



# Agenda

## Community, Health and Housing Committee

Monday, 5 March 2018 at 7.00 pm

Brentwood County High School, Shenfield Common, Seven Arches Road,  
Brentwood CM14 4JF

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### Membership (Quorum – 3)

Cllrs Hossack (Chair), Poppy (Vice-Chair), Clarke, Cloke, Mrs Davies, Mrs Hubbard,  
Ms Rowlands, Ms Sanders and Wiles

### Substitute Members

Cllrs Barrell, Faragher, Keeble, McCheyne, Newberry and Mrs Slade

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### Agenda

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Chief Executive

Town Hall  
Brentwood, Essex  
23.02.2018

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### Information for Members

#### Substitutes

The names of substitutes shall be announced at the start of the meeting by the Chair and the substitution shall cease at the end of the meeting.

Where substitution is permitted, substitutes for quasi judicial/regulatory committees must be drawn from Members who have received training in quasi- judicial/regulatory decision making. If a casual vacancy occurs on a quasi judicial/regulatory committee it will not be filled until the nominated member has been trained.

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#### Rights to Attend and Speak

Any Members may attend any Committee to which these procedure rules apply.

A Member who is not a member of the Committee may speak at the meeting. The Member may speak at the Chair's discretion, it being the expectation that a Member will be allowed to speak on a ward matter.

Members requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting.

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#### Point of Order/ Personal explanation/ Point of Information

##### Point of Order

A member may raise a point of order at any time. The Mayor will hear them immediately. A point of order may only relate to an alleged breach of these Procedure Rules or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Mayor on the point of order will be final.

##### Personal Explanation

A member may make a personal explanation at any time. A personal explanation must relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate, or outside of the meeting. The ruling of the Mayor on the admissibility of a personal explanation will be final.

##### Point of Information or clarification

A point of information or clarification must relate to the matter being debated. If a Member wishes to raise a point of information, he/she must first seek the permission of the Mayor. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate. If the Mayor gives his/her permission, the Member will give the additional information succinctly. Points of Information or clarification should be used in exceptional circumstances and should not be used to interrupt other speakers or to make a further speech when he/she has already spoken during the debate. The ruling of the Mayor on the admissibility of a point of information or clarification will be final.

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The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because it helps to make the council more transparent and accountable to its local communities.

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The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of

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these activities, in their opinion, are disrupting proceedings at the meeting.

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 **Private Session**

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## Minutes

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### **Community, Health and Housing Committee Monday, 4th December, 2017**

#### **Attendance**

Cllr Hossack (Chair)	Cllr Mrs Hubbard
Cllr Poppy (Vice-Chair)	Cllr Ms Rowlands
Cllr Clarke	Cllr Ms Sanders
Cllr Cloke	Cllr Wiles
Cllr Mrs Davies	

#### **Apologies**

#### **Substitute Present**

#### **Also Present**

Cllr Pound

#### **Officers Present**

Kim Anderson	-	Partnership, Leisure and Funding Manager
Stuart Anderson	-	Deputy Operations Manager
David Carter	-	Environmental Health Manager
Claire Mayhew	-	Governance and Member Support Officer
Stuart Morris	-	Housing Options Team Leader
Angela Abbott	-	Interim Head of Housing
Nicola Marsh	-	Housing Manager
Elaine Higgins	-	Principal EHO
Dawn Taylor	-	Business Support Services Manager

#### **179. Apologies for Absence**

There were no apologies were received, all committee members were present.

#### **180. Minutes of the Previous Meeting**

The minutes from the previous Community, Health and Housing Committee held on 18<sup>th</sup> September 2017 were approved as a true record.

#### **181. Verbal update**

### **Housing KPI's**

Mrs Marsh gave an update to the members on the Housing KPI's.

### **Garage Site Re-Development**

Mr Morris presented an update to members on garage site re-development. The first phase at Magdalen Terrace has been completed and the three new build family houses were tenanted successfully.

The second phase at Knight's Square has achieved build completion and the four single-storey properties are due to be tenanted imminently.

The third phase at Whittington Road has been consulted upon and submission of relevant planning applications by the architects will be completed shortly.

### **182. Variation of the agenda**

The Chair moved that item 14 – Courage Playing Fields be debated before item 4.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**.

### **183. Fees & Charges**

Fees and charges made by the Council for various services were reviewed on an annual basis by the relevant Committees relating to the services provided.

Recommended amendments to the fees and charges were incorporated into the budget setting process to take effect from the following financial year.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendation in the report.

Officers explained any variation in proposed Fee and Charges to Members.

A vote was taken by a show of hands and it was **RESOLVED** that:

- 1. That Members agree to the proposed charges for 2018/19 as attached in Appendix A, B, and C subject to the budget setting process.**

#### **Reason for recommendation**

Officers reviewed the fees and charges annually and this would be used to inform the 2018/19 budget setting process.

*(Cllr Ms Rowlands declared a pecuniary interest under the Council's Code of Conduct by virtue private landlord (HMO) and therefore didn't take part in the debate or vote).*

### **184. Courage Playing Fields**

The report considered a possible option in the development of an alternative cricket pitch site in Courage's Playing Fields. It recommends the further scoping of using soil relocation as a means of facilitating the development of an alternative viable cricket pitch within the whole site.

The Chair, informed the Committee of the advice received by the Health and Safety Officer to the viability of the second field used by Shenfield Cricket Club. The Chair had meet with members of Shenfield Cricket Club and discussed their need for the Cricket Club to play on two pitches and expressed their concerns on the limitation with the current location of the second pitch. A Health and Safety audit was undertaken and it was agreed that action was required before the start of the 2018 cricket season with nets needing to be installed to meet the Health and Safety requirements. However, it was felt that an alternative site for a second cricket pitch might provide a better long-term solution for the club and as such a review for the relocation of the second field would be investigated.

A presentation to Members was given by Mrs Anderson.

Cllr Rowlands, Ward Member. Expressed that the relocation will be a good opportunity for Shenfield Cricket Club and asked that a full consultation is undertaken with residents.

Cllr Cloke, informed the Committee that a parking review around the site is currently under review.

A full traffic assessment will need to be undertaken before any Planning Permission submitted.

Cllr Clarke, asked about the possibility of Shenfield Cricket Club's second field being at different venue. If the project is not viable, this may be an option.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendation in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**:

- 1. That officers scope the viability of using soil relocation to provide a second alternative cricket pitch location in Courage's Playing Fields.**

#### **Reasons for Recommendation**

Comments received from Sport England as part of the Local Development Plan consultation, stated that a Leisure Strategy is required that assesses Council owned sports and leisure facilities in order that the Council can continue to work with partners to ensure that appropriate provision is made for the residents of Brentwood. The strategy should not only consider how the Council can provide services, but also how other partners can. The strategy should also use current sports facility evidence to identify strategic priorities to then inform what will be included in the Council's Infrastructure Delivery Plan.

Following this feasibility work, the Council will then be able to determine which projects will be funded by the Community Infrastructure Levy (CIL) and those funded by planning obligations.

The Council's Asset Management Strategy 2014/15 also sets out the need to obtain maximise income where possible from its asset portfolio.

#### **185. Re-procurement repairs and maintenance contract**

In 2014, Brentwood Borough Council entered into two contracts with Oakray and Wates to carry out repairs to Housing Stock. These contracts were due to expire in 2019.

Brentwood Borough Council wished to enter into one contract through a re-procurement exercise.

A presentation to Members was given by James Henderson, Basildon Borough Council and Peter Gudge, Echelon Consultancy.

The Chair asked for members to join a cross party working group.

The Members of the working group together with the Chair will be:- Cllr Clarke (LD), Cllr Mrs Hubbard (IND), Cllr Willes (CON), Cllr Poppy (CON), Cllr Cloke (CON) and a Member of the Labour Group, which is to be confirmed.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

- 1. That the Committee note that Housing Services will be entering into a re-procurement exercise in relation to repairs and maintenance contracts.**
- 2. That the Committee agree to cross party working groups throughout the procurement process.**
- 3. That Committee does now agree the members that are to be included in the working group.**
- 4. That a full schedule of working group dates are published in advance to members of the Working Group and that consideration is given to timings suitable for member attendance.**

#### **Reasons for Recommendation**

As a responsible landlord it was important that the Council demonstrates that it had vigorously explored and pursued the best services for our customers.

The current contracts presented many issues for the management and other more cost-effective options were available by re-procuring into one contract.

## **186. Events on Open Spaces - Fees & Charges/ Procedure/Protocol**

To update existing Terms and Conditions for Events on Open Spaces to ensure up to date procedures/legislation.

To introduce some new categories on the fee and charges (Appendix A of the report).

Recommended amendments to fees and charges in respect of events on open spaces for commercial and community events were incorporated into the budget setting process to take effect from the following financial year.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendation in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

- 1. Members to agree the new categories on fees and charges schedule (Appendix A of the report).**
- 2. Members to agree the introduction of the on-line application form (Appendix C of the report) and payment form for requests for events on open spaces from 1<sup>st</sup> April 2018.**
- 3. Members to agree the amendments in Terms & Conditions (Appendix B of the report), with immediate effect.**

### **Reasons for Recommendation**

Including new categories on the fees and charges would clarify areas that have not been included previously to help make the procedure more comprehensive and clear.

Introducing on-line payment form for applicants (from 1<sup>st</sup> April 2018) to use rather than invoicing them will ensure payment is received prior to event – the applicants would only be given the link to this on-line form once the event has been given approval.

From 1<sup>st</sup> April 2018 the on-line application form will have mandatory categories (i.e. attaching relevant paperwork such as risk assessments, site plans, insurance policies, at the point of applying), this would be in keeping with a modern Council and providing an efficient and effective system.

Ensuring that the Terms and Conditions (Appendix B) and the Application Form (Appendix C) were up to date with procedures and legislation.

For safety reasons on Council owned land the Council would not permit any firework displays apart from professional organised displays whereby the organisers are members of the British Pyrotechnics Association and adhere to BPA professional industry standards.

New categories as detailed in section 4 were introduced for further clarity things after listening to feedback from applicant's that did not previously fit into any of the existing categories. The discount for multiple events for large events would help the organiser's plan events in advance to secure the discount. To receive the discount the applicant would need to pay in advance.

*(Cllr Cloke and Cllr Wiles declared a non-pecuniary interest under the Council's Code of Conduct by virtue of being a member of the Starburst Firework Display Team).*

## **187. Rent Setting 2018/2019**

The report sought the recommendations of the Community, Health and Housing Committee on the proposed rent levels for 2018/19.

The recommendations would be considered by the Policy, Projects and Resources Committee when the final recommendation would be made as part of the budget setting process. The final decision will be made by Ordinary Council on the 28<sup>th</sup> February 2018.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED** that:

- 1. To decrease Rent by 1% from April 2018 and for the next year.**
- 2. That Shared Ownership rent be increased by CPI + 1%.**
- 3. To increase General Fund Property Rents by 3%.**
- 4. To apply a 3% increase to Garage Rents.**
- 5. To note that Service charges to be brought in line with actual costs and the final charging proposals to be brought to Policy, Projects and Resources Committee to inform the 2018/19 charging levels as part of the budget setting process.**
- 6. To apply the formula rent to all new tenancies from April 2018/19.**
- 7. To note that rents to be charged at CPI + 1% from 2020/21.**

### **Reasons for Recommendation**

The recommendations were to follow the guideline 1% decrease 2018/19 and the following year as this is what has been set by government.

The following assumptions have been taken into account when considering the Rent Setting for 2018:

- The financial viability of the HRA business plan
- Provision for a repairs capital programme

- Development funding for new homes
- No allowance has been made for growth bids
- Affordability for tenants

*(Cllr Ms Rowlands declared a pecuniary interest under the Council's Code of Conduct by virtue that her partner has a freehold property that is a shared ownership with the authority, therefore Cllr Rowlands did not take part in the debate or vote. Cllr Wiles declared a declared a pecuniary interest under the Council's Code of Conduct by virtue that his wife is a tenant of the authority, therefore Cllr Wiles did not take part in the debate or vote).*

## **188. Housing Audit**

The report was to inform the Community, Health & Housing Committee of the outcome of the 2016/17 and 2017/18. Audit review for Housing Services as part of the Council's approved Audit plans for 2016/17.

The outcome of the 2016/17 internal audit review was reported to the Audit Committee on the 27<sup>th</sup> September 2017. As set out within that audit report Officers provided responses to the recommendations and are currently developing an action plan with appropriate priorities and timescales. The action plan will be reported to a future meeting of this committee for monitoring.

The outcome of the 2017/18 internal audit review is due to be reported to the Audit Committee on the 17<sup>th</sup> January 2018. Officers are currently drafting management responses to this audit report. As above officers will develop an action plan which will be reported to a future meetings of this council for monitoring.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report.

Cllr Ms Sanders left the room during the debate, and therefore was unable to vote.

A vote was taken by a show of hands and it was **RESOLVED**.

- 1. That the Committee receives and notes the contents of Audit report as attached at Appendix A.**
- 2. That the Committee agree that a further report on progress made on implementing the recommendations is presented to the next Committee.**

### **Reasons for Recommendation**

To monitor the progress of work against the highlighted actions recommended arising from the Audit Report and management actions in response to those recommendations.

## 189. Empty Homes Stats/KPI's Action

At the meeting of the Community, Health and Housing Committee on 18<sup>th</sup> September 2017 the draft Empty Homes Strategy was adopted by Members.

Officers were instructed to report back to subsequent meetings to provide information on progress and performance indicators regarding empty homes.

Mr Carter made a presentation to Members on Empty Homes KPI's.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report, subject to two additional recommendations to state:-

*2.4. That Brentwood Borough Council instigates dialogue with Essex Housing Officers Group (Environmental) to adopt a Empty Homes Task Force for Essex.*

*2.5 That Brentwood Borough Council investigates the possibility of increasing the Empty Homes premium to an additional 100% over standard Council Tax as mentioned in the Government Budget, this is subject to approval of the Policy, Project and Resource Committee.*

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

- 1. Members note the contents of the report and actions taken to deal with empty homes.**
- 2. Members instruct officers to prioritise properties for action to concentrate efforts on identified locations.**
- 3. Officers are instructed to verify data provided to inform Government Empty Home statistics and to liaise with Basildon DC Billing & Benefits Team.**
- 4. That Brentwood Borough Council instigates dialogue with Essex Housing Officers Group (Environmental) to adopt a Empty Homes Task Force for Essex.**
- 5. That Brentwood Borough Council investigate the possibility of increasing the Empty Homes premium to an addition 100% over standard Council Tax as mentioned in the Government Budget, this is subject to approval of the Policy, Project and Resource Committee.**

### **Reasons for Recommendation**

To ensure that effective action was taken to reduce the number of empty homes in the Borough within existing resources where possible.



## 190. Housing Garage Sites - Modular Housing

At the 18<sup>th</sup> October 2017 Ordinary Council, the following Motion was moved by Cllr Hossack, seconded by Cllr Poppy and was carried unanimously.

*'That this Council investigates the opportunity that the use of modular construction homes, in conjunction with the utilisation of our multiple garage site assets, could present in addressing the need to meet our housing supply needs quickly and efficiently whilst at the same time addressing the need for affordability.*

*That the council also considers as part of this project, the opportunity for social return by of having a local assembly plant within the Borough that would provide the opportunity for employment, skills and apprenticeships and the support of local supply businesses whilst at the same time, meeting the housing need at source.'*

The report set out the initial issues and options regarding the future provision of the housing garage sites.

Members support the idea and would like to maybe visit provider and see a presentation in the future.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendation in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

1. **That the Committee authorises Officers to investigate in more detail the following:**
  - i. **Options in relation to the development of the Council's Housing Garage sites including modular housing.**
  - ii. **Options in relation to developing a local assembly plant within the Borough to provide modular housing.**
2. **That a further report on the options as set out above is provided to the next Community, Health & Housing Committee.**

### **Reasons for Recommendation**

To enable BBC to maintain its responsibilities and fulfil its obligations as a landlord.

A review of all the Council's garage sites would be required to ensure asset management decisions were based on sound information.

It was vital that the Council had up to date information about condition of the HRA stock in order to support its investment decisions each year. The risks in not having this information include the failure to provide adequate resources to tackle repairs and maintenance that subsequently led to the need for replacement at a much higher cost.

## 191. Health and Wellbeing Strategy 2017-2022

The report was to update members on the revised Health and Wellbeing Strategy for Brentwood for 2017- 2022 (Appendix A).  
A presentation to Members was given by Mrs Hanlon.

A motion was **MOVED** by Cllr Ms Sanders and **SECONDED** by Cllr Mrs Davies to approve the recommendation in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

1. **The Health and Wellbeing Strategy 2017-2022 (Appendix A) for Brentwood be adopted.**

### Reasons for Recommendation

The previous strategy had expired and needed to be amended in light of the new board priorities.

## 192. Termination of Meeting

At 9.00pm in accordance with Rule 10.1 of the Council's procedural rules, Members resolved to continue the meeting for a further 30 minutes

## 193. Leisure Strategy

It was agreed by Members at the Council's Policy, Projects and Resources Committee in June 2017 that the Leisure Strategy work would be split into three phases. Phase 1 would include King George's Playing Fields and Warley Playing Fields. Phase 2 would include the Council's Play Areas and phase 3 would include the Brentwood Centre and the longer term strategic view of the Council's Leisure facilities. It was also agreed that the Leisure Strategy Working Group would scrutinize the Leisure Strategy work and put forward any key findings and recommendations to the Corporate Projects Scrutiny Committee. At the 21 November 2017, Corporate Projects Scrutiny Committee, the following recommendations were agreed by the Committee, and are in front of this committee for their consideration (subject to the Council's calling in period).

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report, subject to an additional recommendation 2.2 to state:-

*2.2 That the Community, Health and Housing Committee agrees to replace the phased approach to the Leisure Strategy with workstreams going forward to enable greater flexibility.*

A vote was taken by a show of hands and it was **RESOLVED** that:

1. That **officers Members note the report and agree the recommendations from the Corporate Projects Scrutiny Committee on 21 November 2017 which are set out as follows:**
  - a) **Officers facilitate a workshop with industry experts and members to drive the outcomes and principles of the Council's Leisure Strategy.**
  - b) **Following on from the workshop session, it is recommended that officers liaise with industry experts to develop the Leisure Strategy for Brentwood to enable the Council to deliver the outcomes, agree the short-term priorities and longer-term objectives.**
  - c) **That the officer and members explore the potential of commencing a procurement process in parallel with the development of the leisure strategy.**
2. **That the Community, Health and Housing Committee agrees to replace the phased approach with workstreams going forward to enable greater flexibility.**

#### **Reasons for Recommendation**

As part of the Council's due diligence in delivering a successful Leisure Strategy, Members and officers need to have a complete picture of the current associated costs, risk profiles of the Borough's Leisure facilities and identify opportunities for income generation.

Comments received from Sport England as part of the Local Development Plan consultation, stated that a Leisure Strategy is required that assesses Council owned sports and leisure facilities in order that the Council can continue to work with partners to ensure that appropriate provision is made for the residents of Brentwood. The strategy should not only consider how the Council can provide services, but also how other partners can. The strategy should also use current sports facility evidence to identify strategic priorities to then inform what will be included in the Council's Infrastructure Delivery Plan.

Following this feasibility work, the Council will then be able to determine which projects will be funded by the Community Infrastructure Levy (CIL) and those funded by planning obligations.

The Council's Asset Management Strategy 2014/15 also sets out the need to obtain maximise income where possible from its asset portfolio.

*(Cllr Ms Rowlands declared a pecuniary interest under the Council's Code of Conduct by virtue of her position as a Trustee for Brentwood Leisure Trust, therefore Cllr Rowlands did not take part in the debate or vote. Cllr Wiles declared a non-pecuniary interest under the Council's Code of Conduct by virtue for his position on being Council Representative on Brentwood Rugby Club and Hartswood Golf Course, both situated at King George's Playing Fields).*

#### 194. Termination of Meeting

At 9.30pm in accordance with Rule 10.1 of the Council's procedural rules, Members resolved to continue the meeting for a further 30 minutes

#### 195. Warley Playing Area

As part of the emerging Leisure Strategy a phased approach had been agreed for any workstreams identified as part of it.

One of these workstreams was to investigate opportunities at King George's Playing Fields and Warley Playing Fields.

The Council currently operated 29 play areas around the Borough as part of its outdoor leisure provision, one of which is at Warley Playing Fields.

As part of the work around Warley Playing Fields it had been identified that the play area was in need of refurbishment following the removal of a number of items of equipment.

In addition to this it had been identified that there is an opportunity to establish a new outdoor gym in the Borough as part of the ongoing improvements to Warley Playing Fields.

Mr Anderson informed the Members that the workgroup has been looking at number of workstreams, one of these is the play area at Warley Playing Fields, which hasn't been refurbished for approx. 20 years. Over the past 12 months some damage and outdated equipment has been removed.

Section 106 funds has been made available for the refurbishment of the play area, as part of the scheme, we also have looked at establishing the Council's first Outdoor Gym, in conjunction with Health and Wellbeing Board.

Cllr Hubbard, thanked Mr Anderson for all this hard work on the refurbishment of Warley Playing Fields. She asked about the new location for the new Outdoor Gym, Mr Anderson informed her this will be relocated in the site of the I-Play area.

The Outdoor Gym at Warley Playing Fields is a pilot scheme. The Leisure Strategy will review the need for more Outdoor Gyms throughout the Borough. A procurement exercise will need to be undertaken depending on the demand.

The Chair, would like to establish links between King Georges Playing Field and Warley Playing Fields in the future.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Ms Sanders to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

1. **Members to approve the capital investment [as outlined in the report] and authorise Officers to initiate a refurbishment of the existing play area at Warley Playing Fields.**
2. **That Members delegate authority to the Chair of Community, Health and Housing together with the Officers and Members of the Leisure Strategy Working Group and the Health and Wellbeing Board to determine the final design of an outdoor gym at Warley Playing Fields.**
3. **That once a final design is established that Officers proceed with procuring the design and installation of the outdoor gym facility at Warley Playing Fields.**

#### **Reasons for Recommendation**

To allow for the refurbishment of a degraded and aged play facility at Warley Playing Fields.

To ensure a safe and engaging facility is provided for the expanding local community.

#### **196. Brentwood Community Funding Allocation**

The Brentwood Community Fund was set up to give Brentwood's communities the opportunity to provide local initiatives to improve the quality of life for local people living in the borough. The Community Fund of £16,300 is currently allocated within an existing 2017/18 budget, and grants of up to £2,000 are available for applicants. The funding was open from 3 April until 29 September 2017. A summary of the applications and the officers scoring sheet is attached in Appendix B.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**:

1. **That Members agree to fund those projects highlighted in green as outlined in Appendix B out of the Community Fund.**

#### **Reasons for Recommendation**

Each application has been subject to a robust, independent and transparent scoring process to ensure fairness in the allocation of funding (Appendix C). Once received the applications were scored by a panel of officers looking at the following key priorities:

- Evidence that the bid meets the criteria, the Council's priorities and expected outcomes
- Evidence that the community has been involved in the development and implementation of the project

- Evidence that the bid supports the promotion of volunteering and community participation
- Evidence that the applicant has sought additional external funding or in-kind value (such as the use of volunteers) for the project
- Evidence that the project is sustainable once the Council's contribution has ceased.

Once the applications were individually scored they were ranked by their score. The recommendations by officers of the projects that met the key priorities and the amount of funding that is recommended is attached in Appendix B of this report.

Those applications marked green are recommended to receive funding.

Notifications will be made to all those applicants that applied. Successful applicants will also have to agree to any terms stipulated within the conditions of the grant being awarded. Successful applicants will also need to complete a self-monitoring report once their project has been completed.

Any unsuccessful applicants to the Community Fund will be offered the following support: Face to face meeting with the Partnership, Leisure and Funding Manager to review their prospective application; offered a funding training session via Brentwood Council for Voluntary Services which includes tips on submitting a good funding application. Members will also be encouraged to assist in this process; Organisations will also be signposted to the Open 4 Community on the Council's website to look at other sources of external funding to support their project if applicable.

#### **197. Community Event Programme 2018/2019**

Currently the Council's organises Family Fun Days, Strawberry Fair, Lighting Up Brentwood and Shenfield Christmas Fayre. The planned events programme for 2018/19 is before Members today in Appendix A, which will be subject to Members agreement and also subject to the annual budget setting process.

The Chair, expressed concerns about the financial cost of the events, especially relating to the income gap relating to Lighting up Brentwood and Shenfield Christmas Fayre.

Shenfield Christmas Fayre Event this year, was on some date as the Billericay Christmas Event, would this event be more successful if on an alternative date.

Cllr Cloke, Ingatestone were unable to have their Christmas Fayre this year, due to funding. He requested that financial support be made available for all Wards wishing to have a Christmas Event in the Borough.

Cllr Wiles, request clarification on the figures in Appendix A and asked Mrs Anderson, to confirm that Lighting up Brentwood is likely to be in deficit and that the other events are due to make a profit, subject to sponsorship and

stallholder income. This was confirmed by the Officer, who clarified that all events are covered under Event Cancellation insurance, but also by the amount of stallholder and sponsorship income received. There is an allocated budget to hold these events, but there are additional costs implications for the events such as overtime, depot services which also contribute to the overall costs of the events.

The Chair, requested a review of cost for events going forward and which maybe could be included in the Leisure Strategy. Views on sponsorship and the option of outside provider were also discussed.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report.

A vote was taken by a show of hands and it was **RESOLVED** that:

- 1. That Members agree to the Event Plan for 2018/19 as set out in Appendix A, subject to the annual budget setting process.**

#### **Reasons for Recommendation**

The Community events programme provides a platform for all service areas across the Council to promote new initiatives, projects or as a means of consultation with the public. The Council will work with the local business clusters, community groups and voluntary sector organisations to develop the community events so that will enhance and support the support the local community.

#### **198. Termination of Meeting**

At 10.00pm in accordance with Rule 10.1 of the Council's procedural rules, Members resolved to continue the meeting for a further 30 minutes

#### **199. Urgent Business**

##### **Disabled Access Improvements – King George's Playing Fields Bowls Facility**

King George's Playing Fields is home to two of the Council's three public amenity lawn bowls greens and the two resident clubs of Brentwood Bowls Club and Central Essex Bowls Club respectively.

Due to the age of the greens and a lack of investment over the last decade the infrastructure, in particular access arrangements is limited and not suited to a modern club wanting to attract new Members from all walks of life including and especially those with limited physical mobility.

The report before Members is requesting an agreement in principle to apply to both the Health and Wellbeing Board and also the Disabled Facilities Grant to jointly fund access improvements to the public bowling greens in the form of new DDA compliant ramps and steps leading to the lower of the two public greens.

A motion was **MOVED** by Cllr Hossack and **SECONDED** by Cllr Poppy to approve the recommendations in the report.

Mr Carter, looking into using the Better Care Fund to assist this project, and would seek support from the Health and Wellbeing Board to approve funding.

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY** that:

- 1. Members to agree in principle to a project to construct new DDA compliant access ramps and steps to the lower public bowls green at King George's Playing Fields.**
- 2. Members agree to Officers applying to the Health and Wellbeing Board and also the Disabled Facilities to use the Better Cars Fund monies to fund the project.**
- 3. Members delegate authority to Officers to engage with both Brentwood Bowls Club and Central Essex Bowls Club to progress a final design for the access point and then if successful in obtaining funding to proceed and complete works before the start of the 2018 playing season.**

#### **Reasons for Recommendation**

To allow Officers to progress applications to the Health and Wellbeing Board and also the Better Care Fund scheme for funding to improve the ramped access to the bowls facility at King George's Playing Fields.

To allow for the degraded and now unusable disabled access to the lower green at King George's Playing Fields bowls facility to be rebuilt in line with DDA requirements to improve and enhance access to the facility.

To ensure that works can be completed before the commencement of the 2018 playing season.

The meeting concluded at 10:05pm



**Monday, 5 March 2018**

**Community, Health and Housing Committee**

**Health and Wellbeing Workplan**

**Report of:** *Elaine Higgins, Principal Environmental Health Officer*

**Wards Affected:** *All*

**This report is:** *Public*

## **1. Executive Summary**

- 1.1 This report is to update members on the health and wellbeing workplan for Brentwood.

## **2. Recommendation(s)**

- 2.1 That the progress with the health and wellbeing workplan be noted.**

## **3. Introduction and Background**

- 3.1 The Health and Wellbeing Strategy for 2017 - 2022 builds on the three agreed health and wellbeing workplan themes of

- Ageing Well,
- Tackling Obesity to Improve Physical Health, and
- Mental Health and Wellbeing.

- 3.2 In 2016 Essex County Council funded a dedicated shared public health practitioner post to be split between Brentwood Borough Council and Basildon Borough Council to support improvement in public health across the two Borough boundaries.

- 3.3 In addition to funding of a post a project related budget of £26,500 has been allocated by Essex County Council for project spending per year over two years until 31 March 2018. There is currently a proposal to extend this funding and post for a further three years under consideration by Essex County Council.

- 3.4 The health and wellbeing workplan demonstrates the actions that have been undertaken to fulfil the Health and Wellbeing Strategy.

#### **4. Issue, Options and Analysis of Options**

- 4.1 The priority themes reflect the JSNA, PHE Profile, and have been considered as the areas that should be focused on. These are backed up by data from a range of sources.

#### **5. Reasons for Recommendation**

- 5.1 At The Community, Health and Housing Committee of 18 September 2017, it was agreed that an update to the workplan be brought to the Committee every six months.

#### **6. Consultation**

- 6.1 The health and wellbeing board are aware of the actions contained within the workplan.

#### **7. References to Corporate Plan**

- 7.1 The Council's corporate plan makes specific mention of the Health and Wellbeing Board Strategy.

#### **8. Implications**

##### **Financial Implications**

Name & Title: Jacqueline Van Mellaerts, Principal Accountant  
Tel & Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

- 8.1 Costs for the health and Wellbeing workplan are to be funded from grants provided by the ECC and/or an Earmarked reserve that has already been set aside from previous years grant funding. This is included in the Councils Medium Term Financial Plan for 2018/19.

##### **Legal Implications**

Name & Title: Daniel Toohey, Head of Legal Services  
Tel & Email: 01277 312860/daniel.toohey@brentwood.gov.uk

- 8.2 There are no direct legal implications arising from this report.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 8.3 None

**9 Background Papers** (include their location and identify whether any are exempt or protected by copyright)

9.1 Essex Joint Strategic Needs Assessment (JSNA) 2016  
<http://basildonandbrentwoodccg.nhs.uk/about-us/strategies-plans/1941-bbccg-integrated-joint-strategic-needs-assessment-refresh-2015-1/file>

9.2 Public Health England Health Profile 2017  
<https://fingertips.phe.org.uk/profile/health-profiles>

**10 Appendices to this report**

Appendix A - Basildon and Brentwood Public Health Partnership Strategic Plan

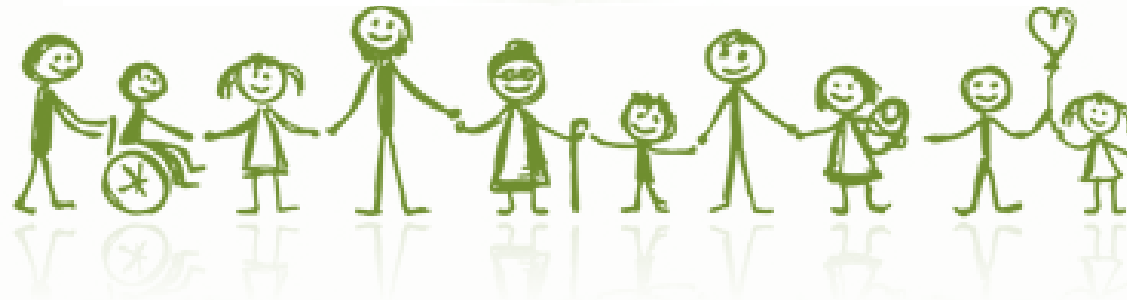
Appendix B - Brentwood mental health and wellbeing small grant scheme successful applicants

**Report Author Contact Details:**

**Name:** Elaine Higgins, Principal Environmental Health Officer  
**Telephone:** 01277 312667  
**E-mail:** [elaine.hanlon@brentwood.gov.uk](mailto:elaine.hanlon@brentwood.gov.uk)

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# BASILDON & BRENTWOOD PUBLIC HEALTH PARTNERSHIP STRATEGIC PLAN



**Basildon Council**  
BASILDON • BILLERICAY • WICKFORD



## Introduction

The B&BPHP Group has the responsibility for the delivery of this strategic plan on behalf of the Brentwood Health and Wellbeing Board and the Basildon Health and Wellbeing Partnership. The partnership will ensure that all partner organisations support the delivery of pertinent services in line with this strategic plan. This group acknowledges the wider challenges around the improvement of health and wellbeing amongst the residents of Basildon and Brentwood, but have chosen to prioritise its focus on the following areas with very specific actions as detailed in the tables below:

1. **Ageing Well** – Ageing is more widely viewed as a positive concept and it's about ensuring that when we are older we have lives that have value, meaning and purpose, lives through which we can continue to contribute to our families, our communities and the wider economy. It comes with a wide range of challenges for which we continue to spend much time to prepare society. Although we cannot aspire to resolve all these challenges, we will aim to focus our attention on some core areas for improvement and to help the local residents to age well.
2. **Tackling Obesity and Improve Physical Health** – Obesity continues to pose a serious threat to health and wellbeing and is seen as an increasing burden on public services. Regular, physical activity is associated with increased life expectancy and reduced risk of coronary heart disease, stroke, diabetes, hypertension, obesity, and osteoporosis. As part of its commitment to improve health and wellbeing and to assist local residents in becoming more healthy and active, local partners will focus their efforts on a work programme that will promote more physical and recreational activities amongst local residents. We will make best use of local community assets and help to develop other low-cost/no-cost opportunities working collectively.
3. **Mental Health and Wellbeing** - The concept of mental health and wellbeing is not yet sufficiently reflected in the planning, development and everyday delivery of public services. Feelings of contentment, enjoyment, self-confidence, positive self-esteem and engagement with daily living are all a part of mental health and wellbeing. With the growing of number with dementia and mental health conditions, we must continue to work to support those in need and help build self-resilience to cope.

**BASILDON & BRENTWOOD COMMUNITIES – HEALTH AND WELLBEING PRIORITIES and ACTIONS (2016-2018)**

PRIORITIES	LOCAL OUTCOMES				
Ageing Well	1. People are enabled to live well, safely and independently, for as long as possible in their own homes	2. Older People and Carers are supported to care for themselves and others and have easy access to advice and support	3. Local residents enjoy positive activities and are physically and emotionally healthy	4. People positively support each other within their own communities	5. Local residents have more targeted Mental Health support (locality focus)
Physical Health & tackling obesity					
Mental Health & Wellbeing					
STRATEGIC APPROACH AND COLLECTIVE ACTIONS					
Achieve better from the use of collective resources		Maximise the use of community assets		Promote resilience and positive choices	
Health, local government and community and voluntary sector services working in partnership with local residents to allow every individual to enjoy the best possible health and well-being that they can, to stay independent for as long as possible and to create strong resilient communities. We will map partnership resource against each of the priorities and		We will work with local communities to identify and develop locality based assets that will enable them to help themselves and each other; ensuring they have the skills, support and resources to manage these assets on an on-going basis. Residents will be happy and proud to live in their communities and will be valued. They will be enabled to develop and access their own physical and recreational activities		We will provide a shared platform for information, advice and guidance (IAG) that enables residents to become more resilient and self-reliant; encouraging them to stop and think before they access public services. We will help residents to understand what they can do to help themselves, how they can help others and what options they have for accessing support when they need it. We will	

<p>explore how that resource might be used more efficiently and effectively. We will encourage, new partners to support the delivery of our objectives, for example we will encourage businesses to boost their contribution through greater commitment to volunteering and mentoring. We will collaborate to better integrate and jointly commission services and support such as for emotional health and wellbeing.</p> <p><i>We will use a range of indicators to measure success, including outcomes delivered as a result of engagement with services and the experience of service users.</i></p>	<p>that promote healthy living.</p> <p><b><i>Optimised utilisation of local provision and use of community assets such as parks, community centres/schools and libraries will be an indication of success.</i></b></p>	<p>work alongside local communities to develop solutions which meet their needs. We will encourage individuals and families to make well informed choices which will lead to them becoming and staying emotionally and physically more healthy.</p> <p><b><i>Success will be measured by people reporting a change in behaviour and choices as well indicators like number of attendances at accident and emergency, referrals to social care and increased use of local pharmacies.</i></b></p>
<p><b>Creating opportunities to promote physical and related recreational activities</b></p>	<p><b>Mental Health and Wellbeing</b></p>	<p><b>Other actions to tackle obesity</b></p>
<p>We have a shared commitment to assist local residents in becoming more healthy and active. Most people are not regularly active and we are aiming to take on the challenge to encourage more residents to be more active, more often.</p> <p>We will work to align local schemes under the local Active Essex programme.</p> <p>We will agree a Cycling Strategy for Essex</p>	<p>We will work with local communities, the voluntary sector and local government to provide hands-on opportunities to people with mental health issues to engage in meaningful activities within a community – centred approach including drop in services such as Brentwood’s Colour Me In drop in service.</p> <p>Initiatives will not only aim to improve the mental health and wellbeing of individuals living within the community but will continue to contribute positively to other aspects of</p>	<p>We will continue to engage with local food businesses to encourage them to provide healthier food choices, helping to reduce salt, fats and sugar through the reduction of portion sizes, alterations to menus and promoting healthier choices. Promotion of this project will continue to be carried out through both councils webpage’s.</p> <p>Find new and improved methods with the use of technology and media streams to engage with local food businesses and with members of the public to encourage healthier eating schemes.</p>



<p>and work on developing a real-time detailed mapping process with the intention of establishing a wide network of identifiable on and off-road cycle pathways right across the two boroughs.</p> <p>We will also explore further opportunities to promote more children to walk/cycle to school safely and increase their physical activity during school time and after school.</p> <p>We will build on existing schemes and seek further opportunities to help people age more healthily through improved physical fitness and building muscle strength.</p> <p><b><i>We will use a range of indicators to measure success, including the establishment of designated safe walking and cycling route; the number of schools reporting new schemes in place; the number of new schemes to promote physical health in people aged 50yrs and over.</i></b></p>	<p>individual’s health, which may include increased physical activity and increased rates of employment.</p> <p>We will build on existing local initiatives and will explore further opportunities to promote support networks available within the local areas and to support people living within the community to gain better mental health and wellbeing.</p> <p><b><i>Success will be measured using a range of indicators including established activities, support groups and drop in sessions aimed at improving mental health and wellbeing; feedback from these sessions; levels of attendance.</i></b></p>	<p>We will work in partnership with schools to explore further opportunities to support them in projects focused on supporting actions to tackle obesity including Live Well Child.</p> <p><b><i>Success will be measured using a range of indicators including the number of food businesses who have pledged to providing healthier food choices within the local area and these food businesses reporting a change in the way they prepare their foods; online data from Essex Weighs IN; Number of schools signing up to healthier schools initiative and (tbc.)</i></b></p>
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PROJECTS/ACTIONS	Priorities:	Local Outcomes	LEAD	PROGRESS	RESOURCE
<p><b>Brentwood's Cycling Furtherance Group</b></p> <ul style="list-style-type: none"> <li>Mapping of a cycling/walking network across the Borough whilst identifying gaps (e.g. connectivity, signage)</li> </ul>	<ul style="list-style-type: none"> <li><b>Physical Health &amp; tackling obesity</b></li> </ul>	<p>3</p>	<p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p> <p>Elaine Higgins (Brentwood BC)</p> <p>Jo Grant (Active Brentwood)</p> <p>Geoff Fletcher (Trailnet)</p>	<p>A meeting was held in November to discuss reconvening the Brentwood cycling furtherance group and it was agreed that the group should move ahead on this work.</p> <p>The group will include representatives from Active Brentwood, HWB, ECC Transportation, Essex Highways, BBC ICT and Planning and selected others who can make a contribution to the project.</p> <p>Trailnet will be chairing bi-monthly meetings to agree priorities and to report on progress and next steps.</p> <p>The group has been granted some funding from the HWB and Active Brentwood to pay for route evaluations, administration, basic signage and promotion and at the next meeting in February we will be setting out specific objectives for 2018.</p>	<p>£8,000</p>

