



THE CABINET

Thursday 24th July 2014 at 5.30 p.m.

COUNCIL CHAMBER, PARK NORTH, NORTH STREET, HORSHAM

Councillors: Ray Dawe
Helena Croft

Andrew Baldwin
Jonathan Chowen
Gordon Lindsay
Roger Paterson
Sue Rogers
Claire Vickers

Leader
Deputy Leader and Communication, Horsham Town
& Special Projects
The Environment
Arts, Heritage & Leisure
Resources
The Local Economy
Safer & Healthier District
Living & Working Communities

You are summoned to the meeting to transact the following business

Tom Crowley
Chief Executive

AGENDA

- | | Page
No. |
|--|-------------|
| 1. Apologies for absence. | |
| 2. To approve as correct the record of the meeting of 5 th June 2014 (herewith). | 1 |
| 3. To receive any declarations of interest from Members of the Cabinet. | |
| 4. To receive any announcements from the Leader, Cabinet Members or Chief Executive. | |
| 5. To receive questions from and provide answers to the public in relation to matters which in the opinion of the person presiding at the meeting are relevant to the business of the meeting. | |
| 6. To consider the following reports: | |
| (a) Report of the Cabinet Members for a Safer and Healthier District and for Living and Working Communities on the: | 7 |
| • Draft Horsham District Council Housing Strategy 2013-15 Annual Progress Report | 13 |

•	Draft Homelessness Prevention Action Plan 2013-15 update	25
•	Draft Housing Policy Statement	35
(b)	Report of the Chairman of the Finance and Performance Working Group on Performance Indicators for Quarter 4 and Full Year 2013/14, District Plan Priorities, and Tracked Project List Progress	43
(c)	Report of the Director of Corporate Resources on Budget 2014/15 – progress report for the period from 1 st April to 30 th June 2014 and outturn forecast	49
7.	To consider any matters referred to Cabinet by the Scrutiny & Overview Committee - There are no matters currently outstanding for consideration.	
8.	To consider matters of special urgency.	

THE CABINET
5TH JUNE 2014

Present:	Councillors:	
	Ray Dawe	Leader
	Helena Croft	Deputy Leader and Communication, Horsham Town & Special Projects
	Andrew Baldwin	The Environment
	Roger Paterson	The Local Economy
	Sue Rogers	A Safer & Healthier District
	Claire Vickers	Living & Working Communities

Apologies:	Jonathan Chowen	Arts, Heritage & Leisure
	Gordon Lindsay	Resources

Also present: Councillors: George Cockman, Frances Haigh, Ian Howard

EX/1 **RECORD OF THE MEETING OF 23RD APRIL 2014**

The record of the meeting of the Cabinet held on 23rd April 2014 was approved as correct and signed by the Leader.

EX/2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EX/3 **ANNOUNCEMENTS**

There were no announcements.

EX/4 **PUBLIC QUESTIONS**

No questions had been received.

REPORT BY THE CABINET MEMBER FOR A SAFER & HEALTHIER DISTRICT

EX/5 **General Enforcement Policy for Environmental Health and Licensing**

The Cabinet Member for a Safer & Healthier District submitted a report seeking Cabinet approval for a revised Enforcement Policy for Environmental Health and Licensing, which had been updated to reflect the draft new Regulators' Code. The revised policy would provide a transparent and consistent approach to enforcement with clear information and advice.

The Council had a duty under the Legislative and Regulatory Reform Act 2006, when exercising its regulatory function, to have regard to the principles of good

EX/5 General Enforcement Policy for Environmental Health and Licensing (cont.)

regulation. Adoption of the revised policy would be a key method of ensuring that the Council complied with this legal obligation.

The main areas of work covered by the enforcement policy included Food Safety; Occupational Health and Safety; Public Health; Pollution Control; Private Sector Housing; Licensing; and Pest Control.

RESOLVED

- (i) That the draft General Enforcement Policy for Environmental Health and Licensing be adopted as submitted.
- (ii) That the Environmental Health & Licensing Manager, in consultation with the relevant Cabinet Member, be authorised to make minor amendments to the policy, once adopted, to reflect changes in legislation or guidance and codes of practice where a full review of the policy is not warranted.

REASON

It is a legal obligation for regulators, including the Council in respect of almost all its regulatory functions, to have regard to the Regulators' Code when developing policies and operational procedures that guide regulatory activities.

REPORT BY THE CHIEF EXECUTIVE

EX/6 Land West of 36 The Fieldings, Southwater

The Chief Executive reported that, in July 2008, planning permission had been granted for a residential development of eight dwellings on land west of 36 The Fieldings, Southwater. Attached to the decision was a signed unilateral S106 agreement which secured a contribution of £20,900 for community facilities.

Unfortunately, although the developer notified the Council through the Building Control team of the commencement of works on site, they were not pursued for the s106 contributions.

In June 2012, the developer went into liquidation and the Council was advised that there was insufficient dividend to be paid to unsecured creditors. Investigation of alternative ways of securing the monies concluded that there were no means by which this could be achieved.

EX/6 Land West of 36 The Fieldings, Southwater (cont.)

As the local community had lost the funding for community facilities which would otherwise have been available for an appropriate project, it was suggested that a compensatory transfer from the money received from New Homes Bonus could be made without impacting on revenue or capital budgets.

It was noted that, since the date of this case, more robust procedures had been introduced in respect of the notification procedure and monitoring of planning agreements.

RECOMMENDED

That a sum of £25,845 be transferred from the New Homes Bonus reserve to the Community Facilities section 106 reserve and ring-fenced to the parish of Southwater for use in accordance with the terms of the section 106 agreement relating to land west of 36, The Fieldings, Southwater.

REASON

To replace the community facilities funding which would otherwise have been secured through the s106 agreement.

REPORT BY THE DIRECTOR OF COMMUNITY SERVICES

EX/7 **Assets of Community Value – Revisions to Scheme of Delegation**

The Director of Community Services reminded Cabinet that the Government had introduced legislation that enabled community groups to buy and run community assets. In November 2012, Cabinet had approved the Council's Assets of Community Value Scheme, which made provision for local community groups to nominate buildings or land within the District to be included in a List of Assets of Community Value. If listed as an asset, local community groups had a chance to bid to buy the asset if it was sold on the open market.

On 22nd January 2014, the Council had agreed a new management structure and the Council's Scheme now required updating, as the responsibilities of particular post-holders had changed.

RESOLVED

- (i) That powers be delegated to officers to administer the Scheme in accordance with the scheme of delegations set out the report.

EX/7 Assets of Community Value – Revisions to Scheme of Delegation (cont.)

- (ii) That the Director of Community Services, in consultation with the Leader, be authorised to make revisions to the Scheme accordingly and from time to time as necessary.

REASON

To comply with the Localism Act 2011 and the Assets of Community Value (England) Regulations 2012.

REPORT BY THE CHIEF EXECUTIVE

EX/8 **Business Transformation Programme – 18 month progress report**

The Chief Executive reported that Horsham's Business Transformation Programme was now 18 months into its delivery timetable. A number of projects in the programme had been delivered and others were close to completion. It was noted that the Programme was now being refreshed to take account of the new operating environment.

In particular it was noted that:

- The new Council website was due to go live on 17th June 2014.
- The new Customer Services Manager was in post and would lead the development of face-to-face and telephone contact.
- The new customer services team, which in Phase 1 brought together current front-of-house, switchboard and the Hop Oast telephone team, had gone live on 2nd June 2014.
- In June a paperless challenge was being launched with staff, in order to reduce significantly the volume of paper stored.
- An electronic document and records management system was being implemented across the Council, with the aim that all incoming paper was handled electronically by the time a move of offices was anticipated.
- Work was progressing with West Sussex County Council to explore the business case for relocating to their Horsham offices and a report would be submitted to Council on 25th June 2014.
- The Terms and Conditions Review had been completed and the new management restructure had been approved, each of which would deliver approximately £200,000 of savings per annum. Implementation of the new structure was well underway and was expected to be in place by late summer 2014.

Alongside the formal transformation programme, a number of interdependent projects in respect of telephony, Windows 7/Office 2010 and Desktop Refresh had been ongoing, assisting in delivering positive change.

EX/8 Business Transformation Programme – 18 month progress report (cont.)

RESOLVED

That progress in respect of the Business Transformation Programme be noted.

REASON

To monitor progress of the delivery of the Business Transformation Programme's objectives.

EX/9 **SCRUTINY & OVERVIEW COMMITTEE – MATTERS REFERRED TO CABINET**

There were no matters currently outstanding for consideration.

EX/10 **MATTERS OF SPECIAL URGENCY**

There were no matters of special urgency to be considered.

The meeting closed at 5.42pm having commenced at 5.30 pm.

LEADER

Report to Cabinet

24 July 2014

By the Cabinet Members for a Safer and Healthier
District and Living, Working Communities

Not exempt for Publication

Draft Horsham District Council Housing Strategy 2013-15, Annual Progress Report, draft Homelessness Prevention Action Plan 2013-15 Update and draft Housing Policy Statement

Executive Summary

The Council's **Housing Strategy 2013-15** and **Homelessness Prevention Action Plan 2013-15** were approved and adopted in April 2013. It was agreed that both the Strategy and the Plan would be reviewed in 2014 and progress highlighted.

