

Agenda



Listening Learning Leading

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Date: 17 July 2017

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A MEETING OF THE

Scrutiny Committee

WILL BE HELD ON TUESDAY 25 JULY 2017 AT 6.30 PM

MEETING ROOM 1, 135 MILTON PARK

Members of the Committee:

Richard Pullen (Chairman)

Anna Badcock
Steve Connel
Pat Dawe

Anthony Dearlove
Elaine Hornsby
David Turner

John Walsh (Vice-
Chairman)
Ian White

Substitutes

*Charles Bailey
David Dodds
Stefan Gawrysiak*

*Will Hall
Stephen Harrod
Lorraine Hillier*

*Sue Lawson
Toby Newman*

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1 Apologies for absence

To record apologies for absence and the attendance of substitute members.

2 Minutes (Pages 3 - 6)

To adopt and sign as a correct record the minutes of the Scrutiny Committee meeting held on 4 April 2017 (attached).

3 Declarations of interest

To receive any declarations of disclosable pecuniary interests in respect of items on the agenda for this meeting.

4 Urgent business and chairman's announcements

To receive notification of any matters which the chairman determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the chairman.

5 Public participation

To receive any questions or statements from members of the public that have registered to speak.

REPORTS AND ISSUES FOR THE CONSIDERATION OF THE SCRUTINY COMMITTEE

6 Corporate delivery plan (Pages 7 - 18)

To consider the report of the head of HR, IT and technical services (attached).

7 Temporary accommodation provision 2017-2022 (Pages 19 - 42)

To consider the report of the head of development and housing (attached).

8 Joint housing strategy (Pages 43 - 62)

To consider the report of the head of development and housing (attached).

9 Work schedule and dates for all South and Vale scrutiny meetings (Pages 63 - 66)

To review the attached scrutiny work schedule. Please note, although the dates are confirmed, the items under consideration are subject to being withdrawn, added to or rearranged without further notice.

MARGARET REED

Head of Legal and Democratic Services

Minutes

OF A MEETING OF THE

Scrutiny Committee

HELD ON TUESDAY 4 APRIL 2017 AT 6.30 PM

MEETING ROOM 1, 135 MILTON PARK

Present:

Richard Pullen (Chairman)

Elaine Hornsby, Sue Lawson, Jeannette Matelot, Toby Newman, David Turner, John Walsh and Ian White

Apologies:

Paul Harrison tendered apologies.

Officers:

Jayne Bolton, Holly Jones, Ron Schrieber and Shona Ware

Also present:

Councillors John Cotton and Elizabeth Gillespie

47 Minutes

The minutes of the meetings held on 9 February, 2 and 9 March 2017 were agreed as an accurate record and were signed by the Chairman, subject to the following amendment:

9 February, Minute 39: Budget 2017/18

In eighth paragraph insert “for police community safety officers” after “Thames Valley Police”.

48 Declarations of interest

None.

49 Urgent business and chairman's announcements

None.



Listening Learning Leading

50 Public participation

None.

51 Proposed new individual councillor grant scheme

The committee considered the report of the head of corporate strategy on the draft policy for the new individual councillor grant scheme. The committee's views were requested prior to the submission of the scheme to Cabinet for approval.

Councillor Elizabeth Gillespie, Cabinet member for grants introduced this item. Also present to answer questions were Shona Ware, communications and grants manager and Jayne Bolton, grants team leader.

In response to questions and issues raised by the committee, it was reported that:

- Subject to Cabinet approval, it was anticipated that the scheme would be launched in June or July.
- Training would be offered to councillors before the scheme went live.
- Each councillor would have a budget of £5,000. If two or more councillors wished to pool some of their budgets to fund a project then that would require separate applications to each councillor.

Following further discussion members suggested that community festivals and events should not be included in the list of projects/services which would not be funded.

A member suggested that a deadline or a number of deadlines should be built into the scheme to reduce the likelihood of applications for deserving projects submitted towards the end of the year being disadvantaged if all funding had already been allocated. However, others expressed the view that any deadline might be to the detriment of applicants who required funding urgently.

RESOLVED to:

- a) Welcome the proposed new individual councillor grants scheme; and
- b) Request Cabinet to:
 - i) amend the policy by deleting "Community festivals and events" from the list of projects/services which will not be funded.
 - ii) consider whether a deadline or a number of deadlines for submitting applications should be built into the scheme.

52 Local Plan - Second Preferred Options

The committee considered the head of planning's report which summarised the key issues within the emerging Local Plan for South Oxfordshire. Public consultation on the Local Plan was underway and the committee was requested to provide comments.

Councillor John Cotton, Leader and Cabinet member for strategic policy (including the local plan), introduced this item. Also present to answer questions was Holly Jones, planning policy manager.

In response to questions and issues raised by the committee, it was reported that:

- The Local Plan proposed to ensure the delivery of 17,050 new homes to meet the housing needs of the district and a further 3,750 new homes to help Oxford City meet some of their unmet housing need.
- To help address this need, the Local Plan proposed the supply of 23,468 new homes within the period 2011-2033.
- There were new strategic allocations at Chalgrove Airfield, land adjacent to Culham Science Centre and Oxford Brookes University, Wheatley and a housing allocation at Berinsfield.
- The Local Plan also included site allocations at Crowmarsh Gifford and Nettlebed where there was not a Neighbourhood Development Plan in preparation.
- Changes to the Green Belt were proposed to accommodate two of the larger sites identified. It was also proposed to inset land from the Green Belt at Wheatley to support the Neighbourhood Development Plan process.
- It was proposed to safeguard land for infrastructure that might be required during the lifetime of the Local Plan.
- There was a balance to be struck between preserving the rural nature of South Oxfordshire and providing the level of housing required. The Local Plan sought to allocate development to places where people wanted to live. By demonstrating a five year housing land supply, the local planning authority would be able to discourage speculative development.
- With regard to the provision of affordable housing, the 40% requirement was a starting point for negotiations with developers.
- There was, as yet, no agreed route for the proposed Oxford to Cambridge expressway.
- With regard to the proposed development at Chalgrove Airfield and other allocation sites, the infrastructure delivery plan would be updated and would then enable further detailed information on infrastructure requirements to be included in the next version of the Plan.
- Where possible, statements of common ground would be agreed with neighbouring authorities which would take into account cross boundary issues and developments on South Oxfordshire's borders with Buckinghamshire and Reading.

Councillor Cotton emphasised that the Local Plan was a consultative document putting forward proposals and that strategic allocations, changes to the Green Belt etc. were not agreed policies and might be amended. Whilst it would be in South Oxfordshire's interest to have the Local Plan adopted as soon as possible, the timetable would be set by the Planning Inspector.

Councillors discussed the site selection process and those sites which had not made it into the Second Preferred Options version of the Local Plan.

Members suggested the following amendments to the consultation document:

- Clarification of second bullet point on page 48, regarding Thame's strengths; and

- Updating of second bullet point on page 50, regarding the former Waitrose store in Wallingford.

RESOLVED: To request the Leader and Cabinet member for the Local Plan to take the committee's comments into account as part of the consultation on the Local Plan 2033 Second Preferred Options.

53 Work schedule and dates for scrutiny meetings

The committee was advised that a report on the community infrastructure levy had been scheduled for the next meeting on 23 May.

A member requested that a report on the Didcot Garden Town project be submitted to this meeting. This matter was due to be considered by the joint scrutiny committee in September but the view was expressed that there should be greater member involvement in this project at an earlier date. The chairman undertook to consult officers on the best course of action.

The meeting closed at 8.30 pm

Chairman

Date

Scrutiny Committee



Report of Head of HR, IT and Technical Services

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To: SCRUTINY COMMITTEE

DATE: 25 July 2017



Corporate Delivery Plan

Recommendation

That the Scrutiny Committee review the Corporate Delivery Plan and provide feedback on the Plan to Cabinet.

Purpose of Report

1. To request the Scrutiny Committee review the attached Corporate Delivery Plan and make recommendations to Cabinet (meeting on 3 August 2017).

Strategic Objectives

2. The Corporate Plan sets out the Council's corporate objectives and priorities for the period 2016 – 2020. The Corporate Delivery Plan sets out in greater detail what actions the council will take to deliver these. We are committed to providing reports on performance against the corporate plan to Cabinet and Scrutiny on a six-monthly basis. To enable us to do that Scrutiny Committee is requested to review the attached plan and provide feedback to Cabinet.

Background

3. The Council agreed its new Corporate Plan in 2016.
4. Since then officers, with relevant Cabinet members have been working on detailed planning and implementation of the plan. The Corporate Delivery Plan sets out key

actions under each corporate priority which provide a link between the high-level plan, team and individual work plans.

5. The Plan is attached as Appendix 1. It includes timescales for delivery and head of service or SMB member responsible for each of the actions.
6. Once agreed it will form the basis of six-monthly progress reports to Scrutiny Committee and Cabinet. The Plan will be a rolling one and the actions within it will be reviewed annually, with any actions not completed in year being rolled forward.
7. The first progress report is scheduled for November 2017.

Financial Implications

8. There are no financial implications arising from monitoring and reporting on the corporate delivery plan. Delivery plan actions occurring in the 2017/18 financial year are budgeted for. Delivery plan actions scheduled for future years will be dependent on budget being approved as part of the annual budget-setting process.

Legal Implications

9. None

Risks

10. Should Cabinet decide not to approve the Corporate Delivery Plan there is a risk that it will not be in place for the progress reporting to both Cabinet and Scrutiny Committee due in November 2017. As we are already a significant way through the lifetime of the Plan this could lead to reputation damage or missed opportunities to manage performance against our priorities effectively.

Other Implications

11. None

Conclusion

12. To fulfil obligations to report progress on the Corporate Plan twice a year, it is necessary to have an approved mechanism to facilitate this. The attached Corporate Delivery Plan provides the link between the high level Plan and team workplans.
13. The actions detailed in the attached Corporate Delivery Plan have been agreed with individual Heads of Service and represent actions they intend to take to achieve the Council's objectives as set out on the Corporate Plan 2016 – 2020.

