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To: MEMBERS OF THE HOUSING COMMITTEE
Councillors Pursehouse (Chair), Lockwood (Vice-Chair),
Evans, Gaffney, Groves, Hammond, Montgomery,
Robinson, Shiner, Stamp and Swann

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01883 722000

Substitute Councillors: Lee, Moore, O'Driscoll and Pinard

C.C. All Other Members of the Council

9 November 2022

Dear Sir/Madam

HOUSING COMMITTEE THURSDAY, 17TH NOVEMBER, 2022 AT 7.30 PM

The agenda for this meeting of the Committee to be held in the Council Chamber, Council Offices, Station Road East, Oxted is set out below. If a member of the Committee is unable to attend the meeting, please notify officers accordingly.

Should members require clarification about any item of business, they are urged to contact officers before the meeting. In this respect, reports contain authors' names and contact details.

If a Member of the Council, not being a member of the Committee, proposes to attend the meeting, please let the officers know by no later than noon on the day of the meeting.

Yours faithfully,

David Ford
Chief Executive

AGENDA

- 1. Apologies for absence (if any)**
- 2. Declarations of interest**

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- (i) any Disclosable Pecuniary Interests (DPIs) and / or
- (ii) other interests arising under the Code of Conduct

in respect of any item(s) of business being considered at the meeting. Anyone with a DPI must, unless a dispensation has been granted, withdraw from the meeting during consideration of the relevant item of business. If in doubt, advice should be sought from the Monitoring Officer or her staff prior to the meeting.

- 3. Minutes of the meeting held on 4 October 2022 (Pages 3 - 8)**

To approve as a correct record.

- 4. To deal with any questions submitted under Standing Order 30**

5. Homelessness Prevention and Rough Sleeping Strategy 2019-2023 Action Plan Update - November 2022 (Pages 9 - 26)

6. Quarter 2 2022/23 Budget Monitoring - Housing Committee

7. Any urgent business

To consider any other item(s) which, in the opinion of the Chair, should be considered as a matter of urgency – Local Government Act 1972, Section 100B(4)(b).

8. To consider passing the following resolution to exclude the press and public

That members of the press and public be excluded from the meeting for agenda item 9 under Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

- i) it involves the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part 1 of Schedule 12A of the Act; and
- ii) for the items the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

9. Contract Update: Caterham on the Hill developments

TANDRIDGE DISTRICT COUNCIL

HOUSING COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 21 June 2022 at 7:30pm.

PRESENT: Councillors Pursehouse (Chair), Lockwood (Vice-Chair), Evans, Gaffney, Hammond, Montgomery, Robinson, Shiner, Stamp, Swann and O'Driscoll (Substitute) (In place of Groves)

PRESENT (Virtually): Councillor Groves

ALSO PRESENT (Virtually): Councillors Allen and Moore.

34. MINUTES OF THE MEETING HELD ON 24 MARCH 2022

The minutes were approved and signed as a correct record.

35. MINUTES OF THE MEETING HELD ON 26 MAY 2022

The minutes were approved and signed as a correct record.

36. COUNCIL HOUSE BUILDING PROGRAMME - WARREN LANE / THE DEPOT

The Committee received a report seeking approval for a potential new scheme at the Warren Lane depot site, Hurst Green. The scheme would involve the re-designing of the existing site to rationalise it and free up approximately half it to develop up to 22 homes for families on the Council's housing register.

Officers confirmed that the site is used by Council officers and contractors, and that they would work closely with colleagues to ensure there would be no impact on services. Residents and Ward Members had been informed and a public consultation was planned.

In response to questions from Members, it was confirmed that:

- If phase 2 development were to take place, these dwellings would also be for families on the Council's housing register.
- In relation to recommendation B, the effect of appropriation was to remove the threat of an injunction where the proposed development may impact on third-party rights, including any third party rights which are currently unknown.
- The £80,000 sought for the project would cover the whole site up to planning pre-application advice. While re-designing the depot, the consideration of the functions moving to another location and the remaining area of the site used for housing as phase 2 will be considered. The re-provision of office space as a modular, moveable building will be looked at. The re-routing of the public sewer will avoid re-routing into the area of phase 2 housing development. These costs would come out of a full budget, if approved, not the initial £80,000.

