

Crawley Borough Council

Cabinet

Agenda for the **Cabinet** which will be held in **Committee Rooms A & B**, Town Hall, Crawley, on **Wednesday 22 March 2017** at **8.00pm** or at the conclusion of the Extraordinary Full Council, whichever is the later

PLEASE BRING THE CABINET/OSC REPORTS BOOKLET TO THIS MEETING

Nightline Telephone No. 07881 500 227



Head of Legal and Democratic Services

Membership:

Councillor	P K Lamb	(Chair of Cabinet and Leader of the Council)
	S J Joyce	(Deputy Leader of the Council and Cabinet Member for Housing)
	M G Jones	(Cabinet Member for Public Protection and Community Engagement)
	C J Mullins	(Cabinet Member for Wellbeing)
	A C Skudder	(Cabinet Member for Resources)
	P Smith	(Cabinet Member for Planning and Economic Development)
	G Thomas	(Cabinet Member for Environmental Services and Sustainability)

Please contact Chris Pedlow (Legal and Democratic Services Division) if you have any queries regarding this agenda.

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Emergency procedure for meetings will be circulated to Members and visitors attending this meeting. Please familiarise yourself with these procedures and the location of fire exits.

Part A Business – (Open to the Public)

1. Apologies for Absence

2. Members' Disclosures of Interest

In accordance with the Council's Code of Conduct, members of the Council are reminded that it is a requirement to declare interests where appropriate.

3. Minutes

To approve as a correct record the minutes of the Cabinet held on 8 February 2017 (**Enclosure A**).

4. Public Question Time

To answer any questions asked by the public which are relevant to the functions of the Cabinet.

Public Question Time will be concluded by the Chair when all questions have been answered or on the expiry of a period of 15 minutes, whichever is the earlier.

5. Further Notice of Intention to Conduct Business in Private and Notifications of any Representations

The Monitoring Officer will report on any responses to representations received in relation to why item 13: *Council Enabled Affordable Housing* should not be held in Part B Business – (Closed to the Public).

6. Matters referred to the Cabinet

To consider any matters referred to the Cabinet (whether by a scrutiny committee or by the Council) for reconsideration in accordance with the provisions contained in the Scrutiny Procedure Rules, the Budget Procedure Rules and the Policy Framework Procedure Rules set out in Part 4 of the Council's Constitution.

7. Report from the Chair of the Overview and Scrutiny Commission

To receive a report from the Chair of the Overview and Scrutiny Commission on matters relating to Cabinet business considered by the Commission.

8. Town Centre Regeneration Programme (Phase 2) Queensway & The Pavement Planning and Economic Development Portfolio

To consider Report PES/230 of the Head of Economic and Environmental Services, which was referred to the meeting of the Overview and Scrutiny Commission held on 20 March 2017. This is **Enclosure 1** in the OSC/Cabinet joint reports booklet for this meeting.

9. Sheltered Housing Service Review Housing Portfolio

To consider Report CH/171 of the Head of Crawley Homes, which was referred to the meeting of the Overview and Scrutiny Commission held on 20 March 2017. This is **Enclosure 2** in the OSC/Cabinet joint reports booklet for this meeting.

**10. Irrecoverable Debts 2016/2017
The Leader's Portfolio**

To consider Report FIN/410 of the Head of Finance, Revenues and Benefits.
This is **Enclosure B**.

11. Supplemental Agenda

Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.

12. Exempt Information – Exclusion of the Public (*Subject to Agenda Item 5*)

The Committee is asked to consider passing the following resolution:-

That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraphs specified against the item.

Part B Business – (Closed to the Public)

**13. Council Enabled Affordable Housing
Housing Portfolio**

(Exempt Paragraph 3)

Information relating to financial and business affairs of any particular person (including the Authority holding that information).

To consider Report SHAPS/58 of the Head of Strategic Housing and Planning Services.
This is **Enclosure C**.

This information is available in different formats and languages. If you or someone you know would like help with understanding this document please contact the Democratic Services Team on 01293 438549 or email: democraticservices@crawley.gov.uk

Crawley Borough Council

Minutes of Cabinet

Wednesday 8 February 2017 at 7.30pm



Present:

Councillors	
P K Lamb	(Chair of Cabinet and Leader of the Council)
M G Jones	(Cabinet Member for Public Protection and Community Engagement)
S J Joyce	(Deputy Leader of the Council and Cabinet Member for Housing)
C J Mullins	(Cabinet Member for Wellbeing)
A C Skudder	(Cabinet Member for Resources)
P C Smith	(Cabinet Member for Planning and Economic Development)
G Thomas	(Cabinet Member for Environmental Services and Sustainability)

Also in Attendance:

Councillors	D Crow, and B A Smith (<i>Chair of the Overview and Scrutiny Commission</i>)
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Officers Present:

Ann-Maria Brown	Head of Legal and Democratic Services
Peter Browning	Deputy Head Chief Executive
Chris Harris	Head of Community Services
Lee Harris	Chief Executive
Karen Hayes	Head of Finance, Revenue and Benefits
Vicky Wise	Community Services Manager
Chris Pedlow	Democratic Services Manager

40. Apologies for Absence:

No apologies were received.

41. Members' Disclosure of Interests

No declarations of interests were made.

42. Minutes

The minutes of the meeting of the Cabinet held on [30 November 2016](#) were approved as a correct record and signed by the Chair.

43. Public Question Time

There were no questions from the public.

44. Matters Referred to the Cabinet

It was confirmed that no matters had been referred to the Cabinet for further consideration.

45. Report from the Chair of the Overview and Scrutiny Commission

The comments from the Overview and Scrutiny Commission had been circulated to all Cabinet Members. Details of those comments are provided under the minute to which the comments refer.

46. 2017/18 Budget and Council Tax

The Leader presented report [FIN/401](#) of the Head of Finance, Revenues and Benefits, which set out the Budget and level of Council Tax for the year 2017/18. It was noted that the report details each of the Revenue, Capital and Housing Revenue Accounts that combine together to formulate 'The Budget'. In proposing the level of Council Tax for the Financial Year 2017-2018, each of those accounts identified had been considered. The combined proposal ensured that the Council had a balanced budget.

The Cabinet noted the Overview and Scrutiny Commission's comments from its meeting on 6 February 2017 and then agreed the recommendations.

RESOLVED

That the Cabinet recommends to Full Council the approval of the following items regarding the 2017/18 Budget:-

- 1) to approve the proposed 2017/18 General Fund Budget including savings and growth as set out in section 6 and Appendix 1 and Appendix 2 of the report [FIN/401](#),
- 2) to approve the proposed 2017/18 Housing Revenue Account Budget as set out in section 10 and Appendix 3 of the report [FIN/401](#),
- 3) to approve the 2016/17 to 2019/20 Capital Programme and funding as set out in paragraph 11.5 of the report [FIN/401](#),
- 4) to agree that the Council's share of Council Tax for 2017/18 be increased by 2.52% from £189.27 to £194.04 for a band D property as set out in paragraphs 5.5.1 and 13.3,
- 5) to approve the Pay Policy Statement for 2017/2018 as outlined in paragraph 16.3 and Appendix 6 of the report [FIN/401](#).

Reason for Decision

To provide adequate funding for the proposed level of services and to fulfil the statutory requirement to set a Budget and Council Tax and report on the robustness of estimates.

Note by Head of Legal and Democratic Services

*The **Notice of Precept** was received from the Police and Crime Commissioner for Sussex and West Sussex County Council following the publication of both the agenda and this Minute Book for the 22 February meeting of the Full Council. Those Precept details have since been circulated to Members, and a further recommendation (**Recommendation 2**) will be moved in relation to the 2017/2018 Budget and Council Tax.*

47. Treasury Management Strategy 2017/2018

The Leader presented report [FIN/404](#) of the Head of Finance, Revenues and Benefits to the Cabinet, which sought approval of the Treasury Management Strategy for 2017/18.

There are no material changes to the Investment Strategy in section 7 and Appendix 3 compared with the 2016/2017 Strategy, as amended by the 2016/2017 Treasury Management Mid-Year Review. It was noted that in respect of non-Housing Revenue Account activities, the Council's current policy was to remain debt free and invest according to the principles of security, liquidity and yield.

The Cabinet noted the Overview and Scrutiny Commission's comments from its meeting on 6 February 2017 and then agreed the recommendations.

RESOLVED

That the Cabinet recommends to Full Council the approval of:-

- 1) the Treasury Prudential Indicators and the Minimum Revenue Provision (MRP) Statement contained within Section 5 of the report [FIN/404](#);
- 2) the Treasury Management Strategy contained within Section 6 of the report [FIN/404](#);
- 3) the Investment Strategy contained within Section 7, and the detailed criteria included in Appendix 3 of the report [FIN/404](#);

Reason for Decision

The Council's financial regulations, in accordance with the CIPFA Code of Practice for Treasury Management, requires a Treasury Management Strategy to be approved for the forthcoming financial year. This report complies with these requirements.

48. Safeguarding Children, Young People and Adults at Risk Policy 2017

The Cabinet Member for Public Protection and Community Engagement presented report [HCS/03](#) of the Head of Community Services, which detailed that the Council has a legal responsibility to safeguard, protect and promote the wellbeing of children, young people and adults at risk. The Safeguarding Policy provides a framework for safeguarding and articulates the Council's commitment to safeguarding.