Background Papers

- None

South Corporate delivery plan 2016/2020

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
1 - Invest in the district's future	S - South	· Directly addressing matters that fetter growth within our control, such as housing supply and provision of affordable housing. We will work with partners to seek to overcome infrastructure bottlenecks that impact adversely on business competitiveness	Work with developers to bring forward new employment sites that help to create 20,000 new jobs across both councils over the next 15 years	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
1 - Invest in the district's future	S - South		Establish Science Vale as an international business location of choice by creating a dedicated website and supporting marketing campaign	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	Q1		
1 - Invest in the district's future	S - South		Increase the rate of housebuilding compared to previous year	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
1 - Invest in the district's future	S - South	· Supporting the creation of an environment that allows enterprising small and medium sized businesses to grow	Deliver the actions identified in the business and innovation strategy to support SME businesses to grow. Actions dated from 2017 to 2020	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South	· Championing our SMEs in South Oxfordshire	Deliver the actions identified in the business and innovation strategy to champion SME businesses	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South		Promote the SME community via SOBusiness brand, events, website and social media in order to support the growth of SMEs, measured through website hits, social media followers and interaction, newsletter subscribers	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South		Develop accurate business database to identify SME businesses	Andrew Down	HRITTS	Economic Development	Q2	Q4		
1 - Invest in the district's future	S - South		Working with Procurement to identify suitable data management system to manage business contacts	Andrew Down	HRITTS	Economic Development	Q1	Q3		
1 - Invest in the district's future	S - South	· Seeking to build on the strengths of our internationally renowned hydrology base at Howbery Park and the nuclear fusion and renewable energy research and prototyping at Culham. Our aim is to accelerate the commercial application of these world leading facilities to create high value knowledge economy jobs	Produce a plan with input from Howbery Park and Culham to support the specific technologies and specialisms to grow the sector and maximise job creation in these locations	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South	· Supporting the Thame Farmers Auction Mart to relocate to an alternative site within the district thereby freeing up the Thame cattle market site for redevelopment	Work with TFAM to identify a new site and consider options for redevelopment of existing site	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South	· Seeking to support the market towns as places to visit and places to live.	Review the funding support for market town activity with town councils	Andrew Down	HRITTS	Economic Development	Q1	Q2		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
1 - Invest in the district's future	S - South		Facilitate a district-wide network for sharing best practice in market towns in order to improve vitality of towns, measured via annual footfall and/or vacancy surveys	Andrew Down	HRITTS	Economic Development	Q2	Q4		
1 - Invest in the district's future	S - South	· Aim for all businesses and residents to have access to superfast Broadband	By maintaining a presence on the Board, promote effective delivery of the council's investment in the Better Broadband for Oxfordshire programme	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South		Package gaps in broadband coverage across the district and identify alternative solutions to deliver desired coverage	Andrew Down	HRITTS	Economic Development	Q1	To next year		
1 - Invest in the district's future	S - South	· Encourage mobile phone providers to improve mobile phone reception, including use of council-owned sites to improve coverage	Discussion with key contacts in major mobile phone providers to determine how reception can be improved	Andrew Down	HRITTS	Economic Development	Q3	To next year		
1 - Invest in the district's future	S - South		Identify appropriate sites on council owned buildings to host masts to improve mobile phone coverage	Andrew Down	HRITTS	Economic Development	Q3	To next year		
1 - Invest in the district's future	S - South	· Building a new leisure centre at Didcot	Negotiate terms for land acquisition for a new leisure centre in Didcot	Mark Stone	Corporate Strategy	Leisure	Q1	Q1		
1 - Invest in the district's future	S - South	· Building a new leisure centre at Didcot	Re-mobilise the design team once the land has been secured	Gerry Brough	Housing & Development	Housing Regeneration and Development	To next year	To next year		
1 - Invest in the district's future	S - South	· Planning for future leisure needs in the district	Procure update to leisure evidence base studies which takes account of the Local Plan 2033	Mark Stone	Corporate Strategy	Leisure	Q3	Q4		
1 - Invest in the district's future	S - South	· Following adoption of the Local Plan and housing allocations, and agreement on facilities at the new Didcot leisure centre, considering the need for a new indoor leisure facility elsewhere in the district	Consider the need for a new indoor leisure facility in the district once agreement has been reached on facilities mix at Didcot leisure centres	Mark Stone	Corporate Strategy	Leisure	Q4	To next year		
1 - Invest in the district's future	S - South	· While recognising the challenges of changing local government finance we will maintain our strong financial position through innovation, efficiency and careful management.	Look to identify additional revenue streams in light of the planned changes in existing funding regime for LAs	Mark Stone	Senior Management Board	CEO	Q3	To next year		
1 - Invest in the district's future	S - South		Look to identify efficiencies through the unitary proposal	Mark Stone	Senior Management Board	CEO	Q3	To next year		
2 - Unlock the potential of Didcot	S - South	· Develop the Orchard Centre phase two to deliver excellent retail and leisure facilities and exemplar homes	Support Hammerson to develop Phase 2 of The Orchard Centre by April 2017	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	Q1	Please note the final plan did not include any housing	
2 - Unlock the potential of Didcot	S - South	· Regenerate the gateway to Didcot around the station to provide a landmark entrance to science vale	Include proposals to regenerate the gateway to Didcot within Didcot Garden Town Delivery Plan. Implement proposals in late 2017/early 2018	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q3	To next year		
2 - Unlock the potential of Didcot	S - South	· Attract infrastructure funding that enables traffic to flow through and around the town	Develop an infrastructure plan for Didcot Garden Town and use this to secure funding for the Northern Periferal Road Phase 3 and science bridge	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
2 - Unlock the potential of Didcot	S - South		Secure funding to enable delivery of the Didcot Garden Town infrastructure plan over 5-15 years	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
2 - Unlock the potential of Didcot	S - South	· Create welcoming green neighbourhoods throughout the residential and business quarters	Progress Local Plan to adoption by 31 Dec 2018 that includes a policy on Didcot Garden Town	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
2 - Unlock the potential of Didcot	S - South		Create the new landscaped areas and green corridors included in the Didcot Garden Town Delivery Plan from September 2017	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q2	To next year		
2 - Unlock the potential of Didcot	S - South	· Master plan the wider town centre to develop a transformational change programme that meets garden town objectives	Complete draft Didcot Town Delivery Plan by May 2017, for adoption by both Councils in October 2017	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	Q3		
2 - Unlock the potential of Didcot	S - South	· Involve local residents in all aspects of the garden town initiative	Hold stakeholder events, public meetings and create an inter-active website to enable local residents to contribute to decisions	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Deliver the right balance of types and tenure of new homes to meet housing need and support economic growth	Progress Local Plan to adoption by 31 Dec 2018 that sets housing policy	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Develop starter home and low cost home ownership initiatives	Work with HCA and developers to identify two suitable sites for starter homes within the district	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Ensure a good supply of affordable rented homes for those unable to buy	Achieve affordable housing targets, whereby 75% of affordable housing is for rent	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South		Explore possible models for direct delivery of affordable rented accommodation, in partnership with commercial funders and developers	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Promote self-build and custom build initiatives, and ensure that land is made available for this purpose	Progress Local Plan to adoption by 31 Dec 2018 that sets a policy on self-build and custom build	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Encouraging exemplar housing design through our planning policies	Adopt Design Guide by 31 Dec 2016 to encourage exemplar housing design	Adrian Duffield	Planning	Planning Policy	Q1	Q3		
3 - Homes and jobs for everyone	S - South	· Working with developers and other partners to develop a protocol that will ensure high quality, sympathetic design across our district	Using the adopted Design Guide ensures high quality, sympathetic design.	Adrian Duffield	Planning	Planning Policy	Q1	Q3		
3 - Homes and jobs for everyone	S - South	· Strongly supporting the development of neighbourhood plans for our towns and villages	Provide a dedicated member of staff to assist town and parish councils to deliver their neighbourhood plans by offering professional expertise	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
3 - Homes and jobs for everyone	S - South		To continue to offer grant aid to to neighbourhood planning groups	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Undertaking comprehensive regeneration of Berinsfield	Produce a Berinsfield Community Investment Scheme proposal by May 2017	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	Q1		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
3 - Homes and jobs for everyone	S - South		Obtain broad community support for any proposed development in Berinsfield as evidence by a survey	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	Q1		
3 - Homes and jobs for everyone	S - South		Secure the external funding needed to deliver the agreed investment scheme proposal	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Ensuring our environmental assets such as the Green Belt, the Chilterns AONB and Sites of Special Scientific Interest (SSIs) are protected for future generations	Win 85% of planning appeals in the Green Belt, AONBs and SSIs	Adrian Duffield	Planning	Planning Policy	Q1	To next year	Plan does not include North Wessex AONB	
3 - Homes and jobs for everyone	S - South		Apply Biodiversity accounting to at least 80% of all major applications	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Directly undertaking development where we see market failure or a gap in provision, creating delivery vehicles as required	Explore models for direct delivery of affordable rented accommodation	Gerry Brough	Housing & Development	Housing Regeneration and Development	Q2	To next year		
3 - Homes and jobs for everyone	S - South	· Assisting households to remain in their homes through mediation and enforcement of their rights to occupy.	Meet agreed homelessness prevention targets as set out in the Housing service plan. Target is currently 936 a year	Gerry Brough	Housing & Development	Housing Needs	Q1	Q4		
3 - Homes and jobs for everyone	S - South	· Providing a holistic housing advice service, in partnership with other agencies, to maximise the housing options for all households	Meet agreed targets as set out in the KPIs for provision of advice to people seeking new homes through the Councils' Choice based lettings scheme. Target is to process new applicants through to entry on the register within 20 days	Gerry Brough	Housing & Development	Housing Needs	Q1	Q4		
3 - Homes and jobs for everyone	S - South	· Helping low income families to access affordable rented accommodation through deposit bonds, rent-in-advance loans and tenancy support	Meet agreed targets for delivery of these various forms of assistance as set out in the Housing service plan. Target is to nominate applicants for a specific property within 3 working days	Gerry Brough	Housing & Development	Housing Needs	Q1	Q4		
3 - Homes and jobs for everyone	S - South	· Ensuring a good supply of appropriate employment land across the district	Progress Local Plan to adoption by 31 Dec 2018 that will assist in identifying appropriate employment land	Adrian Duffield	Planning	Planning Policy	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Working with delivery partners to ensure a good supply of appropriate business premises for start-ups and small and medium enterprises	Deliver the actions identified in the business and innovation strategy to ensure a good supply of appropriate business premises for start-ups and SME businesses. Actions dated from 2017 to 2020	Andrew Down	HRITTS	Economic Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Ensuring that the skills needs of our employers are identified and that training programmes are in place to provide a skilled labour force	Deliver the actions identified in the business and innovation strategy to ensure that the skills needs of employers are identified and liaise with education providers to find appropriately skilled staff locally or supply the necessary training. Actions dated from 2017 to 2020	Andrew Down	HRITTS	Economic Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Encouraging local apprenticeship and local workforce schemes that benefit our young people	Deliver the actions identified in the business and innovation strategy to encourage local apprenticeships and local workforce schemes for young people. Actions dated from 2017 to 2020	Andrew Down	HRITTS	Economic Development	Q1	To next year		
3 - Homes and jobs for everyone	S - South	· Supporting the Government's objective of achieving full employment	Deliver the actions identified in the business and innovation strategy to support the objective of reaching full employment. Actions dated from 2017 to 2020 including workshops to support businesses seeking specifically skilled staff.	Andrew Down	HRITTS	Economic Development	Q1	To next year		
4 - Build thriving communities	S - South	· Delivering new and ambitious air quality action plans to improve air quality across the district and specifically tackle poor air quality in Henley, Wallingford and Watlington	Adopt the Low emission strategy and complete two further actions in the air quality action plan	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
4 - Build thriving communities	S - South	· Working with partners as part of the South and Vale Community Safety Partnership (CSP) to deliver the CSP annual plan aimed at reducing crime, tackling anti-social behaviour and supporting vulnerable people.	As part of the South and Vale Community Safety Partnership (CSP), agree its annual plan by 31 July 2017.	Margaret Reed	Legal & Democratic	Community Safety	Q1	Q2		
4 - Build thriving communities	S - South		A report on the CSP's performance in 2017/18 will be submitted to the Joint Scrutiny Committee in March 2018.	Margaret Reed	Legal & Democratic	Community Safety	Q4	Q4		
4 - Build thriving communities	S - South	· Maintaining the number of people who say they feel safe during the day/at night	Maintain the number of people who say they feel safe walking alone in their community in daytime at a minimum of 97% as measured in the residents' survey	Margaret Reed	Legal & Democratic	Community Safety	Q4	Q4		
4 - Build thriving communities	S - South		Maintain the number of people who say they feel safe walking alone in their community at night at a minimum of 79% as measured in the residents' survey	Margaret Reed	Legal & Democratic	Community Safety	Q4	Q4		
4 - Build thriving communities	S - South	· Continuing the annual South Oxfordshire deep clean programme	Achieve at least 80% customer satisfaction with cleanliness in the residents' survey	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
4 - Build thriving communities	S - South	· Increasing the recycling rate to 70 per cent and maintaining our position as one of the top 10 authorities for recycling	Stay in the top ten nationally for LA recycling rates by increasing recycling rate to at least 70%	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
4 - Build thriving communities	S - South		Stay in the top five nationally for LA residual waste measured per kg per household	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
4 - Build thriving communities	S - South		Maintain an average annual contamination rate of 7% or below	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
4 - Build thriving communities	S - South	Increasing the number of people using leisure centres	Refurbish swimming pool changing rooms at Thame sports centres to make them more welcoming to new users	Mark Stone	Corporate Strategy	Leisure	Q1	Q2		
4 - Build thriving communities	S - South		Swim campaign to increase participation in swimming - increase total visits by 1%	Mark Stone	Corporate Strategy	Participation	Q1	Q2		
4 - Build thriving communities	S - South		Swim campaign to increase participation in swimming - increase activity visits by 1%	Mark Stone	Corporate Strategy	Participation	Q1	Q2		
4 - Build thriving communities	S - South		Refurbish the squash courts at Henley Leisure Centre	Mark Stone	Corporate Strategy	Leisure	Q1	Q2		
4 - Build thriving communities	S - South	· Supporting the government drive to increase sport and activity in schools	Deliver 9 sportivate sessions to 14 - 25 year olds in schools across the district	Mark Stone	Corporate Strategy	Participation	Q1	Q4		
4 - Build thriving communities	S - South	· Working with Sustrans to improve provision of cycle routes in the district	Work with Sustrans to identify where there are gaps in the provision of cycle routes and how the council could support improvements	Andrew Down	HRITTS	Policy & Partnerships	To next year	To next year		
4 - Build thriving communities	S - South	Piloting the introduction of a cycle hire scheme in one of our market towns	Work in partnership with key partners, including commercial ventures, to look at feasibility of introduction of a scheme in Henley	Andrew Down	HRITTS	Policy & Partnerships	To next year	To next year		
4 - Build thriving communities	S - South	· Increasing participation in activity and sport to improve health	Run Go Active Gold activities in selected Year 2 villages	Mark Stone	Corporate Strategy	Participation	Q1	Q4		
4 - Build thriving communities	S - South		Run 10 Active Women activities across the district	Mark Stone	Corporate Strategy	Participation	Q1	Q4		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
4 - Build thriving communities	S - South		Deliver 9 sportivate sessions to 14 - 25 year olds across the district	Mark Stone	Corporate Strategy	Participation	Q1	Q4		
4 - Build thriving communities	S - South	· Introduce individual councillor budgets through which councillors can support small community projects in their area	Introduce a grants scheme for councillors to support community projects that benefit residents in their ward	Mark Stone	Corporate Strategy	Grants	Q1	Q4		
4 - Build thriving communities	S - South	· Consider the business case for introducing a local lottery scheme to fund community projects	Introduce local lottery scheme and first tickets sold	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
4 - Build thriving communities	S - South	· Provide additional support to voluntary and community groups to help them to find the volunteers they need, and provide vital services to residents, including a website to link potential volunteers with volunteering opportunities.	Introduce an IT solution which helps volunteers to find suitable volunteering opportunities	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
4 - Build thriving communities	S - South	· Increase the number of people volunteering in the district by 3%	Promote volunteering through local businesses, schools and other voluntary sector events by carrying out a marketing campaign	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
4 - Build thriving communities	S - South		Produce an action plan to increase the number of volunteers in the district by 3%	Andrew Down	HRITTS	Policy & Partnerships	Q2	Q4		
4 - Build thriving communities	S - South	· Promote, create and support volunteer roles and opportunities for sports volunteering within the local community	Introduce a new grant scheme to help fund the costs of becoming a volunteer	Andrew Down	HRITTS	Policy & Partnerships	Q2	Q4		
4 - Build thriving communities	S - South	· Support rural communities with maintaining their transport links by working with bus operators to look at options to continue some of the bus services previously supported directly by Oxfordshire County Council	Commission a feasibility study on options to support communities who have lost their last bus service to maintain links to key services subject to budget being available	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q3		
4 - Build thriving communities	S - South	· Investigate opportunities for increasing the role of parish councils in hyperlocal issues.	Include proposals for greater delegation to town & parish councils as part of the Unitary proposal submitted to government	Mark Stone	Senior Management Board	CEO	Q1	Q4		
5 - Services that reflect residents' needs	S - South	· Maintain high levels of resident satisfaction with the Council and with key services such as waste and cleanliness	Maintain or improve the level of satisfaction with waste collections results in the residents' survey. Baseline of 87% from the 2015 residents' survey	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
5 - Services that reflect residents' needs	S - South		Carry out the biennial residents survey, disseminate results and prepare an action plan for improvement	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
5 - Services that reflect residents' needs	S - South	· Engage with residents on issues, services or projects which affect them, and consider their views in making decisions	Agree a public engagement strategy which reflects national guidance and customer needs	Andrew Down	HRITTS	Policy & Partnerships	Q2	Q3		
5 - Services that reflect residents' needs	S - South		Introduce new consultation software that improves the customer experience and makes it easier to respond to planning consultations	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
5 - Services that reflect residents' needs	S - South	· Maintain a close dialogue with town and parish councils in order to understand the issues they face and where possible work with them to find solutions	Invite parish councils to submit ideas for discussion at the twice yearly town and parish forums	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q3		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
5 - Services that reflect residents' needs	S - South		Support to carry out CLPs where requested	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
5 - Services that reflect residents' needs	S - South	· Create two parish and town forums a year so that parishes can be a part of the District's work	Hold town and parish forums in Summer and Autumn of each year, using a variety of venues to encourage parishes who do not routinely attend to participate	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q3		
5 - Services that reflect residents' needs	S - South	· Hold a Parish Councils briefing before each Budget	Hold an annual budget briefing for town & parish councils in line with timescales agreed by the Leader and Cabinet Member for Finance	Andrew Down	HRITTS	Policy & Partnerships	Q3	Q4		
5 - Services that reflect residents' needs	S - South	· Work to broaden understanding of public opportunities to contribute to Council's meetings	Produce a dedicated website page explaining opportunities for public participation at council meetings by December 2017	Margaret Reed	Legal & Democratic	Democratic Services	Q3	Q3		
5 - Services that reflect residents' needs	S - South	· Support the democratic process through innovative IT solutions as part of the new IT Strategy.	Provide a comprehensive public GIS, with industry standard interface, by end November 2016.	Andrew Down	HRITTS	IT Applications	Q1	Q3		
6 - Be tough on enforcement	S - South	· Achieving an overall reduction in enforcement intervention through increased engagement with developers at all stages of the planning process	Using baseline 2015/16 data, reduce our annual expediency decision case numbers by 5% between 1 April 2016 and 31 March 2018	Adrian Duffield	Planning	Planning Development	Q1	To next year		
6 - Be tough on enforcement	S - South		Using 2017/18 baseline data, reduce our annual expediency decision case numbers by 3% between April 2018 and Mar 2020	Adrian Duffield	Planning	Planning Development	To next year	To next year		
6 - Be tough on enforcement	S - South	· Offering support and guidance to applicants throughout the planning process in order to mitigate breaches of planning control that might otherwise lead to enforcement action.	Using 2015/16 baseline data, increase the number of voluntary compliance outcomes by 5% between 1 April 2016 and 31 March 18	Adrian Duffield	Planning	Planning Development	Q1	To next year		
6 - Be tough on enforcement	S - South		Using 2017/18 baseline data, increase the number of voluntary compliance outcomes by 3% between April 2018 and March 2020.	Adrian Duffield	Planning	Planning Development	To next year	To next year		
6 - Be tough on enforcement	S - South	· Through a risk based inspection and enforcement programme we will ensure that food businesses comply with food safety legislation	Complete 100% of the annual inspection programme of food business	Mark Stone	Corporate Strategy	Food and Safety	Q1	Q4		
6 - Be tough on enforcement	S - South	· 96 per cent of businesses will be broadly compliant by 2020	Participate in the FSA communication 4 Compliance pilot aimed at increasing the compliant rate to 96% by 2020	Mark Stone	Corporate Strategy	Food and Safety	Q1	Q4		
6 - Be tough on enforcement	S - South		Monitor the results of the communication pilot against our in house letters with a view to ensuring 96% of businesses are broadly compliance by 2020.	Mark Stone	Corporate Strategy	Food and Safety	Q1	Q4		
6 - Be tough on enforcement	S - South	· Achieve a year on year reduction in the number of fly tips in the district	A reduction of number of flytips compared to last year's total of 481	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		
6 - Be tough on enforcement	S - South		Number of reported flytips is below the rural Oxfordshire average	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		
6 - Be tough on enforcement	S - South		Our enforcement performance on flytipping exceeds the rural Oxfordshire average	Mark Stone	Corporate Strategy	Environmental Protection	Q1	Q4		
6 - Be tough on enforcement	S - South	Clear 90 per cent of fly tips from high intensity areas within 12 hours	90% of flytips removed from high intensity areas within 12 hours	Mark Stone	Corporate Strategy	Waste	Q1	Q4		
6 - Be tough on enforcement	S - South	· Implement the issuing of FPNs for dog fouling and litter by the council's environmental wardens in Henley, Wallingford, Watlington, Thame and Didcot town centres	EP littering and dog fouling enforcment 0.5 post subject to funding being available	Mark Stone	Corporate Strategy	Environmental Protection	Q3	Q4		