- Drainage consultants would be appointed to provide expert advice on flood mitigation.
- If offices could not be reallocated on the site, staff would be moved into the Council offices.
- The public consultation would be in relation to phase 1 of the project only.

RESOLVED – that:

- A. Officers prepare proposals for and seek pre-application planning advice for the redevelopment of part of the Warren Lane depot site for up to 22 new affordable dwellings; the rationalisation of the depot site
- B. A budget of £80,000 be approved to cover the following pre-application elements:
 - the appointment of an architect, Employer’s Agent and other specialist consultants and surveyors to act for, or advise, the Council; and
 - commissioning any necessary surveys.
- C. Officers be authorised to commence the process of appropriating the land for planning purposes in accordance with Section 122 (1) of the Local Government Act 1972.

37. PRIVATE SECTOR HOUSING ASSISTANCE POLICY

The Committee received a report which outlined details of a proposed new Private Sector Housing Assistance Policy. The policy, which reflected the current priorities of the Council and guidance issued in March 2022, would replace the existing Home Adaption and Improvement Policy once approved. Members were invited to comment on the draft policy and to decide if they wished to submit the policy to a period of public consultation before the final version of the Policy was considered by the Committee in September.

Officers explained that the proposed policy would:

- enable the Council to offer broader grants within the agreed budget envelope, including support for those who have health issues or disabilities exacerbated by lack of heating on the advice of a medical professional or occupational therapist
- include a proposal to negotiate a financial contribution from Housing Associations towards the cost of adaptations to their properties
- provide greater transparency on decision making and using the Council’s Better Care Fund allocation to support Surrey County Council’s Community Equipment Service and the Council’s Handyperson Service
- provide a robust means of administering assistance for any future increase to Disabled Facilities Grants from the Government.

Members considered the report and draft policy and made the following comments:

- public consultation on the new policy was welcomed

- negotiations with Housing Associations was welcomed, but that there should be consideration around the proposed amounts they would be asked to contribute to adaptations within their properties
- concern around any potential for there to be reduction in the Handyperson Service should discretionary grant funding stop being available. Officers confirmed that the future operating model of the Handyperson service is to be considered as part of the Housing service reviews in accordance with the Future Tandridge Programme
- the Winter Warmth Grant should be referred to as a loan to provide clarity to those applying for it that it must be repaid
- consideration be given to include Alzheimer's and dementia in the list of medical conditions that qualify for Winter Warmth assistance
- there should be a process for accelerated action in urgent circumstances
- the consultation with members be extended to all Members of the Council.

It was confirmed that officers would consider all comments received from Members and decide on incorporating suggestions into the policy. There would be further discussion with individual members if necessary.

RESOLVED – that:

- A. Members be invited to provide feedback on the proposed policy between the 21st June and 8th July 2022;
- B. The draft Private Sector Housing Assistance Policy be subject to a period of public consultation;
- C. Subject to the consideration and appropriate inclusion of Member comments received by the 8th July 2022, the publication of the draft Private Sector Housing Assistance Policy for public consultation be approved.

38. TENANTS INCENTIVE SCHEME

The Committee considered a report which proposed amendments to the Tenants Incentive Scheme. The scheme is designed to encourage Council tenants who are under-occupying family sized accommodation to move to lower demand older persons stock. It was recommended that the scheme be revised to consider inflationary increases and changes in relative demand for properties of particular sizes since the last review 15 years ago. This included the extension of eligibility for the scheme to all one-bedroom properties and two-bedroom properties within the Council's permanent housing stock, extending the scheme to tenants of Registered Providers' properties and an increase in grants.