The report details the updates to the Safeguarding Policy. These are due to changes in legislation, statutory guidance, updates to the Pan Sussex safeguarding policies and procedures, as well as developments in best practice.

The Chair of the Overview and Scrutiny Commission' presented the Commission's comments from its meeting on 6 February 2017, emphasising their support for the policy and requested that Members receive further training on Prevent, as the last training had been in 2015. Cabinet were also noted that the Commission had asked for a confirmation from Legal Services regarding the period of time records were to be held.

In response, the Cabinet noted the Commission's comments and the Cabinet Member for Public Protection and Community Engagement confirmed that he would be arranging further Members training as a result of their request.

RESOLVED

That the Cabinet:

- 1) approve the revised Crawley Borough Council Safeguarding Children, Young People and Adults at Risk Policy 2017, as detailed in Appendix 1 of the report [HCS/03](#)
- 2) delegate authority to the Head of Community Services, in consultation with the Cabinet Member for Public Protection and Community Engagement, to revise and update the Safeguarding Policy in future, as further changes to legislation and statutory guidance are introduced.

Reason for Decision

The recommendations are made to ensure that all staff, volunteers and elected members are equipped with the knowledge, skills and information to enable them to undertake their safeguarding responsibilities for Crawley Borough Council.

49. 2016/2017 Budget Monitoring - Quarter 3

The Leader presented report [FIN/403](#) of the Head of Finance, Revenues and Benefits. The report which provided a summary of the Council's actual revenue and capital spending for the third Quarter which ended in December 2016. It identifies the main variations from the approved spending levels and any potential impact on future budgets.

RESOLVED

That the Cabinet:

- 1) notes the projected outturn for the year 2016/2017 as summarised within the report.
- 2) recommended Full Council to approve:
 - i). the allocation of £50,000 funded from in year underspends to set up a budget to support the procurement of a new Leisure contract for the period after November 2018, as set out in section 6.2 of the report [FIN/403](#)

- ii). that the Constitution be amended to delegate the following responsibility to the Head of Finance, Revenues and Benefits in relation to Virements and Other Spending Limits (paragraph 3 of the Financial Procedure Rules):

“Virements of up to £50,000 from in year underspends between existing budgets which do not commit the Council to future year’s expenditure.”

Reason for Decision

To report to Members on the projected outturn for the year compared to the approved budget.

50. Crawley Borough Council Statement of Community Involvement

The Cabinet Member for Planning and Economic Development presented report [SHAP/57](#) of the Head of Strategic Housing and Planning Services. The Cabinet noted that the requirement on the Council to produce a Statement of Community Involvement (SCI) was sent out in Section 18 of the Planning & Compulsory Purchase Act (2004). The role of the SCI was to set out the different ways in which communities and individuals can participate in the planning process and to explain how the Council will involve them.

The Council was required to update its SCI on a regular basis and the current SCI was adopted on 14 December 2011. The proposed SCI had been updated in order to take account of changes in national and local planning policy. The draft version of the proposed SCI was published for public consultation between 3 November and 16 December 2016. The SCI before the Cabinet had been amended to take account of the feedback received from the consultation process.

RESOLVED

That Cabinet approves:

- 1) the adoption of the updated Statement of Community Involvement (February 2017), as identified in Enclosure A of the report [SHAP/57](#), and
- 2) delegates the authority to the Head of Strategic Housing and Planning Services in consultation with the Cabinet Member for Planning and Economic Development to approve and adopt future updates of the Statement of Community Involvement.

Reason for Decision

A number of changes have occurred since the SCI was adopted, both at a national level and also in terms of the council’s own engagement approach, which mean that an update to the SCI is now required. These are summarised below:

- i). Legislative Changes: The Government has introduced a significant amount of new/amended planning legislation and guidance since the SCI was adopted. This includes the National Planning Policy Framework (2012) and accompanying Planning Practice Guidance (2014), the Town & Country Planning (General Permitted Development) Order (as amended) 2015 and 2016 introducing Prior Approvals and the Housing & Planning Act (2016).

- ii). Implementation of the Neighbourhood Planning Bill: The Government has consulted on regulations to implement the neighbourhood planning provisions that are set out in the Neighbourhood Planning Bill. It proposes to introduce a requirement for local planning authorities to review the Statement of Community Involvement at regular intervals and at least every five years. If the LPA decides not to update its SCI, it must publish its reasons for not considering any revisions. The LPA will also be required to publish, through the SCI, how interested parties will be involved in the early stages of Plan making and its policies for giving advice or guidance to groups wishing to prepare or update a neighbourhood plan. From the date the Bill gains Royal Assent, LPAs will have a period of 12 months to comply with these requirements.
- iii). Development Management: The way in which Development Management consult on planning applications was amended in November 2011, following a systems thinking review which sought to update the entire application process to make it more efficient. The revised approach to notification is explained through the Statement of Community Involvement (2011). However, the 2011 SCI does not provide detail on more recent changes that have been made to the planning system, in particular changes to expand prior approval rights. The updated SCI therefore provides further information to explain the prior approval process.

51. Exempt Information – Exclusion of the Public (subject to agenda item 5)

RESOLVED

That in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraphs specified against the item.

52. Crawley Town Hall Site Redevelopment Scheme

(Exempt Paragraph 3 – (information relating to financial and business affairs of any particular person (including the Authority holding that information) and Exempt Paragraph 5 – Information in respect of which a claim to legal privilege could be maintained in legal proceedings).

The Cabinet Member for Resources presented report DCE/02 of the Deputy Chief Executive, which sought the Cabinet endorsement to the principle for the significant redevelopment of the current Crawley Town Hall Site. The report presented a number of proposals. An indicative master plan for the redevelopment of the site that identifies the provision of commercial accommodation above the proposed new Town Hall, the allocation of funding to ensure that 40% affordable housing were part of the redevelopment, the inclusion of a District Heat Network within the scheme and the upgrading of the Exchange Road car park. It was emphasised that the proposal was one of the largest projects that the council had been a part of in Crawley's history and the impact of the project for the Town should not be underestimated. It should bring an improved Town Hall for our residents and a better working environment for our Officers, whilst also providing high quality office space within the Town Centre and much more needed affordable housing.

The Chair of the Overview and Scrutiny Commission' presented the Commission's comments from its meeting on 6 February 2017, emphasising the general cross party support for the proposals. The Commission requested that should the development be

approved at Full Council, the Budget statement and the treasury management statement be amended to reflect the impact of the project on the Council's financial position.

In response to the Commission's request the Leader commented that he supported the principle of their request but rather than reproducing the Budget and treasury management statements, a more appropriate approach would be to reflect any budgetary changes through the quarterly monitoring report and the treasury management updates reports. The Cabinet then noted the remainder of the Commission's comments.

RESOLVED

That the Cabinet recommends to Full Council the approval of:-

- 1) the agreement to:
 - the development and submission of a planning application to redevelop the Town Hall site and the adjacent decked car park site generally in accordance with the master plan in Appendix A of report DCE/02 to provide approximately 250 residential units (of which 40% should be affordable housing), a new town hall, commercial office space above the town hall, a site and phase 1 of a District Heat Network, a public square, enhancements to Exchange Road car park and additional parking spaces. The planning application for the redevelopment of the site is likely to be submitted by the landowner of the adjacent decked car park site, Haywards Heath Investments (LDA), or their developer, Westrock, but the application may be in joint names with the Council.
 - the Council becoming the landlord of the commercial office space above the proposed Town Hall
 - the Council ensuring that the District Heat Network is capable of being extended to other sites in the town centre
 - the upgrading of Exchange Road car park as part of the redevelopment
 - the Council being provided with additional car parking spaces as a result of additional land from Haywards Heath Investments (LDA) forming part of the redevelopment proposals.
- 2) The funding as set out in the Report DCE/02
- 3) To note and agree the potential operational implications of the redevelopment for customers, members of the Council, staff and the community in the proposed new Town Hall and during the construction phase.
- 4) Delegate to the Deputy Chief Executive, in consultation with the Leader, Cabinet Member for Resources, Head of People & Technology and Head of Partnership Services, any operational changes in service delivery, together with the building/site layout and design of the Town Hall and multi storey car park, including internal layout and finishes. These decisions will only be made following staff and member consultation.
- 5) To delegate the negotiation of the terms of the relevant legal documentation to the Deputy Chief Executive in consultation with the Head of Legal and Democratic Services, the Head of Finance, Revenues and Benefits and with the Leader of the Council. Further that subject to the satisfactory negotiation of terms of the proposed redevelopment in favour of the Council to delegate the approval of the

Final legal documentation necessary to secure the proposed redevelopment to the Deputy Chief Executive, the Head of Legal and Democratic Services, the Head of Finance, Revenue and Benefits in consultation of the Leader of the Council.

- 6) To delegate to the Deputy Chief Executive and the Head of Legal and Democratic Services the authorisation to seal and complete the legal documentation on behalf of the Council.
- 7) To note the implications of the proposed Town Centre District Heat Network and subject to demand and business case, the potential future capital implications of expanding the network in due course.

Reason for Decision

The recommendations provide important principles to guide officers in finalising negotiations with the landowner/developer of the site adjacent to the Town Hall site.