The draft **Horsham District Council Housing Strategy 2013-15 Annual Progress Report** reviews the progress the Council has made in meeting the five objectives set out in the original Strategy:

1. An increasing supply of homes that people in need can afford
2. Effective support for homeless households
3. Appropriate housing provision for vulnerable people
4. Thriving rural communities
5. The Strategy effectively delivered and reviewed

The **Homelessness Prevention Action Plan 2013 -15 Update** identifies the specific actions that the Council has undertaken to prevent homelessness during the first year of the Action Plan.

The Council has maintained a delivery programme of affordable homes since the recession began in 2008. In spite of considerable economic pressures, the Council's partners have delivered an increase in affordable homes year on year.

Nevertheless, any aspirational target for future affordable housing delivery must address identified need. Therefore, the Council should work towards housing everyone who is currently on the housing register, and maintain a steady future delivery programme that enables those joining the register to be allocated a settled home.

The draft **Housing Policy Statement – housing to meet local need** suggests options as to how the Council can meet the target through enhanced partnership working, identifying land and possible funding opportunities. The aim is to deliver a range of tenures that meet housing need across the local income spectrum and especially homes for those households who have no option but to join the housing register.

Recommendations

The Cabinet is recommended:

- i) To approve and adopt the **Housing Policy Statement** and in particular the recommendations at the end of the Statement:
 - *Establish a Mission Statement to enable the delivery of at least 170 affordable rented homes per year, plus other tenures to meet the housing need of local people at all income levels*
 - *Support Housing Associations to create balanced communities that provide housing for local residents in various levels of housing need.*
 - *Explore ways in which the planning system can deliver a proportion of private rented accommodation in new developments.*
 - *Look at appropriate Council land holdings to identify any potential housing sites. In addition opportunities to acquire land for this purpose should also be considered, as well as joint ventures with landowners.*
 - *Explore with West Sussex County Council possible opportunities to use the County's land in ways that would meet both Councils' objectives.*
 - *Explore and investigate whether the Council can extend its capital programme to provide a loan facility to Saxon Weald for the construction of new affordable homes.*
 - *Hold further seminars and specific meetings for parishes to consider the different types of housing that could form part of neighbourhood planning.*
 - *Consider investing a proportion of additional New Homes Bonus collected after 2015/16 into specific affordable housing projects that meet identified local need.*
 - *Promote new affordable housing schemes that can be funded by commuted sums and review governance issues around the distribution of commuted sums to ensure that the process of grant funding schemes is rigorous and in line with the Council's constitution.*
- ii) To note the draft **Horsham District Council Housing Strategy 2013-15 Annual Progress Report**.

- iii) To note the draft **Homelessness Prevention Action Plan 2013 -15 Update** for information

Reasons for Recommendations

- i) Social and affordable housing is a scarce resource in the Horsham District. The Housing Policy Statement sets out specific actions the Council can take, to deliver homes to meet housing need in the District in an increasingly challenging environment.
- ii/iii) It was agreed to review progress against the Horsham District Council Housing Strategy 2013-15 and Homelessness Prevention Action Plan 2013 -15 after one year.

Background Papers	Draft Horsham District Council Housing Strategy Annual Progress Report 2013-15, draft Homelessness Prevention Action Plan 2013-15 Update and draft Housing Policy Statement – housing to meet local need (attached)
Consultation	All Cabinet Members Chief Executive Director of Community Services Director of Corporate Resources Head of Financial Services Council Solicitor Council Monitoring Officer Full discussion at Members Affordable Housing Advisory Group (MAHAG)
Wards affected	All
Contact	Andrew Smith, Strategic Housing Manager X 5202

Background Information

1 Introduction

- 1.1 The purpose of this report is to formally request Cabinet approve and adopt the draft Housing Policy Statement and in particular the recommendations at the end of the Statement, and receives for information the draft Horsham District Council Housing Strategy Annual Progress Report 2013-15 and draft Homelessness Prevention Action Plan 2013-15 update.

2 Statutory and Policy Background

- 2.1 The Council's Housing Strategy and Prevention of Homelessness Action Plan were approved and adopted in April 2013, and contained an undertaking for an annual review.
- 2.2 One objective identified in the Horsham District Plan 2011-15 is that Horsham residents should be able to *access appropriate and affordable housing to meet local needs*. The Housing Policy Statement sets out how the Council can continue to achieve this objective.

3 Details

- 3.1 See attached draft Housing Strategy 2013-15 Annual Progress Review, draft Homelessness Action Plan 2013 -15 Update and draft Housing Policy Statement.

4 Next Steps

- 4.1 If Cabinet approves and adopts the draft Housing Policy Statement more detailed work will then commence in developing the detail of the actions contained within recommendation i).

The Cabinet receives the draft Horsham District Council Housing Strategy Annual Progress Report 2013-15 and draft Homelessness Prevention Action Plan 2013-15 update. The documents are then published on the Council's website and distributed to key partners.

5 Outcome of Consultations

- 5.1 Feedback from consultation has been assessed and incorporated into the documents

6 Other Courses of Action Considered but Rejected

- 6.1 None

7 Staffing Consequences

- 7.1 None

8 Financial Consequences

- 8.1 Draft Housing Strategy 2013-15 Annual Progress Review and draft Homelessness Action Plan 2013 -15 Update – none

Draft Housing Policy Statement – potentially considerable depending on which options are explored further. See Recommendation i)

Appendix 1

Consequences of the Proposed Action

What are the risks associated with the proposal? Risk Assessment attached?	Financial risks associated with options contained within the housing policy statement; risk of not delivering enough affordable housing
How will the proposal help to reduce Crime and Disorder?	Access to housing can contribute significantly to reducing crime and disorder and help create cohesive communities.
How will the proposal help to promote Human Rights?	The Council is required to consider not only the detrimental effects on citizens' Convention rights but also positively to enhance those rights. Providing affordable housing will enable families in need to have a home of their own.
What is the impact of the proposal on Equality and Diversity? Equalities Impact Assessment attached Yes/No/Not relevant	See Housing Strategy 2013-15 and Homelessness Action Plan 2013 -15 Yes – uploaded onto website
How will the proposal help to promote Sustainability?	Delivering affordable housing, preventing homelessness and allocating properties accordingly are fundamental to establishing and maintaining sustainable communities.

HORSHAM DISTRICT COUNCIL

Housing Strategy Update 2014

Foreword

We published our Housing Strategy 2013-15 in April 2013. The Strategy outlines how we intend to provide housing and housing-related services for all residents in the District, making the best use of all the resources we have at our disposal and delivering the objective identified in the Horsham District Plan 2011-15: *to access appropriate and affordable housing to meet local needs*.

This Strategy forms part of an overall suite of documents that is designed to meet the housing challenges that face us. We deliberately kept the timeframe short as so much change is taking place as a result of Government legislation.

We said we would check where we had got to after a year, and then thoroughly review our strategies in 2015.

We developed our Tenancy Strategy and Housing Register and Allocations Policy in parallel to this strategy. The Tenancy Strategy will be revised after the next General Election and the Housing Register and Allocations Policy is currently undergoing a review one year after its implementation.

Our vision is that Horsham District should be a place where people and businesses feel they belong and are proud to call home, and in order to capture that vision we set out the following objectives:

1. An increasing supply of homes that people in need can afford
2. Effective support for homeless households
3. Appropriate housing provision for vulnerable people
4. Thriving rural communities
5. The Strategy effectively delivered and reviewed

The headlines are that we can report the highest annual number of affordable homes delivered since the Council transferred its housing stock in 2000 and households in bed and breakfast accommodation have decreased by 30% from 31 March 2013 to 31 March 2014. These and other significant achievements are highlighted in this update.

The aim is not to repeat all of the background information in the Housing Strategy, and this update should be read in conjunction with that document.

1. An increasing supply of homes that people in need can afford

We said that between now and 2015 we would:

Develop and implement new planning policies within the Horsham District Planning Framework to secure appropriate levels of affordable housing

The proposed targets and thresholds for affordable housing provision are as follows:

- On sites providing 15 or more dwellings, or on sites of over 0.5 hectares, the Council will require 40% of dwellings to be affordable
- On sites providing between 9 and 14 new dwellings, the Council will require 30% of dwellings to be affordable
- On sites providing between 5 and 8 new dwellings, the Council will require 20% of dwellings to be affordable, or where on-site provision is not achievable a financial contribution equivalent to the cost of the developer providing the units on site
- Appropriate affordable provision on strategic sites north of Horsham and at Southwater

Progress

The Horsham District Planning Framework Proposed Submission was approved by Council on 30 April 2014 and is now out for consultation from 16 May - 27 June

Work with our Housing Association partners to develop over 500 new affordable homes

Progress

Between 1 April 2013 and 31 March 2014, the highest annual number of affordable homes (239) was delivered since the Council transferred its housing stock in 2000.