In response to Member questions, it was confirmed that:

- Those moving within Housing Association properties would be eligible for the scheme
- All the grants in the current scheme were £2,000
- Those with a flexible tenancy with less than 2 years left would not be eligible

- If met, the target of 5 under-occupation transfers in the year would be of considerable help to the housing waiting list

RESOLVED – that the amendments to the Transfer Incentive Scheme as set out in paragraphs 16 and 18 to 20 of the report be agreed, namely that with effect from 1st July 2022:

- A. eligibility for the Scheme will be extended to qualifying assured tenants of Registered Provider (RP) properties in the District providing that the Council has received written confirmation from their landlord that it will be entitled to nominate the new tenant for the resulting vacancy;
- B. eligibility for the Scheme will be extended to tenants moving to all one bedroom properties and two-bedroom properties within the Council's permanent housing stock;
- C. the fixed grant amount payable to applicants transferring under the Scheme a property be increased as follows:
 - a £5,000 incentive grant for tenants moving to one-bedroom or bedsit accommodation; or
 - a £2,000 incentive grant for tenants moving to a two-bedroom property;
- D. budgetary provision for the scheme for 2022/23 be increased from £15,000 to £25,000.

39. HOUSING COMMITTEE QUARTER 4 2021/22 PERFORMANCE REPORT

Members were presented with an analysis of progress against the Committee's key performance indicators (KPIs), together with an updated risk register for the fourth quarter of 2021/22 and an update on the Council's House Building programme. Officers explained that five of the KPIs had not been met. Narratives were provided in appendix A to the report outlining the reasons for these KPIs not meeting target.

In response to Member's questions, it was confirmed that:

- The reconciliation issues between the Council's housing management system and its finance system had been resolved. Data was provided in the report for Q4. Work needed to be completed to extract data for Q2 and Q3. This would be circulated to the Committee by mid-July.
- Orchard were conducting a health check of the system. The risk H1 was still regarded as high whilst past Quarters were to be reconciled but it was expected this would be reduced following conclusion of the health check.
- The Council were addressing KPI HO5 Number of People in Urgent Need on the Housing Register through the Housing Strategy and the Homeless and Rough Sleeping Strategy. Updates were brought to the Committee throughout the year.
- The situation with the Council's gas contract had not changed since it was last reported to Committee in March.
- In relation to HO10A and HO10B, a survey was posted to residents following the completion of responsive repairs. There was a low response rate and consideration

would be given to despatching this electronically following the completion of the Orchard health check.

RESOLVED – that the Quarter 4 2021-2022 performance and risks for the Housing Committee be noted.

40. URGENT BUSINESS - GARAGE IN ALEXANDRA ROAD, WARLINGHAM

A report in respect of the item, recommending the sale of the leasehold of the garage, had been circulated in writing to the Committee prior to the meeting. The Chairman considered it necessary for the Committee to receive the item in view of the progress made towards selling the leasehold and the need for the matter to be determined by Full Council in accordance with the delegation arrangements within the Constitution.

The Committee resolved to move into 'Part 2' for this urgent item of business in accordance with Paragraph 3 (information relating to financial or business affairs) of Part 1 of Schedule 12A of the Local Government Act 1972 and as the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

The Committee discussed the details of the proposed disposal.

COUNCIL DECISION
(subject to ratification by Council)

RECOMMENDED – that the garage property is disposed of on such terms as the Executive Head of Communities agrees, in consultation with the Chair and Vice Chair of the Housing Committee.

Rising 8.52 pm

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Homelessness Prevention and Rough Sleeping Strategy 2019-2023 Action Plan Update - November 2022

Housing Committee Thursday, 17 November 2022

Report of: James Devonshire – Head of Housing

Purpose: For information

Publication status: Unrestricted

Wards affected: All

Executive summary:

The Committee adopted the Homelessness Prevention and Rough Sleeping Strategy 2019-2023 and accompanying Action Plan in June 2019. This report provides an update to the Committee on the progress made in delivering the action plan for the third year.