If the recommendations are agreed, officers will be able to try to finalise legal documentation, in consultation with the Leader to enable the regeneration of a key Town Centre site, whilst providing significant operational and financial benefits to the Council and the wider community.

Only by working with the landowner/developer to reach agreement can the Council secure:

- Approximately 250 new homes, of which up to 40% could be affordable;
- c65000sq.ft. new Town Hall over 4 floors of a new office building;
- c80000sq.ft. Grade A Commercial Office space over 5 floors, above the Town Hall for letting on the open market;
- Approximately 30 additional car parking spaces
- A refurbishment of the Exchange Road car park
- The site and initial infrastructure to enable the delivery of the Town Centre District Heat Network.
- Public realm improvements and improved connectivity to the Town Centre.
- Significant revenue savings / additional income for the Council

The Adopted Crawley Local Plan 2015 - 2030 (Policy EC6)(Development Sites within the Town Centre Boundary) stipulates that four key opportunity sites within the town centre including land north of The Boulevard, need to contribute towards a net total of 499 new dwellings. By progressing with the scheme as outlined in paragraph 3.3, the Council will be leading on the delivery of approximately 250 new dwellings towards this total, of which approximately 100 of these units could provide affordable homes

The Local Plan (Policy ENV7) (District Energy Network) also stipulates any major development within the town centre should in the first instance and in the absence of a Heat Network currently being in place, consider 'developing its own system for supplying energy to any surrounding existing or planned buildings. Any system installed should be compatible with a wider District Energy Network. This development potentially provides a site and the initial infrastructure for the first phase of a town centre heat network.

As the scheme progresses, it will be essential to ensure there is sufficient member and staff consultation regarding both the outside look of the town hall building (and public

space) but also on the internal finishes. It is also essential that decisions be made in a timely manner to help avoid cost overruns on the scheme.

53. Leasehold Insurance Tender Appraisal

(Exempt Paragraphs 3 (information relating to financial and business affairs of any particular person (including the Authority holding that information))).

The Cabinet Member for Resources presented report [FIN/402](#) of the Head of Finance, Revenues and Benefits, which informed the Cabinet that the current leasehold insurance arrangements expire on 31 March 2017. The report sought approval for the award of the contract to the supplier that can best meet the Council's leasehold insurance requirements for the next five years.

RESOLVED

That Cabinet approves the appointment of Aspen, (through Arthur J Gallagher) as the Council's leasehold insurance provider for a period of five years from 1 April 2017.

Reason for Decision

Following a tender evaluation, Aspen (through A J Gallagher) has submitted the most advantageous tender.

54. Construction Consultancy Services Partnering Contract

(Exempt Paragraphs 3 (information relating to financial and business affairs of any particular person (including the Authority holding that information))).

The Cabinet Member for Resources presented report [HPS/07](#) of the Head of Partnership Services, which informed the Cabinet that the Council had in place a partnering contracts for the provision of consultancy services covering the following professional services; Structural Engineering, Civil Engineering, Drainage and Flood Alleviation, CDM Principle Designer, Quantity Surveying and Clerk of Works. It was noted that the existing contractual arrangements were due to expire on the 30th April 2017 and the report detailed the tendering processes for the procuring of a new three year set of contracts, that included an option for the Council to extend for a further two years should the Council wish to.

RESOLVED

That Cabinet approves:

- a) the awarding for Civil Engineering services to The Project Centre.
- b) the awarding for Drainage and Flood Alleviation services to The Project Centre.
- c) the awarding for Structural Engineering services to The Project Centre.
- d) the awarding for Construction Design and Management (CDM) Principle Designer services to Potter Raper Partnership.
- e) the awarding for Clerk of Work services to Potter Raper Partnership.
- f) the awarding for Quantity Surveying services to Keegans Ltd,

and that in the unlikely event that one of the first choice consultants reject the contract offer, it is recommended to appoint from the list of alternatives as set out in 6.2 of the report.

Reason for Decision

In accordance with the Procurement Code, approval was sought from the Cabinet to enter into contracts for the Consultancy Services with the recommended providers as shown in section 2.1 and table 2 of the report [HPS/07](#)

55. Closure of Meeting

In closing the meeting, the Cabinet asked that their thanks be recorded to Lee Harris, Chief Executive for all his hard work and best wishes in his new job at West Sussex County Council, as this would be his last Cabinet meeting in Crawley. With that, the business of the Cabinet concluded, the Chair declared the meeting closed at 7.55 pm.

P K LAMB
Chair

Crawley Borough Council

Report to Overview and Scrutiny Commission
20 March 2017

Report to Cabinet
22 March 2017

Town Centre Regeneration Programme (Phase 2) **Queensway & The Pavement**

Report of the Head of Economic and Environmental Services, **PES/230**

1. Purpose

- 1.1 To inform Members of a proposal to extend the environmental improvement scheme in Queens Square along Queensway and The Pavement, as part of the next phase of the Town Centre Regeneration.
- 1.2 The report seeks Cabinet approval of the design concept for Queensway and The Pavement to be developed further into a detailed design for the submission of a planning application later in 2017.
- 1.3 The report also seeks delegated authority for approval of the final design, to spend up to the allocated budget for the scheme and to appoint a contractor to construct the scheme, following a procurement exercise.

2. Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission consider the report and decide what comments, if any, it wishes to submit to the Cabinet.

- 2.2 To the Cabinet:

The Cabinet is recommended to:

- a) Approve the design concept for the Queensway & The Pavement Regeneration Scheme;
- b) Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development to approve the detailed design;
- c) Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic

Development to spend up to the allocated budget of £2.2m for the scheme, subject to formal approval from West Sussex County Council for a contribution of £1.1m;

- d) Delegate authority to officers to undertake a procurement exercise in accordance with the Council's Procurement Code to select a suitable Contractor to construct the scheme;
- e) Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development and the Head of Legal and Democratic Services to enter into a contract with the successful bidder for the construction of the scheme.

3. Reasons for the Recommendations

- 3.1 Approval of the design concept for the scheme is required in order for the project team to undertake detailed design and prepare a planning application for submission in mid-2017. This will be closely followed by the procurement process leading to the selection and appointment of a contractor, with a view to commencing construction in early 2018.
- 3.2 The scheme will complement and build on the momentum set by the Queens Square project and breathe new life into Queensway¹ and strengthen the positive perception of Crawley town centre in order to consolidate and boost retail / business investment.

4. Background

- 4.1 Improving the public realm is a primary objective of Crawley's Town Centre Regeneration Programme and a number of areas within the town centre have been identified as priorities for investment in revitalised public space. These include:
 - Phase 1 – Queens Square
 - Phase 2 – Queensway and The Pavement
 - Phase 3 – Station Gateway
- 4.2 Crawley Borough Council, West Sussex County Council and the Coast to Capital Local Enterprise Partnership are already working together to regenerate Queens Square (Phase 1) and construction of the £3.2m environmental improvement scheme started on site in September 2016. Due for completion in summer 2017, the project will redefine Queens Square as the heart of the town centre and play a major role in transforming the area into a high quality, distinctive and enjoyable public space.
- 4.3 It is proposed that Phase 2 will see the Queens Square scheme extended along Queensway, a principal connector street that links Queens Square to other parts of the town centre including Memorial Gardens, the Town Hall, Library and Central Sussex College. The full extent of the proposed scheme area, comprising 5,500m², is shown at Appendix A.
- 4.4 As well as being a significant connector street, Queensway has been identified as the preferred future location for a new and improved, quality town centre market. The scheme will therefore ensure that the necessary infrastructure required to support a new market is delivered.

¹ All references to 'Queensway' in this report refer to the public realm and highway in Queensway, The Pavement, Kingsgate and Parkside as shown in Appendix A

- 4.5 In October 2016, the landscape architects who designed Queens Square (Burns + Nice) were asked to prepare an initial design concept for the scheme, based on the above information and supplementary feedback from officers. Using their extensive knowledge of the area, they have prepared an initial design concept which is shown at Appendix B.

