www.colchester.gov.uk/uploadevidence . This further supports the close working with Housing Associations and Partners that Colchester Borough Council undertakes.

Investigations Manager

Revenue and Benefits Manager

Audit Manager

Section 151 Officer

Date

Appendix A

Appendix 1 (New Claims Only)

Type of Evidence	Sub-category of evidence	Low Risk	Medium Risk	High Risk
Identity and S19	Identity	Originals or Photocopies	Originals or Photocopies	Originals required
	S19	Originals or Photocopies accepted	Originals or Photocopies accepted	Originals required
Residency/Rent	Private Tenants		Originals or Photocopies accepted	Originals required
	Social Landlords		Originals or Photocopies accepted	Originals required
	Public Sector			
	Registered		Originals or Photocopies accepted	Originals required
Supported Exempt Accommodation	Level of support provided, SEA questionnaire		Originals or Photocopies accepted	Original required
Household Composition	Partner ID/S19/Income/Capital	Originals or Photocopies accepted	Originals or Photocopies accepted	Originals required
	Dependants under 18		Originals or Photocopies accepted	Originals required
	Non-dependants – remunerative work		Originals or Photocopies accepted	Originals required
	Non-dependants – passported benefit			
	Non-dependant - student		Originals or Photocopies accepted	Originals required
	Non-dependant - not in remunerative work/other		Originals or Photocopies accepted	Originals required
Income	State Benefits			
	Earnings/SMP/SSP		Originals or Photocopies accepted	Originals required
	Self employed earnings		Originals or Photocopies accepted	Originals required
Child Care Costs			Originals or Photocopies accepted	Originals required
Student Status	Income also required	Originals or Photocopies accepted	Originals or Photocopies	Originals required
Capital	Below lower capital limit		Originals or Photocopies accepted if over £5500 for Working Age or over £9500 for Elderly - not required if under these amounts	Originals required
	Above lower capital limit		Originals or Photocopies	Originals required
	Property		Originals or Photocopies accepted	Originals required

* Please note that where original documents are required, electronic documents will be accepted where the claimant's original document is only provided electronically to them.

Housing and Local Council Tax Support Verification Policy (Restricted) 2017/18

Appendix B

1. Introduction

The Verification Framework Policy was initially introduced by the Department of Work and Pensions as guidance in line with the Social Security Administration Act 1992 for administering Housing and Council Tax Benefit claims. Since the abolition of that Policy in 2006 by the Department of Work and Pensions, Colchester Borough Council has prepared the following robust policy for Benefit Claim Verification on application and in claim changes.

The emphasis of this policy is to operate a strict regime of preventing fraud and error entering the system whilst continuing with live caseload intervention.

This policy reflects the cessation of Council Tax Benefit and introduction of Local Council Tax Support.

2. Background

Colchester Borough Council must adhere to Housing and Council Tax benefit legislation. The regulations within the legislation do not specify what information and evidence they should obtain from a benefit customer. However, it does require an authority to have information which allows an accurate assessment of a claimant's entitlement, both when a claim is first made and when the claim is reviewed.

Housing Benefit Regulation 86 states (CTB equivalent is 72);

“a person who makes a claim, or a person to whom housing benefit has been awarded, shall furnish such certificates, documents, information and evidence in connection with the claim or the award, or any question arising out of the claim or the award, as may reasonably be required by the relevant authority in order to determine that person's entitlement to, or continuing entitlement to housing benefit and shall do so within one month of being required to do so or such longer period as the relevant authority may consider reasonable.”

Furthermore; Section 1 of the Social Security (Administration) Act 1992 dictates a National Insurance number must either be stated or enough information provided to trace or allocate one. This legislation applies to both customers and their partners.

(1A) No person whose entitlement to any benefit depends on his making a claim shall be entitled to the benefit unless subsection (1B) below is satisfied in relation both to the person making the claim and to any other person in respect of whom he is claiming benefit.

(1B) this subsection is satisfied in relation to a person if–

(a) The claim is accompanied by–

(i) a statement of the person's national insurance number and information or evidence establishing that that number has been allocated to the person; or

(ii) information or evidence enabling the national insurance number that has been allocated to the person to be ascertained; or

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For any period of software downtime the minimum risk applied is Medium and will follow the requirements for a Medium risk claim.

Low Risk

The only checks to be made on cases classed as low risk are proof of identity, production of a National Insurance Number and if they are a student formal confirmation. The documentation can be photocopies in this instance and can be provided electronically.

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This Policy has been produced in line with Department of Work and Pensions guidance on the use of Risk Based Verification circular S11/11.