<p><b>Create safe walking and cycling routes, starting with 3 schools across each district</b></p> <ul style="list-style-type: none"> <li>• Mapping of schools and cycling routes</li> <li>• Find areas where children are most likely to be inactive</li> <li>• Engagement with schools</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Physical Health &amp; tackling obesity</b></li> </ul>	<p>3</p>	<p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p> <p>Elaine Higgins (Brentwood BC)</p> <p>Jo Grant (Active Brentwood)</p>	<p>Work has also begun to understand opportunities of working with local primary schools to encourage active travel to school.</p>	<p>TBC</p>
<p><b>Explore the opportunity to extend Outdoor Gyms</b></p> <ul style="list-style-type: none"> <li>• Explore current use of Outdoor Gyms in both areas</li> <li>• Explore feasibility</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Physical Health &amp; tackling obesity</b></li> </ul>	<p>3</p>	<p>Kim Anderson (Brentwood BC)</p> <p>Stuart Anderson (Brentwood BC)</p> <p>Elaine Higgins (Brentwood BC)</p> <p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p>	<p>Proposals for the development of an outdoor gym at Warely Playing Fields has now been agreed.</p> <p>£20,000 from the Public Health Grant has been allocated to the development with the aim to increase local physical activity.</p> <p>SA will now start to look for outdoor gym equipment packages consideration what package would be most appropriate for the park and agree costings.</p> <p>We plan to liaise with local boot camps who already use the park to understand how they might utilize the equipment.</p> <p>The outdoor gym will also be available to use by Brentwood borough council staff as part of our</p>	<p>£20,000</p>

				staff health and wellbeing programme.	
<p><b>JOINT BASILDON/BRENTWOOD DEMENTIA ACTION ALLIANCE (DAA)</b></p> <ul style="list-style-type: none"> <li>The Dementia Action Alliance is a movement aiming to bring about a society-wide response to dementia. It encourages and supports communities and organisations to take practical actions to enable people to live well with dementia and reduce the risk of costly crisis intervention.</li> </ul>	<ul style="list-style-type: none"> <li><b>Ageing Well</b></li> <li><b>Mental Health &amp; Wellbeing</b></li> </ul>	1,2,4,5	<p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p> <p>Chloe Bridle (Brentwood BC)</p>	<p>Basildon and Brentwood Council are working in partnership with local partners with an interest in Dementia to help form a joint Dementia Action Alliance (DAA) to help drive forward the agenda for supporting those living with Dementia. Brentwood Borough Council have also agreed to begin working towards becoming a dementia friendly workplace, offering dementia friend's sessions to frontline staff.</p>	£500
<p><b>Facilitate access to health and wellbeing information and advice through a branding process – Live Well</b></p> <ul style="list-style-type: none"> <li>Liaise with Braintree District Council to discuss possibilities of branching Live Well out to Brentwood and Basildon</li> </ul>	<ul style="list-style-type: none"> <li><b>Ageing Well</b></li> <li><b>Physical Health &amp; tackling obesity</b></li> <li><b>Mental Health &amp; Wellbeing</b></li> </ul>	1,2,3,5	<p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p>	<p>Last year, Brentwood Borough Council committed to the adoption of Braintree District Council's Livewell Branding along with the adoption of 10 other District Councils in Essex.</p> <p>Since then, Essex have launched the Livewell campaign across Essex.</p> <p>The Livewell website is currently within development and work is currently underway to gather local knowledge to feed into Livewell and promote local services/ activities through the branding.</p> <p>We will look to do a local Brentwood</p>	£2,472 (top sliced from year 2 Public Health grant)

				Livewell launch later in the year once the website is more developed.	
<p><b>MENTAL HEALTH &amp; WELLBEING</b></p> <p><b>Brentwood Mental Health and Wellbeing small grant scheme</b> Supporting the wider Mental Health prevention strategy</p> <p>To contribute to the Essex Mental Health Prevention Strategy through improving;</p> <ul style="list-style-type: none"> <li>• Access to Services</li> <li>• Supporting Community Assets</li> <li>• Access to voluntary employment/encampment opportunities</li> <li>• Promoting physical activity and good mental health.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Mental Health &amp; Wellbeing</b></li> </ul>	3,5	<p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p> <p>Lucy Marmion (Brentwood BC)</p>	<p>We opened a mental health small grant scheme last year in June and received a number of applications for funding of up to £1,200.</p> <p>We had 9 successful applicants with projects focusing on improving mental health and wellbeing in Brentwood, targeting a range of different age groups from young children and our older residents.</p> <p>Projects include counselling support for parents within a primary school setting dementia friendly rock n roll dances, youth holiday programmes for vulnerable children, community art projects delivered by open arts and recovery garden project. <b>For more information about the projects, please see Appendix B.</b></p> <p>Updates on the outcome of projects will be reported in future reports.</p>	£10,500
<b>Brentwood Community Tree</b>				The health and wellbeing board has	

<p>Raising community awareness</p>				<p>supported the work of the Brentwood Community Tree by increasing promotion to encourage local knowledge of the Tree as well as developing a Brentwood Mental Health and Wellbeing Small Grant Scheme offering support to local initiatives to support Mental Health and Wellbeing for people living within the Borough.</p>	
<p><b>TUCK IN</b></p> <ul style="list-style-type: none"> <li>Reach target of 50 food premises making pledges and joining the TuckIN scheme (14 in Brentwood; 33 in Basildon)</li> </ul>	<ul style="list-style-type: none"> <li><b>Physical Health &amp; tackling obesity</b></li> </ul>	<p>4</p>	<p>Elaine Higgins (Brentwood BC)</p>	<p>TuckIN has been developed by four members of the Essex Environmental Health Officers Food Group (including Elaine Higgins) in response to a grant from ECC to introduce a 'healthy eating scheme to nurseries'. The group wanted to take this further to have a wider impact on the food premises that we all eat out at on a daily or weekly basis. Working with a marketing company, we developed TuckIN (making food better) whereby food premises make pledges to reduce saturated fat, sugar, salt and have a consideration of portion size. Businesses are encouraged to sign up during routine food hygiene inspections, maximising efficiency of the scheme. The scheme has been taken up by Thurrock Unitary Council and Luton Council.</p>	<p>Essex County Council funded from the Leaders Development Fund</p>

				<p>Meetings have been held with Public Health England to increase awareness of Tuck IN.                  Website launched <a href="http://www.tuckin-uk.co.uk">www.tuckin-uk.co.uk</a> to host all premises</p>	
<p><b>CARE NAVIAGATION PARTNERSHIP</b></p> <ul style="list-style-type: none"> <li>In July 2017 Care navigation partnership was launch, developing to ongoing work of social prescribing.</li> </ul>	<ul style="list-style-type: none"> <li><b>Ageing Well</b></li> <li><b>Physical Health &amp; tackling obesity</b></li> <li><b>Mental Health &amp; Wellbeing</b></li> </ul>	2,3	<p>Dave Fazey (BCCG)</p> <p>Jean Broadbent (CVS)</p>	<p>The new scheme builds on the work already undertaken by the CVS's Social Prescribing Navigator Service to increase the role of social prescribing in all GP practices.</p> <p>The Care Navigation scheme is intended to help people who have social as well as health needs, and would benefit from support with:</p> <ul style="list-style-type: none"> <li>Being helped to access community activities</li> <li>Lifestyle management</li> <li>Identifying volunteering opportunities in which they could play an active role</li> <li>Advice and guidance on issues like housing, welfare benefits and accessing statutory services</li> <li>Increasing personal resilience, boosting confidence and decreasing any feelings of social isolation</li> <li>Signposting to appropriate other services</li> </ul>	<p>Essex County Council</p> <p>Basildon and Brentwood Clinical Commissioning Group (CCG)</p>

<p><b>VARIOUS PHYSICAL ACTIVITY</b> opportunities and planning to be explored in collaboration with Active Essex and partners (TBA)</p> <p>Potential Projects to be discussed</p> <ul style="list-style-type: none"> <li>• Forever Young</li> <li>• Football Memories</li> <li>• Pop up events in the park</li> <li>• Free Tennis taster sessions</li> <li>• Using empty high street shops for table tennis during the school holidays</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Physical Health &amp; tackling obesity</b></li> </ul>	<p>3</p>	<p>Active Basildon: Steve Mitchell Everyone active</p> <p>Active Brentwood: Bob Mclintock Jo Grant (Brentwood Council)</p> <p>Rhiannon Vigor (Basildon BC &amp; Brentwood BC)</p>	<p>Forever Young – Parkour for the over 55’s – As part of our promise to explore opportunities to encourage ageing well and physical activity, Brentwood Borough Council has worked jointly with Active Essex, Active Basildon and The Parkour Dance Company to deliver a pilot programme of parkour for the over 55’s in Hutton with the aim of improving physical activity levels, improving strength and mobility as well as improving mental health and wellbeing and levels social interaction amongst participants. Although currently in evaluation stage, early signs would suggest the programme was a success and the potential to extend the programme is currently being considered.</p>	<p>£1,500</p>
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### **Brentwood mental health and wellbeing small grant scheme successful applicants**

We are delighted to share with you that the Brentwood mental health and wellbeing small grant scheme has now funded 9 successful applicants working towards improving mental health and wellbeing within the Brentwood community. Please find brief descriptions of each project below.

#### **1. Brentwood Leisure Trust – Dementia friendly Rock n roll dance Grant awarded £1,176**

Brentwood Dementia Friendly Rock 'n' Roll Dances are a new addition to the successful Brentwood Tea Dances health and wellbeing initiative co-produced by Brentwood Leisure Trust and Right At Home – in association with the Fitness In Mind™ Brentwood programme. This new programme is targeted at a younger group of senior 'post war' citizens, who associate tea dances with their parents, and have request something more 'modern' based on their youth.

This programme will address physical inactivity (a priority for Active Essex), independent living (a priority for Essex County Council), fall prevention (a priority for Brentwood Borough Council), early intervention for dementia (a priority for National Government), and mental health and wellbeing associated with social exclusion and loneliness for elderly residents (a priority for everyone!).

#### **2. HYPE**

##### **Grant Awarded £1,176**

HYPE Holiday Activities will provide positive activities during the school holidays for young people aged 12 – 19 years old. The aim is to; Reduce social isolation, encouraging young people to connect with their peers in a youth club setting; Increasing good mental health through gaining support from trusted youth workers and bridging the gap between other youth services; Creating opportunities for young people to be involved in something positive outside of school.

The activities, such as boxing, yoga, photography courses, cooking and crafts will be diversionary activities for young people, focusing their mind towards positive and healthy activities. Activities available will be chosen by the young people encouraging them to think about the benefits activities can have on mental health and wellbeing of others. Majority of clubs stop during the school holidays. Many of the young people we work with who rely on the support from their school, such as teachers and counselors, are not available during the schools. Therefore, we would like to run an exciting programme for young people during the school holidays to offer a service that will meet that need. During Half Terms, Easter and summer.

### **3. St Martins School**

**Grant Awarded £1,176**

The project will provide youth mental health first aid to 8 schools (Schools who attend the Brentwood Behavioral & Attainment Partnership also known as BAP) in the Brentwood area helping to raise awareness of mental health and wellbeing as well as support staff and pupils to understanding how to better support pupils emotional wellbeing. The funding will provide 2 places on the training programme per school for staff (support or teaching) with the idea that this training will then be cascaded within each school.

### **4. Brentwood Recovery Gardens**

**Grant Awarded £460.75**

The Brentwood Recovery Gardens hopes to raise awareness and understanding about mental health, and the benefits of gardening and green spaces on mental health recovery. The aim is to establish a safe, enjoyable and inclusive garden, that is supportive and enabling to people in their own mental health recovery.

The year round garden programme will be based on the principles of social and therapeutic horticulture i.e. using the activities to help participants reach their physical, emotional and social recovery goals. Guided activities include growing edible and ornamental crops, arts, crafts and nature sessions.

### **5. Open Arts**

**Grant Awarded £1,080.00**

The project has the aim of promoting positive wellbeing and social inclusion for people with mental health difficulties. The course offers an opportunity to learn new skills and techniques within a safe and support environment.

The project will support vulnerable adults with mental health problems and carers, reducing isolation. This will aid recovery and help to prevent further bouts of ill health which in turn should improve participants quality of life and increase levels of social inclusion.

The 12-week visual arts courses include: art materials, a creative excursion, links to further learning and community involvement, optional accreditation and exhibition opportunities, follow up studio placement and volunteering opportunities.

### **6. Larchwood Primary School**

**Grant Awarded £1,080.00**

The purpose of the project is to extend current counsellor support available to pupils with mental health and wellbeing needs to parents of these children as well as to other vulnerable and harder to reach parents, looking at the wider picture rather than just focusing on the children.

By offering counselling in a non-threatening, familiar environment, Larchwood Primary School hopes to tackle health inequalities. The School is a place where the parents regularly visit and would feel comfortable in.

The school also hopes to increase its awareness raising of mental health through providing this project and providing signposting to services and groups in the community that aim to support and improve mental health and wellbeing.

## **7. Havering and Brentwood Bereavement Service** **Grant Awarded £952.00**

After already delivering counselling sessions in local school, Havering and Brentwood bereavement services became aware that many other young people who are not already receiving counselling could benefit from their support but not necessarily as intense as one to one counselling.

Havering and Brentwood bereavement service would like to facilitate an open house pop up café in the school open to all pupils, led by qualified and experienced counselors to support the emotional wellbeing of young people. This gives young people the opportunity to talk to someone in a safe environment and help them to understand what support counsellors can give them.

## **8. Beautiful Things** **Grant Awarded £639.00**

The project aims to engage with those who are socially isolated and/or those with a long term illness in a tried and tested creative project that through supportive methods designed to meet their specific individual social needs, teaching new skills and providing access to a crafting community – both physically and online.

At the end of the program, participants will have not only gained a new hobby but will have increased confidence and self-worth as well as improved social connections.

The project is to provide therapy through crochet – various statistics and reports are available on crafts & in particular yarn related ones, being effective therapies for mental health and other long-term illnesses.

## **9. Active Bingo** **Grant Awarded £840.00**

Active Bingo is a project where those inactive and socially isolated are given the opportunity to take part in a traditional game. The active bingo session will be a slower version of the traditional game with fewer numbers (10-20). When a number is called the attendees will take part in a specific activity. Each activity will be inclusive and can be adapted when required.

The project targets those who are inactive, have dementia, or those with mental health barriers affecting their physical activity and wellbeing.

**5 March 2018**

## **Community Health and Housing Committee**

### **Leisure Strategy**

**Report of:** *Kim Anderson, Partnership, Leisure and Funding Manager*

**Wards Affected:** *All Brentwood Borough Wards*

**This report is:** *Public report*

#### **1. Executive Summary**

- 1.1.** The Leisure Strategy is one of the key strategies as set out in the Vision for Brentwood 2016-19 document. The Council has ageing facilities and needs to ensure that its leisure facilities are not only fit for purpose now but for the future. The Strategy and action plan sets out the vision, what the Council needs to achieve, the challenges it faces and how the priorities and outcomes have been identified. The Leisure Strategy is a large piece of work, so it has been split into workstreams to enable its delivery. The Strategy will cover a period of 10 years, but the supporting action plan will be a live document which will be reviewed and updated regularly to note the progress on the delivery of the Strategy.

#### **2. Recommendation(s)**

- 2.1 That Members agree to the draft Leisure Strategy and action plan and;**
- 2.2 That Members refer the draft Leisure Strategy to Policy, Projects and Resources Committee on 12 March 2018 for their approval.**
- 2.3 Subject to approval at Policy, Projects and Resources Committee on 12 March 2018 and the required resources and budgets being agreed that delegation is given to the Chief Executive in consultation with the Chair of Community Health and Housing Committee to appoint a Leisure Development Partner to develop a business case for the improvements to King George's Playing Fields.**

#### **3. Introduction and Background**

- 3.1.** The Leisure Strategy provides a comprehensive overview of the opportunities and challenges to the Council's leisure development and operational partners. A number of assessments have been undertaken which have been used to identify the priorities in relation to the Council's leisure facilities including key assessment documents, local profiles for Brentwood and the priorities and

expected outcomes from Department of Culture, Media and Sport, Department of Health, Sport England, National Governing Bodies of Sport, together with Active Essex, Brentwood Health and Wellbeing Board and the Brentwood and Basildon Clinical Commissioning Group.

- 3.2.** The national context is seeing increased activity levels as a golden thread that can support a healthy community, physically and mentally and economically.
- 3.3.** Providing the right mix of facilities and evidenced based programming is key to delivering the priorities and outcomes for the Leisure Strategy so that there is support for residents and visitors from the cradle to the grave.
- 3.4.** One of the key challenges for the Council is its current financial situation together with a portfolio of ageing facilities which is not sustainable.
- 3.5.** The Council needs to decide where it needs to prioritise its investment, how improvement to facilities can be funded and ensuring that the right operators are in place to deliver the right programme of activities to support the needs of the residents.
- 3.6.** The Council may have to make some tough decisions on some of its facilities that may need to be consolidated and identify those that could benefit from investment and improvement.
- 3.7.** The Council commissioned a Value for Money review and Options Appraisal of the its leisure facilities in 2016 which included the Brentwood Centre, the community halls, Hartswood Golf Course and the Council's play areas. The subsequent report and recommendations was circulated to **all** Members in June 2017.
- 3.8.** The Council also commissioned an assessment of its Play Pitches and non-Play Pitches provision which is due to be finalized in March 2018.
- 3.9.** It was agreed at the Policy, Projects and Resources Committee on 20 June 2017 (min. ref. 42) that the Leisure Strategy work will be split into three separate phases to allow officers and Members to thoroughly explore the options available to them, and that a Leisure Strategy Working Group (LSWG) would be established to scrutinize any of the work and report back to the Corporate Projects Scrutiny Committee with recommendations and that these recommendations would be referred on to the Community Health and Housing Committee or other relevant committee as appropriate.
- 3.10.** Phase 1 would include King George's Playing Fields, Warley Playing Fields. Phase 2 would include the Council's Play areas and Phase 3 would include

options for the Brentwood Centre and the longer term strategic view of the Council's Leisure facilities.

- 3.11.** A separate piece of work has been undertaken with 4Global which looked at the play pitch and non-play pitch provision across the Borough and this report is due to be finalised in March 2018.
- 3.12.** Members attended two Leisure Development presentations in November 2017 which highlighted some of the advantages of working with a Leisure Development Partner when developing the Council's Leisure Strategy and the future vision for its leisure facilities.
- 3.13.** At the Council's Corporate Projects Scrutiny Committee on 21 November the Leisure Strategy Working Group recommendations (min ref 168) were agreed by Committee and submitted to Community, Health and Housing Committee on 4 December 2017 for their consideration. The recommendations were for officers to facilitate a workshop with industry experts and Members to drive the outcomes and principles of the Council's Leisure Strategy. Following on from the workshop session, it was recommended that officers liaise with industry experts to develop the Leisure Strategy for Brentwood to enable the Council to deliver the outcomes, agree the short-term priorities and longer-term objectives. That officers and Members explore the potential of a parallel procurement process when developing the Leisure Strategy subject to the Council's procurement procedures.
- 3.14.** It was also recommended at the Corporate Projects Scrutiny Committee on the 21 November 2017 that a slight revision to the Terms of Reference be implemented to remove 'phases and replace with workstreams' to enable greater flexibility when delivering the strategy (min ref 168).
- 3.15.** Workshops with industry experts, Members and Officers took place in January to assist and inform the framework of the Leisure Strategy within the parameters of the Council's current financial constraints. This will enable the Council to be clear about how it can deliver the desired outcomes, prioritise areas for investment and identify any areas that could be rationalized to reduce Council expenditure.
- 3.16.** It is important that the Leisure Strategy aligns with the priorities for Sport England and National Governing Bodies for Sport (NGBs) which could realise significant external funding contributions which will have an impact on the Council's financial capacity to deliver realistic improvements to the Council's leisure facilities.
- 3.17.** The draft Leisure Strategy and action plan is before Members tonight for approval.

- 3.18.** The draft action plan is a live document which will be regularly reviewed and updated to note the progress against the outcomes. It was agreed in principle at the workshops with Members that the priority area of focus will be King George's Playing Fields. Subject to agreement of the draft Leisure Strategy at Community Health and Housing Committee and the Policy, Projects and Resources Committee in March, and that the agreed budgets and resources are made available, it is recommended that delegated authority be given to the Chief Executive and the Chair of Community Health and Housing Committee to appoint a Leisure Development Partner to develop a business case for King George's Playing Fields.
- 3.19.** The Leisure Strategy and its development is intrinsically linked to the Council's Local Development Plan and the Asset Management Strategy objectives, so in the delivery of the Council's Leisure Strategy, Members will need to keep those strategies in mind.
- 3.20.** A link to the draft strategy will be put onto the Council's website for consultation with a deadline before the start of Purdah (27 March tbc) for residents to comment. These comments will be fed into the final version of the Strategy which will come back to the relevant committee for approval.

#### **4. Issues, Options and Analysis of Options**

- 4.1.** The Leisure Strategy is one of the key strategies as set out in the Vision for Brentwood 2016-19 document. To deliver a successful Leisure Strategy, Members and Officers need to have a complete picture of the costs of the current provision, how it measures in value for money terms, the future options available to them, together with any risk profiles associated with its leisure facilities.
- 4.2.** The LSWG identified that without a Leisure Strategy in place the Council has no clear path on how it will deliver its desired outcomes or identify the priorities that will support delivery.
- 4.3.** The key decision for Brentwood Borough Council is how to best provide the level of leisure provision for both current and future Brentwood residents, bearing in mind that it has existing but ageing facilities and that the Council will also be faced with ongoing budgetary and development growth pressures.
- 4.4.** The draft Leisure Strategy sets out:
- a) The overall vision;
  - b) What the Council needs to achieve;
  - c) How the Council has identified the priorities;
  - d) The existing provision;



- e) The key issues facing the Council;
- f) How the Council will deliver the strategy;
- g) Workstreams and priorities
- h) Who can deliver the strategy, and;
- i) Action plan which set out the priority areas and actions to achieve the desired outcomes

- 4.5.** The draft Leisure Strategy and Action Plan is attached in Appendix A.
- 4.6.** It is proposed that the draft strategy will available on the Council's website for comments and feedback until March 27 (before the start of Purdah) and that the final Strategy will come back to the relevant committee for their agreement.
- 4.7.** As the content of the strategy also deals with proposed improvements to Council assets and any future resources and budgets need to be identified and agreed, it also recommended to be referred to Policy, Projects and Resources Committee on 12 March 2018 for their approval.
- 4.8.** It is recommended that to progress improvements in King George's Playing Fields, and subject to the resources and budgets being agreed that a Leisure Development Partner is appointed to develop a business case for the planned improvements.
- 4.9.** It is also recommended that subject to approval at Policy, Projects and Resources Committee on 12 March 2018 and the required resources and budgets being agreed that delegation is given to the Chief Executive in consultation with the Chair of Community Health and Housing Committee to appoint a Leisure Development Partner to develop a business case for the improvements to King George's Playing Fields.
- 4.10.** The completed business case will identify possible options, the amount of investment required, external funding options and the commercial viability that could provide an income to the Council. Any proposed development plans will come back to the relevant committee for consideration.

## **5. Reasons for Recommendation**

- 5.1** As part of the Council's due diligence in delivering a successful Leisure Strategy, Members and officers need to have a complete picture of the current associated costs, risk profiles of the Borough's Leisure facilities and identify opportunities for income generation.

- 5.2 Comments received from Sport England as part of the Local Development Plan consultation, stated that a Leisure Strategy is required that assesses Council owned sports and leisure facilities in order that the Council can continue to work with partners to ensure that appropriate provision is made for the residents of Brentwood. The strategy should not only consider how the Council can provide services, but also how other partners can. The strategy should also use current sports facility evidence to identify strategic priorities to then inform what will be included in the Council's Infrastructure Delivery Plan. Following this feasibility work, the Council will then be able to determine which projects will be funded by the Community Infrastructure Levy (CIL) and those funded by planning obligations.
- 5.3 The Council's Asset Management Strategy 2014/15 also sets out the need to obtain maximise income where possible from its asset portfolio.

## **6. References to Council Priorities**

The Leisure Strategy sits under two main strands of the Vision for Brentwood 2016-19: Environment and Housing Management to develop a Leisure Strategy to provide strong and sustainable leisure facilities for residents and businesses; and Community and Health - to work with community and voluntary organisations to develop the priorities for community development. There are also strong links for the priorities of the Council's Health and Wellbeing Strategy 2014-2017, the Local Development Plan, Active Brentwood/Essex and the Council's Asset Management Strategy 2014/15.

## **7. Implications**

### **Financial Implications**

Name & Title: Jacqueline Van Mellaerts

Tel & Email: 01277 312829/Jacqueline.vanmellaerts@brentwood.gov.uk

- 7.1 One of the key drivers for the Leisure Strategy is to reduce the Council's current revenue and capital costs on its leisure facilities and ensure that they are affordable, sustainable and fit for purpose to meet future requirements.

The Council needs to ensure that all costs and income are identified and agreed at all stages of the delivery of the Leisure Strategy and that the appropriate procurement processes are adhered to.

There will be associated costs for the development of the business plan for King George's Playing Fields which will be allocated from the Council's reserves subject to Member approval at Policy, Projects and Resources Committee.

The Council's Partial Exemption (VAT) calculation which the Council has to complete annually, and any future VAT claims will need to be considered alongside decisions made with regards to the Council's Leisure strategy, so the Council keeps its VAT costs to a minimum.

### **Legal Implications**

Name & Title: Daniel Toohey, Head of Legal Services and Monitoring Officer  
Tel & Email: 01277 312860/daniel.toohey@brentwood.gov.uk

- 7.2 The Council needs to ensure that all due diligence is undertaken as part of any partner or contractual arrangements in regard to the Leisure Strategy.

### **8. Background documents**

Local Development Plan  
National Planning Policy framework  
Fields in Trust - Guidance for Outdoor sport Play: Beyond the Six Acre Standard  
PLC report  
4Global report  
Sport England  
Leisure Strategy summary report

### **9. Appendices**

Appendix A - Leisure Strategy and Action Plan

### **Report Author Contact Details:**

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BRENTWOOD BOROUGH COUNCIL

# Leisure Strategy 2018-2028

Built for today fit for tomorrow

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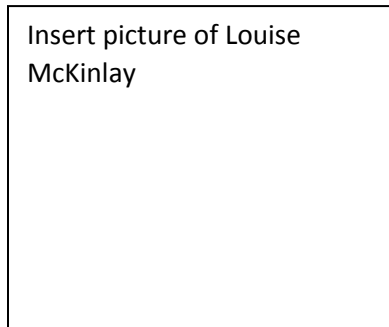
- a. 4Global reports
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12. Background documents and links

- a. Sport England Strategies
- b. Public Health England – Brentwood Borough Health Profile
- c. Essex Health and Wellbeing Board Joint Health and Wellbeing Strategy
- d. Active Essex Strategy 2017-2021– 1,000,000 People Active
- e. Brentwood Borough Council - Local Development Plan
- f. Brentwood Borough Council - Pitch Non-Pitch Assessment
- g. Brentwood Borough Council - Open Space Assessment
- h. Brentwood Borough Council - Built Facilities Assessment
- i. Essex Health and Wellbeing Board Joint Health and Wellbeing Strategy
- j. Strategic Asset Management Plan

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# 1. Foreword



The Borough of Brentwood is a borough is fortunate to have plenty of leisure opportunities from playing sport, visiting the Brentwood Centre or the play areas, or walking in the parks and open spaces, there is something for everyone. Maintaining and developing the wide range of facilities is important to ensure that Brentwood remains a great place to live, work and visit.

The Leisure Strategy provides the context within it sits and then sets out the vision, strategic priorities and key indicators that the Council will focus on over the next few years. The Leisure Strategy is closely aligned to the Council's Corporate Plan 2016-19, the Local Development Plan, the Asset Management Strategy and the Brentwood Health and Wellbeing Board Strategy and supports government, county and local priorities which improve the health and wellbeing of the population.

There has never been a more important time to use sport and physical activity to create a fitter and healthier population when we are tackling growing levels of obesity and diabetes, mental health problems and other conditions associated with a growing culture of inactivity. This is especially the case with technology and young people as well as the ageing population.

The challenge facing Brentwood is clear - the Council needs to reduce its expenditure, it has a number of ageing leisure facilities, the borough age profile is changing, with the number of people over 65 expected to increase by around a **third?** Increasing participation in sport and physical activity is key to supporting the health and wellbeing priorities.

The Council needs to ensure that it has a clear strategic vision for the future of its leisure facilities, so that resources are applied effectively. This will ensure that local people enjoy high quality sustainable leisure facilities that suit their lifestyle and maintain and improve the quality of their lives.

The Council cannot achieve all the desired outcomes alone and will work with partner organisations to continue to offer varied activity programmes for all ages, supported by a focused sports development function, which will contribute to the health of our community and the prosperity of the Borough.

## 2. Introduction



The Government and Sport England recognise the importance of sport and physical activity has on the health and wellbeing of the population and have five key outcomes that they want to achieve.

- Physical Wellbeing - Increase the percentage of people that are physically active and decrease in those that are physically inactive;
- Mental Wellbeing - Improve subjective wellbeing of participants;
- Individual development – Increased levels of perceived self-motivation to change their behaviour;
- Social and community development - Increase levels of social trust in communities
- Economic Development – Value of sport to the UK economy.

Public Health England's Strategy 2014, Everybody Active, Every Day also looks at the importance of improving the general awareness of the benefits of regular physical activity.

The Council, its partners and the recommendations from assessments have helped to identify the priorities for Brentwood in relation to its leisure facilities. In addition, local health profiles for Brentwood and the priorities and expected outcomes identified from Sport England, National Governing Bodies for Sport, Active Essex, Health and Wellbeing Board (Essex and Brentwood) and Brentwood and Basildon Clinical Commissioning Group.

The Council alone cannot deliver all of the outcomes of this strategy and will need to work in partnership with other organisations to promote the health and wellbeing objectives to support all of our local communities. Therefore, many priorities and expected outcomes within this strategy will also compliment other partners' objectives.

The Strategy has not been developed in isolation and is closely aligned to the Council's Corporate Plan (2016-19), the Local Development Plan, the Asset Management Strategy and the Health and Wellbeing Board priorities.

The Leisure Strategy's action plan is a live document and an annual update will be presented to the Council's relevant committee to look at the progress of the strategy against the recommendations and expected outcomes. The Leisure Strategy will be reviewed in **XXXX**.

### 3. What we need to achieve?

The Council needs to ensure that its sport and leisure facilities will be sustainable in the future and broaden their impact on improving community health. The strategy focus is on its leisure facilities being high quality, accessible, affordable and sustainable in the future. It also needs to ensure that the facilities are the right mix to meet the future needs of our residents within the constraints of Councils financial situation. It needs to encourage the community to increase their participation levels especially amongst target groups such as young people and well as the ageing population, which in turn will improve the health and wellbeing of our residents.

The Council needs to reduce its expenditure, and as the provision of sport and leisure is a non-statutory service, it would like to get to the point where any leisure provision is at a minimum a nil cost to the Council. If a surplus income is obtained from its facilities, then this income is used to support those elements of leisure that will still remain a cost to the Council. Due to these budgetary constraints the Council needs to identify and prioritise the areas of investment and its longer-term objectives that will drive the expected outcomes. These are set out in the action plan (Section 10) which will be reviewed and updated on an annual basis to measure progress.

### 4. Strategy context

The Council has looked at the key priorities from a national, county and local context when developing this Strategy. Alignment to national strategies and being able to deliver their expected outcomes can assist the Council in attracting external funding to support investment in facilities.

## a) National Context

### Sport England

Sport England's Strategy Towards an Active Nation 2016-21 defines inactivity as doing less than 30 minutes of moderate intensity activity per week. Their main priorities are to:

- **Focusing more money and resources on tackling inactivity** because this is where the gains for the individual and for society are greatest
- **Investing more in children and young people from the age of five** to build positive attitudes to sport and activity as the foundations of an active life
- **Helping those who are active now to carry on, but at lower cost to the public purse over time**
- **Putting customers at the heart of what we do**, responding on how they organise their lives and helping the sector to be more welcoming and inclusive
- **Helping sport to keep pace** with the digital expectations of customers
- **Working nationally where it makes sense to do so** but encouraging local collaboration to deliver a more joined-up experience of sport and activity for all
- **Working with a wide range of partners**, including the private sector, using our expertise as well as our investment to help align their resources

- Working with our sector to encourage innovation and share best practice, particularly through applying the principles and practical learning of behaviour change

They will measure the success of their strategy through the following KPIs:

- Increase the percentage of the population taking part in sport and physical activity at least twice in the last month
- Decrease in the percentage of people physically inactive
- Increase the percentage of adults using outdoor space for exercise/health reasons
- Increase in the percentage of children achieving physical literacy
- Increase the percentage of young people (11-18) with a positive attitude towards sport and being active
- Increase in the number of people volunteering in sport at least twice in the last year
- The demographics of volunteers in sport to become more representative of society as a whole
- Reduce the percentage of publicly owned facilities with under-utilised capacity
- Support employment in the sport sector

## National Planning Policy Framework

The National Planning Policy Framework (NPPF) promotes a forward planning approach to the provision of activities and opportunities to participate in sport and add value to the work of others and help to deliver sustainable development goals.

They achieve this through:

- Recognising and taking full advantage of the unique role of sport and physical activity in contributing to a wide array of policy and community aspirations, including leisure, health and education
- Using sport and activity as a fundamental part of the planning and delivery of sustainable communities

- The development of partnership working using sport an active recreation as common interest

## Planning objectives

- Protect existing facilities
- Enhance the quality, accessibility and management of existing facilities
- Provide new facilities to meet demand

## b) County Context

### Active Essex

Active Essex provides the strategy lead for physical activity and sport across Essex and is supported by Essex County Council and Sport England. The Strategy for 2017-21 is focussed on increasing and sustaining 1million people's participation across Essex.

Their key priorities

- Drive and sustain participation – focus on getting more people in Essex being active, taking part and living healthy and active lifestyles
- Improve Health and Wellbeing – focus on changing behaviours to reduce inactivity and make a real impact on physical and mental health and wellbeing
- Develop individuals and organisations – focus on enabling people and organisations to develop skills, achieve goals, ambitions and maximise their potential
- Strengthen localities, communities and networks - focus on leading, developing and driving the Eco-system across Essex, raising the profile and impact of physical activity and sport

## c) Local context

### Brentwood Borough Council Corporate Plan 2016 -19

The Leisure strategy sits across many strands under the Council's Corporate Plan.

#### Environment and Housing Management

- Develop a leisure strategy to provide strong and sustainable leisure facilities for residents and visitors
- Develop effective partnership arrangements with key agencies to deliver services

#### Community and Health

- Encourage thriving and engaged communities
- Make Brentwood a Borough where people feel safe, healthy and supported

### Economic Development

- Develop conditions for job creation and help people back into work
- Promote mixed economy, maximising focus on both retail and other commercial opportunities
- Work with other Essex local authorities to promote Essex for shared economic gain
- Consider how Council assets can be utilised to promote sustainable development in the Borough
- Support economic growth and sustainable development

### Transformation

- Explore alternative methods of service delivery, including shared services and outsourcing

## Brentwood Health and Wellbeing Strategy 2017-22

The Health and Wellbeing Strategy for Brentwood sets out three key priority areas:

- Ageing Well
  - Reduce levels of social isolation through increasing activity and strengthening connections within the community
  - Working with partners to promote winter warmth message to prevent ill health during winter months
  - Support the over 50s to increase levels of physical activity through a range of activities

- **Tackling Obesity and Improving physical health**
  - Work with partnership with schools to explore further opportunities to support them in taking actions tackling child obesity
  - To work with partners to establish opportunities for residents to become more physically active
  - To explore further opportunities to increase levels of active travel, working in partnership with schools and businesses to consider new initiatives
  - Support local food business in providing healthier alternatives for customers
- **Mental Health and Wellbeing**
  - To contribute to the Essex Mental Health Prevention Strategy through improving; Access to Services, Supporting Community Assets, Access to voluntary employment/encampment opportunities and promoting physical activity and good mental health
  - To support local schools and businesses to support pupils and employee mental health and wellbeing
  - To support residents living with dementia to live well

## Leisure facilities assessments

The Council commissioned some key assessments of its leisure facilities which highlights the challenges and improvements that are required to ensure that Brentwood has sustainable and fit for purpose leisure facilities. The Value for Money Review and Options Appraisal examined the Council's built facilities, Hartswood Golf Course and its play areas, and the Play and Non-Play Pitch Assessment looked at both the outdoor and indoor facilities available in the Borough. The recommendations from these reports are set out in Appendix X and form part of the priorities within the strategy.



## The economic value of sport and leisure in Brentwood

There is significant economic value to sport and leisure in Brentwood\*

- Total direct economic value of sport £23.6m (1)
- Volunteering value £10.3m (1)
- Health (wider economic value) £31.2m (1)
- 698 total employment (1)
- 74% are 16+ population are economically active - 71.1% of those are in employment, and 3.5% are unemployed (2)

*\*Figures from Sport England (1) - ONS Annual population survey (2)*

## 5. What does the local profile of Brentwood tells us?

The Council needs to understand what the future demands of its residents will be that also informs the priorities for the strategy. We know that between 2015 – 2025\*:

- Brentwood's population will increase from 75,000 to 81,800 so the Council will need to ensure that its leisure facilities can meet that increased demand

- Life expectancy is 8.7 years lower for men and 7.4 years lower for women in the most deprived areas of Brentwood than the least deprived areas, so the Council needs to provide targeted programming that will improve the health and wellbeing of residents and decrease health inequalities across the Borough
- 61.4% of residents aged between 16 and 64
- There is expected to be a 17% increase of over 65s which will put a greater demand on health, social services and housing needs
- There is expected to be 1,800 more under 19s
- 9,200 new babies will be born over the period

*\*Public Health England Brentwood Health Profile 2017*

Although Brentwood has no areas of distinct inequality, Brentwood South and Brentwood North wards are areas with higher levels of child poverty and long-term unemployment than others in the Borough, which may indicate health inequalities.

## Age

- Brentwood has a higher than average 65+ age group and an increasing elderly population will put pressure on its services.
- Generally, Brentwood has good participation rates, but the Active People's Survey indicated that the activity in some age groups could be increased such as the 26 – 34year olds and the over 55s.

## Health

- The health of people in Brentwood is generally better than the England average
- Life expectancy for both men and women in Brentwood is significantly better than the national average
- 12.6% of adults are **smokers**, lower than the national average
- 1,230 people aged over 65 are thought to have **dementia** and this number is expected to rise by 41% to 1,740 by 2030
- 65% of adults and 27.7% of 10-11year old children are **overweight or obese**
- 15.6% of residents have a disability of long-term health issue
- 20.2% of adults are doing enough physical activity to benefit their health
- 5% of Brentwood residents have **diabetes** and the figure has risen over the last 4 years
- 0.79%\* (In CCG area) have a **mental health** problem although 4.5% of people completing GP survey report that they have a long term mental or physical health problem. Maybe due to under recording?
- 37.5 per 100,000 **cardiovascular disease**

## Activity

Brentwood has relatively good activity levels when compared nationally. The Active Lives\* survey for Brentwood identified that:

- 70.2 % active, 13% fairly active, 16.8% inactive
- 81.3% have taken part in sport and physical activity at least twice in the last 28 days
- 43.8% are active once a week

- 47.3% of males are active once a week
- 40.7% of females are active once a week
- 27.5% are active 3 x 30 mins a week
- 28.9% have a sport club membership
- 38% of residents did 30 minutes of moderate physical activity on five days or more

The survey also identified the perceived barriers to sport and physical activity

- 45% of residents are most likely to cite lack of time as the main reason for not taking more exercise
- 21% of resident's state that it is too expensive
- 20% of resident's state lack of motivation
- 20% of resident's state other family commitments

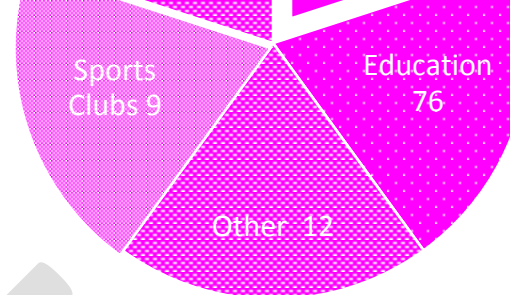
## Essex Residents Survey October 2016

- 85% of Brentwood residents are satisfied with a high-quality environment
- 89% of Brentwood residents are satisfied with the local area as a place to live
- 85% of Brentwood are satisfied with their parks and open spaces
- 87% of Brentwood are satisfied with the ease of access to parks and open spaces
- 76% of Brentwood residents have good general health
- 20% of Brentwood say they have given unpaid help to groups, clubs or organisations over the last 12 months (lower than the county average)
- 48% of residents are satisfied with their local bus service

## 6. Existing provision

Our existing provision, the quantity, quality and accessibility of this, as well as the operational issues and geographic location. A full list of facilities in Brentwood is in Appendix X at the back of the strategy. The table below provides a summary of the facilities in Brentwood. Please note that not all leisure facilities are managed by Brentwood Borough Council. The assessments that have been undertaken consider the entire provision across the Borough and how accessible they are i.e. is it membership only, or are they based within an educational setting?

Type of facilities	Quantity
Artificial pitches	8
Grass pitches	123
Swimming Pools	18
Sports Halls	21
Tennis Courts	26
Parks and open spaces	41



## 7. Key issues facing the Council

Due to the current financial climate and reduced central government grants the Council needs to reduce its expenditure on its leisure facilities and ensure that they will be sustainable in the future. The leisure offer can deliver across different agendas, but it must evidence the difference it plays in tackling these challenges. This will involve working with partners to effectively coordinate limited resources across the Borough and monitor outcomes from interventions. It also needs to ensure that the facilities are the right mix to achieve the Council’s objectives. This could mean that some facilities are consolidated, while others could be expanded.

Customer’s tastes and preferences are continuing to change. Investment in facilities to match customer expectations based on customer feedback should be planned. Without a focus on keeping facilities attractive and appealing to our community, the service will not be sustainable. Therefore, the Council needs to ensure that there are not only the right facilities mix but the right programming is in place to meet customer needs across all age groups.