All homes are for general needs and completions are as follows:

16 x 1 bed flats for rent
9 x 1 bed flats for shared ownership

51 x 2 bed flats for rent
42 x 2 bed flats for shared ownership

17 x 2 bed houses for rent
33 x 2 bed houses for shared ownership

38 x 3 bed houses for rent
31 x 3 bed houses for shared ownership

11 x 4 bed houses for rent
1 x 4 bed house for shared ownership

Total: 133 homes for rent
116 homes for shared ownership

The Council works with registered affordable housing providers to deliver all affordable homes and from 1 April 2013 to 31 March 2014 249 homes were delivered by the following partners:

Southern Housing Group	101 units
Saxon Weald	65 units
Moat	46 units
A2 Dominion	27 units

By 31 March 2015 we expect to see 285 further homes completed.

There is a pipeline of new schemes that are at various stages in the planning process. These schemes will appear on the development programme once planning permission has been granted.

Set a new ongoing Council target for affordable homes delivery

Progress

The Housing Strategy 2013-15 set out an indicative aspirational delivery target of 240 homes a year, broken down as follows:

- 120 units minimum for general needs social/affordable rent
- 30 units minimum for general needs shared ownership
- 40 units for retirement/Extra Care social/affordable rent
- 20 units for retirement/Extra Care shared ownership
- 30 additional units (general needs or retirement) – to compensate for local connection schemes drawing from lower bands on the register for nominations (those in less need).

This target has yet to be formally adopted and further discussion is required, as the target could change year on year due to changes in identified housing need.

It should be remembered that the Council does not build affordable homes. It has an enabling role and facilitates and negotiates the highest number of affordable homes that can be delivered.

We have to factor in:

- Viability
- Housing Associations' ability to deliver and fund
- Changing Government policy
- Funding

Continue to implement our Empty Homes Strategy

Progress

Twenty four empty properties were brought back into use during the past financial year.

Continue to implement our Housing Assistance Policy

We approved 97 Disabled Facilities Grants and spent £465,000

We approved 37 applications for other financial assistance and spent £71,000

Explore the possibility of self-build schemes within the District with organisations promoting self-build

Progress

The Council published the Horsham District Council Planning Framework Preferred Strategy in August 2013. Draft Policy 14 allocates land to the north of Horsham for *comprehensive mixed use development*. The Policy states that:

There shall be an area set aside for self-build housing for between 200-300 units.

Implement Our Gypsy, Traveller and Travelling Showpeople (GTTS) Site Allocations Development Plan Document (DPD)

Progress

The Council's Gypsy, Traveller and Travelling Showpeople Accommodation Assessment (2012) identified a requirement for the provision of an additional 39 pitches up until 2017. As part of this requirement there is an existing need for 29 pitches to address the current backlog of accommodation need arising

from sites which may be unauthorised or subject to temporary permissions. The study then identified that there is an additional need for a further 10 pitches over the period 2012-2017. An additional need for 18 pitches has been identified from 2018-2022 and a need for 21 pitches identified between 2023 -2027.

The Horsham District Planning Framework includes a policy to meet the requirement of 39 pitches up until 2017. After 2017 no sites have been identified – however, the Council is proposing to prepare a Gypsy and Traveller sites DPD, which will meet objectively assessed need beyond 2017. There is also a criteria-based policy for assessing planning applications which have not been specifically identified through the Plan.

No additional need for Travelling Showpeople has been identified.

In partnership with other Local Authorities in West Sussex the Council agreed to jointly fund the provision and running costs of a Transit Site for Gypsies and Travellers as a County-wide resource. A potential site has been identified in the Chichester District and has the potential to provide 9-10 pitches.

2. Effective support for homeless households

We said that between now and 2015 we would:

Eliminate the use of B & B for expectant mothers and households with children

Progress

At the end of March 2014 16 households were residing in bed and breakfast accommodation. None of those households included children or expectant mothers. This represents the lowest number in bed and breakfast for 4 years.

Enable people to remain in their homes, possibly with financial support

Progress

During the first year of the current Strategy the Council prevented 292 households from becoming homeless. For 28 of those households, homelessness was prevented by using the Council's rent deposit scheme and 12 households benefited from the Eviction Prevention Fund.

Ensure that customers have access to the best housing options advice and information from the Council

Progress

- Our redesigned daily triage drop-in system has been further refined and applicants receive face-to-face advice from a Housing Officer which will be tailored to their individual circumstances.

- The Council's Housing Register and Nominations Policy was adopted in April 2013, and underwent a 'light touch' review in September 2013. The new Policy has enabled the Council to significantly reduce numbers on the Housing Register by, amongst other measures, insisting on a two year residency in the District before any household can join the register. At the end of 2012-13, 1185 households were registered. At the start of 2013-14, with the implementation of the new policy, the number on the register was reduced to 615. At 31 March 2014 the 482 households remained on the register.
- Although the numbers on the register have reduced by 60% since the introduction of the new policy, the households that remain on the register need to be housed and the Council has a duty to enable such households to find suitable accommodation, either through nomination to housing association properties or the private rented sector. Therefore the Council should not relax efforts to maximise the delivery of affordable housing. Rather, in view of reducing central government grant and increasing viability issues, the Council should pursue alternative and innovative ways of providing housing to meet local need.
- All information on the website has been updated and work on the housing pages is ongoing, pending the launch of a new Council website in June 2015.
- The Housing Options team continues to work hard to ensure that vulnerable and minority groups are not disadvantaged and that appropriate measures are in place to assist all who require support.

Maintaining the quality of temporary accommodation provided in the District, expanding the stock of one and two bed flats and providing enhanced support where necessary with newly acquired stock to be centrally located, near to services

Progress

- Refurbishment has taken place at Fiennes Court, Horsham, funded by the Green Deal – this has included new windows and a new central boiler. In addition, new bathrooms will also be installed by the end of summer, and a wet room provided in one flat for specific disabled use.
- A 2 bed property on the edge of Warnham nature reserve has been returned to Housing Services for use as temporary accommodation.
- Chancton House, Steyning, will need considerable maintenance within the next two years if it is to remain fit for purpose as temporary accommodation. The Council is looking at options for the building, including selling the current building and site and providing a purpose built scheme of 8-10 apartments elsewhere in Steyning.

Expanding our forum of private landlords willing to offer tenancies to homeless households

Progress

- The Council's private lettings officer has been joined in the last year by an apprentice. The placement has worked well, enabling the lettings team to expand the number of landlords offering properties to 36.
- A Landlord's Forum is scheduled for October 2014, building on the success of the previous event. It is hoped new landlords will offer properties to the Council following the Forum.

For further information, see Homelessness Prevention Action Plan 2013-15 (2014 Update).

3. Appropriate housing provision for vulnerable people

Between now and 2015 we said we would monitor and where possible, work with our partners to increase our support for various groups:

Progress

Older people with support needs

- The assessment of the Housing Register demonstrated a predicted need for 60 older persons' homes per year – 25% of the overall total.
- Policy 17 of the Horsham District Planning Framework Preferred Strategy (Retirement Housing and Specialist Care) states:

The Council will particularly encourage schemes that meet identified local needs for those on lower incomes and provide affordable accommodation for rent or shared ownership/equity.

- Saxon Weald Homes are currently building retirement/older persons' schemes in Upper Beeding (25 units) and in Steyning (20 units), and a small scheme in Partridge Green. A new Extra Care scheme is under construction on the Highwood site (Berkeley Homes) to the east of the A24.

Mental health

- The Richmond Fellowship continues to provide a specialist floating support service for people with mental health needs and learning difficulties, as well as managing 7 residential units at Blatchford House in Horsham for adults aged 18 to 65.

Learning and Physical disability

- Southdown Housing Association continues to support clients across West Sussex as part of its Independent Living Scheme (ILS): 38 clients are housed in Horsham District
- The current ILS provision in Horsham was successfully re-tendered and is now linked to Horsham, Crawley and Worthing in a single contract. Southdown currently works in all three areas delivering traditional ILS, Floating Support, TIPS (peer support) and a range of small initiatives supporting people to develop independent living skills.
- Southdown was successful in tendering for the Countywide Generic Floating Support service which replaced Signpost with MyKey Floating Support Service in January 2013.
- Following a year long project to support non priority single homeless applicants funded by Crisis, Southdown has now rolled out this service across West Sussex. The service has worked with Horsham District Council to support two non priority vulnerable clients to access the PRS and provide ongoing floating support to sustain independence.

Ex-offenders

- The Council works with the Probation Service and other agencies such as the Crime Reduction Initiative (CRI) and YMCA on Integrated Offender Management
- We retain a statutory duty to house 'vulnerable' people discharged from prison. In 2013-14 we nominated four households to social housing tenancies through Additional Preference, as defined by the Housing Register and Nominations Policy introduced in April 2013, which allows up to six.

Substance misuse

- Southdown Housing Association has taken over from Sussex Oakleaf in running a scheme to provide both housing through a Registered Social Landlord and a support package.