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
7 - Provide value for money	S - South	Provide value for money for residents and where relevant ensure that services pay for themselves	Look to identify additional revenue streams in light of the planned changes in existing funding arrangements	Mark Stone	Senior Management Board	CEO	Q3	To next year		
7 - Provide value for money	S - South		Look to identify efficiencies through the unitary proposal	Mark Stone	Senior Management Board	CEO	Q3	To next year		
13 - The council's equality objectives	SV - South and Vale	Continue to improve physical access to council owned or leased buildings or land	Refurbish and redesign Abingdon Charter car park public conveniences	Andrew Down	HRITTS	Policy & Partnerships				
13 - The council's equality objectives	SV - South and Vale		Implement agreed access audit recommendations for South Oxfordshire leisure centres	Andrew Down	HRITTS	Policy & Partnerships				
13 - The council's equality objectives	SV - South and Vale		Implement agreed access audit recommendations for Faringdon, Wantage and White Horse Tennis and Leisure centre	Andrew Down	HRITTS	Policy & Partnerships				
13 - The council's equality objectives	SV - South and Vale	Ensure new projects, policies or strategies, changes to services, and communication take account of the needs of all users	Support service teams to complete equality impact assessments on service changes, new policies and strategies to ensure that the councils comply with their duties under the Equality Act	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Equality considerations included in service team projects, procurement and committee reports, to advance equal opportunities / pay due regard to public sector equality duties.	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Assess the equality implications of any budget savings proposals under consideration and report to SMB, Scrutiny and Cabinet members so that these can be considered in decision on the 2017/18 budget.	Andrew Down	HRITTS	Policy & Partnerships	Q3	Q4		
13 - The council's equality objectives	SV - South and Vale	Increase our understanding of the communities we serve, through consultation, engagement and using existing evidence (e.g. census data) to inform the decisions we make	Represent the councils on the countywide strategic data group and support teams to obtain relevant local or national data to help inform decisions	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Where possible consult residents, user groups and voluntary organisations on new projects, policies, strategies, and changes to services that may impact on them	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale	Continue to monitor the impact of our employment policies and practices to ensure all groups have access to employment opportunities	Produce and publish annual equality in employment indicator reports	Andrew Down	HRITTS	Policy & Partnerships				
13 - The council's equality objectives	SV - South and Vale		Equality impact assess any changes to HR policies and practices or other changes as a result of the Corporate Services Project	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Carry out an annual equal pay review	Andrew Down	HRITTS	Policy & Partnerships				

Strategic objective	South and/or Vale	control	Actions	Person responsible	Service	Team	Planned start quarter	Planned end quarter	Comments/explanation	Task RAG status
13 - The council's equality objectives	SV - South and Vale	Support communities to deliver better outcomes for disadvantaged groups and encourage community cohesion	Coordinate multiagency building resilience project – to support vulnerable young people, those displaying risky behaviour and disadvantaged to help prevent child sexual exploitation, drug and alcohol abuse and promote healthy relationships.	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Attend Channel Panel meetings to support those who may be vulnerable to radicalisation and comply with the Prevent duty outlined in the Counter Terrorism and Security Act April 2015	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Respond to requests from Age UK to increase access to information about council services through information fairs, providing council information to Age UK, attending the Community Information Network (CIN) meetings and supporting electric blanket testing	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale	o Seek to improve access to major new developments and town centres in South Oxfordshire for people with disabilities, carers and older people	Support Didcot access group (DAG) to improve access for people with disabilities living in Didcot by chairing and supporting projects carried out by DAG and consulting on relevant council projects/planning applications	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Facilitate and support projects carried out by Vale disability access group to improve access to people with disabilities in the Vale and ensure council services meet their needs	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		
13 - The council's equality objectives	SV - South and Vale		Review major planning applications to encourage accessible development for all and seek to secure S106 or CIL funding for projects to improve access to the public realm	Andrew Down	HRITTS	Policy & Partnerships	Q1	Q4		

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Scrutiny Committee



Report of Head of Development and Housing
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To: SCRUTINY
DATE: 25 July 2017



Temporary Accommodation Provision 2017-2022

Recommendation

That scrutiny committee considers Temporary Accommodation Provision and provides any comments to cabinet.