With limited resources the Council needs to prioritise its investment programme across the Borough and increase income streams that will support the future sustainability of its facilities. The commercial viability of some facilities will need to be balanced while maintaining the core community offer.

## 8. How will we deliver a successful strategy?

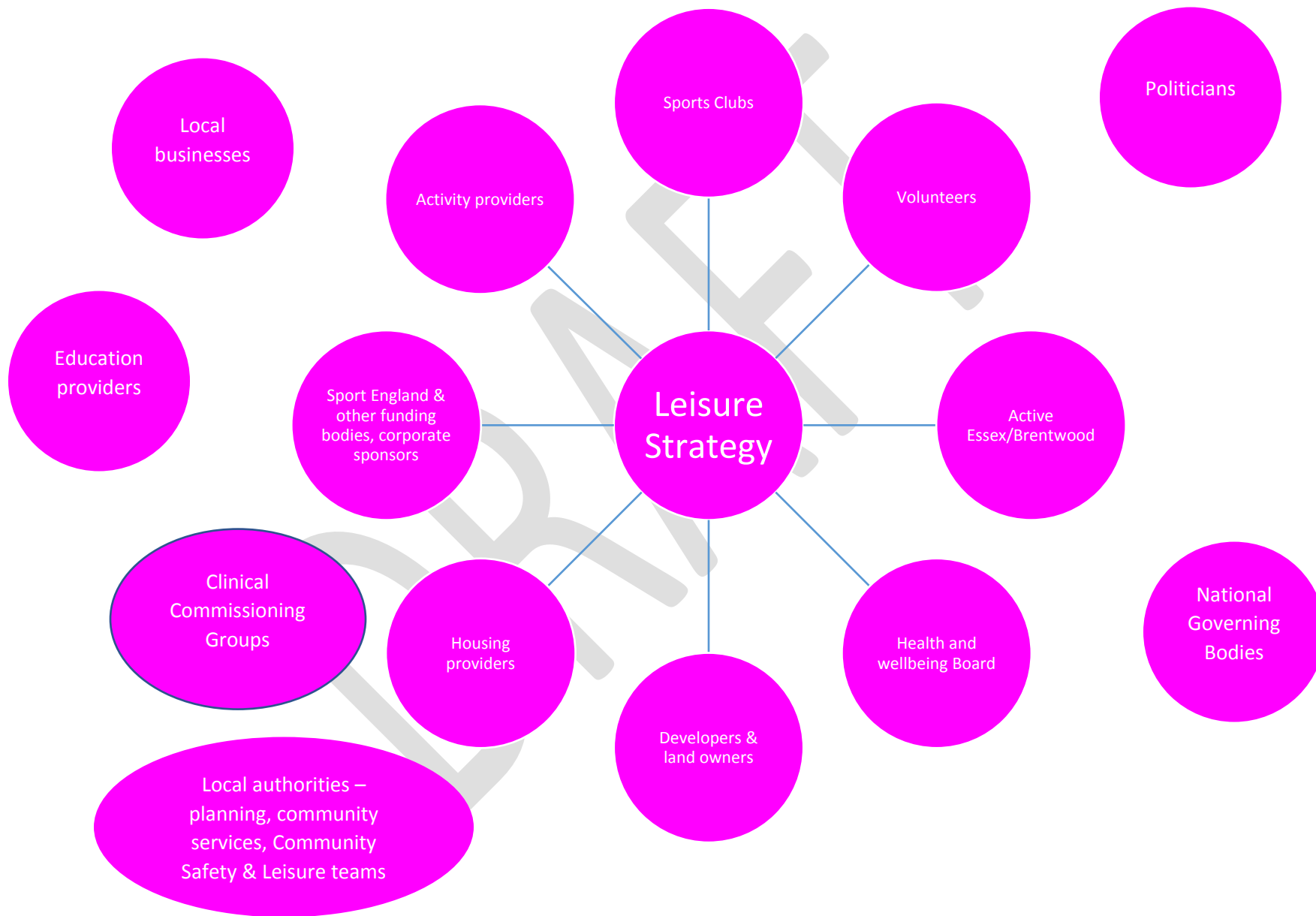


To deliver a strategy of this scale the work has been focused into workstreams to achieve the expected outcomes.

A successful strategy also requires a whole-system approach which will include:

- Policy – local laws, governance, regulations and codes of practice
- Physical environment – Built facilities, open spaces, transport links
- Organisations and institutions – schools, health care, businesses, faith organisations, charities, clubs
- Social environment – Individual relationships, families, support groups, social networks
- Individuals – Individual attitudes, beliefs, knowledge, needs, behaviours

The Big Picture – key stakeholders and influencers in the Leisure Strategy





Brentwood Borough Council will use KPI's to measure the success across the course of the strategy aligning these to our priorities and outcomes. We will develop an annual delivery plan to define how we intend to work towards the strategic priorities, goals and associated outcomes. We will regularly report our progress to the appropriate Council committee who will take responsibility for overseeing the successful implementation of the strategy. We will publish an annual report to celebrate our collective successes, identify any areas for improvement and highlight any changes we intend to make in the forthcoming year to deliver the strategy more efficiently and effectively.

The focus will be on making better use of our assets, improvement to facilities, providing a core community offer to encourage participation and identify commercial opportunities that can provide sustainable income streams to the Council.

## Priority 1 - Built facilities

The Council needs to ensure that its built facilities are fit for purpose and future proof and the Council will need to target it funding appropriately. It needs to ensure that its running costs are kept to a minimum through efficient service provision whilst income levels must grow – reducing net cost further still.

### The Council will focus on:

- **Brentwood Centre**
  - Enhance the Brentwood Centre as a venue for events to attract high quality events and acts
  - Capitalise on the location of the Centre and make it a focus for Sport, Health, Football and Mental Health provision
  - Consider alternative management options for Brentwood Centre
  - Focus on increasing leisure centre attendance levels leading to improved public health, as well as a more financially sustainable service
  - Ensure that the Brentwood Leisure Centre follows health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth
  - Use insight led, effective, targeted marketing to develop a larger customer base

- **Pavilion in King George's Playing Fields**
  - Look at creating a 'Park Hub' that includes sports provision, family provision, café/retail provision and conferencing/event provision to maximise community usage
  - Undertake feasibility study to identify viability
- **Community Halls**
  - Renegotiate lease with Brentwood Leisure Trust
  - Undertake external condition survey to ascertain future costs and viability of the halls
  - Align with the Council's Asset Management Strategy to maximise income to the Council
  - Explore options for Community Asset Transfer
- **New developments**
  - Explore opportunities for joint use and maximising developer contributions
  - Explore opportunity to create indoor play facility i.e. to make King George's Playing Fields an all-season destination for play

### Key Performance Indicators

- Increased income to the Council
- Reduced costs to the Council
- Investment to improve customer offer
- Increased participation by X% per annum
- Increased customer satisfaction

## Priority 2 - Open Spaces

The Council will ensure that the Leisure Strategy promotes the policies of the Field in Trust guidance which are set out in Appendix X. It has also noted the recommendations from the Play Pitch assessments and that any investment from the Council is targeted to enhance its facilities. Before any work is undertaken the Council will need to undertake a feasibility study to ensure that any works will be sustainable in the future.

### The Council will focus on:

- Improvement's to the Council's Country Parks\* which include Hutton Country Park, Warley Country Park and St Faiths.  
\*Please note that South Weald and Thorndon Country Park are managed by Essex County Council
- Improvements to the Council's formal Open Spaces such King George's Playing Fields
- Improvements to its's play pitches for Football, Rugby, Cricket and Hockey. Working to existing clubs to develop their visions etc., In particular
- Recommendations from the Essex Biodiversity Plan to protect, enhance and provide open space
- Allotments – population standard approach and/or the creation of new sites
- Woodlands explore any income opportunities
- Promote informal sport and physical activity opportunities in Brentwood's open spaces
- Use social media and effective marketing in open spaces locations to promote opportunities that Brentwood's open spaces offer for sport and physical activity

### Key Performance Indicators

- Increase sport and physical activity in the Council's open spaces
- Improve awareness of the offer in the Council's open spaces
- Increase volunteering

The Council has looked at its current provision and how it can be maintained in the future. Currently the Borough has **28** play areas. **11** of those are owned and managed on Council housing estates, **7** of those are managed by Brentwood Borough Council in the parks and **10** of those are owned and managed directly by the Parish Councils.

The Council will ensure that all residents will have good and free access to high-quality play areas, possible as a hub and spoke with significant play areas maintained in key locations across the Borough, i.e. Pilgrims Hatch, Hutton, Shenfield and Warley. The Council needs to reduce its revenue and capital costs and ensure that it's play areas meet the needs of any British and European health and safety standards. Costs for some recent improvements have been met by developer contribution (S106), but the Council will still incur on-going maintenance costs associated with its play areas. To make the play areas more sustainable moving forward it is proposed that some rationalisation of the play areas is required. The Council would not rationalise without investing in key strategically located parks across the Borough. The Council will also explore income generating activities and ensure investment is strategically targeted in the creation of destination play areas across the Borough. A phased rationalisation of play facilities would help to produce a sustainable play service which would provide a portfolio of traditional robust equipment that is safe and simple to maintain, well-designed, well-planned that will provide high-quality play facilities fit for current and future needs and demands. The Council will also look at opportunities for Community Asset Transfer if local volunteer groups can demonstrate with a business case that they can take on the direct management of a play area.



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## Current provision provision

## Proposed

### The Council will focus on:

- Investment into the creation of destination play areas

### Key Performance Indicators

- Increased satisfaction levels of the Council's Play areas
- Reduced capital and revenue costs

- Strategically maximising developer contributions (S106)
- Opportunities for Public Private Partnerships that could provide capital funding, income, expertise and management of new facilities
- The phased rationalisation of some play areas
- Parish Council play areas will still remain the responsibility of the Parish Council's to maintain and inspect
- Consideration of Community Asset Transfer for smaller parks run by volunteer groups

## Priority 4 - Sport

The Council will continue to work to make leisure and sport accessible to the whole population. While the leisure centre acts as sports hub other activities are provided in the community settings such as village halls and local playing fields, reducing the need to travel, increasing accessibility, and subsequently increasing participation levels.

Community sport is thriving in Brentwood but in many cases, it is at capacity, and the Council recognises the importance of working with the community to maintain current and develop new sporting opportunities. There are many clubs supported by community volunteers with a wide variety of activities taking place, all of which benefit from support over the period of this strategy.

### The Council will focus on:

- Consulting with NGB's and national associations to access opportunities for a regional centre of excellence
- The creation of a football hub at the Brentwood Centre with 3G pitches.
- The creation of a rugby hub at King George's Playing Fields including the enhancement of the current pavilion building
- The creation of an indoor nets facility for year-round cricket development
- Enhancement of the golf course at Hartswood in King George's Playing Fields, including enhancement of the current pavilion building
- Ensure that Active Brentwood works as an enabler to improve participation, local facilities and coach education
- Continue to work with local clubs and partners to identify funding to improve facilities and encourage increased sport and physical activity in Brentwood
- Work with National Governing Bodies (NGBs), Active Brentwood and Sport England to develop, monitor and evaluate programmes in the Borough
- Work with partners to develop active leisure programmes that develop respect and strengthen cohesion, including cross-generational and cross-cultural activities
- Consider creating a centre of excellence in the Borough
- Look at the consolidation of some facilities and improvement to others

- Identify other sports that the Council might want to attract to the Borough

### Key Performance Indicators

- Increase in club growth i.e. increase in the number of teams and promotion of clubs through their respective league system
- Improved standard of facilities that can support talented individuals to national levels of competition
- Active Brentwood hits annual attendance targets?
- Value of funding brought to the Borough supported by Brentwood Borough Council increases year on year with a baseline established in 2018/19
- Number of active leisure schemes set up and supported by partners with Brentwood Borough Council increases year on year
- Increased recognition and awards for the Brentwood Centre as a centre of excellence for its Mental Health and disability programming

## Priority 5 - Health and Wellbeing

The Leisure Strategy will be a key document to deliver the outcomes for the Health and Wellbeing Board priorities of tackling obesity, ageing well and improving Physical and Mental Health and Wellbeing. Health and employment are intimately linked, and long-term unemployment can have a negative effect on health and wellbeing. The Council will



support programmes that target a reduction in health inequalities and that will positively impact sections of the population requiring extra support.

## The Council will focus on:

- Increasing participation through the enhancement of facilities
- Continue to work with businesses to reduce sugar and salt consumption through the TUCK IN project
- Providing a core community offer to residents with a focus on activity programmes for older people, Mental Health activity programmes and diversionary activity programmes for younger people
- Improving partnership working through Active Brentwood/Essex and Voluntary and Community Sector organisations to provide activities and volunteering opportunities in the community
- Promote and support the living well campaign

### Key Performance Indicators

- Increased participation especially with over 55s
- Increased participation of those with Mental Ill Health supported through physical activity programmes
- Increased awareness in schemes that are available

The Council needs to ensure that there is the right management and governance in place to ensure that the Leisure Strategy can be successfully delivered. Whatever governance model is decided upon it will need to include Local Authority members and officers and also public/independent members.

The Council will focus on:

- Identifying the right operating model that will best deliver the Leisure Strategy. This could mean one main operator or a hybrid approach
- Ensuring that the Council delivers Value for Money for its residents through its procurement process and relevant feasibility studies
- Identify external funding opportunities that can assist the Council in financing improvements to facilities
- Ensuring that robust contract management and monitoring is in place to deliver on the Council's expected outcomes through the establishment of Key Performance Indicators
- Identify the risks and the potential rewards
- Ensure that the true costs for the lifecycle of the facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities
- Ensuring that the right workforce structure is in place to support the delivery of the outcomes for the Leisure Strategy
- Ensure staff are properly trained so that they can provide a high-quality customer service and identify opportunities for improved revenue generation and growth
- Provide a communication plan so that the public are informed of the progress of the Leisure Strategy

## 9. Who can deliver the Strategy?

The Council needs to ensure that the right operating model is in place to deliver the desired outcomes of the Leisure Strategy in the most effective, efficient way and delivers best Value for Money to our residents. Whatever the operator, the Council needs to ensure that it is a key stakeholder on the 'board' and in a position of influence with regard to the operations and strategy, and there is an agreed core community offer available to the residents.

Currently the Council has a hybrid operating model, where some is delivered directly by Brentwood Borough Council, some through Brentwood Leisure Trust and some through private operators. The future options available to the Council are set out as follows:

- Use the Brentwood Leisure Trust as the main operator and identify other activities/facilities that could be included as part of the core community offer
- Establish a new trust model to deliver the Leisure Strategy
- Adopt a new hybrid approach
- Establish a joint venture company
- Establish one principle operator
- Liaise with local sports clubs and put them on long leases

## 10. How can the Leisure Strategy be delivered?

Due to the current financial constraints the Council needs to ensure that it maximises the amount of external funding that it can attract. This will mean that a model is developed for all the options so that both the risks and the rewards are identified. The Council will focus on the following areas:

- Ensure that objectives and expected outcomes are aligned where possible to the National Governing Bodies (NGBs), Sport England and Public Health England.
- Explore opportunities to work with Leisure Development Partner who can provide expertise
- Prioritise the investment programme
- Explore opportunities to work with private partners to invest in some facilities
- Brentwood Borough Council borrowing, how the loan is serviced
- Sports Clubs contributions
- Capital receipts from asset disposal
- Maximise developer contributions (S106) from new developments to strategically support the Council's leisure facilities
- New initiatives such as soil relocation to enhance facilities
- Utilising a trust model to access additional funding streams

# 11. Leisure Strategy Action Plan

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## Priority 1 – Built Facilities

Recommendation	Action	Outcomes
General		

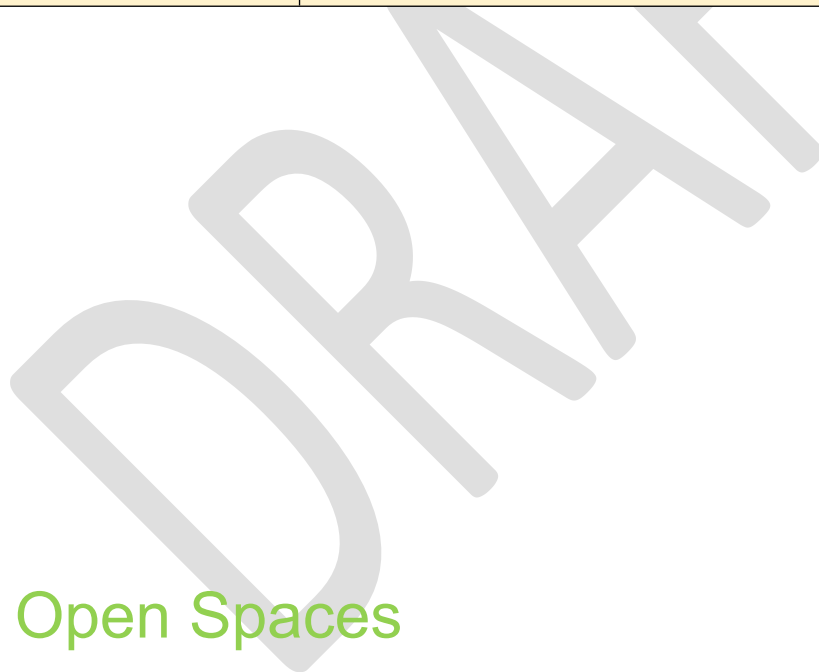
Recommendations from the Indoor Facilities Assessment	Review the recommendations from the Indoor facility assessment	Increased facilities Improved facilities
Address the issues raised within the assessment of the Council’s ageing leisure facilities and assets	Undertake an external condition survey of the Council’s built facilities. Review and address any items contained within the external condition surveys and full lifecycle Planned Programme Maintenance (PPM) of the Council’s leisure assets.	Identify future costs to Brentwood Borough Council
Work with leisure partners to utilise and publicise the facilities available across the borough enabling more physical activity opportunities in rural communities	Agree communications plan to publicise activities on offer	Increased participation
Encourage relationships with leisure operational partners in neighbouring districts to encourage the development of cross boundary offers for local communities.	Work with planning and neighbouring authorities.	Increased participation
Where possible increase accessibility, usability and affordability of sites and facilities	Work with Brentwood Borough Council’s Leisure Development and Operational partners and disability groups to ensure appropriate consideration is given to access to and from leisure sites and disabled equipment and facilities is applied during the design and delivery of the agreed facilities upgrade plan	Increased participation
	Identify and support schools that want to open up their facilities to the community	Increased participation
	Support the development of the Most Active County’s Sport England Partnership Programme action plan which encourages schools to increase access of their facilities to local communities	Increased participation
Develop mechanisms to ensure new planning developments consider active travel routes and easy access for all leisure facilities and open spaces.	Planning team adoption of Brentwood Borough Council’s Pitch, Non-pitch, Open Spaces and Built Facilities assessments when considering future planning applications/developments	Increased participation

	Support the development of Neighbourhood and Parish Plans to consider the wider leisure and recreation opportunities	Improved facilities
Improve internal and external communications, raising public awareness of the wide number and range of physical activity opportunities that already exist.	Develop partner communications plans and publicise opportunities delivered by partner organisations	Increased participation
	Use the data obtained from the underpinning assessments to develop a facilities map highlighting key community use facilities and promote this externally to the residents of Brentwood Borough Council	Increased participation
Ensure that customer facing employees have the appropriate skills and awareness to work with a range of customers with varying needs.	Work with users and community groups to develop insight in aspects of facilities that need improvement	Increased customer satisfaction
	Continue to work with staff and leisure partners to ensure employees are appropriately trained	Increased customer satisfaction
<b>Brentwood Centre</b>		
Capitalise on the location of the Brentwood Centre and make it a focus for Sport, Health, Football and Mental Health provision	Identify Leisure Development Partner that can undertake a feasibility study for investment programme for Brentwood Centre and possible funding streams to support it.	Improvement to facilities Increase participation Increase footfall
Focus on increasing leisure centre attendance levels and ensure Brentwood Centre follows health and fitness trends to be more attractive to target groups, providing activities that will ensure sustained use and customer growth	Use the built facilities assessment to agree specification for an agreed facilities upgrade plan that will also be commercially viable	Improvement to facilities Increased participation
Brentwood Centre as an events venue of the right quality	Identify areas for improvement such as dressing rooms which will support and attract a strong event plan	Improvement to facilities Increased footfall

Consider alternative management options for the Brentwood Centre	Work with Brentwood Leisure Trust to look at future requirements and needs from the Brentwood Centre.	Delivers Value for Money for residents  Increase income to Brentwood Borough Council
<b>Pavilion Building in King George’s Playing Fields</b>		
Creation of a family hub at King George’s Playing Fields	Identify opportunities with partner organisations to develop the pavilion building as a family hub in KGPF to support existing sports provision of golf, football and rugby plus creation of new indoor play facility.  Work with Brentwood Rugby Club to develop joint use facility and possible centre of excellence	Improvement to facilities Increased use of open spaces Increased activity levels
Undertake a business plan for improvements to King George’s Playing Fields including the pavilion building	Appoint a Leisure Development Partner to undertake a business plan to identify a commercial viable option for the site and identify any shortfall that Brentwood Borough Council will need to fund.	Improvement to facilities
<b>Community Halls</b>		
Renegotiate Halls Management Agreement with Brentwood Leisure Trust	Meetings with BLT to renegotiate the Halls Management Agreement	Reduce expenditure to Council
Identify future costs for the halls	Undertake an external condition survey to identify future costs for the halls	Reduce expenditure to the Council
Identify opportunities for a Community Asset Transfer	Look at halls case by case to identify opportunities	Reduce expenditure to the Council
<b>New Developments</b>		



Identify future facility need within any new developments	Ensure any developer contribution is maximised to support community and leisure facilities	New facilities to meet demand Increase participation
	Work with partner organisation such as Health and Sport England to identify opportunities create community hub to support new community such as GP, Health, Education and Leisure services sharing a site	New facilities to meet demand
Promote active travel routes	Identify links to existing sites to promote walking, cycling routes	Increase participation and activity levels



## Priority 2 – Open Spaces

Recommendation	Action	Outcomes
Improvement's to the Council's Country Parks* which include Hutton Country Park,	Identify improvements in the Country Parks and establish improvement plans for each.	Improvement to facilities Increased use of open spaces

Warley Country Park and St Faiths.		
Improvements to the Council’s formal Open Spaces such King George’s Playing Fields	Undertake feasibility study with Leisure Development Partner to develop viable business plan	Improvement to facilities Increased participation and activity
Improvements to the Council’s play pitches for Football, Rugby, Cricket and Hockey.	Working to existing clubs to develop their visions etc., in particular ancillary facilities such as improved parking capacity and changing/toilet facilities i.e. Larkins	Improvement to facilities Increased participation
Recommendations from the Essex Biodiversity Plan to protect, enhance and provide open space	Review recommendations and feed into any improvement plans	Improvement and protection of facilities
Continue to sustainably manage Brentwood countryside, woodlands and SSSI sites to agreed standards, enabling integrated access and supporting resident recreation whilst protecting the areas wildlife habitat and natural tranquillity.	Support the recommendations and actions of Natural England’s National Character Area Profile NE466 NCA profile: 111 North Thames Basin 2013	Protection of facilities
Continue to provide a work programme for the Countryside Volunteers	Agree areas for works and improvement using the existing Countryside volunteers	Increased volunteering Improvement to facilities
Promote informal sport and physical activity opportunities in Brentwood’s open spaces	Use social media and effective marketing in open spaces locations to promote opportunities that Brentwood’s open spaces offer for sport and physical activity	Increase use of public open spaces Increased participation and activity
	Utilise Brentwood open spaces to provide community events such as Family Fun Days and similar activities	Increase use of public open spaces Increased participation and activity
	Explore the options of installing outdoor gyms in strategic locations	Increase use of public open spaces Increased participation and activity

## Priority 3 – Play Areas

Recommendation	Action	Outcomes
Investment into the creation of destination play areas	Identify and prioritise play areas for investment	Improvement to facilities Reduce Council expenditure Increase in activity Reduce risk to the Council
Strategically maximising developer contributions (S106)	Identify develop contribution opportunities that will support strategic investment in facilities	Improvement to facilities Reduce Council expenditure Increase in activity
Opportunities for Public Private Partnerships that could provide capital funding, income, expertise and management of new facilities	Identify commercial income streams that can support inward investment of facilities	Improvement to facilities Reduce Council expenditure
Meeting the needs of residents in new housing developments	Identify community requirements within new housing developments	Increase in activity New facilities
The phased rationalisation of some play areas	Identify timescales for the phased rationalisation of play areas which will be subject to strategic investment in destination play areas	Reduce risk to the Council Reduce Council expenditure
Consideration of community asset transfer	Identify any groups who would be interested and submit viable bids	Reduce risk to the Council Reduce Council expenditure

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## Priority 4 – Sports

Recommendation	Action	outcomes
Support and implement the recommendations and actions of the Brentwood Play Pitch and Non-Play pitch and Built facilities assessments	Awaiting the recommendations? Review and implement recommendations from the assessments	Improvement to facilities
Encourage sports clubs and community groups to be more involved in the operation of facilities and sites	Mavericks development at Warley	Improvement to facilities at Warley Playing Fields
	Brentwood Youth AFC	Improvement to Larkin Playing Fields
	Hutton Football Club	Improvement of facilities
	Identify locations across the borough that would benefit from application of Sports Hub principles unifying sporting clubs or disciplines allowing clubs to grow and release financial benefit in the process	
Introduce further sporting and physical activity opportunities for disabled and older residents	Utilise and support new initiatives	Increase participation and activity
	Continue to support the Walking for Health programme	Increase participation and activity
Enable people and organisations to develop skills, achieve goals and maximise their potential	Ensure pathways exist which identify talent, nurture and retain athlete, coaches and officials at all levels	Achieve more people engaged in volunteering
	Inspire people from more diverse backgrounds to get and stay involved in volunteering	Increase the economic value of the physical activity and sport sector
	Support organisations in achieving accreditation and compliance with 'A code for Sports Governance'	Increase the numbers of organisations meeting accreditation standards
	Promote opportunities for new careers in the sector and help attract new investment by the industry in Essex	Enable more people to be trained in the sector

	Identify and address the training needs of the workforce including those around employability	Increase the skills of the sector’s workforce
Support club development and engagement across the Borough, signposting clubs to relevant funding opportunities when available	Support sports clubs to develop sporting opportunities within schools	Increase participation and activity
	Engage NGB’s, school, local clubs and other key partners in delivery of Active Brentwood, the community sports network for Brentwood and use this as a forum to support club development across the district.	Active Brentwood Networking events
Increase physical and sporting activity across the borough by X% year on year using Sport England’s Active People Survey as a measure	<ul style="list-style-type: none"> <li>• Provide a sustainable network of safe and accessible facilities, open spaces and active travel routes</li> <li>• Ensure workplaces adopt an active culture that encourages participation</li> <li>• Improve and enhance the customer experience of physical activity and sport, with a focus on the core market</li> <li>• Use technology and innovation to promote activities on offer</li> <li>• Facilitate and promote spectator sport and mass participation events</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce inactivity levels</li> <li>• Increase the number of people being active</li> <li>• Improve young people’s attitudes towards physical activity and sport</li> <li>• Provide a sustainable network of the right, high quality and accessible facilities in the right places</li> <li>• Get more people using open spaces for exercise and health reasons</li> <li>• Increase the numbers of mass participation and elite sports events hosted.</li> <li>• Maintain and increase the economic value of physical activity and sport</li> </ul>
Support the network of volunteers that underpin the Borough’s sport /community clubs.	Communicate the training opportunities available to new volunteers enabling clubs to grow	Increase volunteering associated with sport and physical activity
	Provide networking opportunities for existing volunteers/clubs to enable sharing of best practice	Supported and well-developed community clubs

Enhancement of existing facilities	<ul style="list-style-type: none"> <li>• Explore viability and location for indoor cricket net provision</li> <li>• Indoor/covered tennis</li> <li>• Seek opportunities with NGB's for regional centre of excellence</li> </ul>	Improved facilities Increased participation
Promote new sports in the Borough	<ul style="list-style-type: none"> <li>• Work with new clubs or existing clubs that require more support in setting up i.e. baseball, table tennis, boxing</li> </ul>	Increased participation

## Priority 5 – Health and Wellbeing

Recommendations	Action	Outcomes
Support the priorities and desire outcomes for the Brentwood Health and Wellbeing Board	<p><b>Tackling Obesity</b> Continue to work with businesses to reduce sugar and salt consumption through the TUCK IN project.</p> <p>Increase participation with improvement to facilities and affordable and accessible</p>	Local residents enjoy positive activities and are physically and emotionally healthy

	<p>programming</p> <p>Work with schools to promote new initiatives</p> <p>Work with businesses to promote new initiatives such as workout from work</p> <p>Utilise Active Brentwood as an enabler</p>	
	<p><b>Ageing Well</b> Supporting the over 50s to increase levels of physical activity through a range of activities</p> <p>Improve programming opportunities for over 55 activities</p> <p>Promote available offer for senior activities Utilise Active Brentwood as an enabler</p>	Local residents enjoy positive activities and are physically and emotionally healthy
	<p><b>Improvement to Physical and Mental Health Wellbeing</b> Increase participation levels through the right programme of activities especially the target groups who need to increase their activity levels Such as those with Mental Ill Health and with a physical disability</p>	Local residents enjoy positive activities and are physically and emotionally healthy
Support the growth of active travel methods	<p>Support the recommendations and actions of Essex County Council’s Cycling Strategy 2016 <a href="http://www.essexhighways.org/uploads/docs/ecc-cycling-strategy-novemeber-2016.pdf">http://www.essexhighways.org/uploads/docs/ecc-cycling-strategy-novemeber-2016.pdf</a></p>	Increase activity levels

	<p>Create safe walking and cycling routes with three schools across Brentwood (H&amp;WB action plan)</p>	<p>Increased activity levels</p>
	<p>Encouraging and promoting use of the cycle footpath networks available across the district especially in new developments (Dunton Garden Village)</p>	<p>Increased activity levels</p>
	<p>Ensure that key facilities such as frequently used countryside sites and leisure facilities have the facilities required for ease of active travel i.e. footpaths and cycle racks</p> <p>Support the renewal of Essex County Council’s Right of Way Improvement Plan 2009  <a href="http://www.essexhighways.org/uploads/files/final-rowip.pdf">http://www.essexhighways.org/uploads/files/final-rowip.pdf</a></p> <p>Actively support groups, organisations or projects that increase walking activities</p> <p>Walking for Health initiative</p> <p>Local businesses promote /incentives?</p>	<p>Greater use of open spaces                      Reducing obesity                      Increased participation</p>
<p>Establishment of outdoor gyms</p>	<p>Identify potential sites aligned to the creation of destination play areas for strategic investment</p>	<p>Increase accessibility to facilities                      Increase activity levels</p>



<p>Increase and encourage residents of the wider community including young people, older people, people with disabilities and the economically disadvantaged, to increase their physical activity levels by utilising the Council’s open spaces and leisure facilities</p>	<ul style="list-style-type: none"> <li>• Deliver a targeted approach to groups which are most likely to be inactive and under-represented in both physical activity and sport.</li> <li>• Ensure physical activity and sport are utilised as effective tools in prevention, early intervention and management of long term conditions/reablement</li> <li>• Develop resilience, tackle social isolation and promote independence</li> <li>• Ensure there is an inclusive offer which meets the needs of disabled people and those with limiting illnesses/conditions</li> <li>• Promote the benefits of being active to enable people to take responsibility for their health and wellbeing and make better lifestyle choices</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce inactivity levels amongst target groups</li> <li>• Support NHS targets of reducing numbers of serious health conditions associated with inactivity</li> <li>• Increase the number of people being active</li> <li>• Improve young people’s attitudes towards physical activity and sport</li> <li>• Provide a sustainable network of the right, high quality and accessible facilities in the right places</li> <li>• Get more people using open spaces for exercise and health reasons</li> <li>• Support NHS targets for more adults and children achieving and maintaining a healthy weight</li> </ul>
	<p>Continue to build relationships with schools to develop educational countryside programmes currently available</p>	<p>Link with Forest School programme to increase usage of Council’s open spaces</p>
	<p>Support the recommendations and actions of Natural England’s National Character Area Profile – NE466 NCA profile: 111 North Thames Basin 2013 <a href="http://publications.naturalengland.org.uk/publication/4721112340496384?category=587130">http://publications.naturalengland.org.uk/publication/4721112340496384?category=587130</a></p>	<p>Increase bio-diversity within the Council’s Country Parks</p>
	<p>Support volunteer working parties within the Borough that promote health and wellbeing benefits and increase the volunteer’s physical activity levels</p>	<p>Volunteer Tree Warden Scheme Country side Volunteers work programme</p>

Continue to develop summer holiday activity programme across the borough to incorporate a wide range of activities for young people	Work with partner organisations to support programmes or enable communities to deliver their own programmes, eliminating duplication and offering a more comprehensive approach to delivery.	Family Fun day programme Brentwood Sports Festival Increase activity and participation
Promote healthy living and healthy lifestyle choices such as diet, drinking and smoking cessation.	<ul style="list-style-type: none"> <li>• Work with partners to develop and promote Health Week</li> <li>• Promote LiveWell programme of available activities</li> </ul>	

## Priority 6 – Management and Oversight

Recommendations	Actions	Outcomes
Identifying the right operating model that will best deliver the Leisure Strategy.	This could mean one main operator or a hybrid approach	Reduced expenditure to the Council
Ensuring that the Council delivers Value for Money for its residents	Through its procurement process and relevant feasibility studies	Reduced expenditure to the Council
Identify external funding opportunities to support investment programme	Once specifications are agreed work with partners and funders to complete funding	Reduce expenditure to the Council

	applications	
Ensuring that robust contract management and monitoring is in place to deliver on the Council’s expected outcomes	Establish Key Performance Indicators to measure success Ensure Brentwood Borough Council is key stakeholder and influencer at ‘Board’ level	Deliver the desired outcomes
Identify the risks and the potential rewards	Through the specification and contract management process	Reduce expenditure to the Council
All costs are identified in facilities	Ensure that the true costs for the lifecycle of the facilities are identified to ensure planned budgets are in place to identify ongoing future costs for facilities	Reduce expenditure to the Council
Training and Development of workforce	Ensuring that the right workforce structure is in place to support the delivery of the outcomes for the Leisure Strategy	Increased customer satisfaction
	Ensure staff are properly trained	Increased customer satisfaction
Increase Public Awareness	Provide a communication plan so that the public are informed of the progress of the Leisure Strategy	Public awareness of the progress of the strategy
Ensure that customer satisfaction and opportunity is available for public involvement	Feedback and satisfaction and trends are reviewed regularly by the ‘Board’	Increased customer satisfaction

## 12. Appendices and background documents and links

- a. Sport England
  - i. Towards an Active Nation 2016-21 <https://www.sportengland.org/media/10629/sport-england-towards-an-active-nation.pdf>
- b. Public Health England
  - i. 2014 Everybody Active, Every Day <https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life>
- c. Department of Health and Social Care

- i. Childhood Obesity Plan <https://www.gov.uk/government/publications/childhood-obesity-a-plan-for-action/childhood-obesity-a-plan-for-action>
- d. Department of Transport
  - i. Cycling and Walking Strategy 2017 <https://www.gov.uk/government/publications/cycling-and-walking-investment-strategy>
- e. Public Health England
  - i. Brentwood Borough Health Profile [https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E10000012?place\\_name=Brentwood&search\\_type=place-name](https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E10000012?place_name=Brentwood&search_type=place-name)
- f. Fields in Trust
  - i. Guidance <http://www.fieldsintrust.org/>
- g. Essex Health and Wellbeing Board
  - i. Joint Health and Wellbeing Strategy [https://www.essex.gov.uk/Business-Partners/Partners/Health-wellbeing-Essex/Documents/Essex\\_Health\\_Wellbeing\\_Strategy.pdf](https://www.essex.gov.uk/Business-Partners/Partners/Health-wellbeing-Essex/Documents/Essex_Health_Wellbeing_Strategy.pdf)
- h. Active Essex
  - i. Active Essex Strategy 2017-2021– 1million People Active <https://www.activeessex.org/wp-content/uploads/2017/06/Active-Essex-Changing-1-Million-Lives-Strategy.pdf>
- i. Brentwood Borough Council
  - i. Local Development Plan <http://www.brentwood.gov.uk/index.php?cid=694>
  - ii. Pitch and Non-Pitch Assessment
  - iii. Open Space Assessment
  - iv. Built facilities Assessment
  - v. Asset Management Strategy
- j. Brentwood Health and Wellbeing Board
  - i. Joint Health and Wellbeing Strategy <https://brentwood.moderngov.co.uk/documents/s12535/Appendix%20A.pdf>

**5<sup>th</sup> March 2018**

**Community, Health and Housing Committee**

**Warley Playing Fields Play Area Refurbishment**

**Report of:** *Stuart Anderson – Deputy Operations Manager*

**Wards Affected:** *Warley*

**This report is:** *Public*

## **1. Executive Summary**

- 1.1 As part of the emerging Leisure Strategy a phased approach has been agreed for any work streams identified as part of it. One of these streams is to investigate opportunities at King George's Playing Fields and Warley Playing Fields.
- 1.2 As part of the work around Warley Playing Fields it has been identified that the play area is in need of refurbishment following the removal of a number of items of equipment.
- 1.3 At the 4<sup>th</sup> December 2017 Community and Housing Committee Members agreed to authorise Officers initiate a refurbishment of the play area at Warley Playing Fields.
- 1.4 A procurement exercise has been concluded and the winning submission is before Members for endorsement so that Officers may proceed with awarding the contract and initiate works.

## **2. Recommendations**

- 2.1 Members to approve the HAGS SMP refurbishment scheme for Warley Playing Fields as the preferred option and authorise Officers to initiate the refurbishment of the existing play area at Warley Playing Fields pending outcome of Chairs meeting with supplier.
- 2.2 Members approve remaining monies from the S106 funds to be proportioned towards the provision of an outdoor gym[s].

### **3. Introduction and Background**

- 3.1 As Members will be aware at the 4<sup>th</sup> December 2017 Community and Housing Committee Members agreed to authorise Officers to initiate a refurbishment of the play area at Warley Playing Fields.
- 3.2 Following this authorisation Officers initiated a procurement exercise inviting suppliers to submit designs for the new play area based on a design brief issued by the Council.
- 3.3 This exercise concluded on the 26<sup>th</sup> January and in all three submissions were received for the provision of the new play area.
- 3.4 The three designs have now been reviewed by Chair, Vice Chair, Ward Members and Officers and a preferred design and supply package highlighted.
- 3.5 Although a preferred design has been put forward by the Chair, with approval from those consulted, all three designs are in front of Members so that they may see the schemes each supplier submitted.

### **4. Issue, Options and Analysis of Options**

- 4.1 As already stated and as outlined above a procurement exercise has recently been undertaken for the supply and installation of an exciting new play facility at Warley Playing Fields.
- 4.2 Funding from the scheme has already been identified through S106 contributions from the Evoke development [old Warley Training Centre] and a collective of other smaller S106 contributions, therefore funding for the scheme has already been secured.
- 4.3 The overall scheme is expected to cost circa £235,000 which can be broken down as follows:
  - Supply, delivery and installation of equipment £125,000
  - Supply and installation of safety surfacing £70,000
  - Supply and installation of railings and gates £24,000
  - Installation of footpaths £16,000
- 4.4 The three submitted designs were from HAGS SMP, Kompan and Sutcliffe Play.

4.5 The costings were all very similar and a breakdown of each submission is made below.

#### 4.6 HAGS SMP

- Cost of supply, delivery and installation of equipment £125,000 (includes £19,733.55 project discount)
- Additional spares package FOC worth £14,250.00
- HAGS Opening Event Package FOC worth £1,825.00
- First 4 annual inspections of site FOC worth £600.00
- Health check of all HAGS equipment in Borough annually FOC worth £200.00
- Two places on a standards revision seminar FOC worth £285.71
- Opening date: w.c. 29.05.18

#### 4.7 KOMPAN

- Cost of supply, delivery and installation of equipment £123,969.48 (includes £18,993.60 project discount)
- Additional spares package FOC worth £3,000.00
- KOMPAN Opening Event Package FOC – No value given
- Opening date: w.c. 14.05.18

#### 4.8 Sutcliffe Play

- Cost of supply, delivery and installation of equipment £121,269.25 (no project discount offered)
- Opening date: w.c. 11.05.18

4.9 Whilst the opening times were all relatively similar and so were costs two of the contractors had offered enhanced packages with their submissions with a parts package being included which is particularly appealing to the authority as it reduces the burden on the already pressured maintenance budget for play area.

4.10 The three submitted designs were presented to Chair, Vice Chair, Ward Members and Officers for reviewing. Following a lengthy discussion and comparison of each design it was felt by all present that HAGS SMP had submitted a design that:

- Best met the design brief and its objectives.