Care leavers and young people with support needs

- West Sussex County Council Leaving Care Team funds two bed spaces at the Y-Centre for those leaving care and a housing support service for 12 vulnerable young people at the Y Centre. A further five units of support for young people continue to be provided at Crossley Hughes House

Women and children suffering domestic violence

- The Council supports North Sussex Refuge Service and attends the monthly North Downs Domestic Violence Multi- Agency Risk Assessment Conference, and runs the *Safe @ Home* scheme, which aims to make it possible for victims to remain in their own home and feel safe.

Other related support for vulnerable groups

Community Link (Assistive technology)

- This service, run by the Council, continues to provide a home safety and personal security system that enables people to live independently within their homes. The service involves the provision of a telephone link 24 hours a day between the home and the control centre.
- Since the scheme was introduced in 1986, and at present around 1700 households benefit from a Community Link system.
- The scheme was been successfully accredited by the Telecare Services Association In March 2014.

The Voluntary Sector

- Extensive low level preventative support is delivered to people in need via the Voluntary Sector. This continues and a full list of partners features in the 2013-15 Housing Strategy.

Thriving rural communities

Between now and 2015 we said we would:

Continue the programme of carrying out Housing Needs Surveys in partnership with Action in Rural Sussex, concentrating on parishes that have not been surveyed in the last 3 years

Progress

- Surveys have been carried out in Rudgwick and Rusper parishes. However, independent stand-alone housing needs surveys have largely been subsumed into the Neighbourhood Planning process. In the past, Horsham District Council has encouraged parish councils to explore opportunities for affordable housing by joint commissioning (with Horsham District Council) local housing needs surveys. The surveys have been carried out by Action in Rural Sussex and funded by HDC.
- The introduction of Neighbourhood Planning has fostered an interest among parish councils in having up to date housing needs surveys. These surveys will provide evidence that will influence the type and amount of housing development in parish areas.

Work with Saxon Weald Homes to develop local needs rural housing schemes in Cowfold, West Chiltington and Partridge Green

Progress

- Construction is currently taking place of a 6 unit local needs affordable housing scheme in Partridge Green. The development consists of 6 apartments for older persons and three family homes. All properties are for rent.
- A planning application has been submitted for a scheme of 20 social rented homes for local people in Cowfold
- No further progress has been made on a scheme for West Chiltington. Agreement has not been reached with the landowner.

Explore developing a mixed tenure model for local connection schemes with Housing Association partners

Discussions are ongoing, but such developments are likely to come through the Neighbourhood Planning process.

5. We will see the Strategy effectively delivered and reviewed

Progress

- The Housing Strategy 2013-15 suggested the formation of a Housing Monitoring Group to be the first point of progress review against strategic objectives. A major management restructure has taken place during the past year and is ongoing, with key personnel recently appointed or not yet in post. Setting up such a group will be considered before drafting the next Housing Strategy.
- The Members' Affordable Housing Advisory Group has reviewed progress against the Strategy objectives and a seminar took place in January, addressing affordable housing finance and shared ownership as a valid tenure.
- We continue to report on progress, issues and trends in the sector, opportunities and threats, and seek input and decisions to inform the direction of the strategy.
- As mentioned above, the Council has undergone an extensive management restructure, and this has significantly affected senior staff in Housing Services.
- The Head of Housing and Community Development post was made redundant, with the post holder taking up new responsibilities as head of

Culture and Community. The Housing Services Manager was appointed to the post of Strategic Housing Manager and now oversees the homelessness and housing options service, the housing support service, strategy and development and the Community Link service.

DRAFT

DRAFT

HORSHAM DISTRICT COUNCIL

Homelessness Prevention Action Plan 2013-15

Update April 2014

Foreword

Our overriding philosophy is that prevention is better and cheaper than cure and it is always a priority to assist applicants to remain where they are if this is possible and sustainable. We also acknowledge that homelessness starts much earlier on in a person's life than the day that they present at the Council offices. Horsham District Council's corporate commitment to preventing homelessness focuses not only on those households who are homeless or facing homelessness imminently but also on those where future homelessness could be prevented by means of early intervention.

The Horsham District Council Housing Strategy details the Council's vision in relation to:

1. An increasing supply of homes that people in need can afford
2. Effective support for homeless households
3. Appropriate housing provision for vulnerable people
4. Thriving rural communities
5. The Strategy effectively delivered and reviewed

However, the Council also works corporately and with partners to prevent homelessness from occurring. This document identifies the specific actions that the Council will undertake to prevent homelessness.

Troubled Families – now 'Think Family'

Action Plan objective

Between 2013 and 2015 we will identify resources to sustain the current ASB team and will seek to expand this function through a Troubled Families Intervention worker.

Update

The Council adopts a 'whole family' approach to reducing anti-social behaviour (ASB). Through the work of anti-social behaviour case workers the Council achieved positive outcomes for 49 referrals in 2011/12 and 55 in

2012/13. Almost half of these cases involved families facing one or more housing enforcement action.

The team is employed by the Council. It was previously funded through the Community Safety Partnership but following the establishment of the county wide *Think Family* initiative new funding has been secured from the Home Office via West Sussex County Council (WSCC).

The range of services for ASB reduction still includes a behaviour change course for participants (*Revolution*) and course for parents (*Understanding Teenage Behaviour*) but has been extended to embrace 'help get into work' solutions for household members and extended support for the most challenged families through four dedicated officers employed by WSCC or partner agencies.

In total 107 families in the Horsham District Think Family Neighbourhoods will have benefited from this support between April 2012 and March 2014.

Improving Health and Wellbeing

Action Plan objective

Between 2013 and 2015 we will ensure that any cuts to Health and Wellbeing services as result of funding pressures are prevented or minimised. Where it does not directly deliver services for people with health problems it will ensure that the Health and Wellbeing Hub is able to signpost or handhold enquirers to service providers who can improve both physical and mental health and so reduce the impacts of health problems on homelessness.

Update

The Council

- provides a health development service that sees 82,000 attendances/year and a further 220,000 attendances a year as a result of activities it has introduced and established
- is commissioned by NHS West Sussex to deliver a Health and Wellbeing Information Hub and to provide one to one advice and healthy behaviour interventions. Since the start of the service in 2011 the Hub has received 1245 referrals, including requests for information, advice and support with lifestyle and behavioural services for a variety of health issues including: losing weight, healthy eating, increasing activity, stopping smoking, alcohol awareness and emotional wellbeing.
- provides a community link alarm service for around 1700 customers which helps to people to remain living independently at home
- provides a safe at home service for victims of domestic violence so that they can live in increased security in their own home

Reducing Re-offending

Action Plan objective

Between 2012 and 2015 the Council will ensure that any cuts to services reducing re-offending as result of funding pressures are prevented or minimised.

Update

No cuts have been made.

The Council

- is a key partner within the Horsham District Community Safety Partnership which helps deliver the local PPO (Prolific and Priority Offender) scheme, part of Integrated Offender Management in West Sussex. The amount of crime committed by prolific offenders was cut by 43% in 2011/12
- has secured the services of a dedicated supporting people officer who is co-located within the housing department. Part of this role is to help vulnerable clients, including some who have offended or who are in danger of offending, to sustain their tenancies
- In order to reflect national and local priorities and to support vulnerable groups within the district, the revised Horsham District Council Housing Register and Nominations Policy grants additional preference of up to 6 properties per annum to ex offenders moving on from CRI Hostels
- works closely with partners to both identify and provide services for NEETs (young people not in Education, Training or Employment) scheme
- has worked within the Community Safety Partnership to Establish a pilot scheme to help offenders into employment and training

Improving Access to Training and Employment Opportunities

Action Plan objective

Between 2013 and 2015 the Council will build on current good practice, having commenced an apprenticeship scheme in October 2012. It will employ a minimum of 5 'Journey to Work' apprentices at any one time and will place over 30 young people in positions where they will receive industry based training. It will link with voluntary partners such as Horsham Matters to ensure that customers accessing services like food banks also find this outlet as a first step into training and employment.

Update

The Council

- has a history of employing apprentices and current employs four
- has a history of providing both voluntary and paid work experience
- administers a scheme which secures work experience with private companies and provides these candidates with staff
- helps to provide courses for targeted groups

Economic Resilience

Action Plan objective

Between 2013 and 2015 the Council will develop a co-ordinated response to Welfare Reform, redesigning services following the introduction of Universal Credits and other reforms. We will consider establishing an 'on street access to Credit Unions' service in Horsham, will maintain debt advice support and ensure the availability of basic finance management training for individuals with limited experience of managing their own finances. In partnership with the NHS and County Council we will help to extend the local food bank service delivered by local churches.

Update

The Council

- delivers the local benefits service
- funds debt advice services
- signposts people to credit unions
- ensures key officers regularly attend seminars, working groups and keep up to date with all developments on Welfare Reform

Role of the voluntary sector

Action Plan objective

Between 2013 and 2015 the Council will ensure that any cuts to voluntary services as result of funding pressures are minimised. We will work with partners to help extend food banks and youth support in open spaces. We will also refer appropriate clients to a new Night Shelter service delivered by Churches Together which will run each winter between December and February - commencing in December 2012.