This report supports the Council's priority of:

- Building a better Council
- Creating the homes, infrastructure and environment we need
- Supporting economic recovery in Tandridge

Contact officer David Gray Resident Support Lead Specialist
dgray@tandridge.gov.uk

Recommendation to Committee:

That the Committee notes the contents of this report and progress made to date

Reason for recommendation:

It was agreed upon adoption of the Housing Strategy and accompanying Action Plan on 20 June 2019 for the Action Plan to be reviewed on an annual basis. This is the third annual review since adoption of the strategy and action plan.

Introduction and background

- 1 A local authority is required under Section 1(4) of the Homelessness Act 2002 ('HA 2002') to undertake a review of homelessness within its area every five years and, based upon that review, formulate an effective prevention strategy.
- 2 The Council's current Homelessness Prevention and Rough Sleeping Strategy 2019- 2023 was adopted by members of the Housing Committee on 20 June 2019. The Strategy and accompanying Action Plan sets out the Council's vision and key priorities, and the actions to be taken to address homelessness and rough sleeping in its District over the next five years.
- 3 The Strategy contains the following three strategic housing objectives which will be achieved through the actions set out in the accompanying Action Plan:

Strategic Objective 1: Spread the word: Raising awareness of the advice and support available;

Strategic Objective 2: What works: Identifying the top causes of homelessness and developing innovative housing solutions, including building more homes;

Strategic Objective 3: More effective together: Developing strong integrated partnerships.

- 4 Appendix A is the accompanying Action Plan that sets out the steps necessary to achieve the aims of the Strategy. This has been amended to include an update on the progress made in the year since adoption of the strategy. The Action Plan will continue to be reviewed on an annual basis.

Update to the Action Plan

- 5 The specific actions within the Action Plan in Appendix A are identical to those within the Action Plan in the Homelessness Prevention and Rough Sleeping Strategy approved by Members in 2019. However, the layout and presentation has been reorganised to show, more clearly, when each action is due and the progress against it.
- 6 The Council continues to progress well with the actions set out in the Homelessness Prevention and Rough Sleeping Strategy, with most actions on or ahead of target. Among the more notable actions to have been achieved so far are:
 - Significant development of multi-agency work to address and prevent rough sleeping and homelessness across the County;

- the creation of a Navigator role within the East Surrey Outreach Service (ESOS) to work with the most complex clients;
 - the appointment of a full-time Private Sector Access Scheme (PSAS) Officer, leading to a significant increase in the number of clients assisted through the Scheme;
 - Domestic Abuse Act Grant funding being utilised to significantly improve and expand the work and scope of the East Surrey Sanctuary Scheme
 - Domestic Abuse Act Grant funding being utilised to create 4 Housing Independent Domestic Violence Advocate roles to work with survivors of DA across Surrey;
 - Joint initiatives with other councils and Public Health to enable a supported housing provider to purchase accommodation for use as move-on accommodation for former rough sleepers.
- 7 The Government has previously made its commitment to ending rough sleeping. In this regard, in recent years, it has made significant funding available to local housing authorities to support their activities to achieve this. In partnership with other councils across Surrey and, particularly, East Surrey, the Council has been able to bid successfully for funding under a number of these funding streams.
- 8 Among the notable achievements in our work to address rough sleeping are the creation and consolidation of a Navigator role within the East Surrey Outreach Service (ESOS) to work with the most complex clients, funding being secured to provide assessment beds for former rough sleepers working with ESOS, a successful bid for grant funding under the Accommodation for Ex-Offenders (AFEO) Scheme to improve access for these clients to private rented sector, the acquisition by Transform Housing of a move-on property for rough sleepers as well as a further property to operate on a Housing First model.
- 9 As a result of this work and the increased funding provided by DLUHC, the Council has been able to be far more proactive in its work with rough sleepers and other single non-priority homeless clients. This has led to the development of a far more inclusive service offer for these clients.
- 10 The emphasis on prevention is not new but the Homeless Reduction Act 2017 introduced new challenges and a requirement for much greater co-operation across agencies. Significantly improved joint working with other statutory services across Surrey, which initially arose from multi-agency responses to the COVID Pandemic, has continued. Representatives from each of the Surrey housing authorities now meet fortnightly with Public Health colleagues to brief each other on developments and to explore options for joint working. This work has led to the launch of the Homelessness and Rough Sleeping Multi Agency Group, the Bridging the Gap Project, development of the Surrey Adults Matter (SAM) Process, Joint PSHE / SCC bids for funding through the Changing Futures Programme, as well a number of other initiatives.