Purpose of Report

1. To inform scrutiny of the content of the Temporary Accommodation Provision report, attached at Appendix 1. .
2. For scrutiny to be consulted upon the content of the report, in particular recommendations for South Oxfordshire.

Strategic Objectives

3. Developing homes and jobs for everyone.
4. Services that reflect residents' needs.

Background

5. The council has a statutory duty to assess the housing needs of households who present as homeless to the council. This duty may include the provision of temporary accommodation.
6. The temporary accommodation provision report makes a recommendation on how best to meet the future demand for temporary accommodation in South Oxfordshire.
7. The recommendation follows a review of the current provision of temporary accommodation; a forecast of future demand and an assessment of the available options to meet the future demand.
8. The strategy will be reviewed annually by Officers. The review will identify any variances against forecast and propose any necessary adjustments to temporary accommodation provision.
9. The council does not own any temporary accommodation. The duty to provide temporary accommodation is met either through hotels or by using VWHDC units.
10. The demand model forecasts that the council will need an additional two units of temporary accommodation to meet the baseline demand. This demand can no longer be met by VWHDC, who will require their hostels to meet their own future demand.
11. There is a business case for the council to invest-to-save by initially purchasing two properties to meet future demand. The council would save expenditure on hotel accommodation and also generate its own rental income. This business case is detailed within the strategy.
12. The temporary accommodation provision considers the housing options available and recommends that the most suitable properties to meet future demand are two-bedroom properties located in Didcot.

Options

Option a): Do nothing

13. The demand for temporary accommodation would continue to be met through the use of local hotels.
14. If the council does not make any provision for the baseline increase in demand for temporary accommodation, there is a high risk that hotel expenditure will increase significantly.
15. The cost to the council of providing the equivalent of two units of temporary accommodation in hotels would be approximately £48,000 per annum.

Option b) Purchase own temporary accommodation

16. The council initially purchases two properties to meet the forecast future demand for temporary accommodation.

17. The cost of purchasing and refurbishing two units of temporary accommodation in Didcot would be approximately £520,000. This would meet the forecast baseline demand. A capital provision of £1,000,000 would provide the flexibility to secure additional properties if necessary during the lifetime of the strategy.
18. The council could potentially save approximately £48,000 per annum in hotel accommodation costs by purchasing two properties. The properties would also generate a rental income of approximately £14,000 per annum after deducting ongoing maintenance costs. This means that purchasing appropriate property would provide a nominal annual benefit of £62,000, which effectively provides a realistic payback on any investment in purchasing and refurbishing two properties in Didcot.
19. The council would also retain capital assets that may appreciate over the next five years.

Financial Implications

20. The capital expenditure for purchasing and refurbishing initially two properties in Didcot would be approximately £520,000.
21. The council could achieve a nominal annual benefit of £62,000 through savings on hotel costs and the rental income generated from purchasing two properties.
22. The impact upon estimated usable council balances as at March 2022 (excluding balance held for the long term under the Medium Term Financial Strategy) will be a fall from £14.2million to £13.2million.

Legal Implications

23. The council will be in an improved position to meet its statutory duties under homelessness legislation to provide suitable temporary accommodation.

Risks

24. A risk is that the forecast demand for two additional units is not realised. This risk is mitigated by using the baseline forecast increase of two units, rather than the upper range forecast of seven units. The forecast demand will also be annually reviewed by Officers to make any necessary adjustments in provision. If the baseline demand is still not realised, the council would still own the properties as capital assets.
25. The further potential risks associated with purchasing the properties are capital depreciation or a reduction in rental income. The reduction in rental income may result from changes to subsidy levels or welfare reform.

Other Implications

26. The management of the additional units can be absorbed within the current resources of the housing needs team.

Conclusion

27. Option a) would not be a cost effective option and it would also not meet the objective of the strategy to provide self-contained accommodation, with at least one unit having wheelchair accessibility.
28. Option b) is the most cost effective method of meeting future demand for temporary accommodation and also meets the objective of the strategy to provide self-contained accommodation, with at least one unit having wheelchair accessibility.

Background Papers

- South Oxfordshire District Council and Vale of White Horse District Council:
A study into future demand for temporary accommodation (Three Dragons)
- Report into the provision of temporary accommodation in South Oxfordshire and Vale of White Horse District Councils (Arcadis)
- Equality Impact Assessment



**South Oxfordshire District Council
Vale of White Horse District Council**

**Temporary Accommodation
Provision 2017-2022**

May 2017



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Appendices

Appendix 1

South Oxfordshire District Council and Vale of White Horse District Council:
A study into future demand for temporary accommodation

Three Dragons

Appendix 2

Report into the provision of temporary accommodation in South Oxfordshire
and Vale of White Horse District Councils

Arcadis



EXECUTIVE SUMMARY

1. The councils have a statutory duty to assess the housing needs of households who present as homeless to the authority. This duty may include the provision of temporary accommodation.
2. This provision report makes recommendations on how best to meet the future demand for temporary accommodation in South Oxfordshire and Vale of White Horse.
3. The recommendations follow a review of the current provision of temporary accommodation; a forecast of future demand and an assessment of the available options to meet future demand.
4. This provision report will be reviewed annually by Officers. The review will identify any variances against forecast and propose any necessary adjustments to temporary accommodation provision.

South Oxfordshire District Council

5. South Oxfordshire does not own any temporary accommodation. The duty to provide temporary accommodation is met through either hotels or by using VWHDC units.
6. The demand model forecasts that SODC will need an additional two units of temporary accommodation. This demand can no longer be met by VWHDC, who will require their hostels to meet their own future demand.
7. There is a business case for SODC to invest in two properties to meet future demand. The council would save expenditure on hotel accommodation and generate its own rental income.
8. The most suitable properties to meet the future demand are two-bed properties in Didcot.
9. This report considers the options available and recommends that South Oxfordshire purchases two units of temporary accommodation in Didcot, at least one of which should be wheelchair accessible.



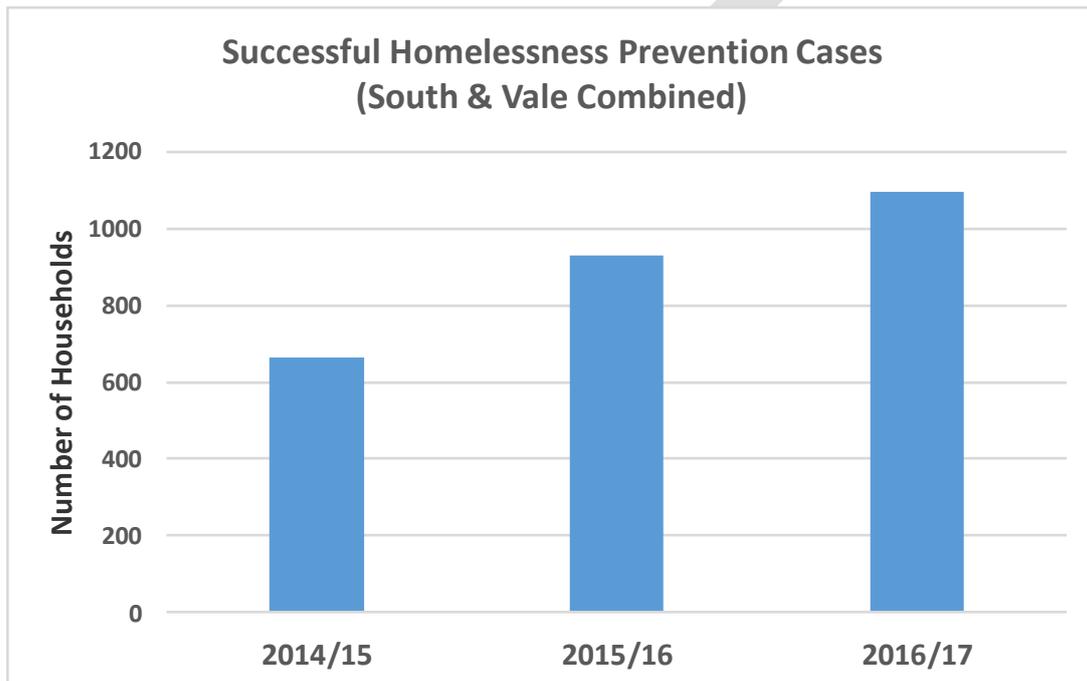
Vale of White Horse District Council

10. Vale of White Horse District Council owns 19 units of temporary accommodation. There are three houses in Abingdon, a six bed hostel, Tiverton House, in Wantage and a ten bed hostel, Elmside, in Faringdon.
11. Both of the hostels have shared bathroom and toilet facilities which are not appropriate for housing vulnerable families and individuals. The council has a duty of care towards homeless applicants it places into temporary accommodation.
12. The reconfiguration of the two hostels into self-contained units would result in a reduction of two units at Tiverton House and three units at Elmside.
13. The total number of units available following reconfiguration of the hostels would however remain sufficient to meet current demand. The newly-available three refurbished houses in Abingdon, together with the two units vacated by SODC, will offset the reduced number of units.
14. The demand model forecasts that VWHDC will require a further two units to meet newly arising demand over the next five years. This additional demand can be met through increasing the occupancy rates at the hostels.
15. The cost of converting the hostels into self-contained units is more cost effective than selling either or both hostels and purchasing equivalent replacement units.
16. This report considers the options available and recommends that both hostels are reconfigured into self-contained units, including one wheelchair accessible unit.



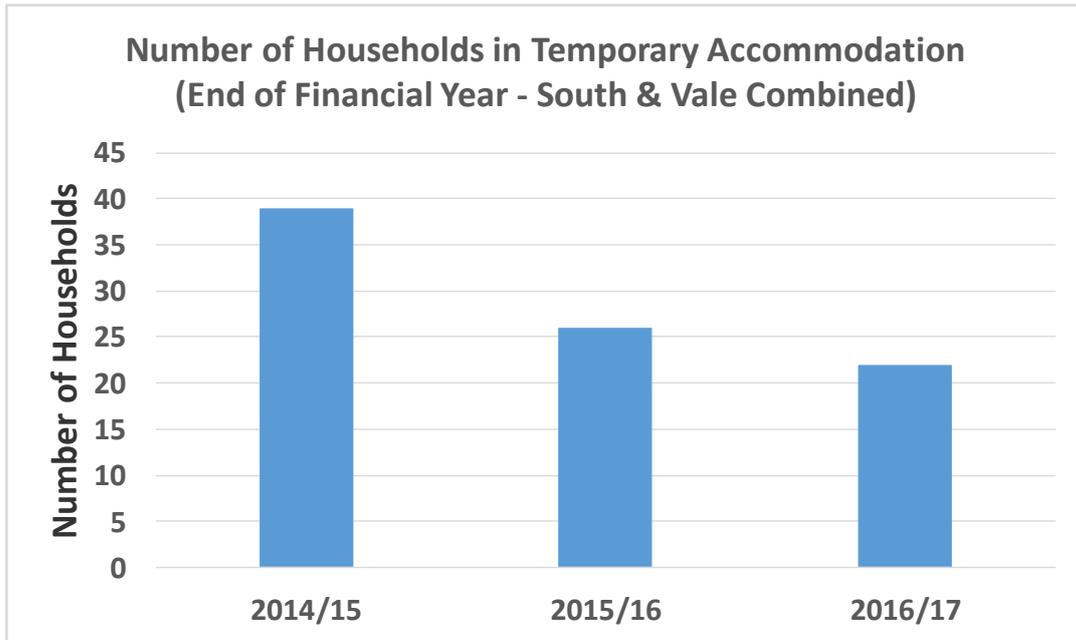
INTRODUCTION

17. South Oxfordshire and Vale of White Horse District Councils have a strong track record in preventing homelessness. This has been achieved by identifying families and individuals at risk of becoming homeless as early as possible and using a wide range of intervention tools and techniques to overcome this threat. This has led to a steadily increasing number of prevention interventions and a consequent reduction in homelessness.