Update

The Council part funds:

- Citizens Advice Bureau
- Age UK
- Impact Initiatives
- the Mediation Service
- Relate
- The Council for Voluntary Services.

The Council also works with the sector to help establish services that have an impact on crime reduction, community safety and health and wellbeing.

We have a strong relationship with a consortium of 30 churches within the 'Churches Together' framework and we help the churches to source funding and develop services that help to reduce homelessness.

Services under these umbrellas include debt advice, access to legal advice, befriending, benefits advice and community transport. All these services help people to remain in their own homes

The churches ran a second Night Shelter from December 2013 to March 2014.

Private Rented Sector

Action Plan objective

Horsham District has an expanding private sector market (increase from 7% of all properties to 12% over last 10 years) and the Council is committed to access the sector as far as possible, securing a portfolio of 60 properties by 2015.

Update

The Council's Private Sector Lettings Officer has devised an offer for landlords with different levels of service to meet landlords' individual requirements. This includes support for and sustainability visits to tenants. To date, 35 landlords have made property available to rent via the Council. We offer both bonds and cash payments for deposits.

The Authority's first Landlords' Forum was held in October 2012 and another Landlords' Forum (possible whole day workshop/drop in event) is being planned for autumn 2014. More private sector landlords will be recruited via

enhanced marketing and an apprentice - in post since October 2013 - has assists the Private Sector Lettings Officer.

Affordability

Action Plan objective

Between 2013 and 2015 the Council will ensure that these services are maintained and scarce homelessness prevention resources are used to maximum effect.

Update

In the current economic climate, accurate assessments of affordability and benefits entitlement form the basis of the sustainable options available to people seeking accommodation. Housing officers have a good knowledge of benefits and of how to access benefits information quickly as well as expertise in completing financial assessments. In-depth financial assessments relating to homelessness prevention and Mortgage Rescue are carried out by the Citizens Advice Bureau under contract arrangements. We exercise the greatest possible flexibility with regard to the use of our prevention fund and tenancy deposit loans to prevent homelessness and address housing need.

Allocations Policy

Action Plan objective

A new Allocations Policy will be introduced in April 2013 so that between 2013 and 2015 resources previously used to service those wishing to join the housing register with a 'desire' to acquire social housing - rather than in 'housing or homeless need' (as defined by statute) - are refocused to prevent homelessness.

Update

The new Housing Register and Nominations Policy was introduced in April 2013 and revised in September 2013.

Social and affordable rented housing is a very scarce resource and we allocate around 200 general needs properties per annum. Our service has been redesigned to divert time and effort away from a cumbersome, paper and evidence based registration system towards a discussion and advice based daily drop in.

Vulnerable Groups

Action Plan objective

Between 2013 and 2015 the new allocations policy will offer additional preference to allow the following vulnerable groups to be allocated housing.

Up to 4 properties per annum for the following groups:

- *North Sussex Women's Refuge*
- *Y Centre (young person's project)*
- *Sussex Oakleaf (substance misuse)*
- *Blatchford House (mental health)*
- *Up to 6 properties per annum: CRI hostel (ex offenders)*

This policy will also facilitate 'move on' for benefitting households meaning that the support they were receiving can be 'released' and re- provided to new people requiring it to prevent them from becoming homeless.

Update

As detailed in the Housing Strategy, Horsham District Council recognises that certain groups within the community are more vulnerable to becoming homeless if they are unable to access social or affordable rented housing within a relatively short time scale.

The new Housing Register and Nominations Policy offers additional preference to the vulnerable groups listed above.

16/17 Year Olds

Action Plan objective

Between 2013 and 2015 the Council will ensure that these services are protected.

Update

The services remain protected.

Horsham District Council has worked in partnership with other West Sussex Authorities and West Sussex County Council to implement a joint protocol in relation to 16 and 17 year olds who are homeless or facing homelessness. The young person is assessed by a Housing Worker and a Children's Services assessment officer to establish how homelessness could be prevented by mediation or services to the young person or his/her family. This scheme has a number of quick access beds across West Sussex and has been so successful that the Council has not placed a 16 or 17 year old in Bed & Breakfast accommodation for a number of years.

Discharge of Homeless Duty into the Private Rented Sector

Action Plan objective

Between 2013 and 2015 the Council will avoid alienating private landlords by introducing reluctant tenants.

Update

There may be the rare occasion when a homeless household has no roots in Horsham District and a private landlord can be found who is offering a 12 month tenancy at an affordable rent in a suitable location but, in general, where the Council is working with a landlord to secure a private tenancy, priority will be given to households with reasonable preference on the housing register who have expressed a preference for renting privately. Private rented properties with affordable rents are at a premium in Horsham District and across the whole of the South East.

Temporary Accommodation and Bed and Breakfast use

Action Plan objective

Between 2013 and 2015 the Council will eliminate use of Bed & Breakfast accommodation for homeless households with children and expectant mothers. It will ring fence £1.75 million for purchase of additional temporary accommodation units which it will use if the recent decreasing trend in Bed and Breakfast accommodation should be reversed.

The future acquisition programme is likely to focus on 2 bedroom properties in accordance with current need.

Update

Horsham District Council strives to provide permanent solutions for homeless households in priority need quickly and without the need for them to be placed in temporary accommodation. Bed and breakfast numbers are closely monitored and every effort is made to keep households in that accommodation to a minimum. However, the fact is that demand is unlikely to decrease over the second year of the Action Plan. The private rented sector is likely to become overheated and possibly inaccessible to those households in receipt of Universal Credit when it is implemented post October 2013.

The Council has increased the number of temporary accommodation units it manages from 49 to 60, and proposals are being considered for the construction of new 1 bed flats.

Rough Sleeping and No Second Night Out

Action Plan objective

Between 2013 and 2015, If a direct access hostel or night shelter bed cannot be found, applicants will be given written advice tailored to their needs and circumstances and, if required, will be referred for a support assessment.

Update

Services for non priority homeless people are being developed in accordance with the national *No Second Night Out* model and single homeless and rough sleepers are referred to the service currently run by the Sussex Homeless Outreach Reconnection and Engagement Service. The Council's Housing Needs Manager is actively involved in the steering group for SHORE.

DRAFT

DRAFT

Housing to meet local need – future delivery

Draft Housing Policy Statement
July 2014

Current situation

As a Council we have shown capacity, flexibility and ingenuity in maintaining a delivery programme of affordable homes since the recession began in 2008. In spite of considerable economic pressures, our partners have delivered an increase in affordable homes year on year, and a record 239 homes were handed over this year (2013-14). We have also increased our stock of short stay temporary accommodation from 43 to 64 units in the past three years, with plans to build another 20 units in the next three years.

The future programme of affordable housing delivery includes over 600 affordable homes that have been granted planning permission.

However, there are a number of challenges that currently face the Council in trying to deliver housing to meet local need.

- There is a widening gap between those who are able to access the housing market and those who are not. A joint income of at least £48,000 per annum is required to buy a property in the lowest price quartile of properties in the Horsham District.
- The private rented sector, although growing, only represents around 9% of the total housing stock. Consequently, rents are comparatively high and competition for properties is great.
- There is great pressure on social housing, and central government grant funding for new development has been drastically cut. Housing associations are therefore borrowing commercially to facilitate the delivery of new affordable housing, but without some injection of subsidy, associations will eventually not be able to deliver homes that those on the lowest incomes will be able to afford.
- The implications of Welfare Reform have yet to be felt, but the introduction of Universal Credit and further cuts in Housing Benefit through caps unnerves investors and will lead to a significant reduction in the development of new homes post 2015.
- We have a generation of heavily indebted graduates, an ageing population, energy cost increases and resistance to Greenfield development. These conflicts and tensions can prevent local people accessing the housing they need, through increasing financial pressure and a lack of suitable private and social rented accommodation for those on low to moderate incomes.

- The revised Housing Register and Nominations Policy was a radical implementation of Localism and has worked – with between 4-500 households currently on the register, we have cut the numbers by nearly two thirds. Many on the register previously had no local connection to the District, had solved their own housing problems or were not in housing need. However, it is the remaining households with local connection and housing need, and those who are eligible to join the register that we have a duty to help into a settled home.

The target

Any aspirational target for future affordable housing delivery must address identified need. Therefore, the Council should work towards housing everyone who is currently on the register, and maintain a steady future delivery programme that enables those joining the register to be allocated a settled home. In other words, we need to clear the register and keep up with demand. In addition, it is essential that our affordable housing offer includes a range of tenures that meet housing need across the local income spectrum and not merely those households who have no option but to join the housing register.

Approximately 200 households have joined the register since the new Housing Register and Allocations Policy was introduced in April 2013 and that is predicted to be the case for this and future years. However, impact of Welfare Reform and possible interest rate rises might cause the figure to increase.

Around 200 households are nominated to and accepted by housing associations for existing social homes each year - therefore in theory existing stock will absorb new households joining the register.

If we aim to clear the register during the period to be covered by the next Housing Strategy (2015-18), we need to enable the provision of around 170 affordable/social rented homes a year.