- 11 All Tier 1 and Tier 2 local authorities received funding from the Government to support their new duties, under the Domestic Abuse Act 2021, to provide safe accommodation for survivors of domestic abuse. Across Surrey, it was agreed that a significant proportion of this funding should be utilised to:
 - Expand the number of sanctuary schemes that are delivered to enable survivors and their children can stay safely in their own home where appropriate to do so
 - Ensure that those in sanctuary have access to specialist support services in line with the Domestic Abuse Act 2021 through expanding the capacity of Surrey’s specialist DA Outreach services
 - Increase the options for survivors to stay safe in their own home where they have local connections and support networks and reduce the onus on them to need to move home.
- 12 Through this initiative, Surrey County Council are providing significantly increased funding to the four DA outreach providers across the County to cover the capital costs of sanctuary works. Each District and Borough has agreed to provide use a fixed amount of their Domestic Abuse Act Grant to each fund four full-time Housing IDVAs (Independent Domestic Violence Advocates) and four part-time sanctuary scheme co-ordinators. Housing IDVAs are being managed and recruited through DA Outreach services and will collaborate with Districts and Boroughs to support the needs of survivors in safe accommodation.
- 13 Unfortunately, there are a small number of actions where progress is, behind schedule. Reasons for these delays, which primarily relate to the Covid-19 pandemic, are provided in the commentary column in the plan. In one case, the proposed action has had to be abandoned because the Government funded programme that it related to has been discontinued.
- 14 It should be noted that the strategy is a five-year plan and therefore there are a small number of actions that have not commenced or been progressed yet. These specific actions are still due to be undertaken during the life of the strategy.
- 15 There are a number of actions that are recorded as ongoing for the life of the strategy. These actions reflect some of the resourcing commitments that were made within the strategy and will be reported on annually to demonstrate compliance.

Key implications

Comments of the Chief Finance Officer

The costs of running and managing the scheme will remain within the boundaries of the grant received from government. However, as the changes in the country’s financial situation take effect, then we may be called on more to support and help a larger volume of new cases. This could impact on resources

and also on additional costs for emergency accommodation. This has to be carefully managed to ensure that we keep within the boundaries of the grant we receive.

Comments of the Head of Legal Services

The Council holds a statutory homelessness duty under the Homelessness Reduction Act 2017. The legislation places a duty on the Council so that everyone who is homeless or at risk of homelessness has access to meaningful help as long as they are eligible for assistance. Councils must try to prevent people from becoming homeless in the first place.

In order to ensure the legality/enforceability of homelessness decision made under Section 184 - statutory homeless applications, the Council is required to have an up to date strategy in place based on a homelessness review which takes place at least every 5 years.

The team delivering the strategy and homelessness services, operate within a complex environment that is reliant on support services, private sector landlords, the voluntary and community sector etc. This creates inherent risk in the delivery of the service, where increasing difficulties for clients in their ability to access suitable affordable housing in both the private and social housing sectors, as well as any inefficiencies in prevention activities and other key services, could lead to increase temporary accommodation costs.

Equality

The Strategy is intended to have a positive impact on all groups with protected characteristics through appropriate initiatives and responses to reduce and prevent homelessness. A full Equalities Impact Assessment was undertaken during the development of the Strategy and is available on request.