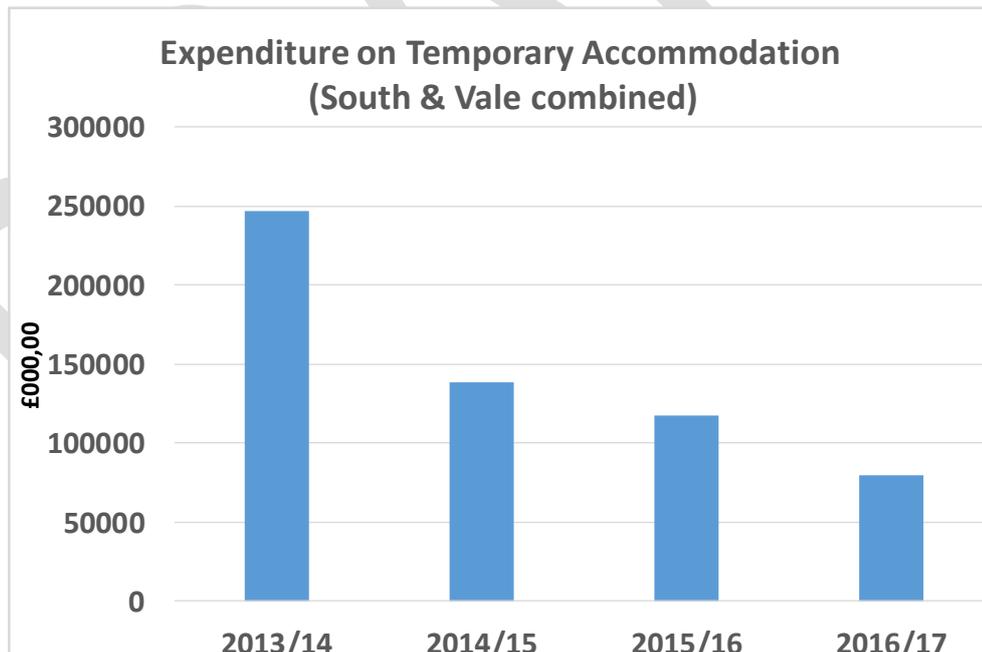


18. South Oxfordshire and Vale of White Horse District Councils successful prevention strategy has also meant that the use of temporary accommodation has reduced in recent years. This has also been helped by an increased supply of affordable housing in recent years, as new housing developments come on stream and developers comply with the Council's affordable housing policy, which requires that 40% and 35% of all new houses be affordable homes in South and Vale respectively.





19. The reduction in the use of temporary accommodation has also led to significant financial savings for the councils over the last four years.



20. However, the pressure on housing services however continues to grow, with a year-on-year increase in the number of households at risk of homelessness approaching the councils for assistance. These increasing pressures have led to a nationwide 30% rise households in temporary accommodation since 2013 – which makes South and Vale’s success in reducing homelessness even more significant.



21. Nevertheless, councils cannot take into account their available resources when deciding what housing duties are owed under homelessness legislation. It is therefore a demand-led service which makes forecasting future demand particularly difficult. There is also the difficulties of predicting the impact of future variables, such as legislative changes and welfare reform.
22. It is therefore desirable for councils to produce a forecast of future demand. It enables a proactive, rather than a reactive, approach to planning the future provision of temporary accommodation.
23. This report is divided into three sections. The first section reviews the current provision of temporary accommodation. The second section is a forecast of future demand and the third section assesses the most effective way of meeting this future demand.

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THE LEGISLATIVE CONTEXT

24. All district councils have a statutory duty to assess the housing needs of homeless households who approach them for assistance. This statutory duty may include the provision of temporary accommodation.
25. The duties owed to homeless households are set out within the provisions of the Housing Act 1996 (as amended by the Homelessness Act 2002).
26. Homelessness legislation is complex, however in its simplest form a homelessness assessment is a series of tests to establish the extent of the housing duty, if any, owed to the applicant.
27. The five tests applied by councils under homelessness legislation are:
 - a) Is the applicant eligible for assistance?
 - b) Is the applicant homeless?
 - c) Does the applicant have a priority need?
 - d) Did the applicant become homeless intentionally?
 - e) Does the applicant have a local connection?
28. The main categories of priority need are:
 - a) Households with dependent children
 - b) Households with a member who is pregnant
 - c) Households who are vulnerable (eg physically disabled or mental impairment).
 - d) Households fleeing domestic abuse
29. The council only has a duty to provide temporary accommodation if an applicant is eligible for assistance, homeless and has a priority need. The council may however also have a duty to provide temporary accommodation pending a decision on the application.
30. An intentionally homeless applicant will normally only be provided temporary accommodation for a short period of time and any applicant without a local connection will be referred to the authority with whom they do have a local connection.
31. The temporary accommodation provided must be suitable for the needs of the applicant in accordance with the Homelessness (Suitability of Accommodation) (England) Order 2012. The council must also take into account homelessness caselaw, in particular *Nzolameso v City of Westminster* 2015. This caselaw states that a council should provide temporary accommodation within their own district whenever possible.



32. There are a number of circumstances in which the council can end its duty to provide temporary accommodation. The most common reasons are that the applicant is re-housed through the housing register or they have secured alternative accommodation.

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SECTION ONE - A REVIEW OF CURRENT PROVISION

33. The provision of temporary accommodation is, by its nature, normally for a short period of time. The applicant may not be owed an ongoing housing duty following their assessment; they may be found intentionally homeless or they may be accepted as homeless and moved to accommodation with a Registered Provider.
34. It is essential that councils can quickly move applicants into and out of temporary accommodation. The council therefore offers temporary accommodation under licence to the occupier. The licence agreement enables the council to terminate accommodation with reasonable notice without the requirement to obtain possession through a lengthy court process.
35. The exception to offering licences is when the applicant is offered temporary accommodation by a Registered Provider. Both councils have access to a small number of “joint-protocol” properties owned by Registered Providers for the purpose of providing temporary accommodation. However, these properties can only be offered as Assured Shorthold Tenancies that cannot be terminated without a court order and a warrant for eviction.
36. The provision of temporary accommodation must be sufficiently flexible to allow both emergency placements and emergency evictions. The joint-protocol properties are therefore only suitable for applicants with an ongoing housing duty.
37. There will always be a need to spot purchase emergency temporary accommodation, for example when applicants are placed out-of-hours.
38. Neither council has provision for wheelchair accessible temporary accommodation.

South Oxfordshire District Council

39. South Oxfordshire District Council does not own any temporary accommodation.
40. The council has access to 11 joint protocol properties available for homeless households. These are self-contained properties mainly located in Didcot and Wallingford. They are provided and managed by SOHA and A2 Dominion.
41. The council also uses temporary accommodation owned by Vale of White Horse District Council.
42. The council uses hotels for emergency temporary accommodation.



Vale of White Horse District Council

43. Vale of White Horse District Council owns 19 units of temporary accommodation. There are three houses in Abingdon, a six bed hostel in Wantage and a ten bed hostel in Faringdon.
44. Both of the hostels have shared bathroom and toilet facilities which are not appropriate for housing vulnerable families and individuals. The council has a duty of care towards homeless applicants placed into its temporary accommodation.
45. The council has access to nine self-contained units of joint protocol properties for homeless households located in Abingdon. The properties are owned and managed by A2 Dominion.
46. The council uses hotels for emergency temporary accommodation.

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SECTION TWO - A FORECAST OF FUTURE DEMAND

47. The councils have a statutory duty to accommodate certain homeless households. This duty cannot be limited by the council's available resources.
48. A demand-led service makes forecasting future demand particularly difficult. There are a number of future variables, such as legislative changes and welfare reform, for which it is difficult to assess the impact on homelessness.
49. It is however beneficial for councils to forecast demand. By adopting a planned approach councils are in a better position to manage resources effectively.
50. A model of future demand was developed by Three Dragons consultancy in their report: "*South Oxfordshire District Council and Vale of White Horse District Council: A study into future demand for temporary accommodation*" (Appendix 1). The report is a detailed analysis of the projected future demand for temporary accommodation over the next five years.
51. The model of future demand assesses the potential range and impact of certain defined variables. These variables are related to the effect of:
 - a) demographic change
 - b) the benefit cap in private rented sector
 - c) households excluded from the private sector on affordability grounds
 - d) LHA on vulnerable single households in social rented sector
 - e) changes to service provision for vulnerable rough sleepers
52. The report forecasts that temporary accommodation will increase over the lifetime of the strategy despite the council's successful track record in preventing homelessness.

South Oxfordshire District Council

53. The model of future demand indicates a newly arising **baseline-need of two units** of temporary accommodation across the lifetime of the strategy.
54. The upper range forecast is for an additional seven units of temporary accommodation needed over the lifetime of the strategy.



Table 1: SODC: Summary of newly arising demand for temporary accommodation

	2017/18		2018/19		2019/20		2020/21		2021/22	
	B	UR								
Households	9	29	6	10	7	23	4	24	4	25
Units	2	7	2	3	2	6	1	6	1	6

B = Base Rate forecast

UR = Upper Rate forecast

The figures are not cumulative– they give the number for additional units in each distinct year.

- 55. The report states that two-bedroom properties offers the most flexible solution to meet the demand from differing household sizes.
- 56. The highest demand areas for temporary accommodation are Didcot and then Henley.
- 57. The report also identifies that there is ongoing unmet demand for the provision of wheelchair accessible accommodation.

Vale of White Horse District Council

- 58. The model of future demand indicates a newly arising **baseline-need of two units** of temporary accommodation over the next five years.
- 59. The highest demand areas are Abingdon and then Wantage.
- 60. The upper range forecast is for an additional six units needed over the lifetime of the strategy.

Table 2: VWHDC: Summary of newly arising demand for temporary accommodation

	2017/18		2018/19		2019/20		2020/21		2021/22	
	B	UR								
Households	2	9	1	3	9	25	9	25	9	25
Units	1	2	0	1	2	6	2	6	2	6

B = Base Rate forecast

UR = Upper Rate forecast

The figures are not cumulative– they give the number for additional units in each distinct year.

- 61. The report states that two-bedroom properties offers the most flexible solution to meet the demand from differing household sizes.
- 62. The report also identifies that there is ongoing unmet demand for the provision of wheelchair accessible accommodation.



SECTION THREE - MEETING THE FUTURE DEMAND

63. The forecast of demand produced a baseline and upper range of the additional units of temporary accommodation needed by both councils over the lifetime of the strategy.
64. The procurement of additional units would require significant capital expenditure by the councils. ***The prudent approach adopted in this strategy is therefore to meet the baseline need for additional units, while keeping under annual review the level of demand.***
65. The baseline demand for both councils is two additional units over the lifetime of the strategy.
66. A second report compiled by Arcadis Design and Consultancy was commissioned to consider the options available to meet the identified South and Vale's baseline temporary accommodation requirements and make recommendations to meet the baseline demand for both councils.
67. The report takes into account the specific requirements of temporary accommodation and the management of the properties, and a detailed financial assessment is provided for each viable option appraised in the report.
68. The report also considers the management of temporary accommodation. It recognises that it is a specialist housing function, dealing with vulnerable people in potentially volatile circumstances.
69. The report concludes that the experience and expertise of the temporary accommodation team at the councils are the best option to provide the ongoing management of the properties.
70. The option of leasing accommodation from a Registered Provider is not a viable option. Registered Providers are not in a position to meet the specialist demands of temporary accommodation.

South Oxfordshire District Council – Options appraisal

71. The forecast demand for SODC is that two units of temporary accommodation will be required to meet the baseline demand over the lifetime of the strategy.
72. The options available to SODC are as follows:



a) Do nothing

73. If SODC does not make any provision for the baseline increase in demand for temporary accommodation there is a high risk that hotel expenditure will increase significantly over the next five years.

The net cost of providing the equivalent of two units of temporary accommodation in hotels would be approximately £48,000 per annum.

b) Purchase own temporary accommodation

74. The cost of purchasing and refurbishing two units of temporary accommodation in Didcot would be approximately £520,000. This figure includes the acquisition costs.
75. The council could potentially save approximately £48,000 per annum in hotel accommodation costs. The properties would also generate a rental income of approximately £14,000 per annum after deducting ongoing maintenance costs. This means that purchasing appropriate property would provide a nominal annual benefit of £62,000, which effectively provides a realistic payback on any investment they may make in purchasing and refurbishing two properties in Didcot.
76. The council would also retain a capital asset that may appreciate over the next five years.
77. A detailed financial appraisal of this proposal is included within the Arcadis report.
78. The potential risks of purchasing properties are capital depreciation or a reduction in rental income. The reduction in rental income may result from changes to subsidy levels or welfare reform.
79. These risks are partially mitigated by the historic increase in property values and the necessity of Government to ensure councils are able to meet their legal duty to provide temporary accommodation.