In the Housing Strategy 2013-15, we set an aspirational delivery target of 240 affordable homes a year. This target included 120 homes for rent, which take households directly from the register. The remaining 120 homes consist of shared ownership, homes for older persons and rural affordable housing.

Therefore, in very simple terms, we need to see an increase in the number of affordable rented homes that are delivered from 120 to 170 a year, if we are to clear the register and keep up with ongoing demand.

As the Council has the opportunity to take an active role in addressing housing supply locally, we want our communities to have access to a range of housing that meets need (Horsham District Plan 2011-15: to access appropriate and affordable housing to meet local needs)

That will include all tenures, from market housing for all household sizes and types, market rent, shared ownership, affordable and social rent, and self build – in other words, a housing offer that includes all income levels, providing choice of and access to a suitable home.

How will we meet the target?

1. Through Section 106 agreements

Currently, affordable housing (for rent and shared ownership) is delivered in two ways:

- By Section 106 Agreement (Examples: Berkeley/Countryside West of Horsham), where Housing Associations acquire affordable homes from the developer
- Housing Associations build their own schemes on land they acquire or own (Examples: Standings Court, Horsham – Saxon Weald; Crawley Road, Horsham - Guinness Trust)

The bulk of affordable housing is delivered through Section 106 sites. The Council currently sets a target of 40% affordable housing on all sites over a certain threshold. On larger sites with extensive infrastructure burdens and during periods of depressed housing values that target has been reduced as otherwise the development would have been unviable. On a number of such sites a review mechanism was built into the s106 agreement which will see additional funding for affordable housing being secured if housing land values increase above a defined threshold. On smaller and less constrained sites, the target has usually been achieved.

The Horsham District Planning Framework Preferred Strategy proposes that all residential developments of 5 dwellings or more will be expected to include differing proportions of affordable homes, with a target of 35% affordable housing on sites providing 15 or more dwellings or over 0.5 hectares in area.

A figure of 575 homes a year has been proposed as an overall housing target. There will be smaller developments coming forward where a financial contribution in lieu of affordable homes on site will be made. However, taking a broad brush approach, 201 affordable homes (35%) a year could be provided. The HDPF proposes a 75%/25% tenure split in favour of affordable rented accommodation, resulting in 150 or so homes provided each year to take households from the register.

Nevertheless, the viability of development is a material consideration. Where market conditions and abnormal infrastructure costs put pressure on the obligation to provide affordable housing developers negotiate lower levels of affordable housing, and central Government policy allows them to do this. Although there has been a level of economic recovery viability is likely to be a central planning issue in Horsham District until there is a sustained improvement in the wider economy.

The introduction of the Community Infrastructure Levy will have a bearing on target levels of affordable housing. As part of the Horsham District Planning Framework the Council will need to determine the levels of CIL and affordable housing that can be set in the new planning policy framework.

Although a significant amount of affordable housing will continue to be delivered through planning obligations, the Council has an appetite for delivering affordable homes outside the 106 model and avoiding the lengthy and often acrimonious viability issues that have to be resolved.

Central Government initiatives have had at best a mixed impact on housing supply. Horsham District Council needs to consider alternative and innovative ways to deliver a range of housing tenures, from market sale to social rent.

2. In addition to the 106

2.1 Housing Associations take the lead

New developments led by a Housing Association can include homes for market sale in order to make the scheme viable, and to provide cross-subsidy for shared ownership and rented homes. Thus, a particular site could come forward which would provide homes across the tenure spectrum – from open market sale to social rent, with more than 35-40% potentially as ‘affordable’ – with intermediate rent and shared ownership forming part of the overall mix. Properties for market rent could also be included.

2.2 Increasing private rented stock

A good rented sector, well built, well equipped, well managed gives happy tenants. Many of the District’s younger residents could be termed reasonably prosperous, mobile, valuable to the local economy but unable to afford full scale house purchase and earning too much to qualify for social housing.

Market rented housing should form a greater part of Horsham’s housing offer, and can be accessed by those on the Housing Register, with help from the Council’s tenancy deposit scheme. The Council should explore ways in which the planning system can deliver a proportion of private rented accommodation in new developments.

The Council has placed 35 households from the register into private rented accommodation, and the number of landlords willing to house tenants provided by the Council is increasing. Additional market rented units delivered by developers could be accessed by households from the register, thereby meeting housing need within the private sector.

2.3 Address underoccupation

There are a considerable number of affordable homes in the District that are underoccupied. Children have grown up and left the family home, resulting in couples or single people residing in properties that are larger than they need.

With its housing association partners, the Council should encourage those underoccupying to move into smaller, more suitable accommodation, thereby freeing up family homes. The key to this is the provision of sufficient very high quality, attractive older persons' housing.

2.4 Council land

We can use our own land to support the delivery of housing to meet local needs.

Land off Observer Court, Denne Road and Chancton House, Steyning, are currently being considered for the development of two schemes of short stay temporary accommodation, to add to the useful and profitable portfolio owned and managed by the Council.

If there are further sites that could come forward, we could consider opportunities for private rental and self-build, as well as market sale and housing for social/affordable rent and shared ownership. In order to control development, a joint venture with a smaller house builder or registered provider/Housing Association would be worth seriously exploring.

The housing proposed on the Broadbridge Heath Quadrant could provide an excellent opportunity to work with a house builder and or a registered provider to shape a development that will meet local need across a range of tenures.

It is recommended that the Council looks at appropriate Council land holdings to identify any potential housing sites. In addition opportunities to acquire land for this purpose should also be considered.

The question may be asked whether we can build Council housing again, and develop stock which the Council can own, let and manage. Some Councils that have not transferred their stock through Large Scale Voluntary Transfer have begun building new Council houses, but those Councils retain a Housing Revenue Account (HRA). Councils that have transferred stock do not retain an HRA.

Councils that have transferred their stock work in partnership with Registered Affordable Housing Providers (Housing Associations) to deliver affordable homes. If we were to pursue a programme of Council Housing building, then we would not only have to reinstate an HRA, but appoint staff to plan and develop housing, as well as collect rents, support tenants and undertake housing management and maintenance.

To date, no stock transfer local authorities have embarked on new Council house building.

In consultation with the Homes and Communities Agency, Eastleigh Borough Council is looking at setting up a Housing Company. This will be a joint company with other Local Authorities and a Housing Association but the project is still in early stages.

2.5 West Sussex County Council land

It would seem desirable for Horsham District Council to further explore with the County Council how suitable land could be brought forward for potentially appropriate housing development.

This would facilitate schemes that not only create a return but also deliver homes to meet local need. There is a significant need for private rented homes in Horsham District.

It is suggested that senior representatives of both Councils should meet to explore more effective ways that the County's land could meet both Councils' objectives.

2.6 Land trawl

It is recommended that the Council looks at land holdings around the District where a joint venture with the landowner could be explored.

2.7 Joint working with Saxon Weald Homes

The Council and Saxon Weald have opened discussions on acquiring land and building homes, and whether Saxon Weald can benefit from our financial capability. The way is open for Councils and affordable housing providers to be creative and deliver the homes that are needed locally.

The Council is exploring whether it can extend its capital programme to provide a loan facility to Saxon Weald for the construction of new affordable homes. Saxon Weald is a locally based, strong, prudent, flexible and creative Association and this closer partnership arrangement would enable the Council to have extensive control over the type, tenure and location of affordable homes.

2.8 Delivery through Neighbourhood Planning

With Neighbourhood Planning firmly on the agenda, the Council should help parishes examine the delivery of different types of housing to meet local need.

Housing officers visited parish councils during 2010-11 to raise awareness of affordable housing, and a further series of visits were carried out in 2012 prior to the drafting and adoption of new Housing Strategies and Housing Register and Nominations Policy. As the new strategies and policies have bedded in, parishes can consider afresh their roles in facilitating housing and the

inclusion of a local connection requirement for qualification in the Housing Register and Nominations Policy will be welcomed.

It has been suggested that a seminar is held for parishes to consider the different types of housing that could form part of neighbourhood planning, and a meeting addressed this on 1 May in Pulborough.

2.9 New Homes Bonus

The Council will consider investing a proportion of additional New Homes Bonus received after 2015/16 in specific affordable housing projects that meet identified local need.

2.10 Use of commuted sums

In certain circumstances developers can provide a commuted sum in lieu of delivering homes on site. These contributions can provide an essential stream of funding, controlled by the Council, for schemes coming forward. This is a highly significant aid to focussed delivery – the Council can fund development where it is needed, for whom it is needed.

By the completion of the current strategic sites west of Horsham, £18 million will have been collected in commuted sums. Currently requests for funding total around £3.5 million, and the Council has recently released over £1.6 million to fund an older persons' 20 units scheme at Steyning, and 35 affordable rented family homes west of Horsham. The Council has funded the delivery of 255 affordable homes since 2009, at a total cost of £5,347,000.

Commuted sums assessment criteria

Currently, Housing Associations will approach the Council for an in principle agreement to grant fund a particular scheme. This decision is taken by an ad hoc meeting of Council officers, comprising the Housing Strategy and Development Manager (now Housing Strategy Manager), Strategic Land and Property Manager and Head of Finance. The decision to fund in principle is based on the scheme delivering homes that meet the council's priorities in terms of type of accommodation and location.