The Homelessness Prevention and Rough Sleeping Strategy primarily impacts on homeless people who are often among the most vulnerable people in the District. Homeless people are disproportionately overrepresented in all the groups with protected characteristics. On completion of the Equalities Impact Assessment, no negative impacts were identified as a result of this strategy.

Climate change

It is not considered that this report contains any proposals that will significantly impact the Council's ability to take action on climate change and hit its target of net zero carbon by 2030.

Appendices

Appendix A – Housing Strategy Action Plan Update Year 3

Background papers

None

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Priority 1 : Spread the word

Ref.	Action	Who	Reported to	Year	When	Resources	Outcome	Status Green - On track Amber - Issues identified Red - Serious issues identified Blue - Completed/abandoned	Commentary and annual update
1	Ensure the Resident Support Service works more effectively with the inhouse Communications Team to use marketing campaigns to promote different aspects of the service.	R. S. Lead Specialist, R. S. Specialists, Communications Specialist	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Any costs associated with increased marketing activity will need to be built into the Council's budget.	Greater awareness of the help and support available with housing exists across the District.	GREEN	A marketing campaign for shared ownership was implemented. Magazine articles on the Homelessness Strategy and joint working arrangements with Job Centre Plus were published. An article for the Tandridge Magazine Summer Edition has been prepared covering the launch of the Homelessness Forum. During the Pandemic, regular liaison took place to publicise temporary service access arrangements and the additional support available, as well as contributing to the COVID-19 Infographic produced by the Council. The Communications Team were involved in the specification and design of the content on the new customer portal on Tandridge Home Choice.
2	Ensure partnerships are working effectively to promote the service and explore new ways of working with new partners to promote the service to a wider range of people, for example, by working closely with Health.	Director of People R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within identified staff costs	Synergy and value for money is achieved through partnership working which prevents homelessness and achieves good outcomes for vulnerable people.	GREEN	Joint bid for Surreywide Rough Sleeping / Mental Health funding developed with Public Health England. Arrangements established for Job Centre Plus to host a surgery once a week at TDC Offices. Arising from multi-agency responses to the COVID Pandemic, significantly improved joint working was implemented across County during 2020/21. This has led to development of the Surrey Adults Matter (SAM) Process, the launch of the Multi Agency Group, the Bridging the Gap Project, Joint PSHE / SCC bids for funding through the Changing Futures Programme, as well a number of other initiatives.
3	Collate various data, including website analytics to determine the efficacy of the information provided regarding housing options.	R. S. Lead Specialist R. S. Specialists, Communications Team	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Housing Committee Housing Project Board	Changes implemented by 2022. Then ongoing for the life of the strategy	AMBER	Not progressed yet but the service is actively participating in developing the digital business case for the Future Tandridge Programme to capture where the application of the technology being considered (Customer Account, chatbots, proactive messaging/contact with residents) can add value, which is being taken forward during 2022/23
4	Research where people go for help before approaching the Council for assistance to enable improved targeting of promotional material and advice and explore option for mystery shopping to continue to improve service delivery.	Resident Support (R. S.) Lead Specialist Resident Support (R. S.) Specialists Customer Services	Housing Project Board	YR 3	end of Q4 20-21	Identified within current staff resources	New opportunities are identified to communicate information about the help available. Effective referral pathways are developed. People experiencing housing problems can access advice at the earliest opportunity.	GREEN	Analysis of data provided via Duty to Refer referrals has been used to identify the main referral agencies. Housing options assessment form also now captures how client heard about our service and where they first went to for advice.
5	Use Mosaic data to understand demographic and behavioural trends and preferences in service user communication and identify new ways of communicating with customers. This could include a Tandridge Housing app, chat bots or Skype for Business.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	The potential development of software may require funding to be built into Council budgets otherwise will be within current identified staff resources	A greater variety of different ways of interacting with customers are explored and implemented, improving the accessibility of the service.	GREEN	On schedule. However, TDC has made decision not to renew Mosaic licences so this action cannot be progressed as originally intended. However, the benefits of new working practices and methods of communication adopted during the COVID pandemic will be fully considered and maintained /developed, as appropriate. The service is also actively participating in developing the digital business case for the Future Tandridge Programme to capture where the application of the technology being considered (Customer Account, chatbots, proactive messaging/contact with residents) can add value, which is being taken forward during 2022/23
6	Introduce motivational interviewing for relevant staff.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing resources	A person centred approach is taken with homeless people with complex needs to empower them to effect positive change in their lives and engage with the help available.	AMBER	Not progressed previously due to Covid but will be developed and delivered during 2022/23