- Offered a varied and interesting range of traditional style play equipment.
  - Offered a design that flowed well in its transition between age related equipment and activity based equipment i.e. grouping of swings etc.
  - Provided a design that allowed access to equipment via surfaced pathways all year round.
  - Provided most enhanced overall package in terms of value.
- 4.11 In addition to the above the other factors considered as part of the decision process was the availability and lead time on spare parts, the length of time that parts will be held after an item is discontinued and the warranties offered by each supplier.
- 4.12 Whilst HAGS SMP may not have lead in all factors it was felt that they provide the best overall package. In light of this the unanimous decision taken was to award the contract to supply, delivery and installation of the new play facility at Warley to HAGS SMP.
- 4.13 The award of contract will be dependant, however, on discussions the Chair of Panel is due to have with the Managing Director of HAGS SMP on the 5<sup>th</sup> March. The intention of the discussion is to ensure that HAGS SMP will be able to commit and fulfil any obligations with regard to the supply of spares so that the Council can be confident there will be no issues around this matter. In addition to this the Council look seek an SLA with HAGS SMP for the provision of spares that includes appropriate penalties should the conditions of the SLA not be met.

## **5. Reasons for Recommendation**

- 5.1 To allow for the refurbishment of a degraded and aged play facility at Warley Playing Fields
- 5.2 To ensure a safe and engaging facility is provided for the expanding local community
- 5.3 To support the emerging Leisure Strategy ensuring that a pragmatic and proactive approach is taken with regard to leisure facilities in the Borough and that these facilities are to a high standard and appeal to all members and groups of the community.



## **6. References to Corporate Plan**

- 6.1 To ensure the provision of efficient and effective services to our residents and businesses.
- 6.2 Providing increased customer satisfaction in the quality of Council services.
- 6.3 To Increase access to the Borough's leisure opportunities.
- 6.4 Making Brentwood a Borough where people feel safe, healthy and supported.

## **7. Implications**

### **Financial implications**

Name & Title: Jacqueline Van Mellaerts, Financial Services Manager  
(Deputy Section 151)

Tel & Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk

- 7.1 The funding for the proposed capital investment for Warley Playing Fields (£235k) has been identified through various Capital Section 106 Income (£245k) which is currently accounted for on the Council's Balance Sheet. The remaining Section 106 Income (£10k) and through the Revenue Health and Wellbeing Grant (£12.5k- which is 50% of a Revenue Grant to be received by Essex County for 2017/18) will be available for the provision of an outdoor gym (£22.5k).
- 7.2 Although the funding has already been secured, so the project is of no additional cost. It should be noted, that should the Project overspend, as in most capital projects, the burden will fall on the Council's Capital receipts. However the project will be monitored as part of the Council's Capital Programme and should any underspends/overspends occur, these will be reported.

### **Legal Implications**

Name & Title: Daniel Toohey, Legal Services Manager

Tel & Email: 01277 312860/daniel.toohey@brentwood.gov.uk

- 7.3 There are no direct legal implications arising directly from this report at this stage.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

**Health & Safety implications**

Name & Title: David Wellings, Health & Safety Officers

Tel & email: 01277 312518/ david.wellings@brentwood.gov.uk

- 7.4 The Health and Safety implications include the Council's arrangements to enable legal compliance with statutory responsibilities under the Health and Safety at Work etc. Act and subordinate regulations, for the management and maintenance of property, and equipment under the Council's ownership. Its duty of care to persons not in its employ using the Council's public open spaces facilities for play and recreation. Reduce the Council's risk exposure from aging and damaged play equipment.

**8 Background Papers**

- 8.1 None

**9. Appendices to this report**

- 9.1 None

**Report Author Contact Details:**

**Name:** Stuart Anderson

**Telephone:** 01277 312500

**E-mail:** stuart.anderson@brentwood.gov.uk

**5 March 2018**

## **Community Health and Housing Committee**

### **Larkin's Playing Fields**

**Report of:** *Kim Anderson, Partnership, Leisure and Funding Manager*

**Wards Affected:** *Pilgrims Hatch*

**This report is:** *Public report*

#### **1. Executive Summary**

- 1.1.** The report considers a request by Brentwood Youth AFC to provide the club with long term tenure at Larkin's Playing Fields, subject to the relevant planning permission being granted and subject to contract with Brentwood Borough Council. In order that Brentwood Youth AFC can secure external funding to improve facilities at Larkin's Plying Fields, external funders such as the Football Association require a commitment from the landowner (Brentwood Borough Council) that will support their improvement plans and provide the club with long-term tenure at Larkin's Playing Fields. It is proposed that the attached letter of intent will be sufficient evidence of the Council's commitment to support improvement to the whole site. As this relates to one of the Council's Assets it is recommended that the report is also referred to Policy, Projects and Resources Committee for their consideration.

#### **2. Recommendations**

- 2.1 That Members agree to the proposed letter of intent to Brentwood Youth AFC and;**
- 2.2 This report is referred to the Council's Policy, Projects and Resources Committee on 12 March for their consideration.**

#### **3. Introduction and Background**

- 3.1.** The Council has been approached by Brentwood Youth AFC (which is a merger of Kelvedon Hatch Football Club and Brentwood Athletic Football Club) over their proposals for improvements at Larkin's Playing Fields. In particular improvements to the existing car park, improvements to the playing pitches and the construction of a new pavilion building.

- 3.2.** Officers and the Chair of Community Health and Housing Committee met with representatives from the club to discuss their proposals in August 2017.
- 3.3.** While in principle the Council is supportive of improvement to the facilities, there were a number of considerations that also needed to be considered as there is an existing Covenant (1928) in place which sets out the restrictions for Larkin's Playing Fields as follows:
- a) 'used as a Recreational Ground or Sports, or Cricket Field for the benefit of the young persons of the Town of Brentwood, aforesaid, be called 'Larkin's Field' and for no other purpose'
  - b) 'Not ever permit to be erected upon the said property hereby conveyed or any part hereof any dwelling house or other building or erection except as may be necessary to enable the said property to be enjoyed as a recreation ground or sports or cricket field.
- 3.4.** In order that Brentwood Youth AFC can secure external funding to improve the facilities at Larkin's Playing Fields, external funders such as the Football Association require a commitment from the landowner (Brentwood Borough Council) that will support their improvement plans and provide the club with long-term tenure at Larkin's Playing Fields.
- 3.5.** As the site is also designated and maintained as public open space the Council would not be able to issue a lease for the whole site.

#### **4. Issues, Options and Analysis of Options**

- 4.1.** The key issues with the site are improvements to the playing pitches, improvements to the car parking facilities and construction of a new pavilion building which will provide changing facilities for the football teams.
- 4.2.** It is proposed to issue a letter of intent to the club which sets out the Heads of Terms for the lease for the footprint of the pavilion site, and a non-exclusive license to occupy the site. This will be subject to the relevant planning permissions being granted and also subject to any subsequent contract agreed with Brentwood Borough Council.
- a) That a lease of 25 years be granted for the pavilion building (using the existing footprint), subject to contract and the relevant planning permissions being granted. A lease cannot be granted for the whole site as it needs to be maintained as public open space.
  - b) That a non-exclusive licence to occupy the playing fields (as indicated on the attached site map) be given to Brentwood Youth AFC.

- c) Any rental income for the site is subject to negotiations with Brentwood Borough Council and if less than best consideration and for more than 7 years, it will be a requirement that any contract comes back to Policy, Projects and Resources Committee (or relevant committee) for Member consideration.
- d) It is recommended that a joint improvement plan for the entire site is also developed so that the club can work in partnership with Brentwood Borough Council and the Football Association to further improve the facilities.
- e) It is also recommended that a pre-application meeting with the Council's planning department is held to discuss the improvement plans for the site, the car park and the pavilion building.
- f) Subject to all permissions and contracts being agreed, that a separate maintenance agreement for ongoing maintenance of the site is drafted and agreed with Brentwood Borough Council and Brentwood Youth AFC.

**4.3.** The proposal has also been referred to the Council Corporate Landlord project board for consideration and comment.

**4.4.** As Larkin's Playing Fields is a council owned asset it is recommended that the report is also referred to the Policy, Projects and Resources Committee for their consideration.

## **5. Reasons for Recommendation**

**5.1** The Council's Draft Leisure Strategy is also before Members tonight and some of the key recommendations within the Strategy is the improvement to leisure facilities across the Borough and working in partnership to deliver the expected outcomes from the Strategy. Comments received from Sport England as part of the Local Development Plan consultation, stated that a Leisure Strategy is required that assesses Council owned sports and leisure facilities in order that the Council can continue to work with partners to ensure that appropriate provision is made for the residents of Brentwood. The strategy should not only consider how the Council can provide services, but also how other partners can. The strategy should also use current sports facility evidence to identify strategic priorities to then inform what will be included in the Council's Infrastructure Delivery Plan. Following this feasibility work, the Council will then be able to determine which projects will be funded by the Community Infrastructure Levy (CIL) and those funded by planning obligations.

**5.2** The Council's Asset Management Strategy 2014/15 also sets out the need to obtain maximise income where possible from its asset portfolio.

## **6. References to Council Priorities**

The Leisure Strategy sits under two main strands of the Vision for Brentwood 2016-19: Environment and Housing Management to develop a Leisure Strategy

to provide strong and sustainable leisure facilities for residents and businesses; and Community and Health - to work with community and voluntary organisations to develop the priorities for community development. There are also strong links for the priorities of the Council's Health and Wellbeing Strategy 2014-2017, the Local Development Plan, Active Brentwood/Essex and the Council's Asset Management Strategy 2014/15.

## **7. Implications**

### **Financial Implications**

Name & Title: Jacqueline Van Mellaerts

Tel & Email: 01277 312829/Jacqueline.vanmellaert @brentwood.gov.uk

- 7.1 One of the key drivers for the Leisure Strategy is to reduce the Council's current revenue and capital costs on its leisure facilities and ensure that they are affordable, sustainable and fit for purpose for the future requirements.
- 7.2 Any contractual arrangements and rental income will come back to committee for consideration by Members if it is less than best consideration and longer than 7 years.

### **Legal Implications**

Name & Title: Daniel Toohey, Head of Legal Services and Monitoring Officer

Tel & Email: 01277 312860/daniel.toohey@brentwood.gov.uk

- 7.4 The proposed improvement plans to establish the viability of the planned improvement to the facilities will ultimately constitute a material consideration in any Planning Decision in the matter.
- 7.5 In respect of the procurement of contracts if required, the Council must comply with approval and selection procedures as set out in its Constitution and where relevant, procurement regulations including the Public Contracts Regulations 2015. Legal Services are available to advise and assist as the project proceeds.

## **8. Background documents:**

Local Development Plan

National Planning Policy framework

Fields in Trust - Guidance for Outdoor sport Play: Beyond the Six Acre Standard

## **9. Appendices to this report.**

Appendix A - Draft Letter of intent

Appendix B – Larkins Playing Fields Site Plan

**Report Author Contact Details:**

**Name:** Kim Anderson  
**Telephone:** 01277 312634  
**E-mail:** kim.anderson@brentwood.gov.uk

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Date: XXXX

Our reference: LPF/LOI2018

Your reference:

Dear Lee

### **Larkin's Playing Fields**

A report went to the Council's Policy, Projects and Resources Committee on 12 March 2018, which set out the request from Brentwood Youth AFC to provide the club with long-term tenure at Larkin's Playing Fields subject to the relevant planning permission being granted and subject to contract with Brentwood Borough Council.

As you are aware there is an existing Covenant (1928) in place which sets out the restrictions for Larkin's Playing Fields as follows:

'used as a Recreational Ground or Sports, or Cricket Field for the benefit of the young persons of the Town of Brentwood, aforesaid, be called 'Larkins Field' and for no other purpose'

'Not ever permit to be erected upon the said property hereby conveyed or any part hereof any dwelling house or any other building or erection except as may be necessary to enable the said property to be enjoyed as a recreation ground or sports or cricket field'.

In order that the Brentwood Youth AFC can secure external funding to improve facilities at Larkin's, external funders such as the Football Association require a commitment from the landowner (Brentwood Borough Council) that will support their improvement plans and provide the club with long-term tenure at Larkin's Playing Fields.

The key issues at the site are improvement to the playing pitches, improvement to the car parking facilities and the construction of a new pavilion building which will provide changing facilities for the teams.

This letter sets out draft Heads of Terms for the lease for the footprint of the pavilion site, and a non-exclusive licence to occupy site. This will still be subject to relevant planning permissions being granted and subject to any subsequent contract agreed with Brentwood Borough Council.

- That a lease of 25 years be granted for the pavilion building (using the existing footprint), subject to contract and the relevant planning permissions being granted.

A lease cannot be agreed for the entire site as it needs to be maintained as public open space.

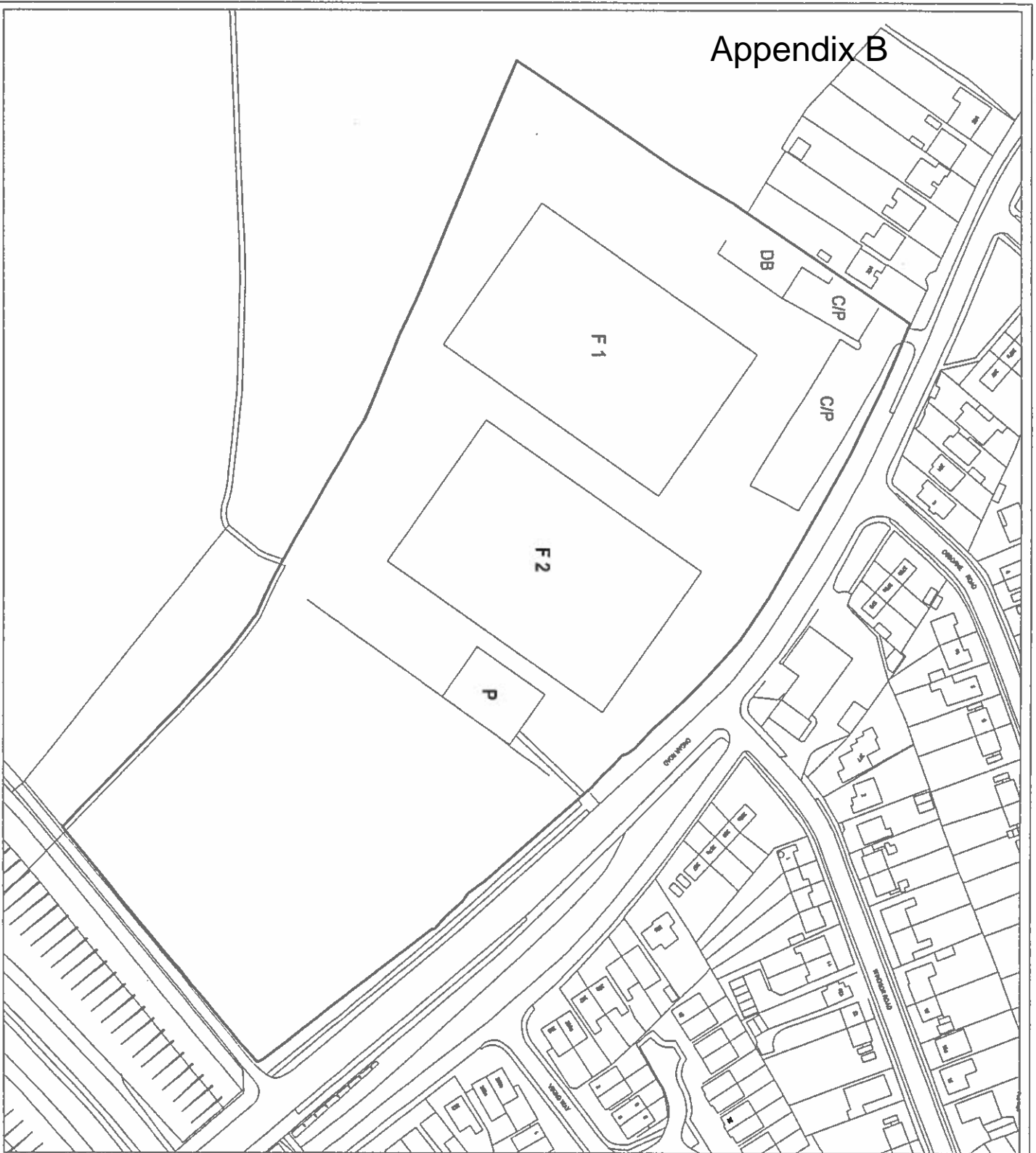
- That a non-exclusive licence to occupy the playing fields (as indicated on the attached site map) be given to Brentwood Youth AFC.
- Any rental income for the site will be subject to negotiations with Brentwood Borough Council and if less than best consideration and for a period longer than 7 years, it will be a requirement that any contract to come back to Policy, Projects and Resources Committee (or the relevant committee) for Member approval.
- It is recommended that a joint improvement plan for the entire site also be developed so that the club can work in partnership with Brentwood Borough Council and the Football Association to further improve the facilities.
- It is recommended that a pre-application meeting with the Council's Planning Department is put in place to discuss the improvement plans for the site, the car park and the pavilion building.
- Subjects to all permissions and contracts being agreed, that a separate maintenance agreement for ongoing maintenance of the site be drafted and agreed with Brentwood Borough Council and Brentwood Youth AFC.

At the 12 March Policy, Projects and resources Committee, Members agreed/ did not agree to the Council's Draft Leisure Strategy 2018-28 which sets out the Council's objectives and the desired outcomes. One of the key focus areas is the improvement and enhancement of facilities and as such the Council supports your proposals to improve the facilities at Larkin's Playing Fields. This is subject to all the relevant permissions and contracts being agreed in relation to the site.

Yours sincerely

XXXXX

# Appendix B



NOTES

- F - Football Pitch
- P - Play Area
- C/P - Car Park
- DB - Demolished Building

Size and Position of labelled items are approximate

## Community Services

**R. McLintock**

M.Sc D.M.S., Dip.Ed.

Deputy Chief Executive  
and Director of Community Services

Project

## Public Open Spaces

The

## Larkins Playing Fields

Drawn By J.R.

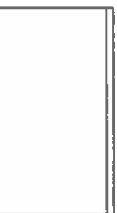
Scale 1:1250

Date 28th July 1990

Checked

Revisions

Drawing No.



Carol O'Shea, Joyce Reid, Brenda  
Edgar CHAISONAY Tel. 01277 281111

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**5<sup>th</sup> March 2018**

**Community, Health & Housing Committee**

**Housing Audit Report**

*Report of: Angela Abbott, Interim Head of Housing*

*Wards Affected: All*

*This report is: Public*

## **1. Executive Summary**

- 1.1 This report is intended to update the Community, Health & Housing Committee of the outcome of the 2016/17 and 2017/18 Audit review for Housing Services as part of the Council's approved Audit plans for 2016/17.
- 1.2 The outcome of the 2016/17 internal audit review was reported to the Audit Committee on the 27<sup>th</sup> September 2017 (Appendix A).
- 1.3 The outcome of the 2017/18 internal audit review was reported to the Audit Committee on the 14<sup>th</sup> December 2017 (Appendix B).
- 1.4 Both Audit reports will enable the Housing Service to concentrate on specific areas highlighted by both Audit reports to implement the essential service improvements as part of the ongoing transformation programme.

## **2. Recommendation (s)**

- 2.1. **That the Committee receives and notes the progress made in addressing the contents of both Audit reports.**
- 2.2 **That the Committee agree that a further report on progress made on implementing the recommendations is presented to the next Committee.**

## **3. Introduction and Background**

- 3.1 Both Audit reviews were conducted in accordance with the 2017/18 Audit Plan as approved by the Audit & Scrutiny Committee.
- 3.2 However, as part of the ongoing transformation programme, the Housing Service had already identified gaps in service provision particularly around Repairs &

Maintenance. Accordingly, an additional Audit review was specifically requested by Housing to assist and support in identifying gaps or service failures and to provide recommendations for improvement. These areas, primarily centred around contract management, information recording and compliance.

#### 4. **Issue, Options and Analysis of Options**

4.1 Not applicable

#### 5. **Reasons for Recommendation**

5.1 To monitor the progress of work against the highlighted actions recommended arising from the Audit Report and management actions in response to those recommendations.

#### 6. **Consultation**

6.1 Not applicable

#### 7. **References to Corporate Plan**

7.1 Good financial management, risk management and internal control underpin all priorities within the Corporate Plan.

#### 8. **Implications**

##### **Financial Implications**

Name & Title: Jacqueline Van Mellaerts – Financial Services Manager (Deputy Section 151 Officer)

Tel & Email: 01277 31250/jacqueline.vanmellaerts@brentwood.gov.uk

8.1 There are no direct financial implications arising from this report. Current requirements for the service improvements within the Housing department, have been included in the Council's Medium term Financial Plan for 2018/19.

##### **Legal Implications**

Name & Title: Daniel Toohey, Head of Legal Services/Monitoring Officer

Tel & Email: 01277 312680/ daniel.toohey@brentwood.gov.uk

8.2 The attached Audit report and recommendations will assist the Council in achieving positive outcomes and maintaining compliance with regulatory requirements.

**Other Implications** (where significant) – i.e., Health & Safety, Asset Management, Equality and Diversity, Risk Management, Section 17, Crime & Disorder, Sustainability, ICT

8.3 None

9. **Background Papers**

9.1 None

10. **Appendices to this report**

Appendix A: Internal Audit Report – Housing May 2017

Appendix B: Internal Audit Report – Housing November 2017

**Report Author Contact Details:**

**Name:** Angela Abbott, Interim Head of Housing

**Telephone:** 01277 312568

**Email:** [angela.williams@brentwood.gov.uk](mailto:angela.williams@brentwood.gov.uk)

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# Brentwood Borough Council

## INTERNAL AUDIT REPORT

Audit 11. Housing

May 2017

Page 117

LEVEL OF ASSURANCE	
Design	Operational Effectiveness
Limited	Limited



Appendix A

**Draft**



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## REPORT STATUS

Auditors:	Angela Mitchell
Dates work performed:	March 2017 to May 2017
Closing Meeting:	6 June 2017
Draft report issued:	8 June 2017

Final report issued:

## DISTRIBUTION LIST

John Chance	Finance Director (S151 Officer)
Angela Williams	Head of Housing
Stuart Morris	Interim Housing Manager

### Restrictions of use

The matters raised in this report are only those which came to our attention during the course of our audit and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. The report has been prepared solely for the management of the organisation and should not be quoted in whole or in part without our prior written consent. BDO LLP neither owes nor accepts any duty to any third party whether in contract or in tort and shall not be liable, in respect of any loss, damage or expense which is caused by their reliance on this report.

# EXECUTIVE SUMMARY

## BRENTWOOD BOROUGH COUNCIL VISION

Work to ensure our Housing stock is managed so that it delivers comfortable and safe homes for our tenants that are efficient and sustainable

## LEVEL OF ASSURANCE (SEE APPENDIX II FOR DEFINITIONS)

Design	Limited	System of internal controls is weakened with system objectives at risk of not being achieved
Effectiveness	Limited	Non-compliance with key procedures and controls places the system objectives at risk

## SUMMARY OF RECOMMENDATIONS (SEE APPENDIX II FOR DEFINITIONS)

High		3
Medium		7
Low		2

Total number of recommendations: 12

## OVERVIEW

### Background:

Council Housing stock, as at the 31 March 2016, was: 1,159 flats, 1,320 houses and bungalows, and 7 equity share properties, and the Council has recognised an increasing demand for social housing. In 2015/16 the Council spent £5.3m on Housing of which £2.9m was expenditure on repairs and maintenance.

Our review considered the adequacy of arrangements relating to Housing stock (due diligence checks and fraud prevention, debt recovery and compliance checks), Right to Buy (governance, checks on qualifying criteria, valuations and tenant advice) Housing maintenance contractual arrangements and Leaseholder Service Charge accounts (apportionment and billing).

### From our review, we noted the following areas of good practice:

- Pre-tenancy, home seeker and transfer applicant checklists are used to ensure required due diligence checks are made on applicants, and photographs of applicants are obtained as part of the application process and retained with the tenant files
- There is a fraud referral process, with online forms being directed to the Council's Fraud Officer
- The Housing Team maintain oversight of current tenant arrears, and have made adjustments expected to improve recovery.

### However, we also noted the following areas of improvement:

- Fraud risk awareness varied amongst staff. Staff did not make best use of the information available to them to detect potential fraud and the copying of documents provided by tenants was not made with consideration of fraud risks (Finding 1 - High)
- Although Compliance checks were undertaken by the contractor providing remedial works, the Council has not had access to Compliance certificates for the majority of its housing stock. There were no protocols for ensuring the contractor ceased to provide checks on sold properties, or that these checks were recharged for leaseholder properties, and some compliance checks were reported to have not been carried out at all, or performed less frequently than required (Finding 2 - High)
- Contract management has not been effective through the life of the Housing Contracts, and contractors have not complied with key requirements (Finding 3 - High)
- Tenancy checks and audits are not regularly undertaken on all tenants (Finding 4 - Medium)
- Former tenant arrears are not subject to current recovery action, and management information for arrears and aged debts could be improved (Finding 5 - Medium)

# EXECUTIVE SUMMARY (Continued)

## OVERVIEW

Continued:

### (Areas of improvement):

- There were inconsistencies in records of Right to Buy applications (between a spreadsheet record and the Housing Management system) ( Finding 6 - Medium)
- Evidence of appropriate checks on Right to Buy applications did not exist for all applications (Finding 7 - Medium)
- Valuations for Right to Buy sales do not include identity checks on tenants (Finding 8 - Medium)
- Tenancy agreements could not be located for some tenancies, there were discrepancies in the upload of information on charging for leaseholder properties and records did not enable reconciliation of total service charges and allocation of those charges (Finding 9 - Medium)
- Records are not maintained of details of surveys and inspections carried out to review contractor inspection reports and work requirements, or of tests conducted by Council staff and there is no system for ensuring queries are resolved (Finding 10 - Medium)

### Conclusion

We have issued 3 High, and 8 Medium priority findings, and have issued an opinion of Limited for both the design and the effectiveness of the Housing systems, reflecting that whilst there are some areas of good practice, there were also areas of weakness and opportunities for improvement to be developed, such as fraud prevention and detection (in various areas), contract management, arrears recovery, leasehold charges and records of inspections and surveys.

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Front line staff are not trained to identify fake or forged documents, or fraud warning signs, or they do not refer potential fraud for investigation

Ref.	Finding	Sig.	Recommendation
1.	<p>We consulted front line staff to identify fraud awareness and detection procedures and reviewed the related processes. We identified the following:</p> <ul style="list-style-type: none"> <li>Not all Housing Officers had received fraud awareness training and whilst officers were aware of some Housing fraud risks and indicators, this understanding was not consistent across all potential Housing frauds</li> <li>Whilst some in tenancy checks are made on tenants, there are no consistent arrangements for in tenancy checks on secure tenants, the only opportunity is at the annual gas service (see also page 6)</li> <li>Whilst tenant photographs are held on files, the requirements of the contractors appointed to undertake annual checks (gas and servicing) do not include fraud tenancy checks and the occupants are not subject to verification against photographs. Some responsive in-tenancy checks are made, although staff do not consistently check against photographs and photographs are not held for all tenants</li> <li>Whilst staff are aware of the need to report fraud to the Fraud Officer, Housing staff advised the Fraud Officer instructed Housing staff to make initial investigations. Staff advised they undertake some investigations themselves and have occasionally sought to observe properties and tenants as part of their investigations. The Council's Fraud officer is trained in investigation protocols which maximise the likelihood of successful outcomes through proper treatment of suspects and retention of evidence</li> <li>Housing staff advise that identity documents provided by tenants or applicants are copied by Reception desk staff. The Reception staff advised that they copy documents but do not verify them, and that tenants regularly bring in photocopies of their documents which are accepted without question.</li> </ul> <p>There is a high risk of tenancy fraud. Guidance has been published on measures to detect and prevent such fraud. A summary of the key risks and measures, learning from others and fraud identification is included in Appendices I, II and III.</p>	High	<ul style="list-style-type: none"> <li>a) Training is provided to relevant staff on Housing Fraud risk identification</li> <li>b) Protocols for in-tenancy audit checks on tenants are determined, to include secure tenants</li> <li>c) Photographs are obtained to identify all tenants</li> <li>d) Consideration is given to using photographs held for periodic verification of all tenants. This may require consideration of the scope of contracts and data sharing protocols (see also page 19 regarding Fair Processing Notices)</li> <li>e) The Housing Team and Fraud officer agree protocols for investigation which ensure potential fraud investigations are overseen by a suitably trained person</li> <li>f) Housing staff are reminded of the requirements of the Regulation of Investigatory Powers Act in relation to surveillance and investigation activity</li> <li>g) Protocols for checking and copying identity documents are established.</li> </ul>

## MANAGEMENT RESPONSE

See next page

## RESPONSIBILITY AND IMPLEMENTATION DATE

*Responsible Officers: Nicola Marsh, Stuart Morris*  
*Implementation Date: December 2017*

# Management Response

- (a) Complete - Mandatory Fraud Identification risk training was held on the 26<sup>th</sup> September for all Housing Staff and was circulated to other front-line officers, such as the Contact Centre staff and the Council's Fraud Officer.
- (b) A Housing Audit working group has been created to consider options to implement to a tenancy audit protocol
- (c) Currently, photographs are obtained of all applicants that apply for the Housing and transfer registers & tenants, tenants that apply for mutual exchanges and apply for any other type of amendment to their existing tenancy. The Housing Audit working group will consider options to widen this to include within any regular tenancy audit.
- (d) As B & C
- (e) Complete - Mandatory Preventing and Detecting Housing Fraud training was held 19<sup>th</sup> September has been arranged for all Housing Staff and will be circulated to other front-line Officers, such as the Contact Centre staff and the Council's Fraud Officer.
- (f) Complete - Staff that are required to undertake investigations as part of their duties have been advised of activities that fall within RIPA and that the Council's Fraud Officer would only have the powers to undertake them. Staff are advised to request management authorisation in advance and refer to the Council's Fraud Officer. This includes the use of electronic data sources.
- (g) The implementation of a protocol around the checking of documentation will be agreed by the Housing Audit working group following both planned training session.

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Health and safety checks, such as gas compliance, electrical safety and fire safety, are not carried out as required, or evidence of checks is not maintained

Ref.	Finding	Sig.	Recommendation
2.	<p>There are no written procedures identifying protocols for compliance checks.</p> <p>Compliance checks are undertaken by an appointed contractor. We noted the following relating to the arrangements for Compliance checks:</p> <ul style="list-style-type: none"> <li>Gas and electrical checks are made by the same contractor appointed to carry out the gas and electrical remedial works. Although this arrangement facilitates prompt quoting for remedial works by the contractor, it also leads to a risk that remedial work requirements are exaggerated</li> <li>The contract requires suppliers to maintain portal interfaces with the Council which enable the Council to access information and certificates. However these links have not been provided and consequently the Council does not hold the majority of certificates for either gas or electrical checks on properties. (The Compliance Manager does review records of dates of checks as notified by the contractors, and advised he has been provided with just 88 certificates relating to 2578 properties)</li> <li>The Compliance Manager maintains records of Compliance checks on a spreadsheet rather than on the Housing management system. We understand that the Housing Management system does have the facility to hold such records (although the Compliance Manager advised he has not received training on this)</li> <li>The Compliance Manager maintains a spreadsheet record of pending and overdue Compliance checks. He considered that future contracts should require the contractor to notify the Council of any pending or overdue Compliance checks</li> <li>Our sample check identified that for 2 out of 3 properties sold via the Right to Buy process, the contractor had continued to perform Compliance checks. We understand there is no systematic process for notifying the contractor of sold properties to be removed from the checklist, or ensuring that leaseholders are recharged for checks made</li> </ul> <p>Continued:</p>	High	<ul style="list-style-type: none"> <li>a) Written procedures are prepared to define protocols and procedures for Compliance checks</li> <li>b) Contractual arrangements for provision of gas and electrical checks are reviewed to establish independence between provision of checks and remedial works</li> <li>c) In the absence of direct access to contractor systems by the Council, Contractors are required to provide copies of all current gas and electrical safety certificates</li> <li>d) Effective contract management is undertaken to ensure the contractors provide interfaces enabling Council access to systems and certificates as required by the contract (see also page 8)</li> <li>e) The housing management system is used for recording information relating to Compliance checks</li> <li>f) Training is provided as required to ensure officers are able to maximise use of the Housing management system</li> <li>g) Consideration is given to the inclusion of requirements for contractor provision of exception reporting on pending and overdue Compliance checks in future contracts</li> <li>h) The Council determines arrangements for notifying the contractor of any sold properties for which Compliance checks are no longer the Council's responsibility and for charging leaseholders where the Council retains any residual responsibility for these checks</li> </ul>

# Management Response

## Update:

As previously reported, we have now received the Managed Service Proposal from Basildon BC. This was approved in principle at the Joint Partnership Board and a report is due to be presented at Extraordinary Council for approval on the 21<sup>st</sup> March 2018. However, we have also made the following progress;

- a. *In progress*** – External Compliance Specialist Consultants were engaged to undertake a review of existing protocols and procedures for all compliance matters. The review of Gas and Asbestos compliance has been completed and action plans have been prepared in order to address compliance issues highlighted. Once these reviews have been concluded then arrangements will be made to conduct further compliance reviews as identified being required.
- b. *In progress*** - We have recently employed a member of staff who specialises in M&E and has the relevant experience to ensure that contractual arrangements for provision of gas and electrical checks are reviewed to establish independence between provision of checks and remedial works. Further, we engaged External Compliance Specialist Consultants to carry out a review exercise of our existing provisions. We are currently considering the possibility of engaging them on an ongoing basis to assist longer term in putting in place a robust independent procedure as identified.
- Complete*** – Oakray now provide hard copies of electrical & gas certificates
- Pending*** – Due to both the Wates and Oakray contract ending in June 2019 an I.T interface is now not a viable option. However, this is a focal point for the new contract and is a key requirement for a new contractor. Both Wates and Oakray are now providing information on a regular basis and on request.
- In progress*** - Keystone is the Councils Asset Management system for recording compliance related activity for Housing Assets. Keystone were required to complete a piece of I.T work to the system which has been completed and we now have a data cleansing exercise to be completed.
- Pending*** - Training is provided as required to ensure officers are able to maximise use of the Housing management system
- In progress*** - We are currently undergoing a procurement exercise in relation to the current Wates & Oakray contract which terminates from June 2019. Requirements for contractor provision of exception reporting on pending and overdue Compliance checks will be included in the procurement/tender documentation
- h. *Complete*** – An automated Housing Asset list is issued to both contractors on a monthly basis. In addition the Right to Buy Officer also notifies both Contractors when a property is subject to 'Right to Buy' and then sold.

Previous Response;

We had already identified that there likely were a number of long-standing service issues within the repairs service, which included a lack of contract management, written policies/procedures which had only recently come to light following staffing changes within the repairs service.

We have been proactively addressing these issues in advance of this Audit report. We are in the process of agreeing a managed service provision with Basildon Borough Council.

In addition, Basildon have provided us with a Project Manager on a secondment basis to review the areas of deficiency within the Service and provide recommendations for improvement together with responsibility for the overall for all operational management on a day to day basis.

Changes have been made to the repairs team, which has resulted in the replacement of the compliance manager with a Contracts Administrator, who has a significant experience of working in Local Authorities and managing Contractors.

We have also begun the re-procurement process for the existing Wates/Oakray contract which are due to expire in 2019.

**Responsible Officers: Robert Burton, Nicola Marsh**

**Implementation date: April 2018**



# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Health and safety checks, such as gas compliance, electrical safety and fire safety, are not carried out as required, or evidence of checks is not maintained

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Ref.	Finding	Sig.	Recommendation
2. Cont.	<p>(Continued)</p> <ul style="list-style-type: none"> <li>The Compliance Manager advised that fire safety checks should be completed on blocks every year, although his spreadsheet identifies that checks are only required every 2-3 years for some blocks. We understand that the frequency of checks should be determined through a risk assessment of the blocks</li> <li>Asbestos registers should be retained for each property. We tested a sample of 10 properties for evidence of asbestos checks and for these there were no checks recorded for 8 properties and only a partial check for 1 property (Therefore only 1 of the 10 properties tested had evidence of a full asbestos check)</li> <li>The Compliance Manager advised that water risk assessments should be made for every communal tank and block. He stated he was satisfied that checks were made for sheltered accommodation and believed that records were retained in the sheltered schemes. However the Council should clarify the extent of such checks and the storage of records and the requirements for all housing types.</li> </ul> <p>If compliance risks are not adequately managed there is a risk that a breach will occur and that the Council will be financially liable for this.</p>	High	<ul style="list-style-type: none"> <li>i) Risk assessments are carried out and recorded to ensure fire safety checks on blocks are scheduled at appropriate intervals</li> <li>j) Asbestos checks are carried out on all properties and records retained of the checks</li> <li>k) The Council ensures that water risk assessments are carried out as required and that records are maintained of these checks for all housing types.</li> </ul>
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
See next page			<p><i>Responsible Officers: Nicola Marsh, Rob Burton</i></p> <p><i>Implementation Date: April 2018</i></p>

## Update:

- i) In progress* – Initial risk assessments were carried out on all high risk accommodation, which is to be carried out for all flatted accommodation which has a communal area. Rowans have been engaged as our specialist Fire Risk Consultants to proceed with this work and in addition assist us in developing a Fire Policy.
- j) In progress* – Asbestos surveys are now carried out on void properties and we have engaged specialist consultants to carry out independent surveys and removal works. Ridge have been engaged to provide assistance to in reviewing our existing processes and policy. The development of Keystone is ongoing to enable us to have a central Asset database to develop an Asbestos register.
- k) Pending* – Currently, water risk assessments are carried out on all in-house sheltered Accommodation. We will commence a review of the water policy once the more immediate reviews that were required are concluded.

## Previous response;

Risk assessments have been carried out on all high rise accommodation which is being rolled out to include all flatted accommodation. We are in the process of agreeing a rolling programme for risk assessments. (j) Currently, asbestos surveys are carried out on void properties only, we are currently reviewing our existing processes to ensure that we can create an asbestos register by implementing the Asset management system (keystone). (k) Water risk assessments are currently carried out on sheltered housing as part of the main Oakray Contract. We are reviewing our existing processes to enable this to be held centrally via the Asset Management System

# DETAILED FINDINGS AND RECOMMENDATIONS

**RISK:** The Housing Stock Condition Survey specification does not adequately define the scope of works and arrangements for identifying and reporting stock condition, housing maintenance contracts do not adequately define the scope of works and arrangements for agreement of planned and reactive maintenance work to be carried out

Ref.	Finding	Sig.	Recommendation
3.	<p>The Council’s arrangements to manage the Housing Contracts has changed since the commencement of the contracts that we reviewed. The current contract manager arrived after the commencement of the contracts and the handover information about contract management activity provided to him was limited.</p> <p>Our review of the Stock Condition Survey specification confirmed the scope and arrangements were defined, however contract management has not been robust, and whilst performance requirements were defined, there were no penalty clauses for non-compliance. We understand previous Council employees held meetings with the contractor but these were not minuted (later meetings have been so), and that where changes have occurred to contract provision (such as delayed performance), these have not been formally resolved or approved via Variation Orders.</p> <p>The contractor delayed performance of the checks required and provision of evidence of the checks, and at the time of our review had not provided photographs to evidence the checks made in accordance with contractual requirements. The photographic evidence was a significant part of the requirements and their absence or late supply reduced the opportunity for the Council to verify the stock position and would require resources by the Council to reference them to properties. In addition, the contractor was required to perform quality checks of 5% of fieldwork data, but no evidence of these checks was provided.</p> <p>The contractor was required to provide photographic evidence of (amongst other things) any deviation in the information provided by the Council. However the Council provided the contractor with ‘cleansed data’ which removed the ability for the Council to enforce this requirement. We were advised that due to the way the data was provided to the contractor the Commercial Manager would now need to look for differences between the original Council data and the Contractor provided data.</p> <p>Continued:</p>	High	<p>a) Methods used to ensure contractor compliance with contract performance requirements, including completion and submission of information, should be strengthened. Such arrangements should also include penalty clauses for non-compliance</p> <p>b) Effective, robust contract management arrangements are determined for Housing contracts, to include:</p> <ul style="list-style-type: none"> <li>• Retention of documentation of contract management activity</li> <li>• Contractor performance and provision of performance information in accordance with the contract, including records of agreed action to resolve performance issues</li> <li>• Contractor provision of IT interfaces and other contractual requirements in accordance with the contract</li> <li>• Where changes in contract provision are agreed by the Council, these are formally approved via the issue of Variation Orders</li> <li>• Submission to the housing team of evidence of checks where they are required to be made by the contractor</li> </ul> <p>Continued:</p>

# DETAILED FINDINGS AND RECOMMENDATIONS

**RISK:** The Housing Stock Condition Survey specification does not adequately define the scope of works and arrangements for identifying and reporting stock condition, housing maintenance contracts do not adequately define the scope of works and arrangements for agreement of planned and reactive maintenance work to be carried out

Ref.	Finding	Sig.	Recommendation
3. Cont.	<p>Continued:</p> <p>We understand that payments have been based on the number of surveys undertaken by the contractor, however the required photographs were not supplied with the surveys (see above), and therefore payments may not have been a true reflection of the value of work carried out.</p> <p>The contractor has not been requested to provide statements of compliance with key contract requirements. The current contract manager considers that whilst existence of the term in the contract provides adequate potential for enforcing the requirements, this should have been dealt with at the pre-contract meeting and that there is little benefit to be gained from pursuing these now. We consider that where the contract requires the contractor to do something, then this should still be pursued by the Council.</p> <p>In addition, Housing staff have identified concerns regarding the Housing contracts, including:</p> <ul style="list-style-type: none"> <li>Contractors have not provided the information required by contracts and have not developed fully functioning interfaces to link the contractor and Council systems as required by the contracts. This restricts Council access to information on works, documents and certificates and results in the need for duplication of input by the Council. Whilst the interface is a contractual requirement, contract performance or default measures do not reflect on this element of the service provision and contract management has been inconsistent during the life of the contract</li> <li>One contract makes provision for basket rates to be used for works, with any additional work to be charged according to schedule. We understand the contractor generally prices works according to schedule (which results in higher overall charges)</li> </ul>	High	<p>b) Continued:</p> <ul style="list-style-type: none"> <li>Requirements for the contractor to provide evidence of compliance with key contract requirements</li> <li>Contract pricing protocols applied</li> </ul> <p>c) Payments to contractors should reflect the extent of provision of service against the agreed contract terms</p> <p>d) Benchmarking of rates and uplifts is undertaken and where appropriate consideration is given to contract options (including negotiation or termination).</p>

# DETAILED FINDINGS AND RECOMMENDATIONS

**RISK:** The Housing Stock Condition Survey specification does not adequately define the scope of works and arrangements for identifying and reporting stock condition, housing maintenance contracts do not adequately define the scope of works and arrangements for agreement of planned and reactive maintenance work to be carried out

Ref.	Finding	Sig.	Recommendation
3. Cont.	<p>Continued:</p> <ul style="list-style-type: none"> <li>The rates provided by contracts are complex and include significant price uplifts and a high annual price uplift.</li> </ul> <p>If contracts are not managed adequately there is a risk of financial loss and inadequate service provision.</p> <p>(See also pages 18 relating to Electrical surveys).</p>	High	
<b>MANAGEMENT RESPONSE</b>			<b>RESPONSIBILITY AND IMPLEMENTATION DATE</b>
See next page			<p><i>Responsible Officers: Rob Burton, Nicola Marsh</i></p> <p><i>Implementation Date: Ongoing - April 18</i></p>

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# Management Response

## Update:

We engaged Keegans to undertake a review of our existing processes which confirmed there were a number of gaps in our contract management, and particularly in relation to up lift elements within the Contract. We are also considering engaging Keegans on a longer term basis to assist with implementing improved audit mechanisms to manage in particular the Oakray contract, in addition, have now also engaged a member of staff who has significant expertise in this area around M&E.