The Housing Association then submits a full development appraisal, which to date has been assessed by the Strategic Land and Property Manager. If the appraisal is sound and represents good value for money, a delegated authority report is prepared and issued for consultation to the following:

- Cabinet member for Living, Working Communities
- Cabinet Member for a Healthier and Safer District
- Cabinet Member for Cabinet Member for Resources
- Ward member(s)
- Director of Corporate Services
- Director of Community Services
- Head of Finance

- Strategic Land and Property Manager
- Housing Needs Manager

Following consultation, the report is signed by the Cabinet Member for Living and Working Communities, and the Association raises an invoice for the amount, which is paid from the budget *KT 03001 Housing Enabling Grants*

The Council is examining governance issues around the distribution of commuted sums to ensure that the process of grant funding schemes in this way is rigorous and in line with the Council's constitution.

Recommendations

- Establish a Mission Statement to enable the delivery of at least 170 affordable rented homes per year, plus other tenures to meet the housing need of local people at all income levels
- Support Housing Associations to create balanced communities that provide housing for local residents in various levels of housing need.
- Explore ways in which the planning system can deliver a proportion of private rented accommodation in new developments.
- Look at appropriate Council land holdings to identify any potential housing sites. In addition opportunities to acquire land for this purpose should also be considered, as well as joint ventures with landowners.
- Explore with West Sussex County Council possible opportunities to use the County's land in ways that would meet both Councils' objectives.
- Explore and investigate whether the Council can extend its capital programme to provide a loan facility to Saxon Weald for the construction of new affordable homes.
- Hold further seminars and specific meetings for parishes to consider the different types of housing that could form part of neighbourhood planning.
- Consider investing a proportion of additional New Homes Bonus collected after 2015/16 into specific affordable housing projects that meet identified local need.
- Promote new affordable housing schemes that can be funded by commuted sums and review governance issues around the distribution of commuted sums to ensure that the process of grant funding schemes is rigorous and in line with the Council's constitution.

Report to Cabinet

24th July 2014

By the Chairman of Finance and Performance Working Group

INFORMATION REPORT

Not exempt



REPORT ON PERFORMANCE INDICATORS FOR QUARTER 4 AND FULL YEAR 2013/14, DISTRICT PLAN PRIORITIES AND TRACKED PROJECT LIST PROGRESS

Executive Summary

The purpose of this report is to inform Cabinet of concerns raised by the Finance and Performance Working Group at their quarterly review meeting on 19th June 2014, and to seek comments on the particular areas of concern highlighted.

The quarterly Finance and Performance Working Group meeting considers Horsham District Council's performance against performance indicators, the tracked projects list and progress against the District Plan priorities.

Recommendations

It is recommended that Members note the contents of this report and consider actions necessary to improve performance.

Reasons for Recommendations

Performance Management is part of the duty of Best Value to drive up service improvement.

Consultation Wards affected: All

Contact: Julie McKenzie, Performance Manager Ext. 5306

Background Information

1. Background/Actions taken to date

- 1.1 The Horsham District Council's performance management framework focuses on progress against District Plan priorities, key performance measures and projects tracked by the Senior Leadership Team (SLT). This is considered by the SLT monthly and by the Finance and Performance Management Working Group quarterly. Matters of concern arising from this meeting are reported to Cabinet as an appendix to this report. Performance data is circulated to Portfolio Holders on a quarterly basis following the Senior Leadership Team review.

2. Monitoring of District Plan Priorities

- 2.1 Horsham District Council's corporate priorities are identified in the four year District Plan. Annual reviews are undertaken to ensure the Plan remains relevant to the needs of our District over the four year period.
- 2.2 Annual departmental service plans support the delivery of the District Plan Priorities. They are compiled by all Heads of Service in conjunction with Cabinet Members and reviewed regularly throughout the year. The Service Plans for 2014/15 align with the District Plan priorities and can be viewed on the Council website <http://www.horsham.gov.uk/council/16821.aspx>

3. Key Performance Indicators

- 3.1 Revisions of performance indicators and targets are undertaken annually as part of the development of the departmental service plans to ensure that the key PI's continue to be effective monitors of service delivery.
- 3.2 An extensive review of Key Performance Indicators for 2014/15 is currently underway; working with the Local Government Association and benchmarking with other local authorities.
- 3.3 On 19th June 2014 the Finance and Performance Working Group reviewed the following:
2013/14 Quarter 4 and Year end Performance Indicators Monitoring Report
2013/14 Quarter 4 Key Tracked Projects Update Report
2013/14 Quarter 4 District Plan Priorities Update
- 3.4 Finance & Performance Working Group considered the Quarter 4 and Year End Performance Indicator Monitoring Report. The Working Group noted **positive** performance in the following areas:
The level of attendances at sports centres, swimming pools, the Horsham Museum and the Capitol against targets set
Attendance at sports centres 2013/14 was the first year to top a million
Positive improvement over the previous year was seen for planning fee income
Processing of major, minor and other planning applications exceed government targets.

As a result of the Council's work with developers, 239 affordable homes were delivered in 2013/14, over 60% more than in the previous year.

The Interim Planning Manager attended the meeting and addressed generalised concerns about the performance of Development Management expressed at earlier meetings.

The following Pls, where the Finance and Performance Management Group have concerns about performance, have been highlighted, and include the departmental response.

DM 09 Percentage of Planning Appeals allowed – full year	
Target : 30%	<div>2012/13 - 33.33%</div> <div>2013/14 - 35.42%</div>
Feedback from F&PWG	Service Manager Comments
<p>Members continue to be concerned about the level of appeals and noted that an overturned decision could result in a lower S106 figure.</p> <p>Members felt that they needed more contextual information to support the figures and requested a guidance note be prepared and circulated to Scrutiny & Overview and Council Members. The potential loss of income needed to be stressed and the Working Group wanted further training for all members on this.</p>	<p>The Interim Planning Manager stated that concerns will be addressed about the consistency of decision making through training. As requested future reports will indicate whether decisions were made at Committee or by Officers.</p> <p>A Guidance Report would be prepared as requested for FPMWG August meeting and Business Improvement Working Group, October meeting.</p> <p>Sim Manley Interim Planning Manager</p> <p>Hilary Coplestone Development Manager Hilary.coplestone@horsham.gov.uk Tel: 01403 215451</p>

DM 17 Processing of Planning Applications - Minor		
Target 30%	2012/13 54.40%	2013/14 67.06%
DM18 Processing of Planning Applications – Other		
Target 65%	2012/13 80.23%	2013/14 84.62%
DM19 Processing of Planning Applications – Major (new definition)		
Target 80%	2012/13 – N/A	2013/14 86.49%

Feedback from F&PWG	Service Manager Comments
Members requested the number of applications be provided in support of the reported data to contextualise.	<p>The Council's performance was exceeding the statutory requirements for the determination of planning applications. The Council always looks for opportunities to improve performance.</p> <p>Additional data will be provided at future meetings to provide context.</p> <p>Sim Manley Interim Planning Manager</p> <p>Hilary Coplestone Development Manager Hilary.coplestone@horsham.gov.uk Tel: 01403 215451</p>

<p>DM 02a Number of Planning Enforcement cases received</p> <table> <tr> <td>2012/13 535</td><td>2013/14 623</td></tr> </table> <p>DM 02b Number of Planning Enforcement cases closed</p> <table> <tr> <td>2012/13 587</td><td>2013/14 581</td></tr> </table>		2012/13 535	2013/14 623	2012/13 587	2013/14 581
2012/13 535	2013/14 623				
2012/13 587	2013/14 581				
Feedback from F&PWG	Service Manager Comments				
At the last meeting Members noted that a report would be circulated to the Working Group at a future meeting on planning enforcement, as it had been flagged up with Cabinet and raised at previous performance meeting. It continues to be an area of concern. The Group was concerned about the efficiency of processes within the department and also the high number of enforcement cases received.	<p>A report is to be brought to a future meeting of FPWG in August 2014 and at the meeting of the Business Improvement Working Group in October 2014.</p> <p>Hilary Coplestone Development Manager Hilary.coplestone@horsham.gov.uk Tel: 01403 215451</p>				

4. Key Tracked Projects Update Report

- 4.1 Performance Management Working Group considered the Quarter 4 update on the Key Tracked Projects Update Report (key SLT-tracked projects) and commented that there are no issues to be raised with Cabinet, but there are a number of requests for information which have been addressed separately.

5. District Plan Priorities Update Report

- 5.1 Performance Management Working Group considered the Quarter 4 update on the District Plan Priorities and commented that there are no issues to be raised with Cabinet; it was noted that most of the priorities had been covered in the SLT Tracked Projects list.

6. Outcome of Consultations

- 6.1 Senior Leadership Team have considered the Performance Indicators report for Quarter 4 and Full Year 2013/14, District Plan update and Tracked Project List for Quarter 4.

7. Other Courses of Action Considered but Rejected

- 7.1 The Council needs to evidence effective monitoring of performance.