7	<p>1) Build closer relationships with LGBTIQ+ services operating in the district and work with them through the relaunched Homelessness Forum to explore</p> <p>2) training for staff on LGBTIQ+ issues and awareness;</p> <p>3) Revisiting wording on diversity data collection questionnaires and exploring ways to encourage greater disclosure in the future;</p> <p>4) Exploring what visible signs of inclusion the Council could use in the way services are delivered.</p>	Specialist Manager R. S. Lead Specialist R. S. Specialists Head of Communications and Customer Experience	Housing Committee Housing Project Board	YR 4	Changes implemented by end of Q4 21-22. Then ongoing for the life of the strategy	Within identified staff resource and budget	Services provided are welcoming, safe and inclusive. People who identify as LGBTIQ+ feel able to declare their identification for diversity monitoring purposes to enable tailored support to be delivered. The Council is compliant with statutory Equality Act duties.	AMBER	Not progressed previously due to Covid but will be delivered during 2022/23
8	Contribute towards the development of the Council's Digital Strategy	Head of Communications & Customer Experience Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 5	By the end of the life of the strategy	Within existing staff resources	Homeless people are able to access the help and support they need on line where appropriate for them to do so.	GREEN	On schedule with respect to delivery date.
9	Review the housing advice and information area on the website and explore the use of explainer clips.	Head of Communications & Customer Experience R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 5	By the end of the life of the strategy	Mainly within identified staff costs with the potential for some software costs that need to be build into the Council's budget.	Homeless people are able to access the help and support they need on line where appropriate for them to do so.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23
10	Develop the housing advice and information literature that is available by using behavioural insights to achieve service improvements, efficiencies and improved outcomes for homeless people.	Head of Communications & Customer Experience R. S. Lead Specialist R. S. Specialists Case Services Team Leaders Case officers	Housing Project Board	YR 5	By the end of the life of the strategy	Within identified staff costs	People with housing problems are given effective information about housing and the help that is available.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23