5. Aims and Objectives

- 5.1 The aims of the proposed project are to complement and build on the momentum set by the Queens Square project and to breathe new life into Queensway and strengthen the positive perception of Crawley town centre in order to consolidate and boost retail / business investment.
- 5.2 The following scheme objectives have been identified:
- To establish Queensway as an important, informal town centre space;
 - To deliver physical improvements to Queensway as an integral extension of the Queens Square scheme, progressed in consultation with residents, local businesses, councillors and officers from CBC and WSCC and other key stakeholders;
 - To help create a high quality, unrestricted, attractive and comfortable public space that encourages the vitality of the town centre and provides a seamless connection to other parts of the town centre, notably Memorial Gardens;
 - To stimulate physical regeneration of retail and business space in Queensway, the Pavement, Kingsgate and Parkside;
 - To ensure this space is accessible to all users including children, older people, the disabled, workers, residents, and visitors that will be using the space at different times of the day and night;
 - To enable the space to be used as a town centre market location in the future, ensuring the necessary infrastructure is in place;
 - To consider options for improving vehicular access to the NCP car park in Parkside whilst ensuring convenient and accessible parking for visitors to the town centre is maintained;
 - To ensure the space is designed to facilitate cyclist access into the core shopping area, with cycle rack provision in set locations that connect with key cycle routes;
 - To ensure the area feels safe and is designed to limit opportunities for anti-social behaviour; taking into account the limited evening and night time use of the area;
 - To minimise disruption to pedestrians and existing businesses for example through phasing, timing, consultation and a considerate approach to construction
- 5.3 The following specific design requirements have also been identified:-
- High quality paving in all pedestrianised areas, using the Queens Square scheme as a benchmark; materials should be easy to clean and maintain;
 - Consider relationship with Memorial Gardens and an opportunity to open up the area, improving visibility and connectivity between Queens Square and Memorial Gardens;
 - Flat, accessible surface in order to provide a flexible, adaptable public space;
 - New lighting, seating (formal and informal), cycle racks, storage facilities, water and power supplies;
 - Vehicular access for occasional (e.g. market) and emergency use along Queensway and into Queens Square to be maintained;
 - Disabled parking and taxi pick up on Parkside and Kingsgate to be retained;

6. Consultation

6.1 Consultation took place during February and March 2017 and this involved:

- Online questionnaire and information on both Crawley Borough Council and Regenerating Crawley websites
- Trade, local and social media coverage
- Face to face briefings
- A drop in session in the Civic Hall (27 February) aimed at the local business community
- Targeted meetings with individual stakeholders
- Letters sent to over 43 property owners, leaseholders and occupiers in Queensway, The Pavement, Kingsgate and Parkside.

6.2 A total of 42 responses were received and a full report of the findings has been produced. It should be noted that despite the consultation being widely publicised, the number of respondents is not statistically significant in relation to the total amount of users of this space.

6.3 Summary of key findings:-

93% of respondents (39 people) live in Crawley with only 7% (3 people) residing in other towns. The largest proportion of respondents were aged between 45-54 (13 people or 31%), with the second largest age group being 25-34 (7 people or 17%). Only 2% were aged between 18 and 24 (1 person).

- 83% (34 people) use Queensway and / or The Pavement at least once a week. Most use it for shopping and / or working; other comments included using the area out of necessity (to reach other areas) or to get a sandwich.
- Respondents were asked to describe the area in three words. The most common words used were *uninviting*, *dated*, *cluttered* and *bland*. There were very few positive words used to describe the area.
- 43% (18 people) said they would be *more* likely to visit a market located in the area if it were to be regenerated, while only 5% (2 people) said they would be less likely.
- When asked if respondents would be more or less likely to visit Memorial Gardens if the entrance was widened with hedges removed and sight lines improved, 41% (17 people) said they would be more likely while 19% (8 people) said less likely. A further 41% said there would be no change. Those who responded positively cited safety and openness as reasons and those who responded negatively suggested the park would be less attractive and less sheltered.
- When asked if removing the hedgerows into Memorial Gardens would make them feel safer, 15 people agreed it would while 16 people said it wouldn't.
- 14% of respondents (6 people) said they cycle in and around the area with 86% (36 people) not cycling. All respondents who cycle would use cycle racks in the regeneration area.
- 4 people (10%) use the disabled parking bays located on Queensway
- 19% (8 people) use the NCP surface car park and none of these respondents use it more than twice per month

- When asked to comment on the proposed plans, 12 responded positively; 8 negatively and 6 were neutral. 15 others provided suggestions, improvements or adjustments to the proposals.

6.4 These comments will be taken forward to the final stage of design development and will include the following key principles:

- Ensure the space is inviting, clean and uncluttered
- Create good sightlines between Memorial Gardens and Queensway whilst carefully considering how the two areas interrelate.

7. Programme

7.1 Subject to the funding streams being agreed, the concept design will be taken forward for extensive stakeholder consultation and detailed design development with a view to submitting a planning application by summer 2017. This would be followed by a procurement exercise to appoint a construction contractor and it is hoped that construction would begin on site in early 2018. This will also give the businesses in Queensway a short break from the construction work currently taking place immediately outside their premises in connection with the Queens Square works.

8. Ward Members' Views

8.1 There is support from Members generally for the scheme following consultation briefings including a meeting of the Economic Regeneration Working Group on 15 November 2016. Detailed consultation with ward members will occur as part of the planning application process.

9. Implications

9.1 Staffing

Resources are in place to manage the project and there are no additional staffing implications associated with these recommendations.

9.2 Financial

On 30 November 2016, Cabinet approved a total allocation of £1,100,000 from Crawley Borough Council's Capital programme for the delivery of the Queensway regeneration scheme.

The remaining £1,100,000 is subject to formal approval from West Sussex County Council in accordance with their internal approval procedures. The total scheme cost is £2,200,000.

9.3 Legal

A construction contract will be entered into following a robust procurement exercise, in accordance with the Council's Procurement Code.

An agreement with WSCC regarding the future maintenance and management of the scheme area will be formalised once the detailed design has been completed and costed.

9.4 Environmental

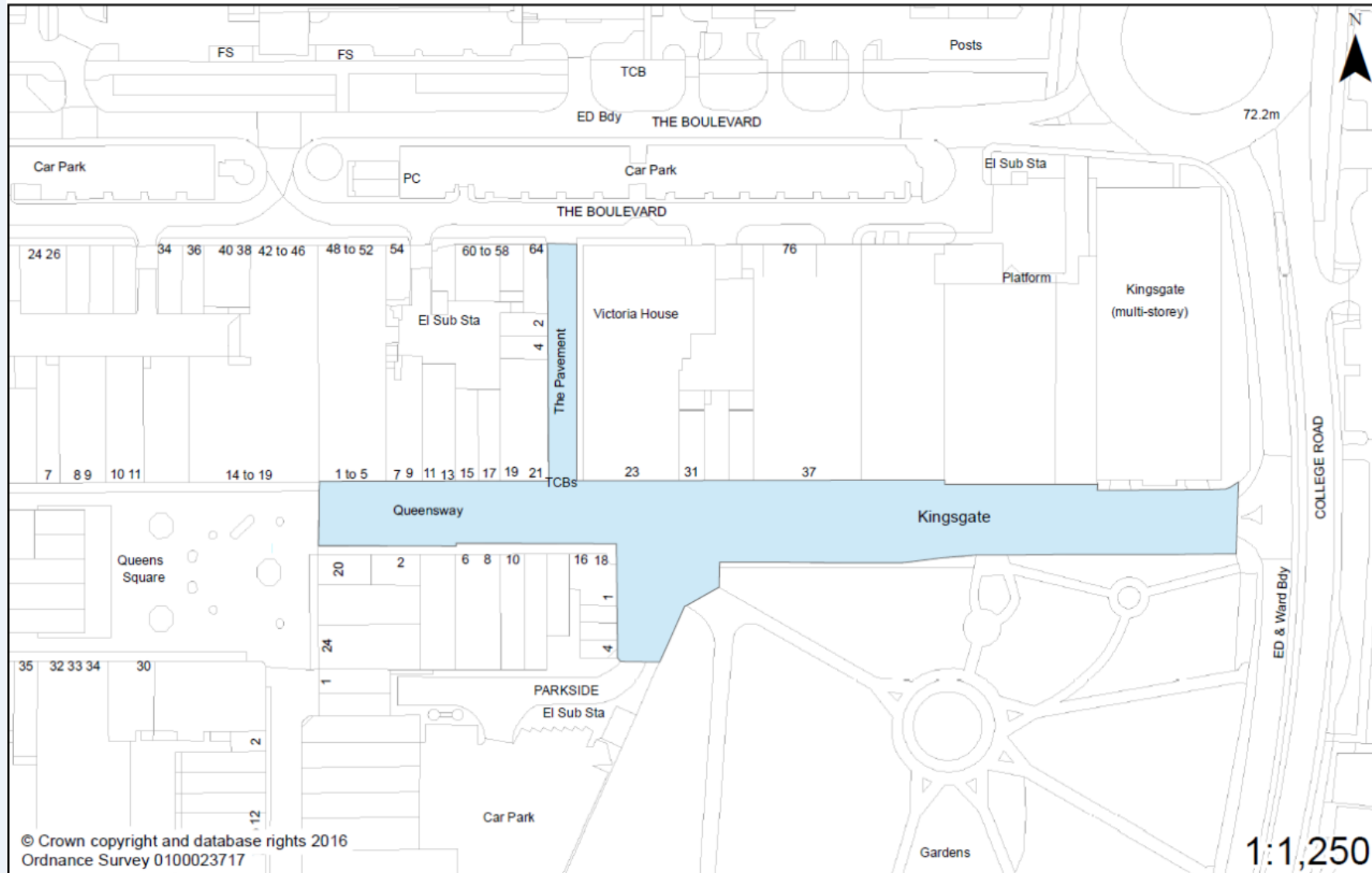
Environmental sustainability has been considered throughout the design process and, where feasible, measures will be taken to minimise energy consumption, waste production and pollution emissions. Environmental impact assessments will be undertaken for all working practices and products associated with the final scheme and assessed through the discharge of the planning conditions.