8. Staffing Consequences

- 8.1 There are no direct staffing consequences associated with this report.

9. Financial Consequences

- 9.1 There are no direct financial consequences as a result of this report.

Appendix 1

Consequences of the Proposed Action

Consequences of the proposed action on:	
Risks Risk Assessment attached Yes/No	There are no risks attached to this report. This is a 'for information' report. No
Crime and Disorder	Section 17 of the Crime and Disorder Act 1998 requires the Council to do all that it reasonably can to reduce crime and disorder. There are no crime and disorder implications as a result of this report. Managing performance will help identify areas where the Council can provide better crime and disorder reduction initiatives.
Equality and Diversity/ Human Rights Equalities Impact Assessment attached Yes/No/Not relevant	Managing performance will help identify areas where the Council can continue to improve.
Sustainability	Performance against sustainability issues are reviewed regularly. There are no implications as a result of this report.

Statutory and Policy Background

Statutory Background	<p>'Best value' (Local Government Act 1999) is the statutory basis on which councils plan, review and manage their performance in order to meet the needs and expectations of their citizens who use their services. The aim is to deliver continuous improvement in all their services.</p> <p>The principles involve Local accountability, breaking departmental and organisational boundaries, partnership, performance measurement and management, comparability and continuous improvement.</p>
Relevant Government policy	Duty of Best Value. Moving away from National Indicators, the Department of Communities and Local Government has published a Single Data List. This is a catalogue of data requirements. The Single Data List is data already collected through statutory returns for example RO1 (finance) returns, housing, and planning returns, which are existing 'burdens'.
Relevant Council policy	Setting of District Plan priorities, service plans, and key performance indicators.

Report to Cabinet

24th July 2014

By the Director of Corporate Resources



**Horsham
District
Council**

serving our towns and villages

INFORMATION REPORT

Not exempt

BUDGET 2014/15 - PROGRESS REPORT TO END OF JUNE 2014 AND OUTTURN FORECAST

EXECUTIVE SUMMARY

This report reviews expenditure and income for the period 1st April 2014 to 30th June 2014 compared to the budget for 2014/15 and provides a forecast for the full year outturn.

Recommendation

Cabinet is recommended to note this report.

Background papers: Budget report to Cabinet 30.1.14

Consultation:

Wards affected: All

Contact: Sue McMillan, Head of Finance Ext. 5302

1. Background

- 1.1 The revenue budget for 2014/15 was approved by Council at its meeting in February 2014.

	£000
Net expenditure	13,350
Contribution from R& R reserves	-258
Contribution from reserves	-187
	<hr/>
	12,905
To be financed from:	
Government grant/business rates	3,976
Less paid to parish councils	-118
Council tax freeze grant	82
New Homes Bonus	1,166
Council tax	7,738
Collection Fund Surplus	61
	<hr/>
	12,905

- 1.2 The original revenue budget for 2014/15 has been increased by £1,391k. This movement is made up of:

Budget Carry Forwards	Revenue	613,205
Budget Carry Forwards	Repairs and Renewals	717,547
Supplementary Estimates	Promoting Horsham Town Centre - report to Council 23/4/14	60,000
		1,390,752

The carry forward of budgets is funded from the Council's reserves including the residual balance of £533k repairs and renewals reserve.

The original budget has been extensively recoded to accommodate the management restructure. These changes do not represent any change in approved activities but ensure that service budgets are managed and monitored by the appropriate officer.

- 1.3 The Capital programme budget for 2014/15 totals £11,801k. This figure includes unspent budgets carried forward from 2013/14 of £1,473k and a supplementary estimate of £625k for Mill Stream Surgery.

2 Forecast Outturn for 2014/15

For most services the 2014/15 budget is still the best forecast of the likely outturn. However some budget holders have ventured some alternative forecasts as shown below.

CURRENT BUDGET		14,740,828
-----------------------	--	------------

CORPORATE	Staffing	(50,000)
FINANCE	Reduction in interest costs - borrowing delayed as result of slippage of capital programme	(150,000)
WASTE AND RECYLING	The anticipated reduction in recycling support is now thought unlikely	(45,388)
WASTE AND RECYLING	Additional Green Waste Income	(25,000)
DEVELOPMENT	Reduction in income due to delay in introduction of pre applications charges	40,000
PROPERTY & FACILITIES	Town Centre Rents – Swan Walk	(95,000)
Minor		(8,895)

FORECAST MOVEMENT		(334,283)
--------------------------	--	-----------

FORECAST OUTTURN		14,406,545
-------------------------	--	------------

3 Salaries and Wages

The salary and wages budgets was originally set based on the establishment before the management restructure. The overall budget included a number of single line budgets to cover the impact of these corporate decisions and legal changes on staffing costs. These single line budgets are shown below under “non department”

Overall the staffing costs are underspent at the end of June by £78k. The under spend is in fact greater than this figure as the figures include agency and overtime costs of £74k which will be recovered from Census ICT partners.

	Actual P1-3	Budget P1-3	Variance P1-3
Salaries & Wages Inc. Superannuation	3,823,404	4,223,870	(400,466)
Overtime	136,285	35,969	100,315
Casual/Temporary Staff Inc. agency	297,610	75,103	222,507
Total	4,257,298	4,334,943	(77,645)

The same figures may be viewed by service in Appendix A

HDC's share of agency costs totalled £219k for the first quarter of 2014/15. This compares with £163k for the same period in 2013/14. It also exceeds the annual budget of £142k. For most services this overspend is offset by savings on permanent posts with the exception of ICT. Some of the ICT additional agency costs are covered by project budgets.

4 Expenditure to date

The net expenditure for April to June was £1,510k excluding Housing benefits. This figure represents 11% of the net annual budget. This compares with net expenditure of £1,752k for the same period in 2013/14. In terms of gross expenditure the amount spent represents 24% of the annual budget, whereas income is at 33%. The income figures include external monies to fund 2014/15 activities.

5 Income to date

A summary of the main income streams to the end of June 2014 is shown below. The figures include income invoiced in advance, for example green waste, trade refuse charges and rents.

				2013/14 P1-12	
	Actual P1-3	Annual Budget	Gross income as % of Annual Budget	Actual	Budget
Development Control & Enforcement	-289,459	-975,000	30%	-1,124,139	-900,000
Building Control	-148,204	-530,000	28%	-459,055	-530,000
Land Charges	-69,025	-124,500	55%	-256,308	-120,000
Garden Waste Collection	-885,387	-862,250	103%	-853,964	-589,400
Trade Refuse Bins	-377,850	-775,304	49%	-773,068	-768,152
Car Parks Pay & Display	-636,216	-2,800,100	23%	-2,874,554	-2,980,190
Car Parks Season Tickets	-172,581	-454,470	38%	-416,989	-439,260
Town Centre Rents	-194,424	-388,000	50%	-508,202	-473,250
Misc. Comm & Dom Props Rents	-69,308	-169,000	41%	-408,139	-399,250
Interest on Investments	-41,658	-177,000	24%	-175,857	-195,000
Total	-2,884,111	-7,255,624	40%	7,850,276	7,394,502

6 Capital

Actual spend in April to June on capital projects totalled £1,254k which represents 11% of the annual budget.

Appendix 1

Consequences of the Proposed Action

What are the risks associated with the proposal? Risk Assessment attached Yes/No	Report is for information
How will the proposal help to reduce Crime and Disorder?	No implications
How will the proposal help to promote Human Rights?	No implications
What is the impact of the proposal on Equality and Diversity? Equalities Impact Assessment attached Yes/No/Not relevant	No implications
How will the proposal help to promote Sustainability?	No implications

	Actual P1-3	Budget P1-3	Variance P1-3	Comments
Senior Leadership Team and support staff	136,063	163,945	-27,881	Includes salary costs for Hay and Grading review
Business Transformation	52,725	52,128	597	
Communications	65,501	68,421	-2,921	
Audit	43,562	43,686	-124	
Commissioning	39,928	70,179	-30,251	
Legal & Democratic	203,230	207,207	-3,977	
Finance	170,963	181,603	-10,640	
ICT	629,488	499,376	130,112	Includes £74k of costs to be recovered from Census partners and agency staff allocated to projects
HR & Org Development	93,225	102,452	-9,227	
Community & Culture	489,180	537,684	-48,505	
Street Scene & Fleet	222,340	234,758	-12,417	
Waste & Recycling	605,319	619,258	-13,939	
Parking Services	127,692	140,758	-13,066	
Environ Servs/Licenses	213,492	223,451	-9,959	
Customer Services	75,983	94,970	-18,987	
Housing	147,285	150,016	-2,730	
Building Control	155,567	158,244	-2,677	
Development	370,711	394,216	-23,505	
Spatial Planning	136,992	127,001	9,991	
Prop & Facilities	154,725	209,850	-55,125	
Economic Development	80,832	70,797	10,035	Includes £15k in respect of Rural West Sussex Partnership. Funding of £55k was received in 2013/14 and is held in an ear marked reserve
Non Department	42,494	-15,057	57,551	
	4,257,297	4,334,943	-77,645	