Vale of White Horse District Council – Options appraisal

80. The forecast demand for VWHDC is that two additional units of temporary accommodation are necessary to meet the baseline demand over the next five years.
81. This increase in demand for two additional units can be met by increasing the occupancy of the hostels from 63% in 2016/17 to 80%.
82. There is however an issue concerning the suitability of the hostels. The shared bathroom and toilet facilities are not appropriate for housing vulnerable families and individuals. The council has a duty of



care towards homeless applicants placed into its temporary accommodation.

83. The hostels could be converted into self-contained units to resolve the problems associated with shared facilities. They would also provide a minimum of one wheelchair accessible unit.
84. The optimum use of space when converting the hostels into self-contained units would result in the following configuration:

Wantage hostel	–	2 x 1 bedroom units 2 x 2 bedroom units
		An overall reduction of two units
Faringdon hostel	-	5 x 1 bedroom units 2 x 2 bedroom units
		An overall reduction of three units

85. The options available to VWHDC are therefore as follows:

a) Do minimum

86. The demand for temporary accommodation would continue to be met over the lifetime of the strategy. In addition, the council would receive a net income of approximately £94,000 from the hostels. This is £25,000 more per annum than achieved by the other options.
87. The hostels however are in need of refurbishment that would incur an estimated cost of £317,000.
88. The hostels would also remain as rooms with shared facilities that are not appropriate for accommodating vulnerable households and may be subject to legal challenge. Option a) is therefore not a viable option.

b) Reconfigure only the Wantage hostel into self-contained units. Sell the Faringdon hostel and purchase replacement units.

89. The estimated reconfiguration cost for converting the Wantage hostel into four self-contained units is £322,000.
90. The sale of the Faringdon hostel would generate a capital receipt of approximately £470,000 after the deduction of disposal costs.
91. The estimated cost of purchasing the equivalent seven replacement units in Abingdon, including acquisition costs, would be £1,570,000.



92. The cost of reconfiguring the Wantage hostel and replacing the Faringdon hostel units would not represent value for money.

c) Reconfigure only the Faringdon hostel into self-contained units. Sell the Wantage hostel and purchase replacement units.

93. The estimated reconfiguration cost for converting the Faringdon hostel into seven self-contained units is £563,000.
94. The sale of the Wantage hostel would generate a capital receipt of approximately £493,500 after disposal costs.
95. The estimated cost of purchasing the equivalent four replacement units in Abingdon, including acquisition costs, would be £940,000.
96. The cost of reconfiguring the Faringdon hostel and replacing the Wantage hostel units would not represent value for money.

d) Sell both hostels and purchase equivalent accommodation.

97. The sale of both properties would generate a capital receipt of approximately £963,500 after disposal costs.
98. The cost of replacing both hostels with an equivalent number of units in Abingdon, including acquisition costs, would be approximately £2,510,000.
99. The cost of selling both hostels and replacing them with an equivalent number of units would not represent value for money.

e) Reconfigure both hostels into self-contained units.

100. The estimated cost of reconfiguring both hostels into self-contained units would be £885,000.
101. The cost of reconfiguring the hostels is £661,500 less than selling the hostels and purchasing the equivalent number of temporary accommodation units.
102. The reconfiguration of the hostels therefore represents the most cost efficient approach to meeting the need for temporary accommodation.
103. However, a transitional plan would be necessary to manage the process of converting the hostel accommodation.
104. A detailed financial appraisal of each proposal is included within the Arcadis report. However the summary figures are present in Table 3.



Table 3: Options Table

	Sales receipt	Reconfiguration cost	Replacement Units cost	Net Cost
Option b) Reconfigure Wantage hostel; sell and replace the Faringdon hostel	£470,000	£322,000	£1,570,000	£1,422.000
Option c) Reconfigure the Faringdon hostel; sell and replace the Wantage hostel	£493,500	£563,000	£940,000	£1,009.500
Option d) Sell and replace both hostels	£963,500	£0	£2,510,000	£1,546.500
Option e) Reconfigure both hostels	£0	£885,000	£0	£ 885,000



CONCLUSION

105. The current provision of temporary accommodation will not meet the future demand forecast in both South Oxfordshire and Vale of White Horse.
106. South Oxfordshire District Council will need to provide a minimum of two additional units of temporary accommodation to meet demand. These units would ideally be two bedroom properties in Didcot with at least one unit having wheelchair accessibility.
107. An appraisal of the options identified the most cost effective and practical option for South Oxfordshire District Council would be to purchase and self-manage the units.
108. Vale of White Horse District Council is able to meet future demand for temporary accommodation within its current stock by increasing occupancy rates. This, however, would mean the retention of the hostels that are not appropriate due to their shared facilities.
109. An appraisal of the options available to Vale of White Horse District Council identifies that the reconfiguration of both hostels is the most cost effective and appropriate option to meet demand. This includes one unit of wheelchair accessible accommodation.
110. This appraisal also recommends that the management of temporary accommodation should remain in-house due to the specialist skills required.

RECOMMENDATIONS

South Oxfordshire District Council

111. The council should make provision for a capital allocation of £520,000 for the purchase of two properties in Didcot to meet the forecast demand for temporary accommodation.

Vale of White Horse District Council

112. The council should make provision for a capital allocation of £885,000 for the reconfiguration of both hostels into self-contained units.
113. The council should make provision for a revenue allocation of £25,000 per annum to offset the estimated reduction in rental income.



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Scrutiny Committee



Report of Head of Development and Housing

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To: SCRUTINY COMMITTEE

DATE: 25 July 2017



Joint Housing Strategy

Recommendation

To recommend to the Cabinet that the Joint Housing Strategy is approved, subject to the outcome of the public consultation.

Purpose of Report

1. To present to Scrutiny a draft Joint Housing Strategy 2017 – 2027 (attached) and to seek approval for proceeding with a recommendation to South Cabinet for the approval of the Strategy subject to the outcome of the public consultation.

Strategic Objectives

2. A Joint Housing Strategy provides clarity for how the councils will work towards achieving the challenging government-set housing targets, whilst aiming to deliver an appropriate range of housing that will meet the needs of people living and working in the districts. an appropriate range of housing that will meet the needs of people living and working in the districts.
3. A sound, evidence-based housing strategy can be referenced as the source of housing policy within a Local Plan. A housing strategy will enable a housing Supplementary Planning Document (SPD) to be produced and utilised in section 106 agreements, minimising delay and negotiation challenges.

Background

4. The Oxfordshire Strategic Housing Market Assessment (2014) (SHMA) provided an independent, objective assessment of need for housing across the county.
5. The housing targets for both South and the Vale set out in the SHMA are high and will require annual delivery over the next 15 or 16 years significantly in excess of that which has generally been achieved in the past. In addition, there is an identified unmet need for Oxford City which the surrounding districts are having to take into consideration.
6. Wessex Economics Limited was commissioned to provide an extensive base of evidence to support the development of a Joint Housing Strategy with research focussing on four specific themes:
 - delivering housing numbers
 - providing an appropriate range of housing
 - delivering housing to support forecast economic growth
 - improving standards in new homes.
7. The findings from this research were presented by Wessex Economics at a stakeholder event organised by the councils in January 2017 to representatives of organisations from the housebuilding industry including and other organisations with an interest in housing including developers, housing associations, the Homes and Communities Agency and Oxfordshire Community Land Trust. The process for wider, public consultation, to be organised by the councils, is planned for later in the year.
8. The Housing Study report produced as a result of this research concluded that proactive action is needed by both councils to be able to meet their challenging housing numbers.
9. The draft Joint Housing Strategy draws from the findings and recommendations of the Housing Study, focussing specifically on the task of delivering new-build homes and the role for the councils as 'Housing Delivery Enabler' to achieve targets whilst ensuring an appropriate range of housing and improvements in standards is secured to meet the needs of people living and working in our districts.
10. The Action Plan within the Joint Housing Strategy aims to break down the recommended courses of action into what is realistically achievable in the short, medium and long term, given that the direction of the first five years of the Strategy's lifespan will be predominantly governed by the existing pipeline of planning permissions already granted on sites that are not yet under construction.
11. The councils will need to develop existing relationships with Registered Providers to expand available capacity, look further afield for innovative opportunities and new partnerships and to consider the role of councils as financial investors in the future delivery of housing.
12. By having a sound Joint Housing Strategy the councils will be able to exercise greater control over the quality and standards of future housing developments and be in a better position to resist speculative and unwelcome applications.

13. The Planning Department and Housing Needs Team have been consulted throughout the development of the Joint Housing Strategy Team which has been reviewed and approved by both Cabinet Members for Housing and at both Cabinet Briefings.

Options open to both South Oxfordshire and Vale of White Horse

14. Each council could decide on separate housing strategies.

However, given that issues around housing delivery are the same for both councils, a Joint Housing Strategy provides simplicity of approach and economies of scale

15. The councils decide not to have a Housing Strategy.

The omission of a Housing Strategy can reduce support for housing policy and impact on negotiations on housing delivery

Financial Implications

16. Where elements of the strategy cannot be implemented within existing resources, this will be considered as part of the Council's annual budgeting process or, sought, from external funding sources such as the HCA or other development partners

Legal Implications

17. None. The councils are producing a separate 'Homelessness' strategy

Risks

18. The absence of a Housing Strategy increases both councils' risk of external challenge to housing requirements, particularly as the evidence base commissioned to support the development of the Strategy is key to supporting the development of housing planning policies.

Other Implications

19. None

Conclusion

20. Both South and Vale have been without an up to date Housing Strategy for a number of years, the omission of which reduces the councils' ability to defend their existing housing policies and to create new policies which will enhance future provision.
21. The work that has been undertaken to support the development of a new Joint Housing Strategy has provided a clear set of recommendations with a focus on the need for the councils to take on the role of 'Housing Delivery Enabler' to ensure that challenging housing targets can be met.
22. More importantly, the direction recommended in the Action Plan will enable the councils to be more in control over the future of housing developments in both districts.

Background Papers

Reports produced by Wessex Economics Limited:

- “Housing Study: to support the development of a Joint Housing Strategy for South Oxfordshire and Vale of White Horse”
- “Background Paper 1 – Accelerating Housing Delivery”
- “Background Paper 2 – The Private Rented Sector in S & V”
- “Background Paper 3 – Employment and Housing Growth”
- “Background Paper 4 – A Profile of the South & Vale Housing Market, Needs and Opportunities”
- Background Paper 5 – Standards in New Homes”

JOINT HOUSING STRATEGY FOR SOUTH OXFORDSHIRE AND VALE OF WHITE HORSE DISTRICT COUNCILS

FOREWORD

The Local Plans for South Oxfordshire and The Vale of White Horse district councils identify the need to build a significant number of new homes over the next 14 – 16 years. This represents a considerable challenge, which can only be met if the Councils work with landowners, developers, local communities and infrastructure providers to help them complete the planned number of new houses included in the Local Plans.

The Joint Housing Strategy does not seek to vary the number of planned new houses. Its clear purpose is to set out how the councils will meet this challenge by proactively managing the pipeline of new housing supply, helping developers to bring sites forward and working with existing and new partners to develop innovative housing solutions.

It is important that developers are given clear guidance on the councils' priorities for delivering new homes of the right type, in the right place and at the right time, and which meet required housing standards.

The councils also recognise the need to actively seek out opportunities to buy land and explore partnerships that will enable the Council to expand the range of housing options available in both South Oxfordshire and Vale of White Horse and/or secure the level of development planned for within the Councils Local Plans.

Achieving a rate of delivery needed to meet Local Plan requirements is the key driver behind the Strategy's ten-year action plan, which is designed to initiate, develop and progress a range of initiatives that will encourage new house building that more closely reflects the aspirations and needs of people currently living, or wishing to live, in our districts.

INTRODUCTION

1. South Oxfordshire and Vale of White Horse District Councils are facing a significant challenge relating to the delivery of new homes.
2. South Oxfordshire District Council and Vale of White Horse District Council (hereafter referred to as South and Vale) are planning to enable development of new homes, in line with the Objectively Assessed Housing Need (OAHN) for both districts originally set out in the Oxfordshire Strategic Housing Market Assessment (SHMA)¹
3. Reflecting the most recently published Local Plan documentation, South is planning to deliver 23,500 homes over the period 2011 – 2033.