10. **Background Papers**

- Report [PES/195](#) to Cabinet 2 December 2015 - Town Centre Regeneration Programme
- Report [FIN/395](#) to Cabinet 30 November 2016 – 2016/17 Budget Monitoring Q2
- www.regeneratingcrawley.org.uk/queensway

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Queensway, The Pavement and Kingsgate



Appendix B – initial concept design

Queensway Improvement Works

13 October 2016



Crawley Borough Council

Report to Overview and Scrutiny Commission 20 March 2017

Report to Cabinet 22 March 2017

Sheltered Housing Service Review

Report of the Head of Crawley Homes, *CH/171*

1 Purpose

- 1.1 To agree amendments to the service provision in sheltered housing and to older people in general needs accommodation.
- 1.2 The decision is considered to be a major service change.

2 Recommendations

- 2.1 To the Overview and Scrutiny Commission

That the Commission consider the report and decide what comments, if any, it wishes to submit to the Cabinet.

- 2.2 To the Cabinet

The Cabinet is recommended to:

- 2.2.1 Consider this report and the responses from the consultation process undertaken in respect of the proposed changes.
- 2.2.2 Approve the change from an accommodation based service to a needs based assessment for older people including those in general needs accommodation.
- 2.2.3 Delegate authority to the Head of Crawley Homes in consultation with the Cabinet Member for Housing to implement the proposals contained in this report as outlined in 5.3 below.
- 2.2.4 Delegate authority to the Head of Crawley Homes in consultation with the Cabinet Member for Housing to implement any further minor operational changes arising from the continuing systems thinking review.

3 Reasons for the Recommendations

- 3.1 The focus on accommodation based support has led to the provision of a service that the majority of new tenants and a significant number of existing tenants do not want and do not value.
- 3.2 There is an opportunity to provide additional support to older people living in general needs accommodation who do have a need for additional support
- 3.3 The Council's integral sheltered schemes do offer the opportunity to continue a quality sheltered service for those seeking a safe and secure environment with the offer of a vibrant community.
- 3.4 The majority of the dispersed schemes do not provide the same opportunity for community activities and those people accessing the properties as accommodation rather than sheltered accommodation do not wish to engage in communal activities. These people are more likely to choose a dispersed scheme.

4 Background

- 4.1 West Sussex County Council previously provided accommodation based funding via Supporting People funding. This was withdrawn from all property based provision of services from September 2016. The value of the Supporting People contract with WSCC had been £191,720 per year to support those tenants in receipt of Housing Benefit to receive the supporting people aspects of the sheltered service. This includes the morning calls, the provision of the alarm, and the support plans that are drawn up for residents. Additionally the WSCC contract had included a requirement to provide a floating support service to general needs tenants. There are currently 20 cases being assisted at this time.
- 4.2 The sheltered team are currently undertaking a systems thinking review. The findings in the check phase were that the morning calls and support plans represented significant waste within the system. The provision of funding for accommodation based support was generating a significant amount of waste with services provided to people who have no real need of such services. An initial assessment of those in sheltered is that 73 tenants might be considered to be vulnerable and in need of support, although some will have social care packages in place, and therefore are not currently in need of housing based support.
- 4.3 Additional waste is generated by considering that all residents of sheltered schemes are "vulnerable". They are not and certainly do not consider themselves so. Other waste was seen were the scheme manager is duplicating the social care services in place for vulnerable residents and the out of hours service duplicating the call of the emergency services.
- 4.4 Conversely there are many elderly tenants living in general needs housing who may be considered "vulnerable" and whose need for services is not being met.
- 4.5 The team have worked in all of the sheltered schemes to understand the type of demand generated by each scheme. The intention of this is to help design the service based on what customers need rather than designed around the contractual requirements of the Supporting People contract. In order to progress further decisions need to be taken in order to change the service and enable the review to continue to redesign the service.

5 Description of Issue to be resolved

- 5.1 The removal of Supporting People funding has created a significant gap in the funding for sheltered housing.
- 5.2 The systems thinking review by the sheltered housing team has however found that the accommodation based approach does create a significant amount of duplication with social care services, and provides services for those who really have no need of such services.
- 5.3 The proposals for the service going forward are:
- 5.3.1 Deleting the out of hours service as existing and providing a service based on the provision of the lifeline service with out of hours emergencies covered through a duty rota.
 - 5.3.2 Deleting the provision of the morning call service and removing the charge from those assessed as being required to pay for it.
 - 5.3.3 To change the use of the communal rooms in the dispersed schemes back to residential units.
 - 5.3.4 To de-designate the dispersed sheltered schemes in to older persons housing, which will be carried out in a gradual manner as the hard-wired alarm system requires upgrading.
 - 5.3.5 To provide an older persons tenancy support service to any older tenant including those in general needs accommodation

6 Information & Analysis Supporting Recommendation

6.1 The sheltered service

- 6.1.1 Salary costs for the scheme manager service total £459,120, which are apportioned to each funding stream as follows (Appendix 1):
- Housing management £200,925
 - Alarm £70,259
 - Support £187,936
- 6.1.2 There is an enhanced housing management charge as part of the rent which covers the additional requirements of managing a sheltered scheme such as legionella testing, fire alarm testing, supervising communal facilities such as the laundry. This charge is £5.76 per week and can be claimed through Housing Benefit. This additional charge creates additional income of £172,224.
- 6.1.3 The most labour intensive part of the current service is the morning calls and this was a key feature of the Supporting People contract. This aspect of the service limits flexibility and makes cover difficult as all calls to all schemes are carried out in the morning. This is a service that can be opted out of and significant numbers of tenants have opted out of the service. The details of numbers opting out are given in Appendix 3. Reasons for opting out were given as:

- Having more than one person in the property with a partner looking after the other
 - Disliking the intrusion of the call
 - Simply feeling fit and able to do without it
 - Not wanting to be disturbed in the mornings
 - Being out of the property by the time of the call (e.g. those working)
 - Having to pay for the service (the SP funding only covered those on benefits with those not in receipt of benefit paying a charge of £3.77 per week for the service)
- 6.1.4 Morning calls and associated support plans were provided as part of the Supporting People requirements at a charge of £3.77 per week. Those who do not want this service can opt out and not pay the charge, although those on Housing Benefit previously had their charge covered through the Supporting people grant from WSCC. This service has continued to be provided since September 2016 when the grant ceased but has been covered to date by the HRA. The proposal is to delete this aspect of the service and delete the charge from those who are currently assessed as having to pay. There would be no charge raised for any individual benefitting from the floating support service and part of the cost would be covered by the supporting people payment of £70,000 per year now provided by WSCC.
- 6.1.5 The hard-wired alarm provision is charged at £2.82 per week and there is no opt out available for this aspect of the service as it is a feature of all sheltered properties and requires checking and maintenance. It is proposed to charge all tenants, whether in receipt of housing benefit or not, the charge of £2.82 per week. This will affect 455 tenants but to subsidise the charge would mean a cost of £66,721 per annum at current prices. The question would also need to be asked on whether we should remove the charge from the paying tenants and fully subsidise the alarm system. This would be at a further cost of £17,597 per annum making a total of £84,318 per annum.

6.2 Who is accessing Sheltered Housing

- 6.2.1 Since the start of February 2016 the ST team have carried out 65 viewings for sheltered properties. Of these viewings only 16 people wanted a morning call, and one of these was only for once per week. Out of those wanting calls 7 were transferring from other sheltered properties and were used to the existing system.
- 6.2.2 Of the other lettings the majority were not interested in the sheltered housing service but only in accessing accommodation. The allocations policy enables qualification on to the housing register by age and for this group sheltered is often the only option. This makes the demand for sheltered look more than is actually the case.
- 6.2.3 There is a perception of sheltered housing as being for old people. Those in their 60s and even 70s do not see themselves as being old and needing this sort of service, even though they may have health problems. The younger age groups are tending to choose the dispersed schemes were they feel that they are not within an “old person’s environment”. The average age for new tenants in the dispersed schemes is 66 with a significant number aged 55-59. See appendix 4.
- 6.2.4 The majority of new tenants have not required any further contact but of those who have, the majority have been about repair related issues or general follow

up enquiries such as needing more keys for entryphone doors. Only one call has been related to a well-being matter.

6.2.5 The team have had contact with a further 9 people who had successfully bid on a sheltered property. These people did not take the property (this happens when people are subject to the auto-bid system) offered either pre a viewing or at the viewing. Most of these people did not want to be considered for sheltered accommodation.

6.2.6 The team also contacted all of those people over 60 years, in social housing and registered to downsize. Of these 73 people:

- Only 39 actually wanted to move
- 4 had already moved via mutual exchanges (not to sheltered)
- 2 were waiting for extra care
- 16 would only consider a 2 bedroom bungalow
- 10 wanted a 1 bed bungalow
- 8 wanted either a 1 or 2 bed flat
- 3 wanted a 2 or 3 bed house
- Only 3 specifically wanted sheltered accommodation

6.3 Out of hours (Sheltered Mobile Response)

6.3.1 Currently there are 4 full time budgeted posts covering the out of hours calls, although only 3 currently filled, one on a temporary contract. These staff are based at home and are called out by Chichester Careline to attend Sheltered Scheme emergencies and faulty Lifelines. The budget for the provision of the service is £79,364.

6.3.2 Over the period from October 2015 to September 2016 there were 401 call outs, with 35% requiring the attendance of the ambulance service (who are called through Chichester Careline). This equates to a cost of £284.27 per call out in April –Sept 2015 and £262.23 per call out April – Sept 2016. The full detail of the call out is attached as appendix 5. Of the contracted hours available to be worked over the period April 2016 to January 2017 the call Out staff had actually been on call for between 3% and 14 % of the time.