4. In claim Change of Circumstances

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Regulation 88 (1) states;

Subject to paragraphs (3) and (6), if at any time between the making of a claim and a decision being made on it, or during the award of housing benefit, there is a change of circumstances which the claimant, or any person by whom or on whose behalf sums payable by

Appendix B

way of housing benefit are receivable, might reasonably be expected to know might affect the claimant's right to, the amount of or the receipt of housing benefit, that person shall be under a duty to notify that change of circumstances by giving notice to the designated office

(a) in writing; or

(b) by telephone—

(i) where the relevant authority has published a telephone number for that purpose or for the purposes of regulation 83 (time and manner in which claims are to be made) unless the authority determines that in any particular case or class of case notification may not be given by telephone; or

(ii) in any case or class of case where the relevant authority determines that notice may be given by telephone; or

(c) by any other means which the relevant authority agrees to accept in any particular case.

Colchester Borough council will accept the declaration of a Change or Circumstances and the evidence provided by way of paper or electronic form. There is no necessity to see the original documentation unless it is believed the documentation has been falsified in some way; therefore there is an element of discretion still for staff. Colchester Borough Council wants to promote declarations of changes in circumstances and therefore being able to do this in varying forms without delaying the process to see original documents assists this fundamental context.

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Investigations Manager

Revenue and Benefits Manager

Audit Manager

Section 151 Officer

Date

Appendix B

Appendix 1 (New Claims Only)

Type of Evidence	Sub-category of evidence	Low Risk	Medium Risk	High Risk
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	Social Landlords		Originals or Photocopies accepted	Originals required
	Public Sector			
	Registered		Originals or Photocopies accepted	Originals required
Supported Exempt Accommodation	Level of support provided, SEA questionnaire		Originals or Photocopies accepted	Original required
Household Composition	Partner ID/S19/Income/Capital	Originals or Photocopies accepted	Originals or Photocopies accepted	Originals required
	Dependants under 18		Originals or Photocopies accepted	Originals required
	Non-dependants – remunerative work		Originals or Photocopies accepted	Originals required
	Non-dependants – passported benefit			
	Non-dependant - student		Originals or Photocopies accepted	Originals required
	Non-dependant - not in remunerative work/other		Originals or Photocopies accepted	Originals required
Income	State Benefits			
	Earnings/SMP/SSP		Originals or Photocopies accepted	Originals required
	Self employed earnings		Originals or Photocopies accepted	Originals required
Child Care Costs			Originals or Photocopies accepted	Originals required
Student Status	Income also required	Originals or Photocopies accepted	Originals or Photocopies	Originals required
Capital	Below lower capital limit		Originals or Photocopies accepted if over £5500 for Working Age or over £9500 for Elderly - not required if under these amounts	Originals required
	Above lower capital limit		Originals or Photocopies	Originals required
	Property		Originals or Photocopies accepted	Originals required

* Please note that where original documents are required, electronic documents will be accepted where the claimant's original document is only provided electronically to them.

Housing Benefit and Local Council Tax Support

Risk Based Verification Policy

2018/19

Appendix C

1. Introduction

Housing Benefit supports residents on a low income with their rental liability. Colchester Borough Council (CBC) administers Housing Benefit on behalf of the Department for Work and Pensions (DWP). In the administration of Housing Benefit CBC must adhere to legislation and associated guidance.

Local Council Tax Support (LCTS) is a localised scheme to support residents on low income meet their Council Tax liability. LCTS is administered in line with a policy defined by CBC.

Risk Based Verification is a method of applying different levels of checks to claims for benefit or support according to the risk associated with those claims.

This policy defines our operation of Risk Based Verification to reduce and prevent fraud and error within our assessment of Housing Benefit and LCTS claims.

2. Risk Based Verification

Risk Based Verification (RBV) allows for more intense verification activity to be focused on claims more prone to fraud and error. Such propensity models for identifying fraud and error have been widely adopted in Welfare Benefit administration under the remit of the DWP.

In 2011 the DWP issued a subsidy circular [HB/CTB S11/2011](#) giving Local Authorities the ability to introduce a RBV in the assessment of Housing Benefit claims.

CBC adopted to use RBV in the assessment of new claims. Furthermore CBC adopted an ICT solution to support RBV rather than a manual process.

For the purposes of applying verification on a risk basis, each claim is ranked into one of three categories; these categories are Low, Medium and High Risk

Low Risk

The only check on low risk claims will be in respect of proof of identity/national insurance number.

Medium Risk

Claims in this category will be subject to identity/national insurance number checks as low risk cases.

Income and capital declarations will need to be verified through the provision of documentation. Such documentation need not be originals and should only be requested in instances where the entitlement could be affected. Documentation can be provided electronically.

Officer discretion will be allowed to accept verbal declaration of information when it is deemed to be of low significance.

Appendix C

When CBC can obtain information through data exchange initiatives/portals emanating from DWP and Her Majesties Revenues and Customs (HMRC) there will be no added requirement for this to be provided by the customer.

High Risk

Claims in this category will be subject to identity/national insurance number checks as low risk cases.