## Previous response;

We had already identified that there likely were a number of long-standing service issues within the repairs service, which included a lack of contract management, written policies/procedures which had only recently come to light following staffing changes within the repairs service.

We have been proactively addressing these issues in advance of this Audit report. We are in the process of agreeing a managed service provision with Basildon Borough Council.

In addition, Basildon have provided us with a Project Manager on a secondment basis to review the areas of deficiency within the Service and provide recommendations for immediate improvement together with responsibility for the overall for all operational management on a day to day basis.

Changes have been made to the repairs team, which has resulted in the replacement of the compliancy manager with a Contracts Administrator, who has a significant experience of working in Local Authorities and managing Contractors.

We have also begun the re-procurement process for the existing Wates/Oakray contract which are due to expire in 2019, which will address all of the recommendations.

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# DETAILED FINDINGS AND RECOMMENDATIONS

**RISK:** Due diligence checks are not made on tenants prior to the commencement of the tenancy, and Due diligence checks are not undertaken periodically during the tenancy, including tenancy audits

Ref	Finding	Sig.	Recommendation
4.	<p>The Housing Team have prepared checklists to ensure due diligence checks are made prior to commencement of tenancies. Staff record outcomes of checks made and identify the support needed by the tenant to enable them to maintain their tenancies. New tenants are visited at 6 weeks, 6 months and 9 months into their tenancy.</p> <p>For existing tenants, opportunities for in-tenancy checks arise when Housing staff respond to service requests, complaints, arrears recovery and at the annual gas servicing. There are no tenancy audits or checks regularly undertaken on all tenants.</p> <p>In addition, whilst the Council does hold photographs of tenants, these are not available to the Contractor undertaking the annual gas servicing and tenancy checks are not required by the contract, therefore there is a missed opportunity to ensure only approved tenants are resident in Council social housing.</p> <p>(See also page 4)</p>	Med	<p>a) Pre-tenancy and in-tenancy check policies are established which include protocols to address tenancy fraud risks (covering application, subletting, succession, key selling, right to buy and right to acquire fraud), and which ensure compliance with Data Protection Act requirements</p> <p>b) Policies are communicated to staff, tenants and any delivery partners.</p>
<b>MANAGEMENT RESPONSE</b>			<b>RESPONSIBILITY AND IMPLEMENTATION DATE</b>
<p>(a) Pre-tenancy checks are already in place and has recently been revised to include additional I.D checks. These new protocols have also been incorporated into other tenancy areas. (b) Existing policies &amp; procedures have been re-drafted and circulated to all staff</p> <p><b>COMPLETED</b></p>			<p><i>Responsible Officers: Angela Abbott, Nicola Marsh</i></p> <p><i>Implementation Date: July 2017</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: debt collection and recovery procedures are inadequate to ensure that delays in receipt of rent payments and loss of income is minimised

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Ref.	Finding	Sig.	Recommendation
5.	<p>The Housing Management system enables progression of recovery of current tenant arrears through recommended actions, in accordance with predetermined criteria and procedures, using pro-forma letters to tenants to prompt payment. Regular monitoring of current tenant arrears is undertaken. The Housing team consider current tenant arrears to be at a reasonable level (at 2.21% of rent due at 27 March 2017).</p> <p>Current tenant arrears are analysed geographically by patch and areas within patches, and also by debt type (for example current tenant arrears, temporary accommodation, etc) and KPI data is maintained including for rent collected and rent arrears. The arrears records do not provide a breakdown of the age of debts, or the cases at different key stages of recovery.</p> <p>The recovery of former tenant arrears has not been subject to recent efforts to recover outstanding debts. A former arrangement with a debt collection agency did not result in any significant reduction in former tenant arrears and there is not currently any cross check to Council Taxpayer records which may provide information to support recovery. The Housing Team advised current resources are not sufficient to enable recovery from former tenants, and provided the following arrears summary for former tenant arrears:</p> <p><u>Former Tenant Arrears:</u></p> <ul style="list-style-type: none"> <li>• Main Account (245 accounts) £143,720.58</li> <li>• Court costs (63 accounts) £ 19,344.24</li> <li>• Bankruptcy (10 accounts) £ 15,756.47</li> <li>• Non Secure Former Tenants (172 accounts) £ 65,464.71</li> <li>• Garage arrears (129 accounts) £ 9,999.80</li> </ul> <p>(The age of these arrears is not identified in current reports).</p> <p>We understand that delays in the processing of benefit claims and changes in circumstances have impacted on recovery of tenant arrears</p>	Med	<p>a) Arrears reporting is developed to include the age of debts, the cases at each key stage of recovery and additional management information is provided accordingly</p> <p>b) Management determine recovery protocols (to recover or write off former tenant arrears). This decision should be supported by additional management information on age of debts and action already taken and consideration could also be given to checks against Council tax records or credit checks to enable tracing of former tenants.</p> <p>c) The impact of delays in processing benefit claims and changes in circumstances is identified and where appropriate raised with the service provider</p>
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>(a) (b) We are currently recruiting for a full time debt recovery officer who will have responsibility for developing and implementing processes around former tenant debts.</p> <p><b>COMPLETED - Debt Recovery Officer recruited</b></p>			<p><i>Responsible Officers: Nicola Marsh</i></p> <p><i>Implementation Date: October 2017</i></p>



# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Governance arrangements, including authorisation routes and clarity of procedures and processes for dealing with Right to Buy applications, are inadequate

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Ref.	Finding	Sig.	Recommendation
6.	<p>Right to Buy records are held on the Housing Management system and also on a spreadsheet, however the information recorded on the spreadsheet is unreliable, as our review of the spreadsheet identified:</p> <ul style="list-style-type: none"> <li>gaps in the sequences of Right to Buy application references</li> <li>differences between references recorded on the spreadsheet and the Housing Management System</li> <li>that information on the spreadsheet was incomplete and not up to date.</li> </ul> <p>We understand that some of the spreadsheet information is duplicated on the Housing Management system, but that the Housing Management system is capable of recording all required information. The spreadsheet is maintained to enable Housing staff to view the status of applications. Having the access to information on status of Right to Buy applications would be better provided through the Housing Management system. If this requires a review and update of access permissions, this should be done to enable the right staff to have the access they need, rather than by maintaining duplicate and inconsistent information.</p>	Med	<p>a) Right to Buy Information is input to and managed via the Housing Management system, removing the need for duplication of input to a spreadsheet</p> <p>b) Access permissions to the Housing Management system are reviewed to enable appropriate staff to identify the status of applications.</p>
<b>MANAGEMENT RESPONSE</b>			<b>RESPONSIBILITY AND IMPLEMENTATION DATE</b>
(a) (b) Existing RTB procedures are currently being reviewed in accordance with the audit report.			<p><i>Responsible Officers: Nicola Marsh</i></p> <p><i>Implementation October 2017</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Tenancy audits, including checks on identity, residency and tenancy history / qualifying period, are not carried out on applicants to ensure the applicant qualifies for Right to Buy

Ref.	Finding	Sig.	Recommendation
7.	The Officer dealing with Right to Buy applications advised that for applications he receives he initiates checks via the National Anti-Fraud Network (NAFN) and also checks the application against Benefits, Council Tax and Electoral Register records. However the inconsistencies on the spreadsheet records (see page 13) and the inability to locate evidence of some checks suggest that checks may not have been consistently undertaken for previous Right to Buy Applications.	Med	<p>Consideration is given to performing checks on previous Right to Buy applications to verify the applicant's entitlement to the Right to Buy discount.</p> <p>(Any queries arising from these checks should be referred to the Council's Fraud Officer).</p>
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>Checks in process as recommended. All RTB applications are referred to the Council's Fraud Officer when submitted in order to assist in the prevention of fraudulent applications.</p> <p>COMPLETED</p>			<p><i>Responsible Officers: Angela Abbott, Nicola Marsh</i></p> <p><i>Implementation Date: October 2017</i></p>

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# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Property valuations are not carried out by qualified property surveyors, who have an understanding of tenancy fraud risks, prior to the Right to Buy being agreed

Ref.	Finding	Sig.	Recommendation
8.	<p>The Council appoints a firm of qualified surveyors to value properties and provide full reports of their valuations prior to a Right To Buy sale being agreed. Prior to this, a contracted Surveyor visits properties to record improvements made by the tenant (which are considered as part of the valuation process).</p> <p>The contracted surveyor does receive tenant photographs with the application, and advised he is aware of safeguarding protocols, but he is less familiar with fraud risks, and the appointed firm of surveyors have no contracted responsibility for identifying and reporting potential fraud.</p>	Med	Update the contract with the contracted surveyor visiting the property to record improvements made by the tenant, so that they undertake initial identity checks as part of this visit and report back their findings to the housing team.
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>In progress, currently in the process of appointing external surveyors to carry out RTB property surveys.</p> <p>COMPLETED - The Council has recently appointed external Surveyors/Valuers which will also carry out RTB valuations/surveys</p>			<p><i>Responsible Officers: Nicola Marsh</i></p> <p><i>Implementation Date: September 2017</i></p>

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# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Tenants are not billed for leaseholder service charges in accordance with approved protocols

Ref.	Finding	Sig.	Recommendation
9.	<p>Service charges are apportioned across all leasehold properties. For those that have been sold the leaseholder is invoiced and, for those retained by the Council as housing stock, the service charges are taken into account as part of the rent charged to tenants.</p> <p>For a sample of 12 leaseholder agreements, we compared the agreement to a spreadsheet of estimated service charge calculations (maintained by the Leasehold Management Officer) and to the billing details on the Housing Management system.</p> <p>The leaseholder agreements could not be located for 5 of the sample of 12.</p> <p>Whilst in the majority of cases sampled the amount billed to the leaseholder (as identified in the Housing Management system) agreed with the amount determined in the spreadsheet, we did note there were discrepancies in the upload to the Housing Management system where property records referred to more than one block and/or were duplicated in the spreadsheet (in these cases the leaseholders were charged double for estimated repairs). We also reviewed the 2016/17 billed estimated charges for these properties and confirmed the double charging also occurred for 2016/17. Note that at the year end the actual charges are determined and leaseholders either charged or reimbursed accordingly, therefore the initial error in 2016/17 was rectified at the year end.</p> <p>We understand that following the upload to the Housing Management system, adjustments are made on the Housing Management system to reflect special arrangements for the apportionment, therefore the spreadsheet totals will always differ to the Housing Management system totals.</p> <p>We note that the spreadsheet maintained to determine leasehold service charges identifies only those blocks with leasehold properties and does not identify the number of leasehold properties within each of the blocks. As such it does not enable calculation of the total expected income from leaseholders (and therefore cannot be reconciled back to the value of invoices raised for leasehold service charges) reducing its value as a control.</p> <p>Continued:</p>	Med	<ul style="list-style-type: none"> <li>a) Leaseholder agreement storage is reviewed to ensure records including leaseholder agreements are retained for all properties</li> <li>b) Errors in data upload of estimated service charges to the Housing Management system are corrected and tenants reimbursed where overpayments have occurred</li> <li>c) Where adjustments are made to leaseholder service charges, these are identified clearly in all records to ensure transparency and enable reconciliation (see (d) below)</li> <li>d) The spreadsheet maintained to determine apportionment of service charges to be invoiced to leaseholders is extended to include all properties to enable confirmation that tenants and leaseholders recharges are equivalent and that recharges equate to actual costs, and these reconciliations are performed on a regular basis</li> <li>e) Costs relating to responsive repairs which would not be permitted to be recharged to leaseholders are removed from the calculation determining the total to be apportioned across properties</li> <li>f) A policy is maintained to enable determination of appropriate management service charges for apportionment</li> <li>g) Any adjustments required to service charges should be applied promptly to ensure accuracy of records and transparency of charging.</li> </ul>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Tenants are not billed for leaseholder service charges in accordance with approved protocols

Ref.	Finding	Sig.	Recommendation
9. Cont.	<p>Continued:</p> <p>Also the above spreadsheet does not include tenanted properties. Including all properties would enable a reconciliation to Finance system records, and enable the Council to be assured that tenants and leaseholders are charged equally (staff acknowledge that at present it was possible they were not charged equally) and would also demonstrate that:</p> <p style="padding-left: 40px;">Leasehold recharges + Tenant Recharges = actual costs</p> <p>We were advised that the costs of responsive repairs for tenants are included in the calculation of total repairs costs allocated across leaseholder and tenanted properties. This calculation should be reviewed as it may not equate to appropriate apportionment permitted by the leaseholder agreements. We were also advised that at the time of the review, the Leasehold Management officer was aware of an adjustment required to the charges for one block, which he would apply at the year end. Any known adjustments or corrections should be recorded and applied promptly to ensure accuracy and transparency of records and charging.</p> <p>We noted that management service charges have been frozen for 2 years as there was no policy on this, but that a policy has now been prepared for consideration by Committee in June 2017.</p>	Med	
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
			<p><i>Responsible Officers: Nicola Marsh</i></p> <p><i>Implementation Date: April 2018</i></p>

## **MANAGEMENT UPDATE**

### **Update:**

The Service Charge Policy was presented to committee in September 2017, which was subsequently approved. The actual service charges are in the final stages and are due to be presented as part of the yearly budget setting process. Following the implementation of the DMs system on Orchard which is the Housing management System we are now looking to implement the Leaseholder Module of the system.

### **Previous response;**

We have recently taken a Service Charge Strategy to Housing Committee that highlights the Council's intentions to implement a Service Charge Policy. The Policy itself will be going for final Committee approval In September 2017 with a view to action it at the start of the new financial year 2018/2019. This Policy outlines the items which will be charged to both Tenants and leaseholders.

As part of the final implementation process date the Council will be reviewing its processes on calculating Service Charges to ensure it is done effectively without the need for manual adjustments. We intend to have transparent calculations specific to Tenants and Leaseholders.

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Maintenance works are not subject to adequate approval processes to undertake the works, and to sign off completion of the works

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Ref.	Finding	Sig.	Recommendation
10.	<p>Where Electrical Installation Condition Report (EICR) surveys are carried out, the Inspection reports are provided by contractors also commissioned to carry out the remedial work identified, therefore the contractor quotes for all works identified on the EICR. This reflects a potential conflict of interest for the contractor. The contents of the EICR are therefore subject to review by the Compliance Manager and Council staff also conduct surveys of premises before commissioning work. The Compliance Manager advised that previously the Council was commissioning all works identified in the EICR and quote, but his review has now significantly reduced the value of orders placed for remedial work.</p> <p>The Compliance Manager advised that whilst he has significant experience in this field and he informally maintains his knowledge of current developments, he does not hold up to date certificates or qualifications which would enable him to carry out EICR inspections. Therefore the Council should consider this situation, as, if challenged, this could affect the Council's liability in the event that an identified fault led to harm following a decision not to rectify it.</p> <p>The Compliance Manager's records of his own inspections are very limited. He keeps rough notes only and there are some checks he advised he undertakes but does not maintain records of (such as alarm testing).</p> <p>The Compliance Manager also advised that where he raises a query (ie items on an EICR and quote have either not been ordered, or assessed as not required), there is no follow up process to ensure queries are resolved.</p>	Med	<p>a) The Council reviews the scope of the Compliance Manager role and essential qualifications required to perform this role</p> <p>b) Clear records are maintained of all surveys and inspections carried out, and these are retained in an accessible form (such as on the Housing Management system)</p> <p>c) Where queries are raised for entries made on an EICR, a process is developed to ensure they are followed up (and either the work or alternative work is commissioned, or the item is recorded as determined to be not required).</p> <p>See also Pages 6 &amp; 7 regarding conflicts of interest.</p>

MANAGEMENT RESPONSE	RESPONSIBILITY AND IMPLEMENTATION DATE
<p>The BBC Contracts Administrator of the electrical contractor reviews all requests for day to day repairs works exceeding the self-authorisation level of £250, checking costs and consideration on whether to authorise the work. With regards to electrical Inspection Condition reports (ECIR's), which are undertaken by a qualified engineer. There is currently no programme to undertake these and therefore EICR's are on the main undertaken on void properties and occasionally to occasionally to occupied dwellings and landlords supplies to blocks. The relevant BBC manager questions and challenges all reports and only authorises works that are necessary to proceed. As a general rule, Code 1's (danger present) and C2's (potentially dangerous) and works to smoke and detection proceed, whilst Code 3's (improvement recommended) are considered for action by the BBC contracts administrator.</p>	<p><i>Responsible Officers: Rob Burton, Nicola Marsh</i></p> <p><i>Implementation Date: April 2018</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Front line staff are not trained to identify fake or forged documents, or fraud warning signs, or they do not refer potential fraud for investigation

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Ref.	Finding	Sig.	Recommendation
11.	<p>We noted that whilst the Council has fair processing statements on the website and forms relating to the National Fraud Initiative, other Councils and Housing Associations have more detailed statements. Examples are as follows:</p> <p><a href="http://www.reading.gov.uk/media/1575/Housing-Services-Fair-Processing-Notice/pdf">www.reading.gov.uk/media/1575/Housing-Services-Fair-Processing-Notice/pdf</a></p> <p><a href="http://www.tvha.co.uk/policy/fair-processing-statement/">www.tvha.co.uk/policy/fair-processing-statement/</a></p> <p>These statements are specific to the administration of social housing and include provision of information to contractors carrying out works to properties, agencies concerned with safeguarding and additional statements on the use of data for prevention and detection of fraud.</p>	Low	Enhance the Fair Processing Notice for matters relevant to the administration of social housing.
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>Update:</p> <p>The draft 'Fair Processing' statement has been drafted and is awaiting Corporate Approval</p> <p>We will include a fair processing statement for Housing on the website as recommended</p>			<p><i>Responsible Officers: Angela Abbott, Stuart Morris</i></p> <p><i>Implementation Date: September 2017</i></p>



# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Governance arrangements, including authorisation routes, and the clarity of procedures and processes for dealing with Right to Buy applications are inadequate

Ref.	Finding	Sig.	Recommendation
12.	<p>The website instructs people wishing to make a Right to Buy application to contact the Council's Housing Team. When contact is made the Officer prints a letter for the applicant and encloses it with all the advisory notices and application form.</p> <p>There is an opportunity to develop self service arrangements and Web forms to improve efficiency and drive customer focussed channel shift.</p>	Low	Right to buy information and application forms are made available for download via the Council's website. Further efficiency could also be gained through integration between submitted applications and the Housing Management system.

## MANAGEMENT RESPONSE

**Update:**  
 The Website page has been updated and a PDF form is available on line for tenants to download online.  
 The Right to buy website page will be updated to include more information for tenants to include FAQ's. We will review our processes to include a link for tenants to apply on-line rather than tenants having to submit a paper copy.

## RESPONSIBILITY AND IMPLEMENTATION DATE

*Responsible Officers: Angela Abbott, Nicola Marsh*

*Implementation Date: November 2017*

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# OBSERVATIONS

RISK: The Housing Stock Condition Survey specification does not adequately define the scope of works and arrangements for identifying and reporting stock condition

1	There have been some potential anomalies between contractor reporting of service provision and information provided by tenants. We understand that for some properties to which the Contractor advised they were unable to gain access, that residents reported no attempt was made by the contractor. As there was no requirement within the contract to leave a card at no access properties, it is possible that access was attempted without residents being aware.
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# APPENDIX I - TENANCY FRAUD, WARNING SIGNS & PREVENTION

The following summarises the Regulatory Framework, Tenancy Fraud risks, warning signs and prevention.

## REGULATORY FRAMEWORK, FRAUD TYPES, WARNING SIGNS & PREVENTION

### REGULATORY FRAMEWORK:

Regulatory Framework for Social Housing in England 2012

- Includes a direction to registered providers that they should ‘publish clear and accessible policies which outline their approach to... tackling tenancy fraud’

Prevention of Social Housing Bill

- Creates an offence of subletting a social tenancy or parting with possession of a socially rented property.

### TYPES OF TENANCY FRAUD:

- **Application / allocation fraud:** false statements made or false documents provided to gain a property, or applying for multiple properties in different locations through different landlords
- **Subletting:** tenant rents out all or part of their property on a long or short term basis to someone on private rental rates. Credit checks may identify links with other social housing properties and social media may identify other living arrangements
- **Key selling:** tenant or employee receives one-off payment to give the keys of a property to someone who is not entitled to live there. Requests for additions to tenancy have been an indicator and residency checks used to identify this issue
- **Right to Buy / Right to Acquire Fraud:** tenant provides false information when applying to buy the house they live in
- **Succession Fraud:** person moves into a property when the legal tenant dies or moves away, but that person does not have the right to move in
- **Business use:** examples of previous indicators included overgrown garden or suspicious pattern of energy use.

### TENANCY FRAUD WARNING SIGNS:

- No contact with tenant for period of time
- No repairs raised
- Difficulties gaining access for annual gas servicing
- Households where assignment or succession has been refused
- Credit on rent / significant credit, or rent paid in cash
- Rent paid from account belonging to someone other than the registered tenant
- High arrears on rent
- Antisocial behaviour
- High number of complaints
- Known fraud hotspots.

# APPENDIX I - TENANCY FRAUD, WARNING SIGNS & PREVENTION (continued)

## REGULATORY FRAMEWORK, FRAUD TYPES, WARNING SIGNS & PREVENTION

### FRAUD PREVENTION GENERAL CHECKLIST:

- Policies in bribery, corruption, whistleblowing and a code of ethics, as well as organisational awareness of these
- Fraud risks included in risk register and reviewed regularly. Fraud risks to be considered as part of every new project or activity, and for changes to business processes
- Financial controls for income, purchases, payments, property and investments, as well as monitoring of compliance
- Analyse housing management and financial systems for red flag issues to follow up
- Conduct due diligence on tenants and business partners at start of tenancy and periodically thereafter. Checks with credit reference agencies, other LA's and shared fraud databases
- Vetting procedures for employee appointments and periodic checks in high risk areas (eg finance) or promotions
- Mechanisms for raising concerns / suspicions and promote these widely
- Keep up to date with latest fraud threats, remain vigilant for signs they might be occurring, ensure relevant people told of risks and are trained to deal with them
- Share best practice and lessons.

### ADDITIONAL STEPS TO PREVENT / DETECT TENANCY FRAUD:

- Tenancy fraud policy covering subletting, application, succession, key selling, right to buy and right to acquire
  - Where the approach is promoted to tenants, there are much higher numbers of referrals concerning potentially misused properties and even more where there is easy reporting (hotline or online form). Promotion also acts as a deterrent
- Conduct checks on new applicants: applicants complete declarations and sign them, check identity, residency, tenancy history etc
  - Checks can include verifying forms of identification, tenancy history and household circumstances
  - Can also include credit reference check to verify tenancy history or matching data
  - Staff need training focussed on ID verification and identifying forged documents
  - Data sharing - housing providers share information about tenants with external credit referencing agencies, LA's or other housing providers. These can be used to identify where person has provided inconsistent information (eg claiming single person discount to Council Tax department, but claiming overcrowding to obtain social housing to the Housing department)
- Take colour photographs and the signatures of new tenants and review them during the tenancy
- Tenancy audits on annual, risk based or rolling basis to check the authorised tenant is still living at property. Combine these with other planned visits
- Train frontline staff to spot fake and forged documents and other fraud warning signs throughout the tenancy life cycle.

# APPENDIX II - LEARNING FROM OTHERS

The following provides some examples of Housing fraud prevention and detection activity carried out by others.

Organisation	Housing Fraud Detection
Peabody Housing Association	Carry out unannounced estate visits to blitz neighbourhoods where there are concerns and carry out intensive tenancy audits. Staff are high profile and wear high vis vests. The exercises generally result in them receiving a greater number of tip offs to follow up than would have otherwise been received.
Manchester Tenancy Fraud Initiative	18 social housing providers set up a shared hotline and publicity campaign resulting in 76 reports, 7 properties recovered immediately and 35 fraud investigations. Collaboration and data sharing supports detection of fraudulent activity.
Hull City Council	Invites applicants whose housing circumstances require verification to an interview to discuss their housing situation. As part of the interview a clear definition of 'misrepresenting circumstances' is read to the applicant, explaining that if the applicant has failed to disclose information or has made false claims on their application they may be denied access to housing and may have committed an offence. Applicants are given the opportunity to amend their statements and this has led to down grading applications and withdrawal of properties on offer.

# APPENDIX III - FRAUDULENT DOCUMENT AWARENESS

Finding 1 comments on document copying and checking procedures. The likelihood of fraudulent documents being detected is enhanced with staff knowledge of the potential for fraud to exist, understanding of genuine documents and awareness of how documents may be forged. This appendix provides a summary of key points to consider in assessing the legitimacy of documents provided as part of the checking process.

The following information reflects guidance provided by the National Document Fraud Unit, UK Home Office: guidance on examining identity documents 2015.

## 1. DOCUMENT FRAUD TYPES

Document abuse may include the following:

- Imposter - this is the most common type of document abuse, the imposter is simply a look-a-like (documents are not altered at all)
- Counterfeit - complete reproduction from scratch to resemble an official document
- Forgery - unlawful alteration of an existing document (eg substituting pages or photographs, or altering details on the document)
- Pseudo / Fantasy documents - documents have no authority and are not officially recognised.

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## IDENTIFICATION OF DOCUMENT ABUSE

### Imposter

Verify signature to document.

### Forgery

- Most commonly substituted or altered page is the bio-data page
- Pages and cover of passport should be in complete alignment and tightly bound, pages should be same size
- Look for continuity where seals, stamps or laminates appear across photographs
- Look for damaged paper at data points.

Pseudo / Fantasy documents - see overleaf.

### Counterfeit

- UV light - counterfeit documents often fluoresce (shine more brightly) under UV light. Genuine documents use dull secure paper
- Watermarks - created during manufacture to vary thickness of the paper resulting in subtle changes in tone. Watermarks do not fluoresce
- Security fibres - genuine documents may contain fibres randomly across the page which do fluoresce (and will not be in the same position on difference pages)
- Intaglio ink - printing in areas results in ink having raised and rough feel, and is often used on the inside cover of passports. May also reveal hidden pattern when viewed at an oblique angle
- Characters - characters in the machine readable zone should contain only these characters in this font
- Document quality - document should be manufactured to high standard, and contain quality printing.

# APPENDIX III - FRAUDULENT DOCUMENT AWARENESS (Continued)

## 3. AWARENESS OF TYPES OF DOCUMENTS WHICH MAY LEGITIMATELY BE SUBMITTED

Identity documents include passports (UK, EU and non-EU), national identity cards, residence documents, driving licences, military identity cards and official identity documents (such as police warrant card). By being familiar with the documents that may be submitted, including their endorsements and restrictions, staff are more likely to recognise documents which do not accord with protocols.

The following link provides a summary and illustrations of the types of document which may be submitted

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/503927/gov\\_uk\\_guide\\_-\\_including\\_impostors\\_270216.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/503927/gov_uk_guide_-_including_impostors_270216.pdf)

Home office guidance indicates the most common counterfeits are EU documents

## 4. WHERE TO GO FOR ADDITIONAL ADVICE

If you encounter a suspected false document, contact the Police or your local Immigration Enforcement Office

<https://www.gov.uk/report-immigration-crime>.

UK Government - guidance for employers <https://www.gov.uk/uk-visa-sponsorship-employers>.

Public Register of Authentic travel and identity Documents Online (PRADO) for EU documents <http://www.consilium.europa.eu/prado/en/prado-start-page.html>.

Centre for the Protection of National Infrastructure - Good Practice Guide on Pre-Employment Screening, Document Verification

[http://www.cpni.gov.uk/documents/publications/2007/2007044-gpg\\_document\\_verification\\_guidance.pdf?epslanguage=en-gb](http://www.cpni.gov.uk/documents/publications/2007/2007044-gpg_document_verification_guidance.pdf?epslanguage=en-gb).

## 5. SUMMARY OF BASIC DOCUMENT CHECKS

- Does the document allow the person to live and work in the UK?
- Is the person the rightful holder of the document or an imposter?
- Is the document genuine or a counterfeit?
- Has the document been unlawfully altered or forged?
- Is the document one that exists or a pseudo / fantasy document?

# APPENDIX IV - STAFF INTERVIEWED

BDO LLP appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and cooperation.

NAME	JOB TITLE
Angela Williams	Head of Housing
Stuart Morris	Interim Housing Manager
Sharon McBride	Housing Support Team Leader
Isabelle Hatton	Housing Officer
Annika Guy	Housing Officer
Zoe Chittick	Housing Options Officer
Michael Hanson	Housing Officer
Donald Young	Compliance Manager
Abi Olowosoyo	Commercial Manager
Vijay Parmar	Housing IT Consultant
Ayotunde Odukoya	Leasehold Management Officer
Phillip Bell	Surveyor

NAME	JOB TITLE
James Cook	Customer Contact Advisor
Georgina Weller	Customer Contact Advisor
Victoria Banerji	Fraud Investigator and HR Officer
Phoebe Barnes	HRA Accountant
Russell Clinker	Senior Asset Manager
Adrian Tidbury	Estate and Valuation Surveyor Portfolio Development



# APPENDIX V - DEFINITIONS

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LEVEL OF ASSURANCE	DESIGN of internal control framework		OPERATIONAL EFFECTIVENESS of internal controls	
	Findings from review	Design Opinion	Findings from review	Effectiveness Opinion
<b>Substantial</b>	Appropriate procedures and controls in place to mitigate the key risks.	There is a sound system of internal control designed to achieve system objectives.	No, or only minor, exceptions found in testing of the procedures and controls.	The controls that are in place are being consistently applied.
<b>Moderate</b>	In the main there are appropriate procedures and controls in place to mitigate the key risks reviewed albeit with some that are not fully effective.	Generally a sound system of internal control designed to achieve system objectives with some exceptions.	A small number of exceptions found in testing of the procedures and controls.	Evidence of non compliance with some controls, that may put some of the system objectives at risk.
<b>Limited</b>	A number of significant gaps identified in the procedures and controls in key areas. Where practical, efforts should be made to address in-year.	System of internal controls is weakened with system objectives at risk of not being achieved.	A number of reoccurring exceptions found in testing of the procedures and controls. Where practical, efforts should be made to address in-year.	Non-compliance with key procedures and controls places the system objectives at risk.
<b>No</b>	For all risk areas there are significant gaps in the procedures and controls. Failure to address in-year affects the quality of the organisation's overall internal control framework.	Poor system of internal control.	Due to absence of effective controls and procedures, no reliance can be placed on their operation. Failure to address in-year affects the quality of the organisation's overall internal control framework.	Non compliance and/or compliance with inadequate controls.

Recommendation Significance	
<b>High</b>	A weakness where there is substantial risk of loss, fraud, impropriety, poor value for money, or failure to achieve organisational objectives. Such risk could lead to an adverse impact on the business. Remedial action must be taken urgently.
<b>Medium</b>	A weakness in control which, although not fundamental, relates to shortcomings which expose individual business systems to a less immediate level of threatening risk or poor value for money. Such a risk could impact on operational objectives and should be of concern to senior management and requires prompt specific action.
<b>Low</b>	Areas that individually have no significant impact, but where management would benefit from improved controls and/or have the opportunity to achieve greater effectiveness and/or efficiency.

# APPENDIX VI - TERMS OF REFERENCE

## BACKGROUND

The Council's Corporate Plan 2016 to 2019 reflects the prioritisation of Housing within the Borough and includes the following vision relating to Housing Management:

*We will work to ensure our Housing stock is managed so that it delivers comfortable and safe homes for our tenants that are efficient and sustainable*

The following data is from the Housing revenue Account Income & Expenditure Statement 2015/16 and supporting notes:

- £5,329,000 total expenditure of which £2,925,000 was expenditure on repairs and maintenance
- £12,143,000 Income from dwelling rents, and £546,000 from non-dwelling rents
- £287,000 net rent arrears as at 31 March 2016 (includes provision for doubtful debts)

Council Housing stock, as at the 31 March 2016, was:

- 1,159 flats
- 1,320 houses and bungalows
- 7 equity share properties

The Council has recently revised its Housing Strategy (2017-2020) in response to a changing economic climate and an increasing demand for social housing. The strategy recognises the need for community based solutions, working effectively with other housing, social and health care providers, and to use resources efficiently and effectively to address housing needs

## PURPOSE OF REVIEW

The purpose of this review is to consider the design and effectiveness of the controls in place around Housing to highlight any areas where the controls might be improved.

## SCOPE OF REVIEW

The review will consider the adequacy of arrangements relating to Housing stock (due diligence checks and fraud prevention, debt recovery and health and safety checks), Right to Buy (governance, checks on qualifying criteria, valuations and tenant advice) Housing maintenance contractual arrangements, and Leaseholder Service Charge accounts (apportionment and billing).

## EXCLUSIONS

Our work is limited to the elements defined within the scope of the review and key risks. Detailed testing will not be undertaken in all areas.

## APPROACH

Our approach will be to conduct interviews to establish the controls in operation for each area of audit work. We will then seek documentary evidence that these controls are designed as described. We will evaluate these controls to identify whether they adequately address the risks. Any opportunities identified to improve arrangements will be offered for consideration alongside recommendations to resolve any weakness in controls.

# APPENDIX VI - TERMS OF REFERENCE

## KEY RISKS

Based upon the risk assessment undertaken during the development of the internal audit operational plan, through discussions with management, and our collective audit knowledge and understanding, the key risks associated with the area under review are:

### General arrangements for Housing Stock:

- Due diligence checks are not made on tenants prior to the commencement of the tenancy (covering identity, residency and tenancy history)
- Due diligence checks are not undertaken periodically during the tenancy, including tenancy audits
- Front line staff are not trained to identify fake or forged documents, or fraud warning signs, or they do not refer potential fraud for investigation
- Debt collection and recovery procedures are inadequate to ensure that delays in receipt of rent payments and loss of income is minimised
- Health and safety checks, such as gas compliance, electrical safety and fire safety, are not carried out as required, or evidence of checks is not maintained

### Arrangements for Right to Buy:

- Governance arrangements, including authorisation routes and clarity of procedures and processes for dealing with Right to Buy applications, are inadequate
- Tenancy audits, including checks on identity, residency and tenancy history / qualifying period, are not carried out on applicants to ensure the applicant qualifies for Right to Buy
- Property valuations are not carried out by a qualified property surveyors, who have an understanding of tenancy fraud risks, prior to the Right to Buy being agreed
- Tenants are not provided with advice on their responsibilities and risks associated with home ownership, prior to the completion of a Right to Buy application

### Housing Maintenance and other contracts:

- The Housing Stock Condition Survey specification does not adequately define the scope of works and arrangements for identifying and reporting stock condition
- Housing Maintenance contracts do not adequately define scope of works and arrangements for agreement of planned and reactive maintenance work to be carried out
- Maintenance works are not subject to adequate approval processes to undertake the works, and to sign off completion of the works

### Leaseholder Service Charge Accounts

- Tenancy agreements do not define the protocols for apportionment and billing of Leaseholder service charges to tenants
- Tenants are not billed for leaseholder service charges in accordance with approved protocols

# APPENDIX VI - TERMS OF REFERENCE

## DOCUMENTATION REQUEST

Please provide the following documents in advance of our review (where possible):

### Housing Stock:

- Procedures relating to tenancy due diligence checks made prior to commencement of the tenancy and during the tenancy
- Details of staff training and / or guidance provided on fake document identification and action to take
- Debt collection and recovery procedures
- Aged debt report for housing rents
- Procedures for housing health and safety checks
- Records of housing health and safety checks planned and made, and actions arising from those checks

### Right to Buy:

- Details of governance arrangements, authorisations, and procedures and processes for dealing with Right To Buy applications
- Protocols followed for determining eligibility for Right to Buy
- Protocols followed for determining property valuations
- Advice provided to tenants on property ownership

### Housing Maintenance Contract:

- The Housing Maintenance contracts including schedules of works
- Details of jobs raised in respect of the contract (planned and reactive)
- Protocols followed for authorising commencement of works and sign off for completion of works
- Example records of property maintenance history

### Leaseholder Service Charge Accounts

- Approved protocols for the apportionment of leaseholder service charges

Any documents provided will assist the timely completion of our fieldwork, however we may need to request further documentation and evidence as we progress through the review process.

# APPENDIX VI - TERMS OF REFERENCE


## TIMETABLE

Audit Stage	Date
Commence fieldwork	3 March 2017
Number of audit days planned	20
Planned date for closing meeting	w/c 17 April 2017
Planned date for issue of the draft report	w/c 1 May 2017
Planned date for receipt of management responses	w/c 15 May 2017
Planned date for issue of proposed final report	w/c 22 May 2017
Planned Audit Committee date for presentation of report	TBA

## KEY CONTACTS

BDO LLP	Role	Telephone and/or email
Greg Rubins	Head of Internal Audit	t: 07583 114 121   e: greg.rubins@bdo.co.uk
Andrew Barnes	Audit Manager	t: 01473 320 745   e: andrew.barnes@bdo.co.uk
Angela Mitchell	Senior Auditor	t: 01473 320 748   e: angela.mitchell@bdo.co.uk
Brentwood Borough Council		
Angela Williams	Head of Housing	t: 01277 312 568   e: angela.williams@brentwood.gov.uk
Stuart Morris	Interim Housing Manager	t:   e: stuart.morris@brentwood.gov.uk

## SIGN OFF

On behalf of BDO LLP:		On behalf of Brentwood Borough Council:	
Signature:		Signature:	
Title:	HEAD OF INTERNAL AUDIT	Title:	
Date:		Date:	

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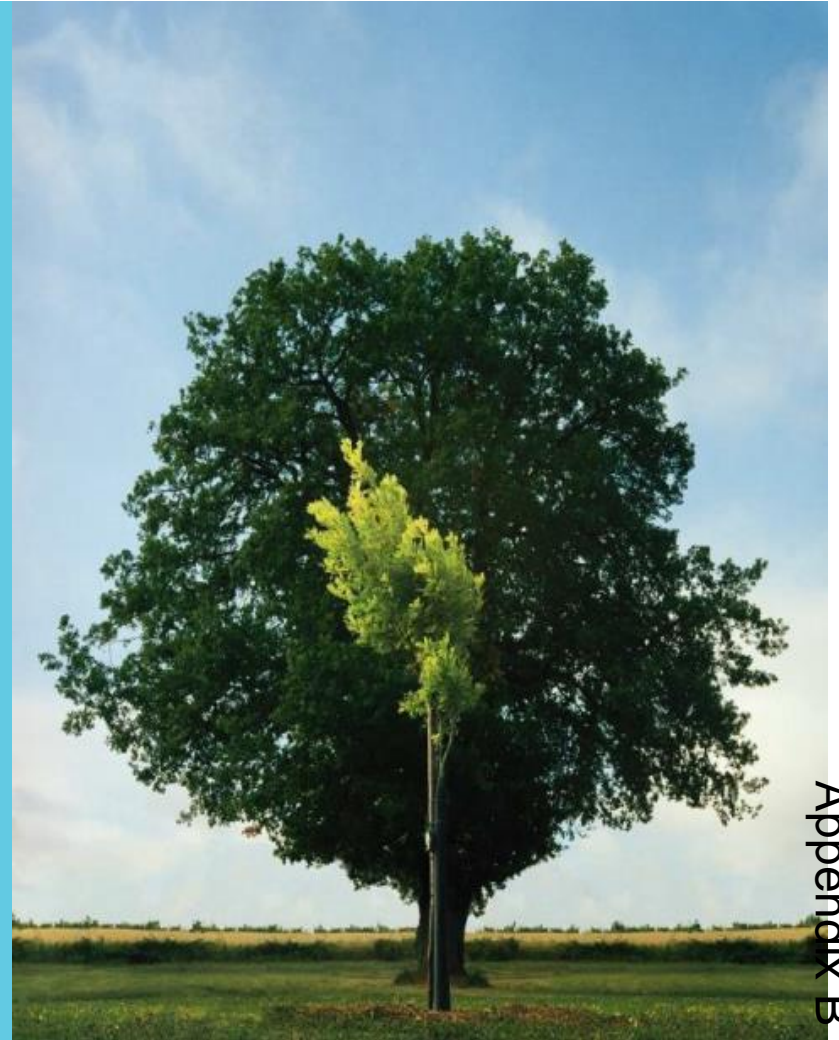
# Brentwood Borough Council

## INTERNAL AUDIT REPORT

Audit 3. Housing  
November 2017

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LEVEL OF ASSURANCE	
Design	Operational Effectiveness
Limited	Moderate



Appendix B

**Draft**



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REPORT STATUS	
Auditors:	Angela Mitchell
Dates work performed:	July 2017 to September 2017
Closing Meeting:	1 November 2017
Draft report issued:	
Final report issued:	

DISTRIBUTION LIST	
Angela Abbott	Head of Housing
Stuart Morris	Interim Housing Manager
Nicola Marsh	Housing Manager
Jacqueline Van-Mellaerts	Financial Service Manager (Deputy Section 151 Officer)

## Restrictions of use

The matters raised in this report are only those which came to our attention during the course of our audit and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. The report has been prepared solely for the management of the organisation and should not be quoted in whole or in part without our prior written consent. BDO LLP neither owes nor accepts any duty to any third party whether in contract or in tort and shall not be liable, in respect of any loss, damage or expense which is caused by their reliance on this report.