¹ Oxfordshire Strategic Housing Market Assessment 2014

The Vale is planning to deliver 20,560 homes over the period 2011 – 2031 as set out in the Adopted Vale of White Horse Local Plan 2031 Part 1.

4. It is acknowledged that as local plans are examined and adopted the target figures they contain may differ from those set out in this document and any necessary amendment will be part of the ongoing review process set out in the Action Plan.
5. Recent announcements for a proposed change in the methodology for calculating the Objectively Assessed Need may also impact on housing figures and the Strategy will be revised accordingly.
6. This planned housing development, though, is not just about delivering a certain number of buildings. There is also a need to make sure that new homes are of a high quality and deliver a wide range of tenure options, in the right locations, to support planned economic growth and ensure that vulnerable people have access to homes that enable them to live independently.
7. The supply of a high volume and wide range of housing, including affordable housing, is viewed as critical to the future growth of our local economies, as highlighted in South and Vale's respective corporate plans. The councils' focus will be to drive the delivery of housing in a way that enables greater control over site locations, standards and local involvement.
8. This Joint Housing Strategy has been developed following a significant amount of additional independent research and sets out the actions and policies needed to deliver these new homes, and achieve the mix of homes needed in terms of tenure, size and type of dwelling.
9. Neighbourhood Plans have the potential to make a significant contribution to achieving the aims of this Joint Housing Strategy, where appropriate.

CHALLENGES IN BOOSTING HOUSING DELIVERY

10. The scale of the challenge can be summarised as follows:
 - Over the remaining years of the Local Plan period, Both South and Vale will need to increase the annual delivery of new homes each year, when compared to average annual delivery of new homes already achieved in the first 5 years of the each district's Plan period.
 - Plan-led approaches determine a number of homes on the basis of objectively assessed need, which combines a number of factors.
 - Plan-led systems usually work on the allocation of land that is sufficient to meet the requirement to deliver the required number of homes as determined by the objectively assessed need.

- Capacity within the house-building industry impacts on rates of construction for a number of reasons, including labour shortages and increases in the costs of materials.
- The whole housing construction process is extremely complex, from planning application and consent (cost of infrastructure, funding subsidised housing, timescales just to get to the stage where land is ready for development.) through to a completed development that is further impacted including labour force and supply chain matters.

BACKGROUND

11. A sound evidence base is essential to the creation of any strategy. Accordingly, South and Vale councils appointed Wessex Economics Limited to undertake a detailed research study that provides a strategic framework for assessing current and future housing requirements, to meet the needs of our communities and the local economy.
12. The final report and supporting background research documentation² is a major piece of evidence-based work that provides the councils with a clear set of findings and recommendations. The suite of documents produced can be viewed [here](#) for further information³.
13. The report and supporting research papers provides:
 - 1) A profile of the current demand and supply for housing stock in the districts, and the **current gaps in provision**.
 - 2) From a **demand** perspective, an evaluation of the socio-demographic make-up of people that already live in the districts and want to move to the districts especially for high value jobs and their specific needs in terms of housing, in line with the economic forecasting to support the SHMA
 - 3) From a **supply** perspective, an evaluation of the current asset/stock base and an understanding of how it maps to demand both now and in the future, based on the councils' plans for economic development.
 - 4) **Projections of future demand** for housing based on the different employment scenarios which underpin the SHMA. In particular the need to understand the impact on the job profile across the socio

² Housing Study: to support the development of a Joint Housing Strategy for South Oxfordshire and Vale of White Horse - Final Report. Wessex Economics Ltd

³ Findings arising from the research undertaken were reviewed by various housing organisations including developers and Registered Providers before final production of these documents

economic groups and therefore the location and type of appropriate housing including at particular locations such as Harwell Campus and near to the Culham Science Centre.

- 5) A baseline in terms of current housing development delivery across both districts and an assessment of the obstacles preventing, and **opportunities for accelerating housing delivery** in both districts
14. The evidence-based report focussed on the following four separate, but interconnected housing themes relating to the delivery of new-build housing,
 - ***Delivering housing numbers***
 - ***Providing an appropriate range of housing***
 - ***Delivering housing to support forecast economic growth***
 - ***Improving standards in new homes***

SCOPE AND PURPOSE OF THE JOINT HOUSING STRATEGY

15. **The main objective of the Joint Housing Strategy is to outline the means by which South and Vale Councils can deliver the councils' significant new-build housing targets**
16. This objective can best be achieved by:
 - adopting a “housing delivery enabler” role
 - increasing the level of private sector investment in new housing delivery
 - increasing the level of public sector expenditure as a percentage of total investment in new housing delivery.
 - Working in close collaboration with the Homes and Communities Agency (HCA), land owners and developers to secure sites, master plan developments and obtain government funding to deliver;
 - The right balance of types and tenure of new homes to meet housing need, support economic growth and address Didcot's Garden Town priorities.
 - A range of low cost home ownership options that provide first-time entry points to home ownership
 - A good supply of affordable rented homes for those unable to buy
 - Suitable housing that enables older people and people with other specialist housing needs to live independently.
 - self-build and custom build initiative and ensuring land is made available for this purpose
 - Opportunities arising from Neighbourhood Plans
 - Working with partners to overcome infrastructure bottlenecks that impact adversely on business competitiveness and new residential site

delivery

- Working with Neighbourhood Plan groups where housing development opportunities have been identified.
 - Bringing forward development where there are gaps in provision, by using council resources and available government funding to establish effective, alternative delivery mechanisms.
17. Because the strategy is focussed on delivering the councils' significant new-build housing targets, this Joint Housing Strategy does not address other aspects of housing provision that are sometimes included in other Local Authority Housing Strategies, such as raising quality of existing private sector housing stock, providing disabled facilities grants to improve accessibility of existing housing etc. which are addressed by South and Vale's Environmental Health Service.
 18. This focus on new housing provision means that the Housing Strategy will therefore broadly support the development of policies that encourage more new-build housing and better quality new build housing of appropriate size and which also caters for the accessibility and adaptability requirements of people living with physical disabilities.
 19. The provision of both new housing also underpins South and Vale's commitment to reducing homelessness. Accordingly, in recognition of the importance of this issue, South and Vale have produced separate joint strategies for both Homelessness and Temporary Accommodation. These are specific and comprehensive in their targets and are designed to meet South and Vale's statutory duty towards people who are homeless or at risk of homelessness. These strategy documents can be viewed [here](#).
 20. Also, the proposed action plan linked to this strategy (see Table 1) takes into account the fact that the Local Plans for Vale of White Horse and South Oxfordshire are at different stages

THE JOINT HOUSING STRATEGY

21. The strategy is underpinned by the research findings and an action plan based on recommendations will necessarily require a long-term strategy, since it's main objective is to deliver the councils' significant new-build housing targets over the next 15 years.
22. However, to assist with delivery, the strategy has been segmented into three time frames, years 1-3, years 4-6 and years 7-10.

In Years 1-3, the Strategy will involve the following actions;

- A. Building the Council’s capacity to develop a “housing enabler” role. This can best be achieved by focussing on the areas identified in Figure 1, below.

Figure 1: Steps in Developing the Housing Enabler Role

1. Forward planning of housing delivery	Resource and staff planning	Prioritisation
2. Development management & planning		
3. Co-ordination of infrastructure investment		
4. Increasing the diversity of housing delivery		
5. Exploring the scope for direct Local Authority investment in land & development		

Source: Wessex Economics

- B. Completing work on the Local Plan framework for delivery of new housing;
- C. Ensuring that essential systems for processing planning applications, monitoring performance and forward planning are in place; and
- D. Working with developers to unblock obstacles on large strategic sites which will deliver new homes over a long period, to ensure commencement of construction at the earliest opportunity.
- E. Producing proposals for Council acquisition of land or investment in development will be undertaken; along with early scoping of the merits of the Councils taking on an a lead role in Infrastructure Dependencies Mapping and Infrastructure Co-ordination for developments across South and Vale.
- F. Developing a checklist to consider the tenure balance on new development sites. The councils may need to ensure schemes reflect emerging national government policy as it is adopted, including, for example, discounted market sale.
- G. Seeking to adopt the standards for Building Regulations Part M (4) Category 2 ‘accessible and adaptable’ dwellings on all affordable housing⁴. The Nationally Described Space Standards Level 1 will also be applied to affordable housing. For market housing, the Councils will seek 15% Category 2 standard and application of the minimum (1 and 2 bedroom) Space Standard.
NOTE: These recommendations recognise the need for viability testing through the planning process

⁴ “Access to and use of buildings: Approved Document M” (updated March 2016) – Department of Communities and Local Government

- H. Adopting policies that include provision in both affordable and market housing for housing to be built, or be capable of adaptation prior to occupation, to Part M (4) Category 3 standard, so that homes are available for households with more specialised mobility needs.
NOTE: These recommendations recognise the need for viability testing through the planning process
- I. Reviewing the strategy at the end of year 3 to determine whether it needs to be adjusted or updated.
23. The main aim of the strategy, in this phase, is to ensure that the current mainstream mechanisms for housing delivery are operating at maximum capacity.
24. **In years 4-6**, the Strategy will involve the following actions;
- J. Introducing Infrastructure Dependencies Mapping as part of the Housing Delivery Enabler role.

This will ensure that housing is not delayed, by reason of poor co-ordination of road and utility infrastructure investment. This is not put forward as a short-term action because the approach is being piloted elsewhere (in the South East LEP area), and the Government has stated in the Housing White Paper that it will be investigating further how to ensure the utilities provide services that do not delay housing delivery. Policy is therefore emerging, and there is already a substantive work programme identified for the first three years of the Strategy.

- K. Diversifying housing delivery mechanisms.

Currently the vast majority of housing delivery in South and Vale is associated with large and medium sized developers; and provision of affordable rented and intermediate housing by Registered Providers, most through s106 agreements with private sector developers. In the medium term South and Vale will look to bring in additional development partners, to diversify the housing product in the area. South and Vale officers will actively seek out these developers and explain why investing in South and Vale would be beneficial to them. The efficiency of delivery of planning consents, the spirit of joint working, and evidence of the robustness of the residential market for new homes for rent or sale, will be the essence of this pitch to developers and investors. The aim will be to convince them that South and Vale is a place actively wanting to promote development in accordance with its Local Plans.

South and Vale will also consider policies that are supportive of the other routes by which new homes may be provided, such as:

- Development of specialist housing for older people
- Small housebuilders
- The custom and self-build sector

The Councils will also explore whether the tenure of existing affordable housing could be flexed to take into account any differences in demand in either district such as remote rural locations.

- L. Generating opportunities for Local Authority Investment in land and development

South and Vale will consider opportunities to identify sites that can be acquired by the Councils, where this would facilitate development quicker than might otherwise be the case or development of a more innovative nature (i.e. low energy housing or modular construction) South and Vale will also investigate how they might best present a strong case for the HCA purchasing sites as part of a land assembly process, especially in relation to Didcot Garden Town (in both South and Vale) and the Berinsfield Community Investment Scheme programme (South).

South and Vale will also work with local employers and RPs to explore opportunities for delivering 'key worker' housing and consider whether a more flexible approach to the provision of this type of housing could improve take up.

- M. Reviewing progress at the end of year 6, including a review of the tenure mix on new development sites, with updating where required.

25. **In Years 7-10**, the strategy will involve the following actions;

- N. Driving forward housing delivery through the Housing Delivery Enabling role

The expectation is that by the end of year 6 the Housing Delivery Enabler role will be fully functional, and will be bearing fruit in terms of enhanced delivery of new homes through the traditional delivery models, and the newer/additional delivery routes. Didcot Garden Town and the Berinsfield initiatives should also be delivering new homes of different tenures and types in significant volumes.

- O. Delivering new residential communities, including affordable housing and extra care provision

Recognising that some parts of our communities need a range of options more suitable to their circumstances such as 'Affordable Private Rent' for those not currently seeking to buy a property for a variety of reasons, or Extra Care Housing that can help older people to remain in their communities with the support they need.

- P. Evaluating the impact of previous activities and outcomes over the previous 10 years, to inform the development of a new 10 year housing strategy.