6.3.3 The proposal is to delete these posts and enable access to the scheme for the emergency services through the operation of a key safe. Where there is a need for a call from a member of the sheltered team this could be covered through a stand by payment or a shift pattern. This has yet to be determined through the systems thinking review.

6.4 Older people in General Needs Housing

6.4.1 Since 2012 the Sheltered Housing team has offered a floating support service to older people living in general needs accommodation. Referrals are made via other teams and there is usually around 20 floating support cases at any time.

6.4.2 Floating support is offered to ensure that older tenants continue to live successfully in their own homes accessing the services they need to support this.

- 6.4.3 There are 2,254 (information taken from report September 2016) households in general needs accommodation where all members of the household are over 60 years old, with 314 of these living in bungalows. The majority of households, 1,633, are formed of one person only, with 603 as two person households. Further information is included in appendix 6.
- 6.4.4 Floating support cases are currently identified by other staff and referring to the sheltered team. However, this relies on there being some need to contact those people in the first place. The team could start a series of welfare visits to ensure that elderly people are receiving contact. This could be a tenancy audit with a welfare check starting with the either the oldest or the least contacted (as identified through repair requests and tenancy contact).

6.5 Future Proposals for Sheltered Accommodation

- 6.5.1 The majority of the integral sheltered schemes (see appendix 3 for details of schemes) offer quality, modern sheltered housing and are popular accommodation choices for those seeking a safe and secure environment with the offer of a vibrant community. We intend to build on this approach so in addition to the housing based support we will:
- Provide a team of scheme managers based at the integral schemes who will be responsible for the provision of services at all sheltered schemes and floating support to general needs tenants.
 - Build and value the community within the schemes, co-producing activities that people want and can support themselves
 - Develop the service to be flexible to the needs of individual requirements
- 6.5.2 A support service will be available to any tenant who needs such a service. It will be designed with each individual to provide the best service for their needs.
- 6.5.3 All tenants in the sheltered schemes will be seen weekly to ensure that there are no changes in their circumstances unless they opt out of such a service. So far in speaking to tenants through the consultation process there has been limited take up of this offer (see Appendix 7).
- 6.5.4 The dispersed schemes (other than The Twitten) were not designed with a communal lounge or office for the scheme manager and over time this has been provided by converting an existing flat in to both an office and a communal lounge. The majority of these lounges have very limited use and in most instances would be better utilised for their original purpose as a flat.
- 6.5.5 Most of the dispersed schemes are very locally based to a Community Centre and it is proposed that the Community Centres are used to provide communal activities for both residents of the older persons housing and other older people in the area.
- 6.5.6 It is proposed to de-designate some of the dispersed schemes starting with those schemes where there is already a high opt out of the support service. In some of the dispersed schemes the alarm equipment is old and in need of renewal. Rather than continue to repair the system it could be removed with those tenants who require a service being provided with a lifeline unit. However, it is anticipated that this will be done over a period of several years, with new tenants moving in to the schemes advised of the potential for de-designation.

6.5.7 The Council currently have a number of properties that are similarly designated for older people where the right to buy is not available. The right to buy can be denied if a property is:

- Particularly suitable for occupation for elderly persons
- Was first let before January 1990 and
- Was let for occupation by a person aged 60 or more.

6.5.8 If the changes proposed in this report are implemented there is a risk that first floor flats could be deemed to not be suitable for elderly persons by virtue of the fact that they do not have a lift (and therefore not *particularly* suitable for elderly persons) and therefore they would qualify for the right to buy. This risk would also apply if the property was let to someone under the age of 60 which is possible under the allocation scheme.

7 Tenant Consultation

7.1 Prior to any change in housing management services the council is obliged to consult with affected tenants. All sheltered tenants were written to when WSCC made the decision to remove the accommodation based support and tenants were advised that would receive further information when it was clear how the sheltered service was to be provided going forward.

7.2 A further letter went to all sheltered residents in February explaining the proposed changes and advising that all residents would be visited individually to discuss their views on the proposals. Those visits are currently underway and will be completed by 17 March 2017.

7.3 The results of this consultation so far have been reasonably positive, with the majority of the tenants visited not expressing any concerns or worries about the changing service. There is very limited concern about the proposal to remove the out of hours service, and what concern there is on this is mostly concerned with whether the key safes would be secure. Tenants have been reassured that the Careline service, that provides the 24/7 response to the alarm calls is not affected by this change.

7.4 More concern has been expressed about the morning call service being removed as for some people this provides reassurance and someone to regularly speak to. However, in some instances these tenants already have daily visits from carers and family members, which is part of the duplication seen in check.

7.5 Others are keen to stress that they do not want the sheltered service or the alarm service and would like the alarm removed from their property (and for the charge not to be raised). Most of those consulted have not raised any objection to having to pay for the alarm, although a small number have objected to doing so.

7.6 The responses obtained via this consultation process will be reported to Cabinet when it considers this report on 22 March 2017.

8 Implications

8.1 **Financial** – the sheltered budget is attached as appendix 1. The withdrawal of the supporting people funding for accommodation based support has a significant impact at a time when the HRA business plan has been severely impacted by the government requirement to reduce rents by 1% over the four year period to 2020, with a number of

development schemes already committed. The 2017/18 budget has been prepared to incorporate the changes within this report.

8.2 **Staffing** – the proposals are for four posts of Out of Hours to be deleted affecting two permanent members of staff. One post of Sheltered Housing Officer will also be deleted affecting one member of staff. As yet it is unclear how much demand exists within the general needs residents so there is still work to do in order to understand the capacity requirements for the redesigned service. No permanent replacements have been appointed to vacancies for some time but redundancies may still be required because of over-capacity or the changed working arrangements which includes the removal of the out of hours service and the requirement for the post to be an essential car user.

8.3 **Customers** – Tenant consultation has been carried out in accordance with section 105 Housing Act 1985. The details of this appear in section 7 of the report.

There will be some residents in existing sheltered schemes who will object to the withdrawal of the morning call service, however, this will need to be balanced with the improved service that can be offered to elderly people living in general needs accommodation, and the reality that the majority of those moving in to sheltered only want accommodation and not the sheltered service itself. A needs based service will be offered to those people in sheltered accommodation and the staff will still be based in the integral schemes and a visiting service will be maintained to the dispersed schemes. All health and safety tasks will be carried out to all schemes which includes testing of the hard wired alarms until such time as these can be removed.

8.4 **Legal** – a local authority service is provided by Chichester District Council who operate the 24/7 Careline service to deal with out of hours calls. CDC have been consulted on the proposals and are happy that the service will provide more coordination with that provided through the Lifeline service. There are no other legal implications, except as set out in the body of this report.

8.5 The proposals are not ward specific but de-designation of sheltered schemes would be done in consultation with ward members. De-designation would be a longer term plan and at this stage the schemes would only be proposed to be de-designated from sheltered to older persons housing.

9 **Background Papers**

None

Report Author: Karen Dodds Head of Crawley Homes x 8256

Sheltered Housing Budget

	16-17 Original Budget	17-18 Proposed Budget	Variance to 16-17 Original
Employees (<i>Par 6.1.1</i>)	459,120	378,310	(80,810)
Running Expenses	124,690	120,550	(4,140)
Agency & Contracted	241,720	48,000	(193,720)
Income	(563,660)	(345,190)	218,470
Net Expenditure	261,870	201,670	(60,200)

	16-17 Original Budget	16-17 Projected Outturn	17-18 Proposed Budget	Variance to 16-17 Original
Income Breakdown:				
WSCC Contribution (<i>Par 4.1 & 6.1.4</i>)	(191,720)	(130,900)	(70,000)	121,720
Support Charge	(102,120)	(112,723)	0	102,120
Housing Alarm (<i>Par 6.1.5</i>)	(84,760)	(84,318)	(86,450)	(1,690)
Housing Management (<i>Par 6.1.2</i>)	(173,120)	(172,224)	(176,550)	(3,430)
Other Income	(11,940)	(11,940)	(12,190)	(250)
	(563,660)	(512,105)	(345,190)	218,470

Sheltered stock information

	1 bed flat	2 bed flat	3 bed flat *	1 bed bungalow	2 bed bungalow
Number	339	158	1	50	35
Total = 583					

*This is the scheme manager flat at Fairlawn House which is let to a Scheme Manager (not the Fairlawn Scheme Manager)

Scheme Information

Scheme	NH	Number of properties	Number of tenants receiving morning calls	Of which number who don't receive daily	% receiving calls	Proposed Rank to de-designate	Average age of new residents (Jan – Oct 2016) *
Attlee and Cripps	BF	76	42	7	46	2	68
Bewbush	BB	40	22	0	55	5	67
Buckingham and Balmoral	BF	74	31	1	40	3	66
Greenfields (Carey House)	WG	67	45	2	67		73
Fairlawn House	TB	24	16	1	66		75
Furnace Green	FG	92	55	15	43	4	65
Gossops Green	GG	71	23	2	30	1	64
Northgate (including Halfacres)	NG	36	28	4	66	6 (dispersed only)	78
Schaffer	MB	45	35	0	77		73
The Twitten	WG	59	45	3	71		67