# EXECUTIVE SUMMARY




## BRENTWOOD BOROUGH COUNCIL VISION

Work to ensure our Housing stock is managed so that it delivers comfortable and safe homes for our tenants that are efficient and sustainable

## LEVEL OF ASSURANCE (SEE APPENDIX II FOR DEFINITIONS)

Design	Limited	System of internal controls is weakened with system objectives at risk of not being achieved
Effectiveness	Moderate	Non-compliance with some controls which may place some system objectives at risk

## SUMMARY OF RECOMMENDATIONS (SEE APPENDIX II FOR DEFINITIONS)

High		2
Medium		6
Low		1

Total number of recommendations: 9

## OVERVIEW

### Background:

Council Housing stock, as at the 31 March 2017, was: 1,159 flats, 1,320 houses and bungalows, and 7 equity share properties. The Council has recognised an increasing demand for social housing. In 2016/17 the Council spent £5.3m on Housing of which £2.9m was expenditure on repairs and maintenance.

Our review considered the adequacy of arrangements relating to Housing stock (due diligence checks and fraud prevention, debt recovery and compliance checks), Right to Buy (governance, checks on qualifying criteria, valuations and tenant advice) Housing maintenance contractual arrangements and Leaseholder Service Charge accounts (apportionment and billing).

### From our review, we noted the following areas of good practice:

- The Housing team provide reports on Housing assets to the Finance Team monthly, and the Finance Team have performed a detailed check of the Finance Asset Register to the properties recorded on the Orchard System, and plan to repeat this check annually
- Rents are determined through calculations applied to source data from the Orchard system on properties, and through application of policies and transitional arrangements using the Rent Model. Invoices for rent due are produced promptly and checked by the Housing team prior to the new year rents becoming due
- Tenants are offered a variety of methods to pay their rent.

### However, we also noted the following areas of improvement:

- Housing records are dispersed, many records are maintained in paper form, and records and information management does not accord with best practice guidelines. There is scope to develop the current retention guidelines, introduce records management protocols, review arrangements for storage and retrieval of records, and ensure that staff are aware of the requirements of the Data Protection Act and new General Data Protection Regulations (Finding 1 - high)
- The Council does not have an Estates Management Strategy, and estates inspections had lapsed (Finding 2 - High)
- There is a need to clarify the arrangements for allocation of Council properties between the HRA and General Fund and review current allocations, to provide clarity over roles and responsibilities between the Housing and Assets team, and review the format of asset related records (Finding 3 - Medium)
- Protocols for cyclical and responsive repairs have not been defined (Finding 4 - Medium)
- There is scope to review the Anti Social Behaviour Strategy (ASB) and to link it to the Community Safety and Housing pages on the Council's website. There is also scope to review the format of ASB records (Finding 5 - Medium)

# EXECUTIVE SUMMARY (Continued)

## OVERVIEW

Continued:

### Areas of improvement - Continued:

- Records of vulnerable tenants and those with enacted Lasting Power of Attorney are not currently easily accessible (Finding 6 - Medium)
- The process of uploading tenant payments made via All Pay should be automated (Finding 7 - Medium)
- Accounts in credit are not subject to regular checks by Housing staff, giving due consideration to fraud risks (Finding 8 - Medium)

### Conclusion

We have issued 2 High, 6 Medium and 1 Low priority findings, and have issued an opinion of Limited for the design and Moderate for the effectiveness of the Housing systems, reflecting that whilst there are some areas of good practice, there were also areas of weakness and opportunities for improvement to be developed, such as relating to Estates Management and inspections, records management, asset records, cyclical and responsive repairs, the Anti Social Behaviour strategy and records, records of vulnerable tenants, efficiency of processes relating to receipt of payments, and checks on accounts by Housing staff.

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## LOOKING FORWARD: SUPPORTING THE COUNCIL'S JOURNEY FROM LIMITED TO SUBSTANTIAL ASSURANCE

Design	<p>Limited</p> <p>Achievable in 9-18 months</p>	<p>Substantial</p> <p>Achievable in 9-18 months</p>	<p>Add in controls we have recommended regarding:</p> <ul style="list-style-type: none"> <li>• Develop an estate management strategy, train staff to conduct inspections and prepare checklists to support inspections, and re-introduce estate inspections</li> <li>• Introduce robust information and records management, and review records against defined protocols</li> <li>• Train staff in requirements of the Data Protection Act and General Data Protection Regulations</li> <li>• Determine rules for the allocation of Council properties between the HRA and General Fund and check allocations against rules</li> <li>• Define protocols for cyclical and responsive repairs and implement a programmes and inspection regime</li> <li>• Conduct reviews of accounts in credit for which there is a high fraud risk</li> </ul>
Effectiveness	<p>Moderate</p> <p>Achievable in 9-18 months</p>	<p>Substantial</p> <p>Achievable in 9-18 months</p>	<ul style="list-style-type: none"> <li>• Review use of technology to enhance effectiveness of collection, storage and reporting of data, including relating to Housing records and ASBs, records of vulnerable tenants, and automation of processes</li> <li>• Agree working protocols, roles and responsibilities for the Assets and Housing teams</li> <li>• Review storage of asset records to build resilience</li> </ul>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Tenancy records are dispersed or do not include all required information, which inhibits effective tenancy management

Ref.	Finding	Sig.	Recommendation
1.	<p>Housing staff advised that there is no protocol defining the information and data that the Council should be recording or retaining for tenants.</p> <p>A lot of forms and records used by the Housing team are paper based, Housing staff advised that they record everything and retain the information in various places - including paper records in the filing room, on the Housing system, in computer files on separate drives, and various papers within the Housing office. There are no guidelines, and no consistent approach to records and information management, and we were advised that digital records are not maintained as the team rely on paper records.</p> <p>We were advised that records on occasion have included former joint tenant information being retained on the current tenant file, and opinions (such as relating to fraud risk)</p> <p>The Housing team do have a Retention Policy, but the team do not have a complete view of the information they hold, and there has not previously been a review of the data and no systematic disposal in accordance with the Council's Retention policy, although we noted that the team has recently cleared a lot of paper files from the filing room in preparation for all Council staff moving out of the Town Hall for refurbishment works.</p> <p>The Housing Team Retention Policy is brief, and the content is not consistent with the Retention Guidelines for Local Authorities which have been adopted by other Local Authorities (see example at Appendix II). The Information Commissioner has also produced guidelines on Records Management - Appendix II also includes a summary of the relevant guidance.</p> <p>Staff did advise that they are generally able to locate house files, and the Housing system does include a Document Management System. Staff noted that there is an increase in information being provided in pdf form, and could therefore easily be stored in a DMS.</p> <p>During discussions with staff, we were advised that staff had not received training in the requirements of the Data Protection Act, and were also not aware of the implications of the General Data Protection Regulations (which are effective from May 2018)</p> <p>Continued:</p>	High	<p>a) Introduce robust information and records management in accordance with ICO guidance, including development of a records management policy covering retention, security, destruction, and data protection.</p> <p>b) Identify the Housing records to be maintained, and retention periods, and review arrangements for their storage and retrieval - consider use of the Housing DMS or a Corporate alternative supporting customer relationship management. (Refer to Retention Guidelines for Local Authorities and policies adopted by other Local Authorities)</p> <p>c) Provide training and generally raise staff awareness of the Data Protection Act and the General Data Protection Regulations. In particular ensure staff do not record opinions, and that records contain appropriate information.</p> <p><i>It may also be appropriate to conduct a more detailed review of the Council's compliance with the DPA and preparedness for GDPR</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

Management Response	RESPONSIBILITY AND IMPLEMENTATION DATE
<p>Update:</p> <p>The DMS system is now live. This will mean that all new paper files can be held electronically and we can now move away from paper held files.</p> <p>A review of all existing paper files will be planned over the coming months, but will require a significant amount of staff resource to implement. It is anticipated that this will take at least 6 months to complete. As part of this review of files we will review our existing retention policy which has been reviewed internally and is awaiting comment Corporately.</p> <p>All staff have now completed mandatory GDPR training.</p> <p>We are in the final stages of configuring the DMS system on Orchard which should be live in approximately 4-5 weeks. This will allow us to store all new documents electronically without the need for holding paper records.</p> <p>A review of all existing paper files will be planned over the coming months, but will require a significant amount of staff resource to implement. It is anticipated that this will take at least 6 months to complete. As part of this review of files we will review our existing retention policy</p> <p>The Council's Digital Services Manager (Lorraine Jones) has a role to create a customer portal, the Housing team will work with the Contact Centre Manager to determine the approach to Housing records storage and retrieval</p>	<p><i>Responsible Officers: AA/SDM</i></p> <p><i>Implementation Date: August 2018</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Estate management protocols are not defined, or staff do not adhere to them

Ref.	Finding	Sig.	Recommendation
2.	<p>The Housing Team prepared inspection procedures in 2015 (to define how inspections would be carried out) and have previously adopted a rota for estate management inspections (performing inspections on a 6 monthly cycle), but these lapsed and at the time of the audit there had been no inspections since around June 2016. Inspections were expected to recommence around September 2017. Housing staff advised that their visits did initially detect issues, but these diminished as issues were resolved. We were advised that staff conducting inspections were not always fully familiar with which issues required reporting, and therefore non serious matters were repeated on subsequent inspections.</p> <p>When staff previously conducted inspections, the outline status was recorded on a log and a paper based form was completed and passed to the repairs team, Contractors and caretakers. Digital technology offers opportunity for improved efficiency in recording and monitoring resolution of issues identified.</p>	High	<ul style="list-style-type: none"> <li>a) Develop an Estate Management Strategy and procedure</li> <li>b) Determine Estate Management inspection protocols and carry out inspections accordingly</li> <li>c) Train Housing staff to conduct estate management inspections</li> <li>d) Prepare checklists to support Housing staff conducting inspections (including for first day of tenancy (such as ensuring a working fire alarm) and for ongoing checks</li> <li>e) Consider use of technology to improve recording of issues identified, sharing data as appropriate, and monitoring of resolution</li> <li>f) Develop reporting arrangements for other Council staff already working in the Borough to report estates issues</li> </ul>

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## MANAGEMENT RESPONSE

Estate inspections now take place every 6 weeks. A checklist form has been drafted for Officers to use in the short term while an electronic form is created. Estate Inspections will now be a standing item on the Estate Management team meetings on a fortnightly basis to ensure actions highlighted are reviewed and completed.

In line in with the recommendation for a Estate management Strategy policy this will be undertaken and submitted to the March 2018 Housing Committee meeting for approval.

The team are looking to develop an online form for estates staff to fill in, they will also prepare a procedure manual and will benchmark processes with other Local Authorities

## RESPONSIBILITY AND IMPLEMENTATION DATE

*Responsible Officers: AA/SM*

*Implementation Date: April 2018*

Update:

The Estate Management Strategy has been completed and is due to be presented to Committee in March 2018., together with the forward plan for 18/19 Estate Inspections. We are currently considering joining Benchmark which will provide the opportunity to benchmark our processes alongside other Authorities. Benchmark are to provide a presentation on the 1<sup>st</sup> March 2018. The development of an on-line form is still pending.

Estate inspections now take place every 6 weeks. A checklist form has been drafted for Officers to use in the short term while an electronic form is created. Estate Inspections will now be a standing item on the Estate Management team meetings on a fortnightly basis to ensure actions highlighted are reviewed and completed.

In line in with the recommendation for a Estate management Strategy policy this will be undertaken and submitted to the March 2018 Housing Committee meeting for approval.

The team are looking to develop an online form for estates staff to fill in, they will also prepare a procedure manual and will benchmark processes with other Local Authorities

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Records of Housing stock are incomplete or inaccurate, or are not reconciled to the Housing Asset Register  
 RISK: Roles and responsibilities for maintenance of the Housing Asset Register are not clearly defined or not understood by staff  
 RISK: Properties within the Housing Asset Register are clearly and accurately allocated to the Housing Revenue Account

Ref.	Finding	Sig.	Recommendation
3.	<p>Information on the Council's Housing assets is maintained in the following systems:</p> <ul style="list-style-type: none"> <li>- Housing 'Orchard' system - this is considered to be the prime record of Housing stock, other registers are verified back to the Orchard system</li> <li>- Finance Housing Asset Register - an exercise was conducted in March 2017 to verify this to the Orchard system records, this check will be conducted on an annual basis. The Finance team also check movements in HRA dwellings for the verification of the statement of accounts</li> <li>- Asset team Argus system - just one member of Council staff is able to access this system, she has periodically checked the HRA properties held on this system to the Housing Orchard system. Assets staff maintain separate lists to manage health and safety checks on other Council owned property.</li> </ul> <p>We understand that the respective roles and responsibilities of Housing staff and Assets staff relating to management of Housing assets is not clear to all staff, and therefore the associated protocols are also not clear, this has reduced the opportunity for effective communication and thus the adoption of approaches which adversely impact the functions (for example the teams have identified issues relating to the letting of General Fund properties on secure tenancies, and the property boundaries used in determining valuations).</p> <p>Whilst records are on the whole maintained by the different teams for different purposes, there is potential for efficiency where Assets information can be combined in one system, or in automating the update of relevant records or fields.</p> <p>The Assets team identified that whilst the Housing system records HRA properties let to social tenants, there are other land parcels (such as play sites) which are potentially associated with the HRA, and that there are also some General Fund properties which have been let by the Housing team to social and mental health tenants - so there is some disparity between records. In addition, the Assets team noted that Right to Buy covenants have been stipulated by the Housing team in the past which included requirements for new owners to seek consent from the Council (for example for greenhouses), and when the new owner sells the property the Asset team spend time releasing them from the covenant as there is no legal basis for enforcing it).</p> <p>Continued:</p>	Med	<ul style="list-style-type: none"> <li>a) A working protocol is agreed between the Housing Team and the Asset team to enable an approach reflecting the needs of both teams, and providing clarity on the impact of actions by teams on other areas of Council operations</li> <li>b) Determine the rules of Council land and property assets are to be allocated between the HRA and the General Fund</li> <li>c) Review all Council land and property assets to ensure they are allocated in accordance with (b)</li> <li>d) Review options for maintenance of Asset related records, to determine feasibility of implementing a combined system, or links between systems to enable efficient update of records</li> <li>e) Build resilience by ensuring the Assets system records are capable of being accessed by more than one member of staff. If access issues relate to the system no longer being supported or incompatible with current Council technology, an alternative system should be sought (in line with (d)).</li> <li>f) If records continue to be maintained separately, ensure there is a regular check between the Assets team records and the Housing system</li> <li>g) Until the Council has assurance over the accuracy of records of Right to Buy properties, additional cross checks are made from the Finance records of Right to Buy income or property purchases to the Housing asset records on the Orchard system</li> </ul>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Records of Housing stock are incomplete or inaccurate, or are not reconciled to the Housing Asset Register

Ref.	Finding	Sig.	Recommendation
3. Cont.	<p>Continued:</p> <p>The Assets team identified a need to:</p> <ul style="list-style-type: none"> <li>- Identify the rules for determining whether land and property assets are allocated to the HRA or General Fund. (A brief outline of Section 74 of the Local Government Housing Act 1989 is attached at Appendix 1)</li> <li>- Assess all Council land and property assets against those rules and allocate accordingly</li> </ul> <p>Note also that the 2016/17 Internal Audit report on Housing identified gaps in the information recorded on the Orchard system, including relating to Right to Buy. The Council is in the process of reviewing records and procedures, to provide assurance over the completeness and accuracy of records.</p>	Med	
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>An corporate review of Council owned land or property is already underway which includes HRA assets.</p> <p>Keystone is the Housing Asset Management System for Housing which is currently being developed to ensure all asset data is recorded appropriately, due to the specialised I.T requirements we require Keystone to assist in the configuration which has been requested. We are awaiting the date confirmation.</p> <p>Where any General Fund properties are let through the Housing Team, the HRA Accountant ensures that rental income is credited to the General Fund, and that the cost of any repairs is debited to the HRA</p>			<p><i>Responsible Officers: AA/NM/VP</i></p> <p><i>Implementation Date: September 2018</i></p>

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# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Requirements for cyclical and responsive repairs and maintenance are not defined or not adhered to

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Ref.	Finding	Sig.	Recommendation
4.	<p>There are currently no defined protocols for cyclical and responsive repairs. A programmes and inspection regime was previously in place but resulted in overspends, the Council is currently working to balance costs and ensure appropriate scope of works.</p> <p>The Council is currently working with Basildon Council, who are reviewing the status of properties before defining requirements: a stock condition survey has recently been completed, although at the time of the audit not all information had been received from the contractor and therefore limited information had been uploaded to the Housing system, and data that had been received was held on a test database pending data cleansing. The stock condition survey is expected to provide a lifespan for elements of Housing properties, although the reports to enable production of this information had not been prepared and therefore the planned programme of works has not been developed.</p> <p>The Keystone system is a standalone system which includes information on properties and jobs: there is currently only limited interface between Keystone and the Orchard Housing Management system. Contractors carry out responsive repairs under a price per property model, jobs are raised on the Contractors own system (which is separate to the Keystone system). There were previously daily files received from the contractor on works, but these were suspended for the Contractors to make the system updates required by the Council to enable the Council to track progress of jobs and spend, however the timing for completion of this is not clear.</p>	Med	<ul style="list-style-type: none"> <li>a) Define parameters and protocols for cyclical and responsive repairs and replacement, and implement a programmes and inspection regime reflecting these protocols</li> <li>b) Develop system reports to reflect defined protocols</li> <li>c) Ensure remaining Stock Condition Survey information is received and uploaded, and reports produced as defined in (a)</li> <li>d) Agree timetable with contractors to resolve issues relating to links between the Council and Contractor systems to ensure the Council has current information on works completed</li> <li>e) Develop processes for monitoring against protocols for cyclical and responsive repairs</li> </ul>
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>All Stock Condition Survey information has now been received from the Contractor, and the Council is working with Basildon Council to implement records on the Keystone system to enable repairs management.</p> <p>Housing contracts are currently under review, new arrangements will require links between Council and Contractor systems to be resolved.</p>			<p><i>Responsible Officers: NM/RB/VP</i></p> <p><i>Implementation Date: September 2018</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Estate management protocols are not defined, or staff do not adhere to them

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Ref.	Finding	Sig.	Recommendation
5.	<p>The Council does have an Anti Social Behaviour (ASB) strategy, this was found via a search of the website and was not linked to the Council's Community Safety or Housing website pages, and there was no specific protocol for the Housing Service. The Corporate ASB strategy located was dated 2005, and should therefore be reviewed to ensure it remains appropriate and up to date. We understand the Housing Options Team Leader is developing a Housing specific ASB protocol, with expected implementation October 2018. In the meantime, we understand the Housing team follow the corporate protocol and liaise with the Community Services Team.</p> <p>The Council's Uniform system does include a module for recording ASBs (this module is used by other Local Authorities), and we understand the Uniform is accessible to relevant staff and organisations, although we understand from Housing staff that they have not received training in its use. ASBs are therefore currently recorded manually.</p>	Med	<p>a) Review the corporate ASB strategy to ensure it remains appropriate and up to date, and provides clarity for staff on the protocols for managing ASBs including addressing the source issues such as through Housing Estates Management.</p> <p>b) Link the ASB strategy on the Council's website to the Community Safety and Housing team pages</p> <p>c) Consider use of a system (such as the Uniform system) for the recording of ASBs, and develop linking of ASB and Housing system data to enable reporting on tenancy issues and ASBs to facilitate improved management of the source of issues.</p>
<b>MANAGEMENT RESPONSE</b>			<b>RESPONSIBILITY AND IMPLEMENTATION DATE</b>
<p>No update at present</p> <p>The Council's new Corporate Enforcement Manager, Tracey Lilley, is working towards full implementation of the Uniform system. Housing Services have now seconded an Estate Officer to the Corporate enforcement team to assist in the development of an ASB strategy which will include Housing.</p>			<p><i>Responsible Officers: NM/TL</i></p> <p><i>Implementation Date: September 2018</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

**RISK: Vulnerable tenants are not identified or the Council is not responsive to their needs**

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Ref.	Finding	Sig.	Recommendation
6.	<p>User defined codes (UDCs) are input to the Orchard Housing Management system which pop up automatically when a tenant record is opened, examples of use of UDCs include: 2 people to attend, potentially violent, and anti social behaviour. This list of pop ups has evolved, new codes are added following approval of the Housing Manager .</p> <p>The Orchard system is capable of reporting on the accounts to which UDCs are linked, the Housing Manager advised that she has conducted a review of all UDCs applied to accounts to ensure they are appropriate, and she will continue to perform this review on an annual basis.</p> <p>The current list of UDCs does not include any option for recording Lasting Power of Attorney (LPA or PoA), or otherwise vulnerable tenants. We were advised that for these cases there is either a written note in the paper based ‘house file’ or a ‘See Notes’ pop up is used on the Housing system, however the Housing team acknowledge that information presented this way is not readily available amongst other notes and records, and would therefore also not be available for staff or contractors visiting the tenant.</p>	Med	<p>a) Add indicators to the Housing Management system to clearly flag vulnerable tenants and those for whom Power of Attorney is enacted.</p> <p>b) Where Power of Attorney has been enacted, correspondence name fields on the Housing system are addressed to XX PoA for YY.</p>
<b>MANAGEMENT RESPONSE</b>			<b>RESPONSIBILITY AND IMPLEMENTATION DATE</b>
<p>Update DMS system live 2.2.18</p> <p>Discussed with Stuart Morris and Nicola Marsh 1/11/17</p> <p>Agreed - Where identified, UDC’s will be placed on Orchard. When the DMS system is live on Orchard paper versions will be recorded electronically as we will no longer retain paper files.</p>			<p><i>Responsible Officers: AA/NM/VP</i></p> <p><i>Implementation Date: January 2018</i></p>

# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Income is not promptly and accurately allocated to Tenant accounts  
 RISK: Income allocated to rent accounts is not reconciled to income systems and the ledger

Ref.	Finding	Sig.	Recommendation
7.	<p>Housing customers are able to pay their rent via a payment card at post offices and other outlets. Each day a member of the Housing team logs in to the All Pay website and downloads the payment files to the Cash Receipting system, and then an overnight payment run inputs the payments into the tenant accounts on the Orchard system.</p> <p>The Systems Accountant advised that the use of bar coded letters for customers would facilitate an automated upload of the payment file, removing the need for manual intervention by Housing staff. The Council's Revenues and Benefits team now successfully use bar coded bills, these allow automation of the upload of payments and no issues with this approach have been identified.</p>	Med	Automate the process of uploading All Pay payments to the cash receipting system.
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
<p>No update at present</p> <p>This will be reviewed as part of the ongoing development of the Orchard System and liaising with the Finance team.</p>			<p><i>Responsible Officers: NM/AA</i></p> <p><i>Implementation Date: September 2018</i></p>

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# DETAILED FINDINGS AND RECOMMENDATIONS

## RISK: Accounts in credit are not subject to regular review

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Ref.	Finding	Sig.	Recommendation
8.	<p>Reports have been run of accounts in credit, however the last time this was run prior to the audit was in May 2015, although a tailored report was also run in May 2016 which identified accounts which were in credit but where there was also a debit on another related account. A credit report was run and provided to the Housing team during the audit.</p> <p>Accounts in credit are therefore not subject to regular review, the Chartered Institute of Housing has identified that significant levels of credit on a rent account can be a warning sign of potential fraud. Information on tenancy fraud, warning signs and fraud prevention was included in our 2016/17 Report on Housing, high fraud risk tenancies include those where the rent is always paid:</p> <ul style="list-style-type: none"> <li>- Several months in advance or where there is significant credit on the rent account</li> <li>- In cash</li> <li>- Where the name on the bank standing order or direct debit does not match with that of the tenant</li> </ul> <p>When the Housing team review the accounts in credit report to determine where the credit should be (to enable return to the tenant if appropriate), they enter the details manually on 'Transfer of Credits' forms, supporting documents or details are held in paper files with the forms.</p>	Med	<ul style="list-style-type: none"> <li>a) Housing staff are informed that accounts in credit are a potential indicator of fraud</li> <li>b) Periodic checks are made on credit accounts by Housing staff, giving consideration to fraud risks</li> <li>c) The process for transferring credits is reviewed to identify options for efficiency through automation and streamlining</li> </ul>

MANAGEMENT RESPONSE	RESPONSIBILITY AND IMPLEMENTATION DATE
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<p>Update:</p> <p>An automated report of accounts in credit are created on a fortnightly basis for review by Income Officers. A referral protocol is to be agreed between Housing and Fraud.</p> <p>Tenancy fraud training has recently been provided to Housing staff, including fraudulent identity documents, fraud warning signs, fraud processes and explanations of fraud offences, the staff were very engaged with this training</p> <p>The Housing team are currently in the process of creating EForms, including for the Transfer of Credits, the new process will enable online authorisation.</p> <p>The Council has recently employed 2 Income Officers who will regularly review<sup>15</sup> accounts in credit as part of their role</p>	<p><i>Responsible Officers: NM</i></p> <p><i>Implementation Date: April 2018</i></p>
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# DETAILED FINDINGS AND RECOMMENDATIONS

RISK: Properties within the Housing Asset Register are clearly and accurately allocated to the Housing Revenue account

Ref.	Finding	Sig.	Recommendation
9.	As part of the processes adopted to maintain consistent records of assets (see also finding 3 above) the Housing Team provide monthly reports on Housing assets to the Finance team. We understand the Housing Officer responsible for producing and sending these reports has resigned, at the time of our review the continuity arrangements for these checks had not been defined.	Low	The Housing team document the regular reports run from the Housing system, identifying the recipient(s), to ensure checks and provision of management information is continued following the departure of the officer currently running these reports
MANAGEMENT RESPONSE			RESPONSIBILITY AND IMPLEMENTATION DATE
Update: Complete The reports are automated using business objects through Orchard. There is no manual processing requirement from any individual staff member.			<i>Responsible Officers: NM</i>  <i>Implementation Date: January 2018</i>

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# APPENDIX I - HOUSING REVENUE ACCOUNT PROPERTY

The following summarises legislative guidance on the items to be included in the Housing Revenue Account

## Local Government and Housing Act 1989 - Section 74

Specifies the major items to be included in the HRA as dwellings and other property, eg. garages, shops etc provided under Part II of the Housing Act 1985

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The following are to be included in the HRA:

- Houses and building provided under Part II of the Housing Act 1985 (provision of Housing)
- Land acquired or appropriated for the purposes of that part
- Houses purchased under S192 of that Act
- Dwellings in respect of which a Local Authority has received assistance under Section 1 or 4(2A) of the Housing (Rural Workers) Act 1926
- Any property brought within the corresponding account kept under Part XIII of the Housing Act 1985 for years beginning 1 April 1990
- Land or other buildings as directed by the Secretary of State

(The Act includes further details)

# APPENDIX II - RECORDS MANAGEMENT

The following summarises the best practice advice on Records Management as provided by the Information Commissioner Code of Practice on Records Management (to assist Authorities in complying with the Freedom of Information Act), and also includes a link to the Retention Policy adopted by Tower Hamlets Council as an example of application of Retention Guidelines for Local Authorities

## Information Commissioner - Code of Practice on Records Management

Part 1: Records Management (Section 29) sets out the ‘key elements’ of good practice in records management. To meet these good practice recommendations an authority should:

- Have in place organisational arrangements that support records management - this includes the recognition of records management as a core corporate function, the allocation of clearly defines roles and responsibilities, and the provision of appropriate training
- Have in place a records management policy covering information security, records retention, destruction and archive policies, and data protection (including data sharing) policies
- Retain the records needed for business, regulatory, legal and accountability purposes
- Have in place systems that enable records to be stored and retrieved as necessary
- Know what records are held, where they are and ensure that they remain usable
- Ensure that records are stored securely and that access to them is controlled
- Define how long records should be kept for, and dispose of them when no longer needed
- Ensure that records shared with other bodies or held on their behalf are managed in accordance with the code
- Monitor compliance with the code

## Retention Guidelines for Local Authorities as adopted by Tower Hamlets Council

[www.towerhamlets.gov.uk/Documents/Information-Management/Records-management/Retention-scheduling/DR-Retention-Schedule-2-0.pdf](http://www.towerhamlets.gov.uk/Documents/Information-Management/Records-management/Retention-scheduling/DR-Retention-Schedule-2-0.pdf)



# APPENDIX III - STAFF INTERVIEWED

BDO LLP appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and cooperation.

NAME	JOB TITLE
Angela Abbott	Head of Housing
Stuart Morris	Interim Housing Manager
Sharon McBride	Housing Support Team Leader
Nicola Marsh	Housing Manager
Rob Burton	Housing Contracts Manager (secondment from Basildon Council)
Gill Matthews	Housing Administration Assistant
Lauren Kealey	Tenant Participation Coordinator
Michael Hanson	Housing Officer
Vijay Parmar	Housing IT Consultant
Zoe Chittick	Housing Options Officer

NAME	JOB TITLE
Alistair Greer	Principle Accountant (Financial Reporting)
Chris Houghton	Systems Accountant
Phoebe Barnes	HRA Accountant
Jane Mitchell	Payments & Procurement Officer
Russell Clinker	Senior Asset Manager
Adrian Tidbury	Estate and Valuation Surveyor Portfolio Development

# APPENDIX IV - DEFINITIONS

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LEVEL OF ASSURANCE	DESIGN of internal control framework		OPERATIONAL EFFECTIVENESS of internal controls	
	Findings from review	Design Opinion	Findings from review	Effectiveness Opinion
Substantial	Appropriate procedures and controls in place to mitigate the key risks.	There is a sound system of internal control designed to achieve system objectives.	No, or only minor, exceptions found in testing of the procedures and controls.	The controls that are in place are being consistently applied.
Moderate	In the main there are appropriate procedures and controls in place to mitigate the key risks reviewed albeit with some that are not fully effective.	Generally a sound system of internal control designed to achieve system objectives with some exceptions.	A small number of exceptions found in testing of the procedures and controls.	Evidence of non compliance with some controls, that may put some of the system objectives at risk.
Limited	A number of significant gaps identified in the procedures and controls in key areas. Where practical, efforts should be made to address in-year.	System of internal controls is weakened with system objectives at risk of not being achieved.	A number of reoccurring exceptions found in testing of the procedures and controls. Where practical, efforts should be made to address in-year.	Non-compliance with key procedures and controls places the system objectives at risk.
No	For all risk areas there are significant gaps in the procedures and controls. Failure to address in-year affects the quality of the organisation's overall internal control framework.	Poor system of internal control.	Due to absence of effective controls and procedures, no reliance can be placed on their operation. Failure to address in-year affects the quality of the organisation's overall internal control framework.	Non compliance and/or compliance with inadequate controls.

Recommendation Significance	
High	A weakness where there is substantial risk of loss, fraud, impropriety, poor value for money, or failure to achieve organisational objectives. Such risk could lead to an adverse impact on the business. Remedial action must be taken urgently.
Medium	A weakness in control which, although not fundamental, relates to shortcomings which expose individual business systems to a less immediate level of threatening risk or poor value for money. Such a risk could impact on operational objectives and should be of concern to senior management and requires prompt specific action.
Low	Areas that individually have no significant impact, but where management would benefit from improved controls and/or have the opportunity to achieve greater effectiveness and/or efficiency.

# APPENDIX V - TERMS OF REFERENCE

## BACKGROUND

The Council's Corporate Plan 2016 to 2019 reflects the prioritisation of Housing within the Borough and includes the following vision relating to Housing Management:

*We will work to ensure our Housing stock is managed so that it delivers comfortable and safe homes for our tenants that are efficient and sustainable*

The following data is from the Housing revenue Account Income & Expenditure Statement 2015/16 and supporting notes:

- £6,793,000 total expenditure of which £2,048,000 was expenditure on repairs and maintenance
- £11,993,000 Income from dwelling rents, and £484,000 from non-dwelling rents
- £280,000 net rent arrears as at 31 March 2016 (includes provision for doubtful debts)

Council Housing stock, as at the 31 March 2016, was:

- 1,150 flats
- 1,316 houses and bungalows
- 7 equity share properties

The Council has recently revised its Housing Strategy (2017-2020) in response to a changing economic climate and an increasing demand for social housing. The strategy recognises the need for community based solutions, working effectively with other housing, social and health care providers, and to use resources efficiently and effectively to address housing needs

## PURPOSE OF REVIEW

The purpose of this review is to consider the design and operational effectiveness of the controls in place to manage the risks relating to Housing, and to highlight any areas where the controls might be improved.

## SCOPE OF REVIEW

The review will consider the adequacy of arrangements relating to management of housing stock, maintenance of the housing asset register and collection and recording of housing rents.

## EXCLUSIONS

Our work is limited to the elements defined within the scope of the review and key risks. Our work does not include the following additional concerns raised by BBC staff: verification of properties between the Housing list and Council Asset Register and the tenancy allocations from HRA and General Fund properties and repairs recharging for Brentwood Housing Trust, testing of agreements to compare scope against the Asset Register, Housing team storage of asset related information, exception reporting of Housing asset related issues, upload of information from the Locata system (housing advice, homelessness and prevention) to Orchard (Housing management), and records maintenance and tenancy management for sheltered housing.

## APPROACH

Our approach will be to conduct interviews to establish the controls in operation for each area of audit work. We will then seek documentary evidence that these controls are designed as described. We will evaluate these controls to identify whether they adequately address the risks. Any opportunities identified to improve arrangements will be offered for consideration alongside recommendations to resolve any weakness in controls.

# APPENDIX VI - TERMS OF REFERENCE

## KEY RISKS

Based upon the risk assessment undertaken during the development of the internal audit operational plan, through discussions with management, and our collective audit knowledge and understanding, the key risks associated with the area under review are:

### Management of Housing Stock

- Records of housing stock are incomplete or inaccurate, or are not reconciled to the Housing Asset Register
- Requirements for cyclical and responsive repairs and maintenance are not defined, or not adhered to
- Estate management protocols are not defined, or staff do not adhere to them
- Vulnerable tenants are not identified or the Council is not responsive to their needs

### Maintenance of the Housing Asset Register

- Roles and responsibilities for maintenance of the Housing Asset register are not clearly defined or not understood by staff
- Properties within the Housing Asset Register are clearly and accurately allocated to the Housing Revenue Account
- The Housing Asset Register is not updated to reflect properties bought or sold by the Council

### Collection and Recording of Housing Rents

- Tenants are not invoiced correctly and on a timely basis for rents due
- Income is not promptly and accurately allocated to Tenant accounts
- Income allocated to rent accounts is not reconciled to income systems and the ledger
- Accounts in credit are not subject to regular review

### Tenant records

- Tenancy records are dispersed or do not include all required information, which inhibits effective tenancy management

## DOCUMENTATION REQUEST

Please provide the following documents in advance of our review (where possible):

- Records of Housing Stock and the Housing Asset Register, and the last reconciliation between these records
- Estate Management strategy, protocols or procedures
- Details of procedures, roles and responsibilities for maintenance of the Housing Asset Register
- Protocols for invoicing tenants, an example invoice and details of payment options offered to tenants
- Details of reconciliations between Housing system, income collection system and general ledger
- Report of tenant accounts in credit

Any documents provided will assist the timely completion of our fieldwork, however we may need to request further documentation and evidence as we progress through the review process.

### Access to information/staff

Any unreasonable delay in gaining access to required information or key members of staff will place audit timings at risk and may result in additional fees to you. Any such charges would be notified to you and agreed at the time the issue is identified.

### Timing changes and cancellation:

In accepting this Terms of Reference document you are agreeing to the timing of this audit (specified on p.4). We will make every effort to accommodate timing changes or cancellation of the audit however any changes within 3 weeks of the start of the fieldwork may result in fees being charged in respect of the audit. Changes with more than 3 weeks' notice will be accommodated at no charge.

# APPENDIX VI - TERMS OF REFERENCE


## TIMETABLE

Audit Stage	Date
Commence fieldwork	30 June 2017
Number of audit days planned	20 days
Planned date for closing meeting	w/c 28 August 2017
Planned date for issue of the draft report	w/c 4 September 2017
Planned date for receipt of management responses	w/c 11 September 2017
Planned date for issue of proposed final report	w/c 18 September 2017
Planned Audit Committee date for presentation of report	TBC

## KEY CONTACTS

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John Chance	Chief Finance Officer (S151 Officer)	t: 01277 312 542   e: john.chance@brentwood.gov.uk
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Stuart Morris	Housing Options Team Leader	t: 01277 312 500   e: stuart.morris@brentwood.gov.uk

## SIGN OFF

On behalf of BDO LLP:		On behalf of Brentwood Borough Council:	
Signature:		Signature:	Angela Williams (via email)
Title:	HEAD OF INTERNAL AUDIT	Title:	HEAD OF HOUSING
Date:	23 June 2016	Date:	7 July 2017

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**5<sup>th</sup> March 2018**

## **Community, Health & Housing Committee**

### **Estates Management Strategy 2018**

**Report of:** *Angela Abbott, Interim Head of Housing*

**Wards Affected:** *All*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 This report sets out the background and recommendation to adopt a formal written *Estates Management Strategy* ('the Strategy'). The Strategy will allow for a more focussed and transparent approach to service provision.
- 1.2 The Council does not currently have a written and published Strategy and the 2018 internal audit highlighted this as an area for improvement to move towards substantial assurance.
- 1.3 The introduction and implementation of the Strategy will allow for strategic and policy review to ensure efficiency, economy and excellence of service provision as a social landlord.

#### **2. Recommendation(s)**

- |                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>2.1 That the Committee formally approve Option 1 (to implement the draft 'Estates Management Strategy 2018' (Annex A)).</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------------|

#### **3. Introduction and Background**

- 3.1 There is no statutory requirement for a stock-holding Local Authority to produce an Estates Management Strategy.
- 3.2 Audit recommendations have identified that the introduction of a written published Strategy will allow for a greater customer focus and will provide an over-arching mechanism through which to update relevant estate policies.
- 3.3 Following Audit recommendations, the management response was to undertake and submit a written Strategy to Committee by March 2018.

#### **4. Issues, Options and Analysis of Options**

- 4.1 The Strategy has been deliberately drafted to work in synthesis with Housing Services' Housing Strategy (2017 – 2020) which recognises the need for community-based solutions which utilise resources efficiently and effectively to address housing needs.

##### **Option 1: Implementation of the Strategy:**

Implementing the strategy will allow for:

- Transparency, particularly for customers
- Tailored-service provision
- Economic focus
- Audit compliance
- Future policy provision

##### **Option 2: Non-implementation of the Strategy:**

Non-implementation will potentially:

- Fail to advance Corporate priorities
- Fail audit requirements
- Create lack of focus on service provision

#### **5. Reasons for Recommendation:**

- 5.1 Option 1 is recommended as the most transparent option for the Council and supports the '*Getting our House in Order*' transformation programme for Housing Services. It also ensures compliancy with audit report recommendations.
- 5.2 Taking no further action will fail to advance corporate priorities and would be counter to our modernisation approach.

#### **6. Consultation**

- 6.1 Consultation with 'Tenant Talkback' was conducted on the 20<sup>th</sup> February 2018. 'Tenant Talkback' approved the introduction of the Strategy and welcomed future policy documents, to produce clarity relating to service provision.

#### **7. References to Corporate Plan**

- 7.1 The Council's Corporate Plan aims to:
- To deliver safe and comfortable homes which are efficient and sustainable.
  - Manage our stock to recognise the limited resources available and supporting those in greatest need.