This Strategy will cover the latter years of the South and Vale Local Plans, and should provide a valuable tool to inform Local Plan preparation for the period beyond 2031.

IMPLEMENTING THE JOINT HOUSING STRATEGY

26. Successful implementation of the Joint Housing Strategy will be dependent on executing a number of key actions over the short, medium and long-term.
27. These actions are set out in a Joint Housing Strategy Action Plan (see Table 1) that indicates when actions will be undertaken, and by whom, , what the anticipated outcomes will be and how these actions relate to each of the four strategic themes identified in the research study/framework document ([link to be provided](#)).
28. Where elements of the strategy cannot be implemented within existing resources, this will be considered as part of the Council's annual budgeting process or, sought, from external funding sources such as the HCA or other development partners.

DRAFT

Table 1 - Joint Housing Strategy Action Plan

Strategy Actions	Task Ref	Tasks	Responsibility	Timing	Expected Outcome	Objectives Achieved				Resources
				No. of years expected for delivery of task including early preparation		Delivering housing targets	Providing an appropriate range of housing	Supporting Economic Growth	Improving standards	
B	01	Adoption of Local Plan Part 2 for Vale and Local Plan for South	Planning	1 - 3	Adopted Local Plans for both Local Authorities	X	X	X	X	Can be achieved using existing resources
A, C, D, L, N	02	Plan to allocate an appropriate and sufficient buffer of suitable sites for housing beyond the 5 year supply target	Planning	2-6	Greater control enabling allocation of good quality, appropriate sites. Councils in a better position to resist speculative applications and poor design	X	X	X	X	Can be achieved using existing resources
A, E, K, L, N	03	Promote identification of suitable smaller sites	Planning policy, Development	1-6	Opportunities identified in partnership with local parish councils and Neighbourhood Plan groups for sites that could address specific local need such as rural exception affordable homes, self-build etc.	X	X	X		Can be achieved using existing resources
A, C, D, E, J, N	04	Map infrastructure dependency to prioritise	Development, Planning	3-10	Secure pipeline of sites with no other barriers to	X		X		Can be achieved

		those sites where there are no other barriers to development over sites with more complex issues			commencement					using existing resources
A, C, F, K, L, N, O	05	Develop Supplementary Planning Documents (SPD), Local Development Orders (LDO) and other mechanisms as appropriate around major employment sites and, where appropriate, for areas of regeneration	Development, Housing,	2-6	Provision of a customised focus to housing development in areas to support economic growth	X	X	X		May require additional resources (amount depends on number of SPDs etc.)
A, D, F, G, H, K, N, O	06	Develop an Affordable Housing Supplementary Planning Document (AH SPD) <i>NOTE: Development of the AH SPD will take into consideration the outputs of viability testing through the Local Plan-making process and the potential need to consider other circumstances, when agreeing the space standards to be adopted for any particular development.</i>	Development, Housing	1-3	Provision of clarity on the delivery of affordable housing requirements that will meet housing need in line with Local Plan policies.	X	X	X	X	Can be achieved using existing resources
A, C, F, K, N, O	07	Review affordable housing policies to enable future provision to more accurately	Development, Housing, Planning	1-5	Flexibility of approach to determining most suitable affordable housing		X	X		Can be achieved using

		reflect changing needs in tenure, location etc.			delivery will enable more effective processing of planning applications					existing resources
G, H, K, O	08	Continue to work with the County Council to develop older person housing and other specialised housing.	Development, Housing	1-6	Pipeline of good quality Extra Care Housing is continued. Enables improved turnover of affordable and market family homes	X	X			Can be achieved using existing resources
C, H, G	09	Ensure Local Plan includes policies to secure delivery of specialised housing on strategic sites, as appropriate.	Development, Planning	1-3	Pipeline of specialised schemes secured across both districts	X	X		X	Can be achieved using existing resources
A, K, L, N	10	Support alternative tenures and forms of delivery where aim is to help local workers, including, for example, through Community Land Trusts	Development	1-6	Promotion of schemes with a particular local focus as part of overall aim to introduce a much wider range of alternative housing delivery mechanisms		X		X	Can be achieved using existing resources
A, K, L, N	11	Work with RPs to provide shared housing for young workers under 35 years old	Development, Housing	1-5	Supply of shared housing to provide a more affordable renting option for younger people	X	X		X	May require additional resources
A, K, L, N, O	12	Promote availability of private rented accommodation – such as ‘affordable private rent’	Development (esp. Didcot Garden Town & Berinsfield)	2-6	Supply of rented accommodation that will positively contribute towards economic growth – in particular addressing issues of recruitment and	X	X		X	Can be achieved using existing resources

					retention In addition, Affordable Private Rented schemes provide an opportunity to improve security of tenure with longer term leases.					
A, K, N, O	13	Work with major local employers, such as NHS and Harwell Campus, regarding land holdings suitable for housing	Development (esp. Didcot Garden Town & Berinsfield	2-7	Delivery of output of site allocation from SPDs for areas of major employment, regeneration.	X	X	X		Can be achieved using existing resources
G	14	Inclusion of Nationally Described Space Standards for all new affordable homes and where needed for market housing (subject to viability)	Planning	1-3	Policies in place at early stage in the life of the Joint Housing Strategy				X	Can be achieved using existing resources
G, H	15	Increase proportion of new affordable homes built to Category 2 and Category 3 (subject to viability)	Planning	1-3	Policies in place at early stage in the life of the Joint Housing Strategy	X			X	Can be achieved using existing resources
G, H	16	Increase proportion of new market homes to be built to Building Regulation Part M (4) Category 2 standard with a small number of plots on sites over a certain size to be reserved for construction to Building Regulation Part M (4) Category 3 standard in	Planning	1-3	Policies in place at early stage in the life of the Joint Housing Strategy				X	Can be achieved using existing resources

		response to demand (subject to viability)								
I, M, P	17	Regularly review strategy to evaluate performance and update, where required.	Development, Housing	End of years 3, 6 and 10	Evaluation report highlighting lessons learned and providing recommendations for updating strategy	X	X	X	X	

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SUMMARY AND CONCLUSION

29. The Joint South and Vale Housing Strategy;
- Focusses on the Councils' need to deliver exceptionally challenging targets for housing delivery in a climate of constant flux, and
 - Is based on a considerable amount of in-depth research of the housing market in both districts, and the likely housing policies and market trends that will shape this market in the future. [Note: this research has been compiled into a suite of documents that can be viewed or downloaded using the following web link: <weblink to be inserted in due course>.
 - Addresses four strategic themes;
 - delivering housing need
 - providing an appropriate range of housing
 - delivering housing to support forecast economic growth
 - improving standards in new homes
 - Has a clear short, medium and long-term focus and an action plan that is aligned to the main strategic themes and identifies key actions, delivery timescales and responsibilities and expected outcomes
 - Involves investigating, developing and progressing innovative partnerships, exploring wider delivery mechanisms and providing funding, where necessary, to implement the strategy and ensure that the numbers, range and suitability of new homes will positively enhance the lives of people living and working in our districts.
30. Influencing housing delivery is an extremely challenging task due to the vast complexity of the housing sector (the development process, the changing make-up and needs of the population, the market place for social, affordable and market housing etc.).
31. The Joint South and Vale Housing Strategy attempts to take account of as many of these complex issues as possible, indicate the actions needed to increase the volume of new housing provision and ensure that new housing meets the needs of everyone wishing to live and work in South and Vale.

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Schedule for Scrutiny Committees 2017/18

(further items to be added to schedule as required)

Meeting date	Council	Agenda items	Purpose of Report	Cabinet members	Lead Officer	Head of Service
Thurs 27 July	Vale	Temporary Accommodation Strategy	To consider the draft strategy and comment on/make recommendations to Cabinet	Elaine Ware	Phil Ealey	Gerry Brough
		Joint Housing Strategy	To consider the draft strategy and comment on/make recommendations to Cabinet	Elaine Ware	Helen Novelle	Gerry Brough
		Corporate Delivery Plan	To review the draft Corporate Delivery Plan, scrutinise progress and make recommendations for changes to Cabinet	Matt Barber	Sally Truman	Andrew Down
Tues 12 Sept	Joint	Didcot Garden Town	To consider the draft Didcot Garden Town Delivery Plan document and feedback from the public consultation and make recommendations to Cabinet	Robert Simister/Mike Murray	Gerry Brough	Gerry Brough
		Annual Performance Review of GLL	To consider the 2016 performance of GLL and to make comments to the Cabinet Members for leisure to enable them to make a final assessment on	Lynn Lloyd/Charlotte Dickson	Chris Webb	?

			performance for 2016			
Thurs 14 Sept	South	Local Plan	To consider and comment on the Local Plan pre-submission document	John Cotton	Holly Jones	Adrian Duffield
Wed 20 Sept	Vale	Local Plan Part 2	To consider and comment on the Local Plan Part 2 pre-submission document	Roger Cox	Andrew Maxted	Adrian Duffield
Tues 26 Sept	South	Financial Outturn 2016/17	To consider the overall outturn position of the council as well as the outturn of individual service areas	Jane Murphy	Simon Hewings (Capita)	William Jacobs
		CIL	To consider the draft strategy and comment on/make recommendations to Cabinet	John Cotton	Cathie Scotting	Adrian Duffield
		CIL Regulation 123 List and S106 Supplementary Planning Document	To consider and comment on the consultation on proposed amendments	John Cotton	Heike Wetzstein	Adrian Duffield
Thurs 28 Sept	Vale	The Beacon, Annual Review	To consider the performance of The Beacon during 2016 and to make comments to the Cabinet Member for leisure on future improvements	Charlotte Dickson	Jo Paterson	
		Financial Outturn 2016/17	To consider the overall outturn position of the council as well as the outturn of individual service areas	Robert Sharp	Simon Hewings (Capita)	William Jacobs
		Council Tax Reduction Scheme	Annual review of the effect	Robert Sharp	Paul Howden	William Jacobs

		Review	of the scheme on council taxpayers.			
Tues 28 Nov	South	Corporate Delivery Plan – progress review	To scrutinise progress against the Corporate Delivery Plan	John Cotton	Sally Truman	Andrew Down
Thurs 30 Nov	Vale	Corporate Delivery Plan – progress review	To scrutinise progress against the Corporate Delivery Plan	Matthew Barber	Sally Truman	Andrew Down
Tues 5 Dec	Joint					
Tues 23 Jan	South					
Thurs 25 Jan	Vale					
Tues 6 Feb	South	Review of Final Draft Budget	To consider and comment on the draft budget prior to its consideration by Council	Jane Murphy	William Jacobs	William Jacobs
Thurs 8 Feb	Vale	Review of Final Draft Budget	To consider and comment on the draft budget prior to its consideration by Council	Robert Sharp	William Jacobs	William Jacobs
Tues 6 March	Joint	Community Safety Partnership Annual Report	To update the committee on the progress that the South and Vale Community Safety Partnership (CSP) is making to reduce crime and the fear of crime	Elizabeth Gillespie/Eric Batts	Liz Hayden	Margaret Reed
		Spend on commuted housing sums	To receive an annual report on the status of commuted sum payments received and expenditure to date, including measurable Key Performance Indicators.	Lynn Lloyd/ Elaine Ware	Helen Novelle	Gerry Brough

Tues 27 March	South					
Thurs 29 March	Vale					
Tues 29 May	South					
Thurs 31 May	Vale	Science Vale marketing campaign	To receive an annual monitoring report on the success of the campaign	Mike Murray	Joy Kellaway	Gerry Brough

Vale Scrutiny members have identified the following topics for consideration at a future date:

- Unitary process (for Joint Scrutiny Committee)
- Housing build rate
- Houses that people can afford
- Partnership grants
- Budget process
- Review of communications strategy
- Review of planning procedures
- Five councils' partnership and
- An annual "Ask the Leader" item for the Leader of the Council to answer the committee's and the public's questions.

The Cabinet work programmes can be accessed via the following links:

South

<http://democratic.southoxon.gov.uk/mgListPlans.aspx?RPId=121&RD=0>

Vale

<http://democratic.whitehorsedc.gov.uk/mgListPlans.aspx?RPId=507&RD=0>

Meeting Start times: Joint: 6:30; South: 6:30; Vale: 7.00; 5CP: tbc