*Average Age

Integral	75	
Dispersed	66	Including The Twitten

Age of Applicants going into Sheltered Accommodation**Jan 16 – Oct 16**

65 accepted viewings

Age	No
55 - 59	11
60 - 69	30
70 - 79	16
80 - 89	4
90 – 95 (Oldest 93)	4

Out of Hours Calls by Type

Yearly Totals	Oct 2015 - Sep 16		Proposal to cover these callouts
	Number	%	
Ambulance/Paramedic attended	139	35%	Use of keysafes/local keyholders to give access to emergency services
Faulty Lifeline	14	4%	Current response to faulty Lifelines is 4 hours. Change service level agreement so faults would be dealt with the next working day.
Fire service attended	18	5	Use of keysafes/local keyholders to give access to emergency services
Locked out tenant	16	4	Use of keysafes/local keyholders to give access to emergency services
No voice contact	43	11	Use of keysafes/local keyholders to give access to emergency services
Other	26	7	Can usually be dealt with by Chichester Care Centre
Phone Line problem (lifeline)	2	0.5	Care Center to ask customer to contact their phone company to report the issue.
Reassured tenant	14	4	Call next of kin or keyholder in line with current Lifeline Service
Repair issue	42	11	Chichester Care line report to emergency repair service
Scheme equipment failure	14	4	Report to Tunstall who may need access to equipment via duty rota
Smoke detection activation	10	3	Use of keysafes/local keyholders to give access to emergency services
Contractor Access	3	0.75	Rearrange for next working day or contact NOK or local keyholder
Unwell tenant	15	3.5	Call next of kin or keyholder in line with current Lifeline Service
Tripped switch	3	0.75	Call next of kin or keyholder in line with current Lifeline Service or Chichester Care Centre to report to emergency repairs
Fallen Tenant	27	7	Use of keysafes/local keyholders to give access to emergency services or call NOK or local keyholder
Faulty/Low/lost pendant	9	2	Current response to faulty Lifelines is 4 hours. Change is service level agreement so faults would be dealt with the next working day.
Police	4	1	Use of keysafes/local keyholders to give access to emergency services or call NOK or local keyholder
Reset Fire Panel	2	0.5	Access via a duty rota
	401		

Age bands of those in General Needs Accommodation

Age Group	60-65	66-69	70-75	76-79	80-85	86-89	90-95	96-99	100+
No.	708	395	401	190	310	145	90	11	4
Total 2254									

General Needs Property Size Occupied by over 60s

Property Size	Studio	1 Bed	2 bed	3 Bed	4 bed	5 Bed
No.	10	485	629	1043	83	4
Total 2254						

Those over 60 in general needs accommodation by neighbourhood

	BB	BF	FG	GG	If	IfW	LG	MB	NG	PH	SG	TB	TG	WG
No.	229	200	134	122	222	104	217	21	125	170	181	128	248	153
Total No. 2254														

EQUALITY IMPACT ASSESSMENT

Name of activity:	Sheltered Housing Service Review	Date Completed:	17 January 2017		
Directorate / Division responsible for activity:	Crawley Homes	Lead Officer:	Karen Dodds		
Existing Activity	<input type="checkbox"/>	New / Proposed Activity	<input type="checkbox"/>	Changing / Updated Activity	<input checked="" type="checkbox"/>

What are the aims / main purposes of the activity? (Why is it needed? What are the main intended outcomes?)

The Sheltered Housing Service is an accommodation based service providing an enhanced housing management service to tenants in sheltered properties. There is a qualifying age set for tenants of over 60 or over 55 if there are medical grounds for needing such accommodation. For a number of years the service has also provided services under contract from West Sussex County Council who supplied "supporting people" funding which was to provide an element of housing based support. The purpose of Supporting People funding was to help vulnerable people live independently. In accessing sheltered housing tenants became eligible for this funding without any further assessment of vulnerability. This funding regime has been significantly cut and WSCC have already taken the decision to withdraw accommodation based support (i.e. the eligibility from accessing sheltered housing).

The sheltered housing service has been undergoing a systems thinking review and as part of this a significant amount of duplication has been observed within the current system. The report references the fact that a substantial proportion of sheltered tenants do not want to access the sheltered service but are only interested in accommodation, and of those that do access it the majority are healthy and fit. Of those who can be classed as vulnerable and in need of additional support part of the sheltered service is duplicating services provided from the social care system.

The policy change required is therefore to move from accommodation based services to a service based on needs. This will also extend the floating support service to assist more older people in general needs accommodation who by reasons of increasing age may be classified as vulnerable.

What are the main actions and processes involved?

The proposals are to remove the aspects of the service that have not been seen to provide benefit for tenants and are based on incorrect assumptions regarding vulnerability. Instead there is a proposal to base the service on customer needs and extend the service for older people beyond sheltered housing accommodation and in to general needs accommodation. The impact for those in need is therefore positive as more older people with housing based needs can be supported.

Who is intended to benefit & who are the main stakeholders? (e.g. tenants, residents, customers or staff. How will they benefit?)

Tenants of Sheltered Schemes

For those tenants who are assessed as vulnerable the support service will be tailored to their needs.

It is intended to provide a more modern service provision to the integral sheltered schemes. Those moving in to the dispersed scheme generally are trying to access accommodation only and are not interested in the sheltered service itself. These people actively do not want this service and the proposals will ensure that there is a provision of older persons' accommodation only.

Tenants in general needs

Currently a small number of tenants in general needs accommodation are assisted with additional housing management services. The proposal will enable more older/vulnerable tenants to be assisted and will also enable staff to carry out visits to older tenants to ensure that they are living well.

Staff

The role has previously been relatively isolated and therefore service provision can be inconsistent. Moving forwards the role will be based within a team structure to enhance the opportunity for discussion and joint decision making. The role will become more dynamic and creative in providing the best response to customer needs.

Have you already consulted on / researched the activity? (What consultation has taken place & what were the key findings?)

What evidence already exists? Are there any gaps that need further investigation? What still needs to be done?)

All tenants in sheltered housing have been informed of the decision taken by WSCC to remove the accommodation based support funding. Significant work has been undertaken by the review team who have analysed 2300 customer demands in order to understand what benefits customers the most. The review of the service has shown that most people going in to sheltered housing do not want the sheltered service but are only interested in accommodation. Conversely, there is an unmet need for tenancy based support in general needs accommodation where a significant number of households (2254 over 60 years and 560 over 80 years) do not receive any additional housing services.

Consultation has been undertaken by discussing the service changes with each individual tenant. The results of this consultation so far have been reasonably positive, with the majority of the tenants visited not expressing any concerns or worries about the changing service.

Impact on people with a protected characteristic (What is the potential impact of the activity? Are the impacts high, medium or low?)		
Protected characteristics / groups	Is there an impact (Yes / No)	If Yes, what is it and identify whether it is positive or negative
Age (older / younger people, children)	Yes	<p>Sheltered housing is reserved for people over the age of 60 (or 55 for those with a qualifying medical need). The accommodation has enabled any resident to receive housing support paid for through the Supporting People funding. This has been withdrawn through a decision already made by West Sussex County Council. Since this decision the service has continued to be funded through CBC's Housing Revenue Account until such time as proposals could come forward which could provide a service based on need.</p> <p><u>Positive Impact</u> The proposal is to provide a service to those who have a need for it irrespective of the type of accommodation they live in and therefore more people who are assessed as vulnerable will benefit from the service.</p> <p><u>Negative Impact</u> For those people currently in sheltered housing who have become accustomed to the current type of interaction with scheme managers there may well be a consideration that there is a reduction in service provision. However, the policy does not discriminate against people based on the age characteristic as the assessment will be a needs based approach and therefore those assessed as being vulnerable (either temporarily or permanently) will be provided with housing support. In addition, a visiting service has been offered to those in sheltered housing to mitigate the impact of the removal of the morning call service. A key safe will be provided to any tenant who considers they will need access for the emergency services (which is currently provided by the Out of Hours Scheme Managers).</p>
Disability (people with physical / sensory impairment or mental disability)	Yes	<p>There is an expectation that some tenants will develop physical/sensory or mental impairment through increasing age. Of the current tenants in sheltered housing 73 have been assessed as having some sort of vulnerability. The numbers in general needs</p>

		<p>accommodation are not known as currently these tenants are not visited on a regular basis.</p> <p><u>Positive Impact</u> The service will be able to assist those people living in general needs accommodation who through increasing age are living with disabilities, and an enhanced housing management service can be provided to ensure that they access relevant services for their needs. A support service will continue to be offered to those tenants in sheltered accommodation who are considered to be vulnerable.</p> <p><u>Negative Impact</u> For those whose increasing age means they become vulnerable there should be no negative impact as the service will be provided.</p>
Gender reassignment (the process of transitioning from one gender to another.)	No	<p><u>Positive Impact</u></p> <p><u>Negative Impact</u></p>
Marriage & civil partnership (Marriage is defined as a 'union between a man and a woman'. Civil partnerships are legally recognised for same-sex couples)	No	<p><u>Positive Impact</u></p> <p><u>Negative Impact</u></p>
Pregnancy & maternity (Pregnancy is the condition of being pregnant & maternity refers to the period after the birth)	No	<p><u>Positive Impact</u></p> <p><u>Negative Impact</u></p>
Race (ethnicity, colour, nationality or national origins &	No	<u>Positive Impact</u>

including gypsies, travellers, refugees & asylum seekers)		<u>Negative Impact</u>
Religion & belief (religious faith or other group with a recognised belief system)	No	<u>Positive Impact</u> <u>Negative Impact</u>
Sex (male / female)	No	<u>Positive Impact</u> <u>Negative Impact</u>
Sexual orientation (lesbian, gay, bisexual, heterosexual)	No	<u>Positive Impact</u> <u>Negative Impact</u>