- Review the future delivery of housing services to provide the best outcomes for Brentwood residents.

7.2 Through implementing cost-efficient service charging and by adopting a separate Service Charge Policy each of the aims listed above can be achieved.

## 8. Implications

### Financial Implications

Name & Title: Jacqueline Vanmellaerts, Financial Services Manager (Deputy Section 151)

Tel & Email: 01277 312829 /jacqueline.vanmellaerts@brentwood.gov.uk

8.1 No direct financial implications are arising from this report. The Estate Management Strategy, is currently under pinned by the Medium Term Financial Plan 2018/19, where resources will have to be maintained through existing budgets and reserves. Any pressures that may arise from the strategy, will be reviewed through future Budget setting processes.

### Legal Implications

Name & Title: Daniel Toohey, Head of Legal Services & Monitoring Officer

Tel & Email: 01277 312860 /daniel.toohey@brentwood.gov.uk

8.2 The adoption of the Strategy will allow the Council to develop appropriate policies in relation to corporate property.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

None.

**Background Papers** (include their location and identify whether any are exempt or protected by copyright)

None.

## 8.1 Appendices to this report

Appendix A – Draft Estates Management Strategy 2018

### Report Author Contact Details:

**Name:** Stuart Morris, Interim Housing Policy Manager

**Telephone:** 01277 312759

**E-mail:** stuart.morris@brentwood.gov.uk

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# **Estates Management Strategy 2018-2021**

**[DRAFT]**

Housing Services

--- [www.brentwood.gov.uk](http://www.brentwood.gov.uk) ---

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# Introduction

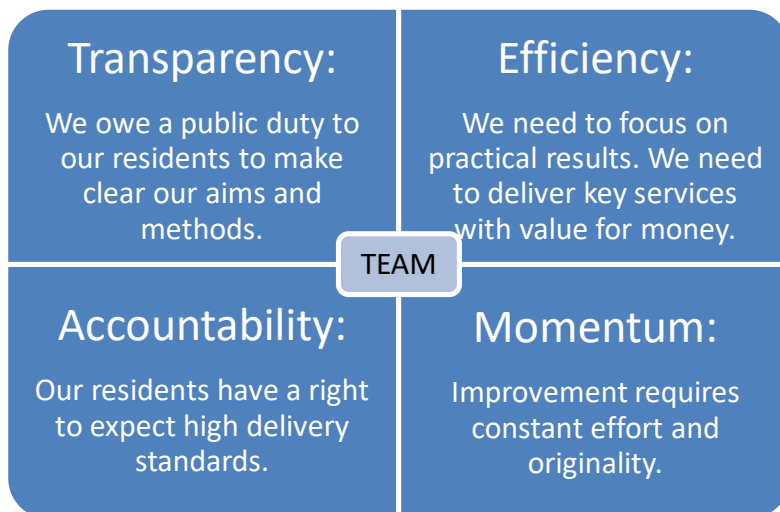
Brentwood Borough Council ('the Council') is committed, as a stock-holding Local Authority and social landlord, to ensuring the delivery of an effective and efficient estates management service. The estates management service consists of the management, maintenance and improvement of Housing Revenue ('HRA') estates, open spaces and communal areas.

The strategy focusses on the key objectives of the Council as landlord, as well as reinforcing the expectations and obligations of tenants and leaseholders. It is intended to strive towards excellence in tenancy and estate management for the benefit of our customers, stakeholders, partners and our credibility. The strategy is fluid and will be subject to ongoing change, as it is influenced by external factors, but the core commitment to high level service provision will remain our central focus.

**Mrs Angela Abbott**  
Interim Head of Housing

# Scope and Purpose

## Why have an Estates Management Strategy?



This strategy considers the key demands on the estates management service and outlines the Council's current and future commitments.

All customers should have information about how their estates are run, including what is part of the service and that which is not.

The estates management services is relevant, at different levels, to both leaseholders and tenants, with natural variance of service between households living in accommodation blocks and stand-alone accommodations.



All Councils and social landlords must operate viable businesses with adequate recourse to financial resources to meet current and future business and financial commitments.



The Council seeks to continue to provide good-quality housing services for residents and prospective residents. We must aim to deliver continuous improvements and value for money in our services. Service provision is subject to challenge and change. The wishes of residents and others must be balanced against available resources within a clear framework.

## What Guides our Service?

The Housing Strategy is the principle working document for Housing Services; it serves to provide the direction and vision for the delivery of services across the property; estates; sheltered and housing options teams. The Estates Management Strategy has been developed in accordance with our Housing Strategy and the following key documents:

Corporate Plan  
2016-2019

Focuses on the Council's top priorities, which include environment and housing management. The plan highlights the need for fresh thinking to support the very best service provision.

Housing Revenue  
Account Business  
Plan 2014-2044

Sets the overarching financial direction of the Service and details how the Housing Revenue Account (HRA) is to be managed and the core priorities for expenditure.

Tenancy Strategy  
2017-2020

Presents and directs the relationship with Housing Associations (HAs) and other Registered Providers (RPs). The new Tenancy Strategy is contained within the Housing Strategy document.

Tenancy/Lease  
Agreements

Whether a resident holds a Fixed Term or Secure Tenancy, Licence or Leasehold the legal Agreement sets out the core obligations of both Council and customer.

Local Plan  
2013-2033

Sets out a long term vision for how the Borough should develop over the next fifteen years and the Council's strategies and policies for achieving it.

ASB Policy 2016

The Corporate ASB policy provides the framework for the identification and resolution of anti-social behaviour within the Borough, including on our estates.

Laying the  
Foundations: A  
Housing Strategy  
for England

Government's core housing document which directs Local Authorities in achieving the twin ambitions of driving local economies and job creation and to spread opportunity. A core component of this strategy is the provision of 'Affordable Housing' and improving social housing conditions.

# Objectives & Issues

## Overarching Objectives:

- **Supporting** and working with our customers and partners to create mixed sustainable communities.
- **Providing** healthy, safe and energy efficient homes and estates.
- **Tackling** crime and anti-social behaviour.
- **Maximising** resources and opportunities.
- **Protecting** and enhancing our reputation as landlord.
- **Improving** public perceptions of Council housing estates.
- **Building** and increasing customer satisfaction.
- **Reducing** costs whilst improving performance and delivery.
- **Involving** our tenants and leaseholder by creating opportunities for consultation and commitment.

## Potential Estate Issues:

- Fire Safety
- Unlawful sub-letting
- Cleaning of communal areas
- Maintenance of un-adopted paths and roads
- Abandoned properties & tenancy fraud
- Tree maintenance and damage caused by tree roots
- Contract monitoring
- Vandalism, damage wear and tear
- Graffiti and fly-posting
- Neglected areas for maintenance and improvement
- Litter, rubbish and fly-tipping
- Untidy Gardens
- Animal fouling
- Car parks/ garage sites/ open spaces
- Anti-Social Behaviour





# Objectives & Issues

## Anti-Social Behaviour:

The Council as landlord is responsible for ensuring that tenants and leaseholders are aware of their responsibilities and obligations outlined within their tenancy/leasehold agreement.

Housing Officers support the dedicated Corporate Enforcement Team who seek to resolve low level problems at the earliest opportunity, through established tenancy management processes, preventing unnecessary escalation.

Listed below are examples of issues that could reasonably be resolved through tenancy management processes through the provision of appropriate advice/instruction, partner liaison and potentially independent mediation.

- Noisy neighbours
- Damage to property
- Untidy gardens
- High hedges/over hanging trees/shrubs
- Uncontrolled animals/pets
- Dog fouling
- Inappropriate use of premises (car repairs etc)
- Abandoned cars
- Impeding access to communal areas

The focus for ASB is prevention and relief by mutual agreement and consent. If however a tenant/leaseholder does not rectify their unreasonable behaviour then the Council will engage in enforcement action, including evictions where necessary and using statutory powers, such as contained within the:

- The Environmental Protection Act 1990
- Clean Neighbourhoods & Environment Act 2005
- Anti-Social behaviour Act 2003
- Housing Act 1996
- Anti-Social Behaviour, Crime and Policing Act 2014



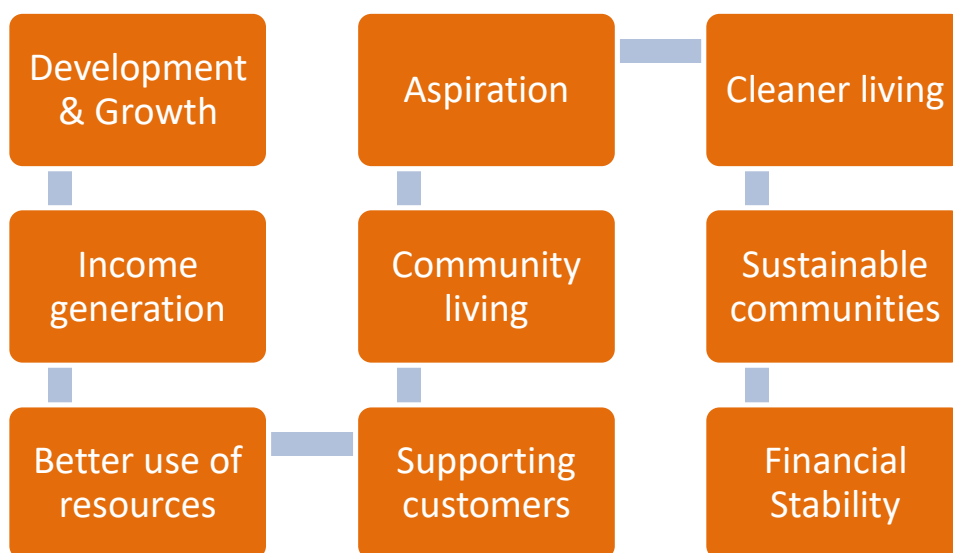
## Challenges & Opportunities:

The increased pressure to improve service delivery whilst at the same time reducing expenditure requires Authorities to work in a more collaborative and innovative manner. Partnership working has always been an important aspect of delivering the estates management service and the Housing Service will need to seek to identify new partnership opportunities to ensure that our vision of providing safe and attractive environments is met.

Brentwood Borough Council, like many other Local Authorities, faces extreme pressure on its budget and as a consequence will need to focus resources on frontline delivery of services. Concurrently there will be a review of enforcement and regulation policies to ensure that they are proportionate. This will undoubtedly have a bearing on the management of the Council housing estates.

Tenant/Leaseholder Involvement – it is not possible to meet the aims and objectives of the service without fully engaging with our customers. ‘Tenant Talkback’ comprises of tenants and leaseholders who review, challenge and scrutinise Council policies and practices. This forum has been used to review the Estates Management Strategy.

## What do we hope to achieve?



# Service Delivery

## Grounds Maintenance

- ❖ We currently provide a grounds maintenance programme via a Service Level Agreement ('SLA') with the Council's Streetscene & Environment department.
- ❖ Current provision includes maintenance of grass cutting, shrub beds, play facilities and the management of tree works and inspections.
- ❖ We are shortly due to undertake a full review of the current SLA to make efficiency savings and to improve service provision across our estates.
- ❖ We will ensure that we have adequate budgets in place to deliver the defined standards of service (reactive works) and for improvement and enhancement (planned maintenance).

## The Estate Caretaking Service

A dedicated team of estate caretakers undertake duties across our Council estates. The purpose of providing caretakers is principally to maintain our communal areas, not to act as refuse disposal operatives for tenants. The Council urges all tenants and leaseholders to dispose of all rubbish, waste and bulky items in a reasonable, safe and considerate manner.

The main duties of our caretakers include:

- ✓ Regular litter picking
- ✓ Cleaning of communal areas in blocks
- ✓ Internal cleaning and low-level maintenance
- ✓ Notifying external problems
- ✓ Removal of syringes and drugs paraphernalia
- ✓ Notifying depot of fly tipping
- ✓ Referring problem graffiti to contractors for removal
- ✓ Reporting of vandalism, abandoned cars, etc to the Estates Management Team
- ✓ Assisting at sheltered housing sites as required
- ✓ Monitoring communal refuse bins

# Service Delivery

## Estate Inspections

The Council conducts estates inspections every 8 weeks to ensure that communal areas are clean and safe. The inspections include a review of:

- Pathways\*\*:** Potholes, unevenness, weeds, cracks, manhole covers
- Car Park/Garage areas\*\*:** As above and including abandoned cars
- Play Areas:** Equipment conditions, gates & fencing, floor covering, broken glass & debris
- Communal bin areas:** Cleanliness, doors & locks, odour
- External Building:** Guttering, brickwork, fascia boards, drains, signage, gates, satellite dishes
- External gardens:** Grass cutting, weeds, tree, hedges, fencing & walls
- Trees:** Fallen branches, dangerous trees, blocking light, touching buildings, dangerous roots
- Lighting and CCTV:** Bulbs, coverings, CCTV damage, times lights illuminate

Any defects are referred to the relevant department or contractor with relevant actions to be taken. Those items marked with a double asterisk above have a scoring matrix applied to enable categorisation and focus (see Appendix 2).

## CCTV

The Council utilises CCTV on our estates, including at our high and low-rise communal block accommodations. The CCTV and fob management facilities contribute towards the safety and security of block residents, their visitors and other people who live and work in the area.

CCTV is currently maintained by our existing contractors and will be reviewed as part of new contract provision from 2019 onwards.



# Service Delivery

## Car Parking

The Council aims to provide on our estates (subject to resources and practicality) car parking facilities for our residents. The Council aims to mark parking bays clearly to encourage the efficient use of spaces. We will also provide a limited number of marked spaces for disabled badge holders.

We will consider and support the provision of car parking permit schemes in areas of high demand or where there are other identified problems. Currently permit schemes operate at Gibraltar House, Mayflower House and The Keys. Car permit schemes are monitored and reviewed to ensure effectiveness and fairness for residents.

## Garages

The Council has a number of existing garage sites which include garages for rent. It has been identified that certain sites are under-used and have become 'hot spots' for ASB.

The Council has undertaken the redevelopment of two former garage sites for the provision of affordable housing. A second phase is currently engaged with potential for further affordable housing provisioning on similar sites. Any future plans for re-development will be subject to extensive consultation and customer engagement.



# Service Funding

Estates services funding includes routine, capital, general repairs and maintenance and minor works budgets. Following Committee approval certain estate services will also be funded via specific service charging.

Service charging is directed by the Council's *Service Charge Strategy 2017*. The *Service Charge Policy 2017* outlines the implementation structure and specific charging regime. Both documents are publicly available both at the Town Hall and online at [www.brentwood.gov.uk](http://www.brentwood.gov.uk).

## Service Charges (Leaseholders)

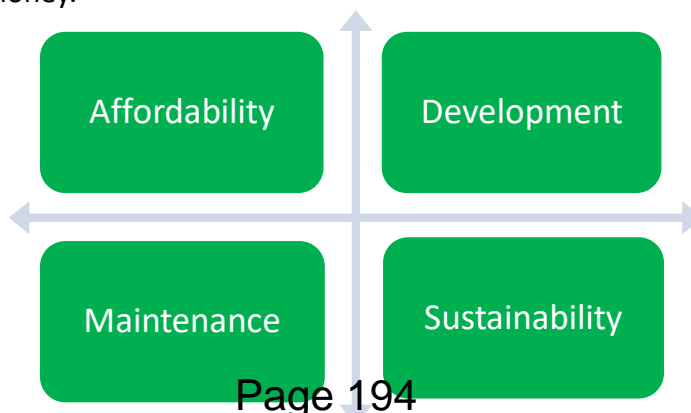
The Council will adhere to the requirements of the statutory consultation for any major works or improvements if the contribution for any one leaseholder exceeds £250. The relevant statutory consultation procedure will be applied.

## Service Charges (Tenants)

The introduction of stand-alone service charging for tenants is a new approach to rent setting for Brentwood Borough Council. Previously any 'service charge' has been included in the global rent amount. Moving forwards the two charges, rent and service, will be separated, with adjustments made where relevant to ensure affordability.

The Council will ensure that each tenant affected receives a 'Schedule of Services'. For new tenants this will be included as an annex to the Tenancy Agreement.

The level of service charge will depend on specific services provided to tenants, rather than a generic costing. The approach will mean tenants are more easily able to see what the charge is paid for and to ultimately be able to hold the Council to account if estate services are not value for money.



## Appendix 1: Estate Inspection Report Template (Example)

Name of Estate:	Time:
Inspected By:	Frequency of Inspection:
Inspection date	
With Resident/Tenant Rep/:	Date of Last Inspection:
With Other:	Weather conditions

<b>All Pathways</b> Potholes, Unevenness, Weeds/Moss, Cracks, Manhole Covers				<b>Car Park/Garage Areas</b> Potholes, Unevenness, Weeds/Moss, Cracks, Blocked Garages, Manhole Covers, Abandoned Cars			
			Score				Score
Action:				Action:			
Reported to:				Reported to:			
Date:				Date:			

## Estate Inspection Scoring Matrix (Example)

<b>Estate Inspection Scoring Guidelines</b>				
	<b>4 Very Good</b>	<b>3 Good</b>	<b>2 Average</b>	<b>1 Poor</b>
<b>All Pathways</b>	<ul style="list-style-type: none"> <li>-No uneven surfaces</li> <li>-No moss or weeds</li> <li>-All floor coverings match</li> <li>-No damaged to signage or bollards</li> <li>-No cracked slabs</li> <li>-Aesthetically pleasing</li> </ul>	<ul style="list-style-type: none"> <li>- Minor uneven surfaces unlikely to cause a danger</li> <li>- Moss in cracks</li> <li>- Mis-match/lower quality floor coverings</li> <li>- Functional but damaged signage or bollards</li> </ul>	<ul style="list-style-type: none"> <li>- Numerous uneven surface requiring repair</li> <li>- Moss on pathways</li> <li>- Weeds present</li> <li>- Damaged floor coverings EG. Small potholes</li> <li>- Numerous damaged or missing signage and bollards</li> </ul>	<ul style="list-style-type: none"> <li>- Dangerous uneven surfaces requiring immediate repair</li> <li>- Moss covering whole pathway</li> <li>- Numerous weeds causing damage</li> <li>-Unightly floor coverings</li> <li>- Large potholes requiring immediate attention</li> </ul>
<b>Car park/Garage Areas</b>	<ul style="list-style-type: none"> <li>-No uneven surfaces</li> <li>-No damaged to signage or bollards</li> <li>- Clear paintwork for bays, entrances and hatch markings</li> <li>- No damage visible on doors or locking posts</li> <li>- No litter or fly tipping</li> </ul>	<ul style="list-style-type: none"> <li>- Minor uneven surfaces unlikely to cause a danger</li> <li>- Functional but damaged signage or bollards</li> <li>- Faded paintwork for bays, entrances and hatch markings</li> <li>- Dented or chipped doors or brickwork</li> <li>- Minor litter no fly tipping</li> </ul>	<ul style="list-style-type: none"> <li>- Numerous uneven surface requiring repair</li> <li>- Numerous damaged or missing signage and bollards</li> <li>- Barely visible paintwork for bays, entrances and hatch markings</li> <li>- Visibly broken doors or locking posts</li> <li>- Brickwork chipped or cracked</li> <li>- Major litter and less than 2 bulk items</li> </ul>	<ul style="list-style-type: none"> <li>- Dangerous uneven surfaces requiring immediate repair</li> <li>- Large potholes requiring immediate attention</li> <li>- Missing paintwork for bays, entrances and hatch markings</li> <li>- Missing doors or locking posts</li> <li>- More than 2 bulk items and litter present</li> </ul>
<b>Play Areas/Equipment</b>				
<b>Bin Areas</b>				
<b>External Buildings</b>				
<b>External Gardens</b>				
<b>Trees</b>				
<b>Lighting and CCTV Indoor and Out</b>				
<b>Internal Buildings</b>				
<b>Fire Safety</b>				



## Equality, Diversity and Well-Being

❖ Brentwood Borough Council actively works to ensure that its tenants and leaseholders receive the services that are appropriate to them. The Council also strives to ensure that additional services can be provided to enable customers to access services which may be beneficial to their wellbeing and quality of life.

## Publicising the Strategy

❖ The strategy will be available at the Town Hall in hard copy. The strategy will also be made available online at [www.brentwood.gov.uk](http://www.brentwood.gov.uk).

## Address for Service: (Service Charges)

❖ As per sections 47 and 48 of the Landlord and Tenant Act 1985 a demand for rent or service charges must contain the name and address of the landlord. For the sake of certainty this is:

**Brentwood Borough Council**  
**Town Hall, Ingrave Road, Brentwood, Essex, CM15 8AY**

# Glossary

<b>ASB</b>	Anti-social behaviour.
<b>General Fund</b>	The Council's primary account or fund which records all assets and liabilities that are not assigned to a special purpose fund, such as the Housing Revenue Account (HRA).
<b>Housing Benefit</b>	A government benefit, currently administered by Local Authorities, which pays all or part of the rent and service charge for a property.
<b>Housing Revenue Account ('HRA')</b>	The account which Council rents and service charges are paid into. It is kept separate from other Council accounts, such as the General Fund. There are rules and restrictions on how money in the account can be spent and on how much the Council can borrow against it.
<b>Leaseholder</b>	Named person(s) who hold a legal interest in land, mostly flats, for a set period of time. Ownership of the property returns to the freeholder (landlord) when the lease come to the end. The freeholder may be a private owner or the Council.
<b>Local Authority</b>	A county, county borough, district or London borough council <i>et al</i> established by Part IV of the Local Government Act 1985.
<b>Major Repairs Works</b>	Works, other than improvements or cyclical maintenance, to a dwelling owned by a provider in order to ensure the continued habitability of the dwelling. Part of the Miscellaneous Works category.

# Glossary

<b>Restructure Rents</b>	From April 2002 rents are calculated according to a formula based on relative property values, local earnings and property size. Restructured rents are calculating using the formula and data set out in the DCLG’s <i>Guide to Social Rent Reforms</i> .
<b>Schedule of Services</b>	A financial statement outlining the services provided and relevant costs required from the tenant/leaseholder.
<b>Service Charges</b>	A financial charge to tenants and leaseholders for specific services to blocks/schemes. These might include cleaning of communal areas, or in the case of leaseholders, repairs to communal areas or equipment
<b>Social Rent</b>	Social housing available for rent at or close to target rents on the basis of the Rent Influencing Regime Guidance.
<b>Tenant</b>	Named person(s) who hold a legal tenancy with the Council, which includes requirements to occupy the dwelling and to pay rent and service charges. Tenants do not own the property in which they reside.
<b>The Council</b>	Brentwood Borough Council
<b>Universal Credit</b>	Is a social security benefit introduced in the United Kingdom in 2013 to replace six-means tested benefits and tax credits: Income-Based Jobseekers’ Allowance, Housing Benefit; Working Tax Credit, Child Tax Credit, Income-Based Employment and Support Allowance and Income Support.

# Version Control

Item	Reason for Change	Version	Author	Date

Last Review Date: 6<sup>th</sup> February 2017

Next Review Date: 31st January 2021

<b>Scope</b>	<b>All General Needs, Community Housing and Supported Housing Tenants and Leaseholders</b>
Effective date	TBC (pending Committee approval).
Review date	31st January 2021
Signed Off	Interim Head of Housing – Angela Abbott
Author	Interim Housing Policy Manager – Stuart Morris
Strategy Owner	Housing Services
Legislation	Housing Act 1985; Housing Act 1996; Housing Act 2004 Part VI, Rent Act 1977 Localism Act 2011 The Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016 & 2017 Landlord and Tenant Act 1985 (as amended) Landlord and Tenant Act 1987 (as amended) Commonhold and Leasehold Reform Act 2002 The Environmental Protection Act 1990 Clean Neighbourhoods & Environment Act 2005 Anti-Social behaviour Act 2003 Anti-Social Behaviour, Crime and Policing Act 2014
Consultation	General - Tenant Talkback. Service charge consultations as per statutory requirements

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# Contact

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[housing@brentwood.gov.uk](mailto:housing@brentwood.gov.uk)  
01277 312500



Published XX of XXXXX 2018 by Brentwood Borough Council  
Housing Services, Brentwood Borough Council, Town Hall,  
Ingrave Road, Brentwood, Essex, CM15 8AY

*Please contact us to obtain a copy of this information in an alternate format*

**5<sup>th</sup> March 2018**

## **Community, Health and Housing Committee**

### **Aids and Adaptations Policy**

**Report of:** *Angela Abbott, Interim Head of Housing*

**Wards Affected:** *All*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 The report sets out proposals for a new Aids and Adaptations Policy to be implemented within the Housing Department.
- 1.2 The Policy provides the Council with the ability to manage adaptations within its Housing Stock to ensure that properties already adapted for disabled needs, are utilised before further adaptations are done.

#### **2. Recommendation(s)**

- 2.1 Committee is asked to approve the new Aids and Adaptations Policy**

#### **3. Introduction and Background**

- 3.1 Housing Services are currently reviewing the repairs section. This has highlighted that there is no current Aids and Adaptations Policy.
- 3.2 Brentwood Borough Council receive many Occupational Therapist reports for minor and major adaptations within Tenant's homes each year.
- 3.3 Types of adaptation requests include but are not limited to, handrails, ramps, stairlifts and wet rooms.
- 3.4 Due to the lack of policy almost all requests are granted without further questioning and are fully funded by the Housing Revenue Account.
- 3.5 Social Housing is currently in high demand and properties with adaptations are generally more difficult to re-let.

3.6 Officers of the Council are currently working to identify other options for residents whom have requested adaptations to manage and reduce unnecessary work.

#### **4. Issue, Options and Analysis of Options**

4.1 The cost of adaptations is vast and this cost lies solely with the Council.

4.2 Further to this, the Council have high numbers of Housing Applicants on its Housing register that we currently have a lack of suitable accommodation for.

4.3 In order to improve the current service for Aids and Adaptations there are two options available for the Council.

4.4 Option 1 – To continue conducting all adaptations that are requested at the full cost to the Council.

4.5 Option 2 – To introduce an Aids and Adaptations board that reviews each request over £400, looking at other available options to meet the requirements of the Tenant prior to conducting adaptations.

4.6 Option 1 would reduce the amount of time each applicant has to wait for their adaptations. However, this would come at a large cost and may result in unnecessary adaptations being conducted if other suitable accommodation is available.

4.7 Option 2 would be the preferred option as it allows the Council to better manage not only its current housing stock but also the ever-restricted budgets.

4.8 The Council promotes independent living and strives to provide the best possible service for its residents.

#### **5. Reasons for Recommendation**

5.1 Aids and Adaptation requests are becoming more and more commonplace. The numbers being referred and the cost to implement these are mounting.

5.2 There has previously been no Policy outlining how the Council intends to manage Aids and Adaptations. This has meant that there has been very limited grounds for the Council to refuse or provide an alternative to the recommendations put forward by the Occupational Therapist.



- 5.3 This Policy will allow the Council to explore alternative options whilst still demonstrating Value for Money as well as meeting the requirements of the Tenant.

## **6. Consultation**

- 6.1 Tenant Talkback, a panel of both Tenants and Leaseholders, has been consulted on the proposed Policy.
- 6.2 Their feedback was positive with no major changes suggested.

## **7. References to Corporate Plan**

- 7.1 To Ensure the provision of the efficient and effective services.
- 7.2 Review the future delivery of housing services to provide the best outcomes for Brentwood residents.
- 7.3 Review the approach to allocating Council homes and managing Tenancies.
- 7.4 Manage our housing stock to recognise the limited resources available and the importance of supporting those in greatest need.

## **8. Implications**

### **Financial Implications**

Name & Title: Jacqueline Van Mallaerts, Financial Services Manager  
(Deputy Section 151 Officer )

Tel & Email: 01277 312829/jacqueline.vanmallaerts@brentwood.gov.uk

- 8.1 On average the HRA spends 300k on aids and adaptations per annum within its Decent Homes Capital program. Any potential Budget savings in this area through this policy that may arise, could be reinvested into the decent homes capital program to support the HRA Business Plan.

### **Legal Implications**

Name & Title: Daniel Toohey, Head of Legal Services and Monitoring Officer

Tel & Email: 01277 312860 /daniel.toohey@brentwood.gov.uk

- 8.2 Under the Housing Grants, Construction and Regeneration Act 1996 and associated regulations disabled facilities grants are available to disabled people when works to adapt their homes are necessary and appropriate to meet their needs and where it is reasonable and practicable to carry out such

works given the age and condition of a property. Either option in this matter would require the application of this Act.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

**Health & Safety implications**

Name & Title: David Wellings, Health & Safety Officer

Tel & email: 01277 312518/david.wellings@brentwood.gov.uk

8.6 The Health and Safety implications include the Council's arrangements to enable legal compliance with statutory responsibilities under the Health and Safety at Work etc. Act and subordinate regulations, for property, machinery and equipment under the Council's ownership.

**9. Background Papers** (include their location and identify whether any are exempt or protected by copyright)

9.1 None

**10. Appendices to this report**

None

**Report Author Contact Details:**

**Name:** Nicola Marsh

**Telephone:** 01277312981

**E-mail:** nicola.marsh@brentwood.gov.uk



# Housing Services

## Aids & Adaptations Policy

April 2018

The Council provides funding each year for the provision of Adaptations to enable occupiers to remain in their home, for as long as it is safe and reasonable to do so. For Council Housing tenants this is solely funded from the Housing Service's Capital budget.

For Private residents, Central Government provide a Disabled Facilities Grant that is administered by a different service within the Council. Although it is generally applicable to anyone regardless of their tenure, there are restrictions which prevent Council Housing tenants from accessing this fund. Therefore, all Aids and Adaptations in Local Authority properties are funded through Right to Buy Capital receipts

This policy specifically refers to Adaptations carried out for tenants of the Council managed by Housing Services. All references within the policy document referring to tenants/customers are Council housing tenants.

#### Major and minor adaptation work

- Minor Adaptations

Minor adaptations are classed as any low cost (below £400) adaptation work. Such adaptation work can be carried out when we receive a referral from Social Care Services. The budget for minor adaptations comes from the Housing Revenue Account. The following are examples of minor adaptations;

- Lever taps;
- Visual smoke detectors;
- Visual door bells;
- Half steps.
- Small Ramps

Whilst grab rails are a minor adaptation (on a cost basis), because Housing staff or their contractors are not qualified to assess where a tenant needs a grab rail placed, it is required to be based upon the information received from Social Care Services.

- Major Adaptations

All other adaptation work costing £400 and over is classed as a major adaptation and will only be carried out once a referral has been received from Social Care Services, and a subsequent decision has been made by the Housing Adaptations Review Panel.

The following are examples of major adaptations:

- Level access showers

- Major structural conversions
- Stair lifts/ through floor lifts

#### Portable and temporary equipment

Portable or temporary appliances such as bath or shower seats, temporary ramping etc. are provided by Social Care Services, not by the Council.

#### Tenants installing their own adaptations, and managing existing adaptations

For all adaptations installed by the tenant or household member at their own expense, the tenant is required to obtain written permission from the Council before carrying out any works. The Council will only refuse permission with good reason, such as if the work:

- Would interfere with any maintenance to the property;
- May cause a potential health and safety risk; or
- Would breach any regulatory requirements.

The written request will need to state what works and adaptations the tenant requests to carry out and include a plan of the required works. Completed works may be inspected to ensure they have been carried out to a satisfactory standard. The tenant will be responsible for obtaining the necessary planning permissions and/or building regulations and any costs incurred by doing so.

The Council will not be responsible for maintaining, servicing or repairing any aids or adaptations installed by the tenant or household member. At the end of the tenancy, the tenant may be required to remove any approved aid or adaptation they or their household member have fitted and make good any damage to the property. Alternatively, if the Council agrees to take responsibility for the alterations, the tenant or household member will be required to sign over ownership free of charge.

The Council will not fund any alterations or adaptations that may be required to interior or exterior of the property following the purchase of a mobility vehicle. If the tenant needs to make changes to the property such as vehicle access, hard standings, pathways or shelters or electric charging points, these will need to be funded by the tenant or household member unless a statement of need is received from an Occupational Therapist making the recommendation. The tenant will be required to obtain written consent from the Council for carrying out such works.

If adaptations have been carried out at the tenant's or household member's expense without written permission, then the Council may:

- Agree to take over the ownership of the adaptations;
- Ask the tenant to seek retrospective consent;

- Ask the tenant to remove the adaptation and make good any damage to the property; or Recharge the tenant for the removal of adaptations or repair any damage after a tenancy has ended and the former tenant will be liable for any costs incurred for such works.

### **Removing adaptations**

If a tenant moves, any adaptations fitted by the Council are to remain at the property. Any adaptations fitted by the tenant are to be removed unless agreed otherwise by the Council.

Where adaptations have been carried out to a property designated for elderly or a person with a disability, these will normally not be removed, for example where a bath has been replaced with a level access shower. Every effort will be made to re-let an adapted property to a person who has a need for that type of property.

Where this is not possible, and a non-disabled tenant accepts an offer of an adapted property, adaptations such as level access showers will not usually be removed. However, the Council reserves the right to remove the adaptation if they consider it to be unsuitable for the property.

### **Recycling adaptations**

Where the Council has reserved their discretion to remove adaptations from the property, they will recycle adaptations where possible, for example stair lifts, hoists or through floor lifts. However, they will not remove structural adaptations that have been carried out to a property, such as door ramps, level access showers and widened doors.

### Procedure

1. All customers are encouraged to contact their Estate Officer initially to discuss the type of adaptation they are considering, so that various options and advice can be discussed at this point with the customer in relation to their individual circumstances;
2. Where adaptations are already in place and they have aged or require persistent repairs, the Council will liaise with the Occupational Therapist to check that the adaptation is still required.
3. If the Adaptation request is feasible and involves certain minor works or a major adaptation they must self-refer to Social Care Services for a full assessment.

The contact details of the nearest branch are:

**Adult Social Care**, Essex County Council, County Hall, Market Road,  
Chelmsford, CM1 1QH Telephone: 03456037630

4. A member of staff from the Social Care Service will contact the tenant to make arrangements to assess their requirements. Due to the nature of the works, if a joint visit is required this will be arranged by the Social Care Representative (usually an Occupational Therapist);
5. For all works requiring a Social Care Assessment as noted in point 2, the Occupational Therapist will send an assessment/referral for works to the Council. This information will include a recommendation as to the works and materials required as well as a score to identify an individual's priority (i.e. fast track, urgent or routine);
6. The Aids and Adaptations Officer from the Council will be the key contact for tenants from this point onward;
7. Each Individual request for works will be considered by the Review Panel (consisting of a minimum of two Officers from Repairs and Housing Management)
8. Tenants successful in their application will be dealt with in date order within the priority they have been allocated;
9. Where a tenant is discharged from hospital, and require that their home be altered, such cases will be fast tracked following agreement with Social Care Services. The fast tracking of works mainly applies to minor adaptation works.
10. If tenants feel that there is a change in their individual circumstances which would change their priority, they should ask for a re-assessment by Social Care Services.

#### Funding Adaptations

Before committing to expenditure, the Council will look to place the tenant in a property which already has the adaptation required (please refer to Appendix 1 guidance notes), particularly where there are concerns about under occupancy, property suitability or a tenant's intentions regarding long term use of the property, and where the specification includes any of the following:

- A level access shower
- A through floor lift
- A heating conversion
- A stair lift (depending upon the practicality of the type/ cost involved)

- Large scale adaptations such as extensions

Where alternative accommodation is being considered, the likely impact of moving to a new house should be assessed in relation to the customer's health/condition and individual circumstances to ensure that it will not have a serious adverse effect upon them.

Medical documentation may be requested from the Tenant as appropriate to allow the Council, in conjunction with a medical advisor, to fully assess the impact to a Tenants health.

Where suitable alternative accommodation can be offered, the tenant will be offered a cash incentive to take the property not exceeding the cost of the works, and not exceeding £1,000 in all cases. The level of offer will be made following agreement between the Service Managers for Housing Repairs and Housing Management.

For large scale adaptations, such as extensions, lift shafts and other structural conversion works, an already adapted property will be sought through liaison with Social Care Services, including properties owned by other social housing providers. Only once this avenue has been exhausted consideration will be given to adapting the tenant's property (subject to property suitability, below)

Tenants do have the option to arrange and self-fund the required works if their personal finances allow. Tenants would need to seek permission from the Council Housing Service prior to starting any works. Permission will not be unreasonably withheld.

#### Procurement of works

All Adaptations works will be procured in line with the current relevant Corporate, Financial and European Union Regulations and Requirements applicable at the time of processing the applications. Contract Procedure Rules will be adhered to unless it can be demonstrated that an exemption is required.

#### Property Suitability

If the tenant's property is not deemed suitable for an adaptation, the adaptation will be declined. Reasons for refusal include layout, location and future lettability should the adaptation go ahead.

Where large structural conversion works are required, providing an already suitable adapted alternative has not been found with other providers, the tenant will be offered a property suitable for minor conversion amongst the Councils stock



in the Borough. In such cases, the tenant will be treated as a high priority to ensure that the person is able to move into the alternative property as soon as practicable.

Applicants whose home is considered larger than their requirements warrant (i.e. their assessed bedroom need in line with a transfer assessment) or have submitted a right to buy or transfer application will not be eligible for adaptation works, nor will those who have terminated their tenancy or where there is a pending or failed succession. Any tenant subject to any type of possession order or hold an Introductory or demoted tenancy will also not be eligible.

Where alternative accommodation is being considered, the likely impact of moving to a new house should be assessed in relation to the customer's health/condition and individual circumstances to ensure that it will not have a serious adverse effect upon them.

### Priorities and timescales for adaptations

For minor adaptations (i.e. works under the value of £400), the Adaptations Officer will aim to visit in ten working days of receiving a request for an adaptation. A works order will be issued within three further working days and a maximum completion date of 28 days allowed from the date the works order is raised.

For major adaptations, once the Council has received an assessment from Social Care Services, a review panel meeting will be scheduled and held within 20 working days. Once a case has been approved by the review board and confirmation of available funding is given, works will be completed, subject to priority rating and any statutory approvals, in the following timescales:

#### Major Adaptations (i.e. anything £400 and over)

- Fast Track cases- highest priority within 5 months
- Urgent Cases – medium level priority within 8 months
- Routine Cases- lower level priority within 14 months
- Sometimes large scale structural works may take slightly longer due to building and planning requirements and should be aimed to be completed within a maximum 18 months' timescale subject to available funding.

### Post Works Inspections

All Major Adaptations will be post inspected upon completion of the works

15% of Minor Adaptations will be post inspected upon completion of the works. An annual programme to undertake servicing and maintenance of equipment such as stair lifts and lifting equipment will also be put in place by the Council.

#### Complaints and Appeals Process

The priority given to tenants seeking an adaptation cannot be appealed against because it is based on the professional opinion of the Occupation Health Therapist. However, if a customer believes that the procedure has not been properly applied in reaching the final decision they should request re-consideration to Social Care Services.

If there are any other complaints in relation to the Adaptations Service these will be dealt with in line with the Corporate Complaints Procedure.

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## Appendix 1- Guidance Notes

### Aids & Adaptations Application Processing Guidance Checklist

1. **Adaptation requested** – note details of adaptation required

2. **Estimated Cost of adaptation / associated works:**

➤ **Minor works, under £400** – Arrange works in priority/date order

➤ **Major works between £400 but under £15,000**

Check whether request includes any of the following;

- level access shower
- stair lift
- heating conversion
- through floor lift

If yes, then use the checklist (points 3-6 below) to consider all options before committing to the expenditure. Arrange works in priority/date order subject to assessment to confirm the property is suitable (property layout / structurally feasible and there are no alternative options available and the property can be adapted go ahead with works in priority/date order

➤ **Major works, over £15,000** –

- level access shower
- stair lift
- heating conversion
- through floor lift
- Structural conversion

If yes than use the checklist (points 3-6 below) to consider all options before committing to the expenditure. Arrange works in priority/date order subject to assessment to confirm the property is suitable (property layout / structurally feasible and there are no alternative options available and the property can be adapted go ahead with works in priority/date order

3. **Property suitability** - Is the adaptation requested feasible in terms of;

- Building layout
- Structural
- Planning
- Health & safety regulations –

If not, then the request will have to be refused but support will be provided to the tenant in finding them suitable alternative accommodation either with the required adaptation already in situ or a property that was more suitable for the required adaptations to meet the applicant's needs via the Council's transfer register.

If the property could be converted, before committing to the expenditure, consider if the applicant and their family is/are likely to maximize the use of the property longer term or if other more suitable property is available (either with the existing adaptation in situ or more easily able to be converted for an adaptation). –

In such cases, the transfer application & adaptation request (if required in new property) is to be prioritized and financial assistance (up to maximum of £1K) provided to assist with the house move, on receipt of invoice or on receipt of associated house move costs paid.

4. **Occupancy levels**

In accordance with the Council's Allocation Policy

5. **Is there suitable alternative accommodation?**

When we consider an application, we will take into account the following;

- Is there suitable accommodation within the local vicinity or near to family / support network, near to similar or same amenities. e.g. schools for the children
- A move will not adversely affect the person's support/care package, health condition
- When considering the option of alternative accommodation – is suitable alternative property likely to be available within a reasonable period e.g. 6 months.

If these considerations can be satisfied, then we will assist with seeking alternative accommodation and offer financial assistance up to a maximum of £1000. Applications for alternative accommodation are to remain pending upon the adaptations waiting list and are to be reviewed on a 3-monthly basis.