Income and capital declarations will need to be verified through the provision of documentation. Such documentation need not be originals. Documentation can be provided electronically.

For any evidence that CBC can obtain via data exchange with the DWP and HMRC there will be no added requirement for this to be provided by the customer

3. Process

Upon making a new claim for benefit or support a risk score will be generated. However if a customer makes a new claim for LCTS and there is already an award of Housing Benefit then no further checks need be made as a risk score would have already been called upon the submission of the Housing Benefit claim.

For any period of software downtime the minimum risk applied is Medium.

Cases cannot be downgraded at any time by an officer, however, they can be increased with approval by a member of the processing management team.

If a customer makes a new claim for LCTS and there is already an award of Housing Benefit then no further checks need be made and no new risk category required.

4. Monitoring

CBC will ensure that the processes it uses for RBV are monitored to ensure that they are effective.

CBC will monitor the risk rating on a monthly basis. The reports will show:

- The percentage of each risk category
- The level of any financial error discovered between the information on the claim form and the actual information received. This detection level will also be split across the risk categories.

The Technical Team will scrutinise all reports on a monthly basis and raise any areas of concern to the Benefit Processing Team Manager.

5. Change of Circumstances

RBV does not apply to changes in circumstances. CBC will accept the declaration of a Change or Circumstance and the evidence provided, by way of paper, email, telephone or electronic form. There is no necessity to see original documentation. However, where necessary, there is discretion afforded to officers.

Colchester Borough Council also provides a platform that allows customers to upload a document directly onto our systems. Documents can be uploaded at www.colchester.gov.uk/uploadevidence

6. Review and Agreement

This policy is effective for 12 months from 1 April 2018. The policy will be reviewed annually. Once agreed the policy cannot be amended in-year.

This policy has been formulated and agreed by the following officers:

Name	Role
Katie Lott	Benefits Processing Manager
Sean Plummer	Section 151 Officer

PETITIONS, PUBLIC STATEMENTS, QUESTIONS

(i) Have Your Say speakers

Date of Meeting	Details of Members of the Public	Subject Matter	Form of Response	Date Completed
Cabinet, 31 January 2018	Mr Orton	Cleanliness of the Town Centre	Verbal response provided at the meeting by Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, and Councillor Lilley, Portfolio Holder for Public Safety and Licensing.	31 January 2018
Cabinet, 31 January 2018	Emily Reddie	Modern slavery and homelessness	Verbal response provided at the meeting by Councillor Smith, Leader of the Council and Portfolio Holder for Strategy and Councillor Bourne, Portfolio Holder for Housing and Communities.	31 January 2018
Cabinet, 31 January 2018	Nick Chilvers	Raising public awareness of New Homes Bonus	Verbal response provided at the meeting by Councillor Cory, Portfolio Holder for Resources.	31 January 2018
Cabinet, 31 January 2018	Christopher Lee	The provision on information about the Local Plan	Verbal response provided at the meeting by Councillor Smith, Leader of the Council and Portfolio Holder for Strategy, and Councillor T. Young, Portfolio Holder for Business and Resources.	31 January 2018

Cabinet, 31 January 2018	Mike Hardy	The management of Gosbecks Archaeological Park and the use of Gosbecks reserve fund.	Verbal response provided at the meeting by Councillor Bourne, Portfolio Holder for Housing and Communities	31 January 2018
Council 21 February 2018	Jo Hayes	Air Quality in Colchester	Verbal response provided at the meeting by Councillor Smith, Leader of the Council and Portfolio Holder for Strategy	21 February 2018
Council, 21 February 2018	Sir Bob Russell	Support for Age Concern	Verbal response provided at the meeting by Councillor Smith, Leader of the Council and Portfolio Holder for Strategy	21 February 2018
Council, 21 February 2018	Mark Goacher	Air Quality in Colchester	Verbal response provided by Councillor Lilley, Portfolio Holder for Public Safety and Licensing	21 February 2018
Council, 21 February 2018	Mr Orton	Cleanliness of the Town Centre	Verbal response provided by Councillor Lilley, Portfolio Holder for Public Safety and Licensing	21 February 2018
Council, 21 February 2018	Isobel Merry	Gosbecks Archaeological Park	Verbal response provided at the meeting by Councillor Bourne, Portfolio Holder for Housing and Communities	21 February 2018
Council, 21 February 2018	Dr Nicholas Blondel, Emmanuel Blondel, Victoria Weaver, Jasmin Stone, Camille Barbagallo	Universal Credit	Verbal response provided at the meeting by Councillor Bourne, Portfolio Holder for Housing and Communities	21 February 2018

(ii) Petitions

Date petition received	Lead Petitioner	Subject Matter	Form of Response	Date Completed
12 February 2018	S J Wood	“Women only” swimming sessions at Leisure World	Written response provided by the Portfolio Holder for Commercial Services	21 February 2018