Whilst Socio economic disadvantage that people may face is not a protected characteristic; the potential impact on this group should be also considered	Yes	<p>The allocation of social housing is for those people who could be considered to already be disadvantaged. The allocation of social housing is not dealt with by this policy change as it only affects those people who have already accessed social housing, however, older people who are no longer working could be considered to be increasingly disadvantaged.</p> <p><u>Positive Impact</u> - those people who require more assistance through housing related support will be assisted.</p> <p><u>Negative Impact</u> – there should be no negative impact as the service will be based on needs.</p>
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What evidence has been used to assess the likely impacts? (e.g. demographic profiles, research reports, academic research, benchmarking reports, consultation activities, staff surveys, customer surveys, public surveys, complaints, grievances, disciplinary cases, employment tribunal cases, ombudsman cases, media reports)

As above a systems thinking review has been undertaken by the sheltered housing staff. A small team was formed in September 2015 to carry out the review which as previous initially analysed 2300 customer demands and followed what actually resulted from them. This check phase found that there was a significant amount of duplication in the way the service is currently delivered with a standard service provided to any resident in sheltered housing irrespective of need. Redesigning the service is still ongoing but will include individual discussions with all residents in sheltered housing, as well as visits to older people in general needs accommodation.

What resource implications are there to deliver actions from this EIA? (Quantify: people, time, budget, etc.)

The actions will be delivered by the existing sheltered housing team.


Outcome following initial assessment

Does the activity have a positive impact on any of the protected groups or contribute to promoting equality, equal opportunities and improving relations within target groups?	Yes	More older people will be assisted than those simply living in sheltered accommodation.
Does the activity have a negative impact on any of the protected groups, i.e. disadvantage them in any way.	No	All older people with a need for housing based support will be assisted once identified.

Decision following initial assessment			
Continue with existing or introduce new / planned activity	Yes	Amend activity based on identified actions	No

Action Plan (Has the EIA identified any positive or negative impact on any of the protected groups which requires action? E.g. adjustments to the approach or documents, changes to terminology, broadening parameters of policy, etc. If so record any actions to be undertaken and monitored)			
Impact identified	Action required	Lead Officer	Deadline
The service will be changed to incorporate a floating support service for older tenants in general needs housing.	Staff consultation on revised working. Review of working practices to incorporate a method of identifying needs of tenants living in general needs accommodation	Penny Gallagher/Becky Pearce	September 2017

Monitoring & Review	
Date of last review or Impact Assessment:	N/A
Date of next 12 month review:	March 2018
Date of next 3 year Impact Assessment (from the date of this EIA):	March 2020

Date EIA completed:	8 March 2017
Signed by Person Completing:	

Date Sent to HR and Equalities Team:	8 March2017
Approved by Head of Service:	N/A

NB – The original signed hard copy & an electronic copy should be kept within your Department for audit purposes. Send an electronic copy to the OD Officer in HR & Development. Also, please complete the summary document overleaf. This will be included on the Council's website.

The EIA Toolkit provides guidance on completing EIAs & HR&D can provide further advice.

Crawley Borough Council Equality Impact Assessment



Completed Equality Impact Assessment	Key findings	Future actions
<p>Directorate / Division:</p> <p>Function or policy name:</p> <p>Officer completing assessment (Job title):</p> <p>Date of assessment:</p>	<ul style="list-style-type: none"> • Crawley Homes <p>Sheltered Housing</p> <p>Karen Dodds Head of Crawley Homes</p> <p>17 January 2017.</p>	<ul style="list-style-type: none"> • Implementation of systems thinking re-design

Irrecoverable Debts 2016/2017

Report of the Head of Finance, Revenues and Benefits, **FIN/410**

1. Purpose

- 1.1 The purpose of this report is to obtain approval to write-off a debt that is considered to be irrecoverable and exceed the delegated limit of £50,000 per write-off. A summary of debts to be written-off under delegated powers is also set out in the report.

2. Recommendations

- 2.1 Cabinet is recommended to approve the write-off of the Business Rates debt as set out in the report (Paragraph 5).

3. Reasons for the Recommendations

- 3.1 The Council's Constitution necessitates amounts exceeding £50,000 requiring write-off to be approved by the Cabinet.

4. Background

- 4.1 During the financial year 2016/2017, the Council is due to collect around £300 million in business rates, council tax, rents and other charges for services provided. There is a set period of time, according to the type of debt, in which the debt should be paid to the Council. If payment is not received within this period, debt recovery action is started, appropriate to the type of debt
- 4.2 At all stages of debt collection the Council seeks to enter into a dialogue with the debtor and provide advice (for example on housing benefit) and where to obtain external debt advice. Disappointingly, many debtors fail to respond to correspondence. This is true of all types of debt from both individuals and businesses. Personal visits may be undertaken in some cases.
- 4.3 Despite robust procedures being taken, some debts remain unpaid and prove to be irrecoverable. Reasons for this include bankruptcy, being unable to trace the debtor despite the use of tracing agents, death of a debtor where there is no estate, or uneconomic to collect for small balances.
- 4.4 Under the current scheme of delegation within the Council's Constitution, the Leader of the Council is delegated with the function of approving the writing-off of irrecoverable debts up to £50,000 and the Head of Finance, Revenues and Benefits is delegated with the function of writing off debts not exceeding £2,500. All other debts require write-off approval by the Cabinet.
- 4.5 In accordance with the Council's Financial Procedure rules, Legal constraints and Audit Commission guidelines, Councils are required to regularly review any

outstanding debts and write off irrecoverable balances. The Council has been encouraged to avoid keeping debts 'on the books' without a realistic prospect of recovery.

5. Debt requiring approval for write-off

- 5.1 The debtor with arrears in excess of £50,000 requiring write-off, totalling £78,289.36 is shown in the following table. This debt is in respect of unpaid Business Rates:-

Name & Address	Reason	Total £
Make it Fashion Ltd 76/77 County Mall	Company Dissolved	78,289.36
		78,289.36

- 5.2 The company in the table above has ceased trading and it is extremely unlikely that any significant proceeds will be recovered. The outstanding debts have been fully investigated and legal advice has been sought but due to the circumstances they are considered irrecoverable. Any monies received for debts that have been authorised for write-off are written back onto the debtor's accounts.
- 5.3 The business rates retention scheme was introduced in April 2013. Under the scheme local authorities receive a share of any growth in business rates, but equally have to share the burden if business rates fall. For 2016/17, the Council is showing that business rates for the year are slightly higher than the baseline set by the government. As such, the Council is due to pay a levy on the rates retained above the baseline. Any reductions in business rates from write-offs would reduce the retained rates, but also reduce the levy payable. The net impact is a cost to the General fund of 20% of all write-offs.

6. Other Debts Written-Off Under Delegated Powers

- 6.1 The Council's Constitution allows the Leader and the Head of Finance, Revenues and Benefits to write-off debts up to the value of £50,000 and £2,500 respectively. The following table provides the Cabinet with a summary of other debts that have been written off under delegated powers during the financial year 2016/2017, sums had been set aside within the council's financial accounts to allow for bad debts:-

	Debt up to £2,500	Debt £2,501 to £50,000	Total £
Rent Deposits	74,775.14		74,775.14
General Debts	5,580.09	17,789.54	23,369.63
Housing Rents	48,741.45	25,166.73	73,908.18
Garages	66,080.15		66,080.15
Hostels	2,845.33		2,845.33
Bed & Breakfast	130,825.11	34,536.59	165,361.70
Overpaid Benefit	42,491.25	43,287.73	85,778.98
Council Tax	166,994.91		166,994.91
Business Rates	13,087.72	299,259.09	312,346.81
Commercial Properties		26,631.29	26,631.29
TOTAL	551,421.15	446,670.97	998,092.12

- 6.2 In 2010 an amount of £35,000 in respect of lease rent arrears was written off. This year when the property was sold we received £30,000 as the Council had registered a charge against the property.

7. Information & Analysis Supporting Recommendation

- 7.1 The action taken on each debt will depend on the nature of the debt and the debtor as set out in the Council's Corporate Debt policy. However, no debt is written off without good reason and all write-offs are subject to potential audit to ensure adherence to Council processes.
- 7.2 While every effort is made to maximise income, some irrecoverable debts will occur. The amounts to be written off are within the expected range for non recoverable debts and are within the budgeted provision.

8. Implications

- 8.1 Sufficient provision has been made within the Council's accounts to cover the cost of the write-offs detailed in the report and therefore writing off these debts will not affect the Council's financial position. There are no legal implications arising from this report.

Report author and contact officer: *Steve Blacktop, Income Control officer 01293 438316.*