If the applicant refuses a reasonable offer of alternative suitable accommodation without good reason, the case will be closed.

If suitable accommodation does not become available within 6 months consideration to be given to providing the adaptation subject to priority, date order and available funding.

**6. If any of the following points apply to the tenant, then the application will be refused;**

- A Right to Buy application has been made
- Tenancy termination notice has been received
- There is a possession order in place or there are eviction proceedings pending for a breach of tenancy conditions
- A transfer or mutual exchange application already exists within or out of the Borough
- The applicant's existing property is not structurally suitable or feasible for the adaptation requested.

**7. If an application is refused the applicant is to be informed of the appeals / complaints process.**

**8. If any aids or adaptations have been wilfully damaged by the tenant, a household member or visitor to the property, the tenant will be recharged for any costs incurred for putting the property right.**

**Application Checklist (to be held on applicant's case file):**

**Name of Applicant / case ref:**

**Address of Applicant**

<b><u>Application Checks (see key)</u></b>	<b><u>Comments</u></b>	<b><u>Officer(s) making decision / date of decision</u></b>
<b>1. Adaptation Requested?</b>		
<b>2. Est Cost?</b>		
<b>3. Property Suitability?</b>		
<b>4. Occupancy?</b>		
<b>5. Suitable Alternative Accommodation ?</b>		
<b>6. Check points noted in Key point 6 e.g. Right to Buy etc.</b>		
<b>Decision taken / reasons for decision?</b>		

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**5 March 2018**

## **Community, Health & Housing Committee**

### **Housing Garage Sites**

**Report of:** *Angela Abbott, Interim Head of Housing*

**Wards Affected:** *All*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 At the 5<sup>th</sup> December 2017 Community, Health & Housing Committee it was resolved unanimously that the Committee authorises Officers to investigate in more detail the following:
- i. Options in relation to the development of the Council's Housing Garage sites including modular housing.
  - ii. Options in relation to developing a local assembly plant within the Borough to provide modular housing.
- 1.2 This report provides an update on the options available for the future provision of the Council's Housing Garage Sites following the previous committee.

#### **2. Recommendation(s)**

- 2.1 That the Committee authorises Officers to investigate the options in relation to the development of the Council's Housing Garage sites including the recent progress of a Joint Venture Partnership.**
- 2.2 That a further report on the options be provided to the next appropriate Community, Health & Housing Committee.**

#### **3. Introduction and Background**

- 3.1 The Council has a total of 83 Garage sites which have been reviewed as part of the Pilot Housing Scheme. The sites supplied for the study were identified by the Housing Department as garage buildings together with a limited number of parking spaces, these were understood to be a true reflection of the current ownership by the Council.

- 3.2 At the 5<sup>th</sup> December 2017 Community, Health & Housing Committee it was resolved unanimously that the Committee authorises Officers to investigate in more detail the options in relation to the development of the Council's Housing Garage sites including modular housing.

#### **4 Issues and Options**

- 4.1 At the Policy, Projects & Resources Committee in 1<sup>st</sup> February 2018, Min 272 refers, an update was provided as part of the Asset Development Programme an update was provided on the Market Soundings exercise that had recently taken place.
- 4.2 These Market Soundings would inform how the Council might engage with partners or indeed procure a Joint Venture development partner or investment partner. It would also inform how the Council make take forward self-development projects which could include development of some of the Council's Garage sites.
- 4.3 An all member briefing has taken place as well as a separate ward member briefing and these sessions reviewed and summarised the key findings of the market soundings and discussions took place on how best to take the procurement of a joint venture partner forward, including initial thoughts on governance, procurement process, key decisions to be taken, crucial milestones etc. These were still being developed and a further report will be made at the March 2018 Policy, Projects & Resources Committee meeting highlighting activity in relation to key sites incorporated into the joint venture procurement.
- 4.4 In addition, at the 1<sup>st</sup> February 2018, Policy, Projects & Resources Committee, Min 273 refers, it was agreed that a report recommending the creation of a Wholly Owned Company be made to the March Policy, Projects & Resources Committee finalising the governance arrangements. Such a company would be able to engage in commercial activity and facilitate future opportunities including development of some of the garage sites directly or via a joint venture partnership.
- 4.5 Due to the progress of these matters it would be appropriate to review any opportunities for the Council's Garage Sites that would arise as a result of such a venture.

#### **5 Reasons for Recommendation**

- 5.1 To enable BBC to maintain its responsibilities and fulfil its obligations as a landlord.

5.2 A review of all the Council's garage sites will be required to ensure asset management decisions are based on sound information.

5.3 It is vital that the Council has up to date information about condition of the HRA stock in order to support its investment decisions each year. The risks in not having this information include the failure to provide adequate resources to tackle repairs and maintenance that subsequently leads to the need for replacement at a much higher cost.

## **6 Consultation**

6.1 None at this stage.

## **7 References to Corporate Plan**

7.1 This project directly supports delivery of the Councils Corporate Strategy - Vision for Brentwood 2016-2019 and the following sections:

"We are exploring ways of generating income by maximising returns from our property assets" - paragraph 2 of the introduction.

"Our Borough is a great place to live, work and visit; with strong, healthy and vibrant communities along with a beautiful green environment to enjoy. We want to keep it that way and are working hard to produce a new Local Plan which both protects the essential qualities of the Borough, while at the same time delivering the right mix of housing, jobs, open space and other infrastructure that will be required in the future" - paragraph 3 of the introduction.

"Broaden the range of housing in the Borough to meet the needs of our population now and in the future" – Planning & Licensing

"Consider how Council assets can be utilised to promote sustainable development in the Borough" – Economic Development

## **8 Implications**

### **Financial Implications**

Name & Title: Jacqueline Van Mellaerts, Deputy 151 Officer

Tel & Email: 01277 312829/jacqueline.vanmallaerts@brentwood.gov.uk

- 8.1 There are no direct financial implications arising from this report at this stage.

### **Legal Implications**

Name & Title: Daniel Toohey, Monitoring Officer & Head of Legal Services

Tel & Email: 01277 312500/daniel.toohey@brentwood.gov.uk

- 8.2 There are no direct legal implications arising directly from this report at this stage.

## **9 Background Papers**

- 9.1 None

## **10 Appendices to this report**

None

### **Report Author Contact Details:**

**Name:** Angela Abbott, Interim Head of Housing

**Telephone:** 01277 312568

**E-mail:** angela.abbott@brentwood.gov.uk

**5 March 2018**

## **Community, Health & Housing Committee**

### **Housing Garage Sites**

**Report of:** *Angela Abbott, Interim Head of Housing*

**Wards Affected:** *All*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 At the 5<sup>th</sup> December 2017 Community, Health & Housing Committee it was resolved unanimously that the Committee authorises Officers to investigate in more detail the following:
- i. Options in relation to the development of the Council's Housing Garage sites including modular housing.
  - ii. Options in relation to developing a local assembly plant within the Borough to provide modular housing.
- 1.2 This report provides an update on the options available for the future provision of the Council's Housing Garage Sites following the previous committee.

#### **2. Recommendation(s)**

- 2.1 That the Committee authorises Officers to investigate the options in relation to the development of the Council's Housing Garage sites including the recent progress of a Joint Venture Partnership.**
- 2.2 That a further report on the options be provided to the next appropriate Community, Health & Housing Committee.**

#### **3. Introduction and Background**

- 3.1 The Council has a total of 83 Garage sites which have been reviewed as part of the Pilot Housing Scheme. The sites supplied for the study were identified by the Housing Department as garage buildings together with a limited number of parking spaces, these were understood to be a true reflection of the current ownership by the Council.

- 3.2 At the 5<sup>th</sup> December 2017 Community, Health & Housing Committee it was resolved unanimously that the Committee authorises Officers to investigate in more detail the options in relation to the development of the Council's Housing Garage sites including modular housing.

#### **4 Issues and Options**

- 4.1 At the Policy, Projects & Resources Committee in 1<sup>st</sup> February 2018, Min 272 refers, an update was provided as part of the Asset Development Programme an update was provided on the Market Soundings exercise that had recently taken place.
- 4.2 These Market Soundings would inform how the Council might engage with partners or indeed procure a Joint Venture development partner or investment partner. It would also inform how the Council make take forward self-development projects which could include development of some of the Council's Garage sites.
- 4.3 An all member briefing has taken place as well as a separate ward member briefing and these sessions reviewed and summarised the key findings of the market soundings and discussions took place on how best to take the procurement of a joint venture partner forward, including initial thoughts on governance, procurement process, key decisions to be taken, crucial milestones etc. These were still being developed and a further report will be made at the March 2018 Policy, Projects & Resources Committee meeting highlighting activity in relation to key sites incorporated into the joint venture procurement.
- 4.4 In addition, at the 1<sup>st</sup> February 2018, Policy, Projects & Resources Committee, Min 273 refers, it was agreed that a report recommending the creation of a Wholly Owned Company be made to the March Policy, Projects & Resources Committee finalising the governance arrangements. Such a company would be able to engage in commercial activity and facilitate future opportunities including development of some of the garage sites directly or via a joint venture partnership.
- 4.5 Due to the progress of these matters it would be appropriate to review any opportunities for the Council's Garage Sites that would arise as a result of such a venture.

#### **5 Reasons for Recommendation**

- 5.1 To enable BBC to maintain its responsibilities and fulfil its obligations as a landlord.

5.2 A review of all the Council's garage sites will be required to ensure asset management decisions are based on sound information.

5.3 It is vital that the Council has up to date information about condition of the HRA stock in order to support its investment decisions each year. The risks in not having this information include the failure to provide adequate resources to tackle repairs and maintenance that subsequently leads to the need for replacement at a much higher cost.

## **6 Consultation**

6.1 None at this stage.

## **7 References to Corporate Plan**

7.1 This project directly supports delivery of the Councils Corporate Strategy - Vision for Brentwood 2016-2019 and the following sections:

"We are exploring ways of generating income by maximising returns from our property assets" - paragraph 2 of the introduction.

"Our Borough is a great place to live, work and visit; with strong, healthy and vibrant communities along with a beautiful green environment to enjoy. We want to keep it that way and are working hard to produce a new Local Plan which both protects the essential qualities of the Borough, while at the same time delivering the right mix of housing, jobs, open space and other infrastructure that will be required in the future" - paragraph 3 of the introduction.

"Broaden the range of housing in the Borough to meet the needs of our population now and in the future" – Planning & Licensing

"Consider how Council assets can be utilised to promote sustainable development in the Borough" – Economic Development

## **8 Implications**

### **Financial Implications**

Name & Title: Jacqueline Van Mellaerts, Financial Services Officer (Deputy 151 Officer)

Tel & Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

8.1 There are no direct financial implications arising from this report at this stage.

### **Legal Implications**

Name & Title: Daniel Toohey, Monitoring Officer & Head of Legal Services

Tel & Email: 01277 312860/daniel.toohey@brentwood.gov.uk

8.2 There are no direct legal implications arising directly from this report at this stage

## **9 Background Papers**

9.1 None

## **10 Appendices to this report**

None

### **Report Author Contact Details:**

**Name:** Angela Abbott, Interim Head of Housing

**Telephone:** 01277 312500

**E-mail:** angela.abbott@brentwood.gov.uk



**5<sup>th</sup> March 2018**

## **Community, Health and Housing Committee**

### **Town Centre Public Spaces Protection Order**

**Report of:** *David Carter - Environmental Health Manager & Deputy GM Corporate*

**Wards Affected:** *Brentwood North/Brentwood South*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 Following a series of complaints and incidents in and around Brentwood town centre involving anti-social behaviour of several types, the Corporate Enforcement Team has investigated the use of a Public Spaces Protection Order (PSPO) to assist in controlling activities that are causing concern.
- 1.2 A draft Order has been produced to address evidenced issues in the town centre following liaison with Essex Police, legal advisers and stakeholders in the area proposed to be covered by the Order.
- 1.3 The draft Order covers the main Brentwood town centre area including the High Street and surrounding areas and incorporating roads down to Brentwood rail station.

#### **2. Recommendation(s)**

- 2.1 Members authorise officers to undertake a public consultation on the proposed draft Public Spaces Protection Order and to report back to a future meeting to consider the results of the formal consultation and to determine whether to implement the Order in the Borough.

#### **3. Introduction and Background**

- 3.1 Public Spaces Protection Orders  
The power to introduce a Public Spaces Protection Order (PSPO) is found at Section 59 of the Anti-Social Behaviour Crime and Policing Act 2014. Before introducing an Order, the Council must be satisfied that the following conditions have been met:

- (a) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or
- (b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

- 3.2 An evidence pack of incidents in the area of the proposed PSPO has been collated, dating back to 2015. This has been incorporated into an evidence matrix to consider the likelihood and effect of these incidents.
- 3.3 We have consulted with Essex Police and our legal team in preparing these documents and the proposed PSPO.
- 3.4 In addition, an equality impact assessment has also been undertaken to identify any impacts, either positive, negative or neutral on particular groups of individuals

#### **4. Issue, Options and Analysis of Options**

- 4.1 The Council has the option of taking measures to try to reduce anti-social behaviour in public areas. Having considered the issues and compiling the evidence matrix it is hoped that the PSPO will assist in reducing the identified behaviours.

#### **5. Reasons for Recommendation**

- 5.1 To effectively address issues of anti-social behaviour in and around Brentwood Town Centre and reduce the fear of crime. To enable the use of fixed penalties to deal with problems covered by the Order in the area onto Council and Parish Council land in the Borough and to reduce the impact of additional expenditure, particularly on-site clearance.

#### **6. References to Corporate Plan**

- Community and Health
- Make Brentwood a Borough where people feel safe, healthy and supported
- Work with partners to reduce anti-social behaviour and ensure that Brentwood is a safe place to live

## 7. Consultation

7.1 The Council will carry out necessary consultation, publicity and notification

required under s 72 of the Anti-Social Behaviour, Crime and Policing Act 2014.

The relevant section of the Act defines “*the necessary consultation*” as consulting with—

- (a) the chief officer of police, and the local policing body, for the police area that includes the restricted area;
- (b) whatever community representatives the local authority thinks it appropriate to consult;
- (c) the owner or occupier of land within the restricted area.

The Council will therefore consult with Essex Police, the Police, Fire and Crime Commissioner for Essex, the Community Safety Partnership, Brentwood Chamber of Commerce, local businesses and organisations.

“*The necessary publicity*”, in the case of a proposed order, means publishing the text of it.

We will publish a copy of the proposed order on the Council website and will make copies available at the reception at Seven Arches Road and in prominent locations around the proposed restricted area.

“*The necessary notification*” means notifying the following authorities of the proposed order, extension, variation or discharge—

- (a) the parish council or community council (if any) for the area that includes the restricted area;
- (b) in the case of a public spaces protection order made or to be made by a Borough council in England, the county council (if any) for the area that includes the restricted area.

In the absence of a relevant parish or community council, the Council will send details of the proposed order to Essex County Council.

## 8. Implications

### Financial Implications

Name & Title: Jacqueline Vanmellaerts Financial Services Manager  
(Deputy Section 151 Officer)

Tel & Email: 01277 312829 / jacqueline.vanmellaerts@brentwood.gov.uk

- 8.1 There will be a requirement to erect signage in and around the proposed area. The cost of the signage would be met from within existing budgets. It is hoped that the introduction of the Order will have a deterrent effect and, if there are any breaches, then these can be dealt with by means of a fixed penalty notice. However, the Council may incur costs if there is a need to prosecute an individual for breach of the Order.

### Legal Implications

Name & Title: Daniel Toohey, Head of Legal Services and Monitoring Officer

Tel & Email: 01277 312860 / daniel.toohey@brentwood.gov.uk

- 8.2 PSPOs can be used by Councils to prohibit activities and/or require certain things to be done by people engaged in certain activities within defined public areas. They differ from other tools introduced by the Social Behaviour Crime and Policing Act 2014 as they are Council-led and rather than targeting specific individuals and property they focus on an identified problem behaviour in a specific location. Public consultation would therefore be an essential prerequisite before a PSPO can be considered.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

None identified

9. **Background Papers** (include their location and identify whether any are exempt or protected by copyright)

None

10. **Appendices to this report**

Appendix A - Draft Public Spaces Protection Order

Appendix B – Map

Appendix C – Town Centre PSPO – Evidence Pack

Appendix D – Town Centre PSPO – Evidence Matr

**Report Author Contact Details:**

**Name:** David Carter  
**Telephone:** 01277 312509  
**E-mail:** david.carter@brentwood.gov.uk

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**Brentwood Borough Council**

**PUBLIC SPACES PROTECTION ORDER**

**Anti-social Behaviour, Crime and Policing Act 2014**

**Brentwood Town Centre**

1. Brentwood Borough Council (herein 'the Council') makes this Order pursuant to section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 ('Act').
2. **The Order takes effect on xxxxxxxx 2017 and will remain in force for three years thereafter.**
3. **The Council is satisfied** on reasonable grounds that:

- (a) Activities as described in section 4 below ('the activities') carried out in a public place within its area have had a detrimental effect on the quality of life of those in the locality and/or
- (b) It being likely that the activities will be carried out in a public place within that area and that they will have such an effect:

**And that** the effect or likely effect of the activities

- (a) Is or is likely to be of a persistent or continuing nature
- (b) It or is likely to be such as to make the activities unreasonable; and
- (c) Justifies the restrictions imposed by the Order

**And** pursuant to the requirements of S72 of the Act the Council:

- (a) Having had particular regard to the rights of freedom of expressions and freedom of human assembly set out in Articles 10 and 11 of the European Convention of Human Rights; and
- (b) Having carried out the necessary consultation, notification and publicity

The effect of this Order is to restrict the activities listed below in the public place described as shown in red on the attached map annexed to the Order. This will be known as “the Restricted Area”.

**4. The activities carried out are as follows:**

1. Speeding
2. Racing
3. Performing stunts
4. Sounding horns (as to cause public nuisance)
5. Revving engines
6. Wheel Spins
7. Playing music (as to cause public nuisance)
8. Using foul or abusive language
9. Using threatening, intimidating behaviour towards another person
10. Creating excessive noise
11. Creating danger or risk of injury to road users including pedestrians
12. Creating significant harm
13. Creating public nuisance
14. Creating significant annoyance to the public
15. Engaging in anti-social behaviour covered by existing legislation
16. Committing traffic offences covered by existing legislation
17. Aggressive begging
18. Graffiti
19. Trading goods without a license
20. Obstructing public officers from carrying out their duties
21. Misuse of skateboards, bicycles and scooters
22. Sleeping on the street when accommodated
23. Urinating or defecating in public places
24. Using so called legal highs

**5. Conditions in the Order which are prohibitions under section 59 (4):**

(a) In the Restrict Area a person commits an offence if, without reasonable excuse, he or she continues to carry out activities which, by the Order, are prohibited, namely:

- (i) Participating in car cruising activity as a passenger or driver of a vehicle within the Restricted Area
- (ii) Congregating and loitering in groups and engaging in behaviour which is likely to cause harassment, alarm or distress
- (iii) Begging within the Restricted Area in a manner that is aggressive or intimidating or which harasses members of the public
- (iv) Ingesting, injecting or smoking any substance which has the capacity to stimulate or depress the central nervous system within the



Restricted Area unless the substance is used for valid and demonstrable medical purposes

- (v) No person shall within the Restricted Area carry out any form or graffiti on any surface by any means
- (vi) No person shall deposit litter in the Restricted Area
- (vii) No person shall within the Restricted Area urinate or defecate in a public place, which includes doorways or alcoves of any premises to which the public would normally have access
- (viii) Any person is prohibited from, at any time, using a skateboard, pedal cycle or scooter in a way that may damage property or cause nuisance or annoyance
- (ix) Any person is prohibited from sleeping in any public space if they have accommodation. This includes open to the air, within a vehicle, or a non-fixed structure including caravans and tents

## **6. Offences**

- (a) Failure without reasonable excuse, to comply with the prohibitions or requirements imposed by this Order is a summary offence under section 67 of the Act. A person guilty of an offence under section 67 is liable on summary conviction to a fine not exceeding level 3 on the standard scale
- (b) A constable or an authorised person may under section 68 of the Act issue a fixed penalty notice to anyone he or she has reason to believe has committed an offence under section 67 in relation to this Order.

## **7. General**

- 1) The Council is satisfied that the conditions set out in sections 59,64 and 72 of the Act have been satisfied and that it is in all the circumstances expedient to make this Order for the purposes of reducing anti-social behaviour in the Restricted Area.
- 2) For the purpose of this Order, 'public place' means any place to which the public or any section of the public has access, on payment or otherwise, as to right or by virtue of express or implied permission.
- 3) An authorised officer means an employee of the Council, a person designated by the Council, or a Police Officer.
- 4) An 'interested person' (as defined in section 66 (1) of the Act) may apply to the High Court to question the validity of this Order or any variation thereof on the grounds specified in section 66 (2) of the Act within 6 weeks of the date of the Order or any subsequent variation.

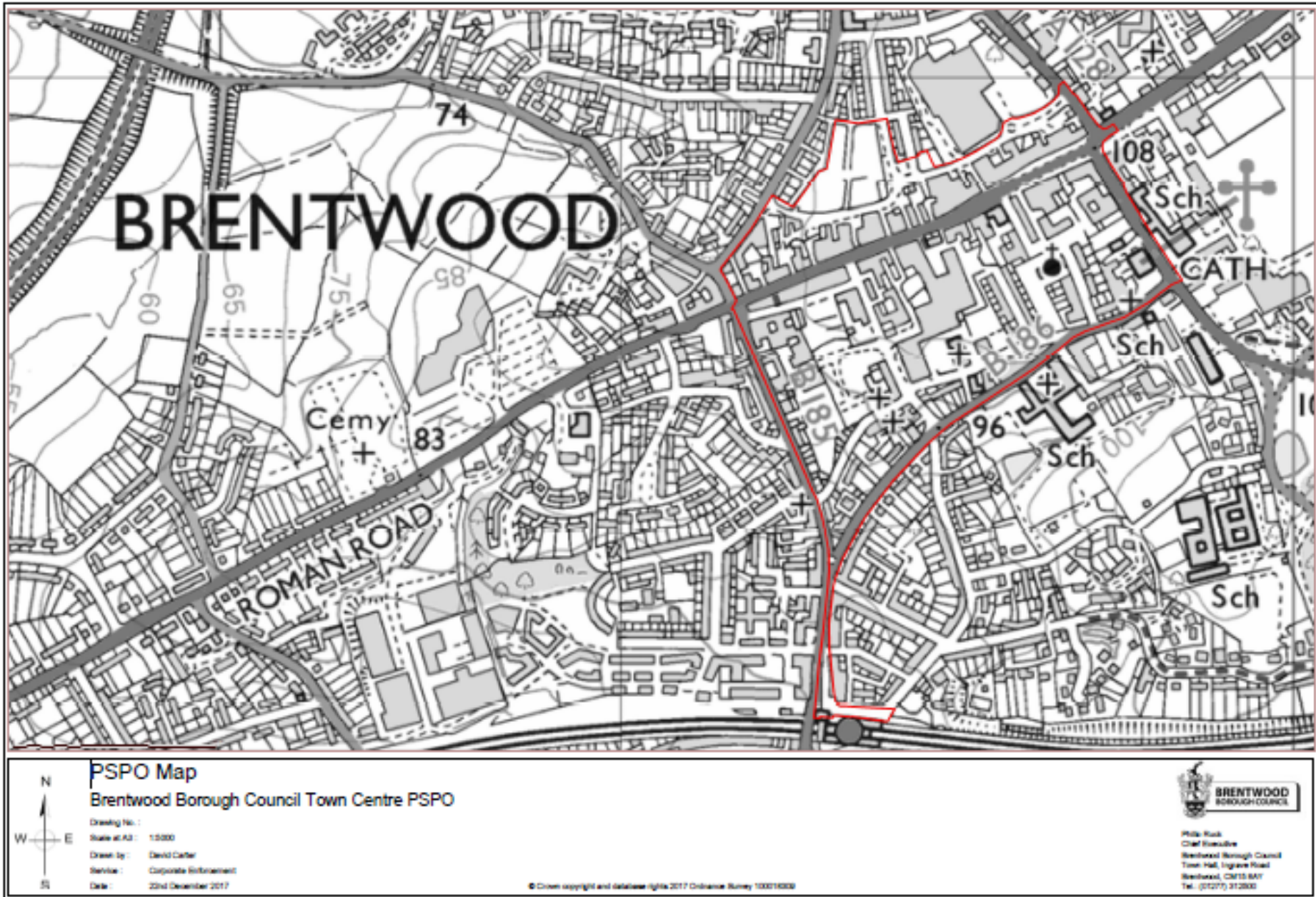
Dated this xxxxxxxx day of the xxxxxxxx, 2017

By authority of Brentwood Borough Council under section 101 of the Local Government Act 1972

Town Hall, Ingrave Road, Brentwood, Essex CM15 8AY

DRAFT

# Annex A



**PSPO Map**  
Brentwood Borough Council Town Centre PSPO

Drawing No.:  
Scale at A3: 1:5000  
Drawn by: David Carter  
Service: Corporate Enforcement  
Date: 22nd December 2017

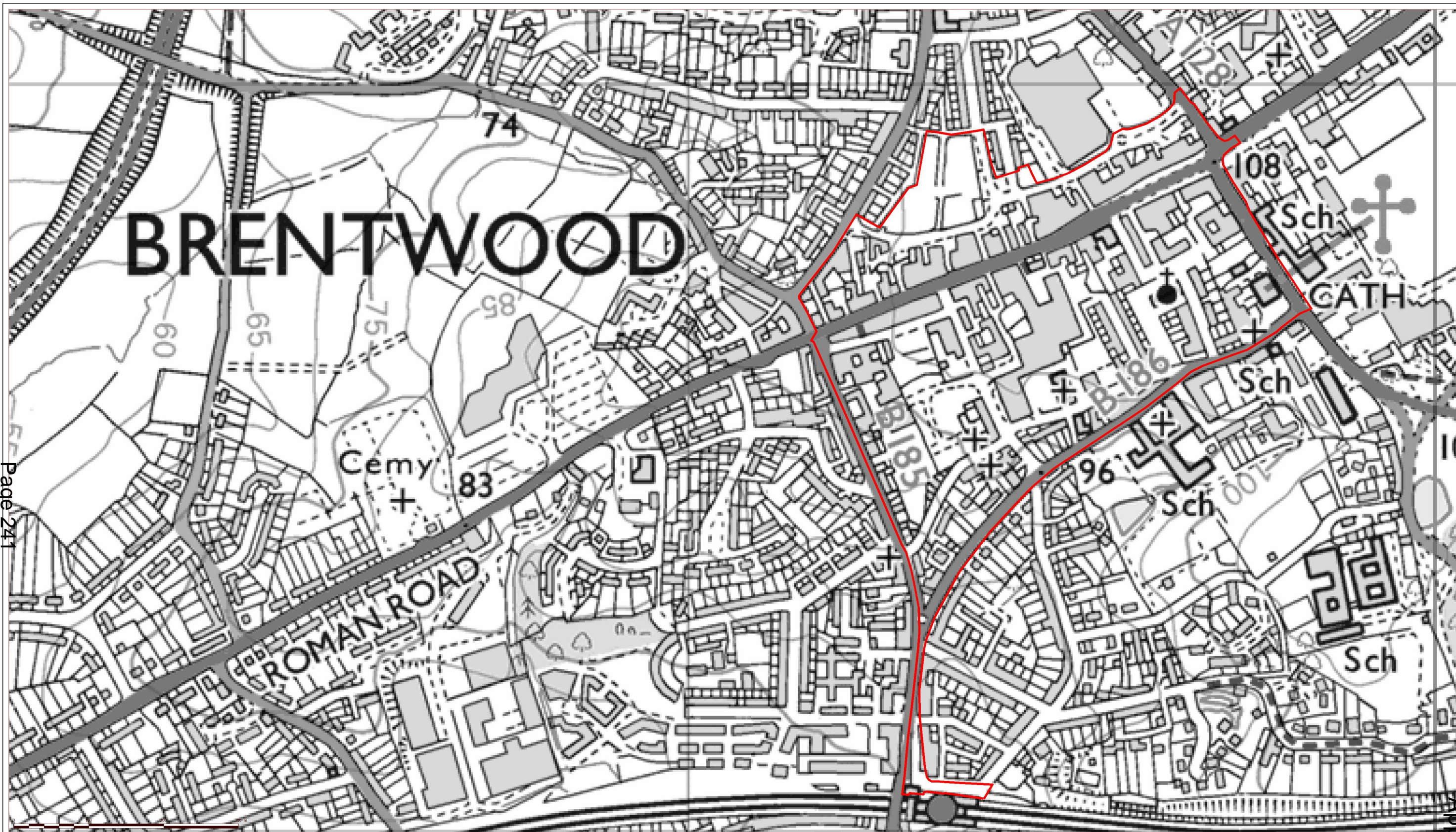


Philis Rook  
Chief Executive  
Brentwood Borough Council  
Town Hall, Ingrave Road  
Brentwood, CM15 8AY  
Tel: (01277) 312800

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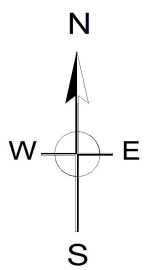




**PSPO Map**

Brentwood Borough Council Town Centre PSPO

Drawing No. :  
 Scale at A3 : 1:5000  
 Drawn by : David Carter  
 Service : Corporate Enforcement  
 Date : 22nd December 2017



Philip Ruck  
 Chief Executive  
 Brentwood Borough Council  
 Town Hall, Ingrave Road  
 Brentwood, CM15 8AY  
 Tel.: (01277) 312500



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## Appendix C

<b>Town Centre PSPO – Evidence Pack</b>			
<b>No</b>	<b>Date</b>	<b>Source</b>	<b>Description</b>
	<b>2015</b>		
1	April	BBC	Action Plan – High Street
	April	Essex Police	Operation Warble
2	11-12 April	Essex Police	Dispersal Notice
3	April	Letters	Letters sent to nuisance youths – Town Centre
4	21.11.15	Image	CCTV image nuisance youths multi storey car park (MSCP)
5	23.11.15	Email	Press enquiry re: 30 strong gang in Town Centre
6	25.11.15	Letter	MP Enq Re: nuisance vehicles William Hunter Way (WHW)
7	30.11.15	Email	Complaint – nuisance vehicles WHW
8	02.12.15	BBC	Action Plan – WHW
9	16.12.15	Report	Essex Police Crime Prevention Report
10	16.12.15	Letter	Sent to local resident affected by nuisance vehicles WHW
	<b>2016</b>		
11	13.03.16	Email	Complaint nuisance vehicle WHW
12	27.07.16	Email EP	Complaint nuisance vehicles Sainsburys
13	07.08.16	Email EP	Complaint Sainsburys Re: car meet (footage available from Facebook)
14	07.09.16	Email BBC	Rough sleeper issues
15	19.09.16	Email BBC	Rough Sleeper issues
16	21.09.16	Email	Complaint nuisance vehicles WHW
17	27.09.16	Email EP	Complaint nuisance vehicles WHW
18	01.10.16	Email EP	Car meet Op nuisance vehicles Sainsburys
19	05.10.16	Email	Graffiti Photos
20	28.11.16	Email	Complaint nuisance vehicles Sainsburys
21	20.12.16	Report It	Complaint nuisance vehicles WHW
22	22.12.16	Facebook	Shopping trolley thrown from MSCP
23	25.12.16	Email BBC	CCTV report on above incident
	<b>2017</b>		
24	06.01.17	Email	Complaint nuisance vehicles WHW
25	20.01.17	Email	Complaint nuisance vehicles WHW
26	27.01.17	Email	Complaint nuisance vehicles WHW
27	30.01.17	Email	Complaint nuisance vehicles WHW
28	16.02.17	Email BBC	CCTV report nuisance vehicles WHW
29	16.02.17	Email EP	Begging issue – Town Centre
30	17.02.17	Email	Complaint nuisance youths – Town Centre
31	17.02.17	Email BBC	Begging issue – Town Centre
32	19.02.17	Email	Complaint nuisance youths – Town Centre
33	19.02.17	Email	Complaint nuisance youths – Town Centre
34	21.02.17	Email	Complaint nuisance youths – Town Centre
35	21.02.17	Email	Complaint nuisance youths – Town Centre
36	24.02.17	Email EP	Complaint from Royal Mail Re: nuisance youths Town Centre
37	24.02.17	Email	Complaint nuisance youths – Town Centre
38	25.02.17	Email	Royal Mail Complaint nuisance youths – Town Centre
39	25.02.17	Email	Complaint nuisance youths – Town Centre
40	25.02.17	Email BBC	CCTV alleged drug use Town Centre

41	01.03.17	Email BBC	Cllr complaint re: nuisance youths Town Centre
42	04.03.17	Email	Complaint re: nuisance youths Town Centre
43	25.03.17	Email EP	Nuisance Youths MSCP
44	27.03.17	Image	Nuisance vehicles WHW
45	27.03.17	Image	Nuisance vehicles WHW
46	27.03.17	Image	Nuisance vehicles WHW
47	11.04.17	Email	Complaint nuisance vehicles WHW
48	13.05.17	Email	Complaint nuisance vehicles WHW
49	14.05.17	Email BBC	CCTV bike thrown from MSCP
50	24.05.17	Email	Complaint nuisance vehicles WHW
51	24.05.17	Image	Nuisance vehicles WHW
52	19.06.17	Email EP	Stabbing O/S Sugar Hut
53	10.07.17	Email	Complaint nuisance vehicles WHW
54	27.07.17	Email	Complaint nuisance vehicles WHW
55	22.08.17	Image	Nuisance Youths Town Centre
56	22.08.17	Image	Nuisance Youths Town Centre
57	27.08.17	Email	Complaint nuisance vehicles WHW
58	29.08.17	Image	Nuisance Youth (bike) High Street
59	29.08.17	Email	Complaint nuisance vehicles WHW
60	30.08.17	Email	Complaint nuisance vehicles WHW
61	09.09.17	Image	Legal Highs – High Street
62	09.09.17	Image	Evidence – Litter, Legal Highs – WHW
63	19.09.17	Image	Nuisance Youth (bike) High Street
64	21.09.17	Email	Complaint nuisance vehicles WHW



Prohibition	Evidence	Evidence Format	Alternative Action	Detrimental Effect	Likelihood
<ul style="list-style-type: none"> <li>• Speeding</li> <li>• Racing</li> <li>• Performing stunts</li> <li>• Sounding horns (as to cause public nuisance)</li> <li>• Revving engines</li> <li>• Wheel Spins</li> <li>• Playing music (as to cause public nuisance)</li> <li>to cause public nuisance)</li> </ul>	Cars, Motorbikes and Mopeds evidenced speeding in Council car parks and surrounding rounds in Town Centre. Racing performing stunts including wheelies and people laying across bonnets, and hanging out of vehicles. Complaints received from residents of all prohibitions including playing loud music and beeping horns late in to the night and early hours of the morning.	Council CCTV, Complaints from local residents, Calls to Essex Police, Social Media posts and images	Warning letters, Police action including Section 59 Notices, Careless driving, drunk driving and seizure of vehicles.	Affecting the quality of life of local residents, businesses and visitors to the car parks.	Take place most evening as well as weekends
<b>Using foul or abusive language</b>	Essex Police reports, Incidents involving Council CCTV/car parking staff, Baytree Security staff as well as residents, local business and visitors.	Essex Police reports, Council & Baytree CCTV, complaints from residents and businesses and visitors to the High Street	Arrests for Public Order and Racial Harassment, warning letters, use of body worn cameras and ABCs	Abuse of staff, complaints from local residents explaining the upset being caused.	Continuing
<b>Using threatening, intimidating behaviour towards another person</b>	Increase in incidents reported to Essex Police and Council. Direct threatening language used towards Baytree Staff and Council staff.	Police reports, complaints received by Council and images captured on Council CCTV plus social media.	Arrests for Public Order and Racial Harassment, warning letters, use of body worn cameras and ABCs	Abuse of staff, complaints from local residents explaining the upset being caused.	Continuing
<b>Creating excessive noise</b>	Links to nuisance caused by vehicles as well as youths congregating in multi storey car park.	Complaints from residents to Council and Essex Police	Warning letters, Police action including Section 59 Notices.	Complaints from local residents explaining the upset being caused.	Regular occurrence
<b>Creating danger or risk of injury to road users including pedestrians</b>	Behaviour of nuisance vehicles and particularly the actions of those riding pedal cycles, mopeds and motorbikes.	Complaints from residents to Council and Essex Police. Council and Baytree CCTV, social media posts and images.	Warning letters, Police action including Section 59 Notices, Careless driving, drunk driving and seizure of vehicles.	Complaints from local residents explaining the upset being caused.	Continuing
<b>Creating significant harm</b>	Behaviour of nuisance vehicles and particularly the actions of those riding pedal cycles, mopeds and motorbikes. In addition, the damage being caused to the multi storey in terms of windows being kicked in and items including a shopping trolley being thrown from the top levels.	Complaints from residents to Council and Essex Police. Council and Baytree CCTV, social media posts and images.	Police action from Section 59, vehicle seizure, careless driving and visits to parents. Warning letters sent to parents.	Reduced community confidence and increased fear of crime. Concerns raised by residents and visitors.	Possibility if behaviour continues
<b>Creating public nuisance</b>	Complaints from local residents and businesses in the Town Centre. Incidents caught on Council and Baytree CCTV and reports from staff.	Complaints from residents to Council and Essex Police. Council and Baytree CCTV, social media posts and images.	Letters to parents, public meetings and use of twitter to encourage reporting.	Reduced community confidence and increased fear of crime. Concerns raised by residents and visitors.	Continuing
<b>Creating significant annoyance to the public</b>	As above, consider removing as covered by other prohibitions				
<b>Engaging in anti-social behaviour covered by existing legislation</b>	Complaints from local residents and businesses in the Town Centre. Incidents caught on Council and Baytree CCTV and reports from staff.	Complaints from residents to Council and Essex Police. Council and Baytree CCTV, social media posts and images.	Letters to parents, public meetings and use of twitter to encourage reporting.	Reduced community confidence and increased fear of crime. Concerns raised by residents and visitors.	Continuing
<b>Committing traffic offences covered by existing legislation</b>	Remove				
<b>Aggressive begging</b>	Complaints from local residents and businesses in the Town Centre.	Reports to Police, Council & Members	Police action.	Reduced community confidence and increased fear of crime. Concerns raised by residents and visitors.	Continuing

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## **Members Interests**

Members of the Council must declare any pecuniary or non-pecuniary interests and the nature of the interest at the beginning of an agenda item and that, on declaring a pecuniary interest, they are required to leave the Chamber.

- **What are pecuniary interests?**

A person's pecuniary interests are their business interests (for example their employment trade, profession, contracts, or any company with which they are associated) and wider financial interests they might have (for example trust funds, investments, and asset including land and property).

- **Do I have any disclosable pecuniary interests?**

You have a disclosable pecuniary interest if you, your spouse or civil partner, or a person you are living with as a spouse or civil partner have a disclosable pecuniary interest set out in the Council's Members' Code of Conduct.

- **What does having a disclosable pecuniary interest stop me doing?**

If you are present at a meeting of your council or authority, of its executive or any committee of the executive, or any committee, sub-committee, joint committee, or joint sub-committee of your authority, and you have a disclosable pecuniary interest relating to any business that is or will be considered at the meeting, you must not :

- participate in any discussion of the business at the meeting, of if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business or,
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

- **Other Pecuniary Interests**

Other Pecuniary Interests are also set out in the Members' Code of Conduct and apply only to you as a Member.

If you have an Other Pecuniary Interest in an item of business on the agenda then you must disclose that interest and withdraw from the room while that business is being considered

- **Non-Pecuniary Interests**

Non –pecuniary interests are set out in the Council's Code of Conduct and apply to you as a Member and also to relevant persons where the decision might reasonably be regarded as affecting their wellbeing.

A 'relevant person' is your spouse or civil partner, or a person you are living with as a spouse or civil partner

If you have a non-pecuniary interest in any business of the Authority and you are present at a meeting of the Authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest whether or not such interest is registered on your Register of Interests or for which you have made a pending notification.

## **Community, Health and Housing Committee**

The functions within the remit of the Community, Health and Housing Committee are set out below

- 1) Community and Localism Initiatives including Assets of Community Value
- 2) The Voluntary Sector and community partnerships
- 3) Leisure and cultural initiatives.
- 4) Parish Council liaison
- 5) Health and Wellbeing
- 6) Grants to organisations/voluntary organisations.
- 7) Parks, open spaces, countryside, allotments
- 8) Community Safety and CCTV
- 9) Affordable housing
- 10) Housing strategy and investment programme where the Policy, Projects and Resources Committee does not decide to exercise such functions as the superior Committee
- 11) The Housing Revenue Account Business Plan where the Policy, Projects and Resources Committee does not decide to exercise such functions as the superior Committee
- 12) Housing standards, homelessness, homelessness prevention and advice

- 13) Housing needs assessment
  - 14) Housing benefit - welfare aspects
  - 15) Private sector housing and administration of housing grants
  - 16) Tenancy Management and landlord functions
  - 17) To make recommendations to Policy, Projects and Resources on the setting of rents for Council homes.
2. To take the lead on community leadership and consultation with stakeholders.