Priority 2 : What works

Ref.	Action	Who	Reported to	Year	When	Resources	Outcome	Status Green - On track Amber - Issues identified Red - Serious issues identified Blue - Completed/abandoned	Commentary and annual update
1	Support the objectives in the Housing Strategy that facilitate the delivery of more affordable housing.	Director of People Specialist Services Manager R. S. Lead Specialist Housing Development Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within identified staff resources	Opportunities to deliver affordable housing to rent and to buy are maximised.	GREEN	Regular liaison with the Council's Development Team has continued , which has helped to bring new TDC & Registered Provider (RP) schemes forward. New TDC schemes are planned in Hurst Green & Blindley Heath to provide additional family housing. There is currently an active programme of RP development, including a site in Caterham, which will provide 48 units of affordable housing.
2	Evaluate options for creating a Council lettings Agency, investing in private sector leasing or other vehicle to make private rental properties available to homeless households. This includes exploring working with the Council's Housing Company to do this	R. S. Lead Specialist Lead Housing Development Specialist R. S. Specialists Case Services Team Leaders Case Officers	Housing Committee Housing Project Board	YR 3 - YR 5	Ongoing for the life of the strategy	Within existing budgets but future growth may be needed to be built into Council budget to meet increased demand	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised. Standards of rented housing in the District are kept high.	GREEN	Initial discussions were held with The Council's Asset Management Team regarding possible use of purchased properties and the role of Gryllus, the Council's Housing Company. However, the action requires substantial resourcing and is unlikely to be viable, in the absence of a fully operational Housing Company. Due to this and Covid 19 pressures, it wasn't possible to progress this action further. This was also picked up as part of the Future Tandridge Programme service review, which established that significant further work was required to establish the current private sector housing market in the District before further consideration could be given. It appears increasingly unlikely that this is a viable action for delivery during the life of this strategy.
3	Provide a rent in advance and rent deposit scheme for people who are homeless or threatened with homelessness.	R. S. Lead Specialist Lead Housing Development Specialist R. S. Specialists Case Services Team Leaders Case Officers	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets but future growth may be needed to be built into Council budget to meet increased demand	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised. Standards of rented housing in the District are kept high.	GREEN	The Council's Rent In Advance / Rent Deposit Bond scheme continues to operate effectively & within allocated budget with more than 30 clients being assisted during each year 2018/19 - 2021/22.
4	Provide Home Improvement Loans of up to £5,000 to alleviate serious disrepair.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Homelessness due to serious disrepair in owner occupied properties is prevented.	GREEN	The Council still continues to offer Home Improvement Loans under the discretionary policy in the Home Adaptation and Improvement Policy. There is one complex case being considered for a loan at present, which involves coordinated work with Surrey County Council and Action Surrey to address significant disrepair. If the loan goes forward, examples of the outcomes of this case will be successful safeguarding, improved health and wellbeing and enabling a disabled person to remain in their home indefinitely, reducing pressure on acute services.
5	Work with Social Services to identify young people who are edge of care, in care and leaving care who are at risk of homelessness.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resources	Homelessness for young, vulnerable people is prevented and they are housed in suitable supported housing, until ready to be rehoused through the housing register.	GREEN	The Surreywide Young Persons / Care Leaver Protocol has been updated to reflect changes in Children's Services structure and those within the Homelessness Reduction Act . Liaison meetings with the relevant teams in SCC's Children's Services are now being held every two months to identify needs and plan to meet future housing requirements of every young person who is looked after or leaving care
6	Undertake home visits where a young person is being excluded from the parents/main carers home or from the home of friend or other relative.	R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within identified existing staff resources	Opportunities to mediate and negotiate a return home are maximised. Homelessness is prevented for young vulnerable people. The rehousing of young people is managed in a safe, planned way.	AMBER	Home visits are being carried out in most cases . However, better recording and monitoring is needed as evidence. This will be progressed in 2022/23.

7	Work closely with the Council's Policy, Projects and Performance Team on matters regarding domestic abuse.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	within existing resources	Knowledge and expertise regarding Domestic Abuse is shared and the Council follows good practice when delivering services to victims of Domestic Abuse.	GREEN	Resident Support Officers continue to attend quarterly meetings of East Surrey Domestic Abuse Working Group. We are participating in work across the County, being led by SCC, on work around the new Domestic Abuse Act, in partnership with the Domestic Abuse Housing Alliance. The Domestic Abuse Housing Alliance undertook an audit of the Council's Domestic Abuse policies and procedures which identified a small number of areas for improvement. An Action Plan has been developed to take improvements forward.
8	Participate in the local MARAC meetings.	R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	MARAC meetings are regularly attended by a dedicated Resident Support Specialist, who also now sits on a Practitioner's Group. Since 2021 MARAC meetings have been held virtually and more frequently (every 2 weeks).
9	Ensure staff receive training on Domestic Abuse matters.	Specialist Services Manager	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Knowledge and expertise regarding Domestic Abuse is shared and the Council follows good practice when delivering services to victims of Domestic Abuse. The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	All Housing Needs / Options staff have received SCC DA Awareness Training or will do so within the first 12 months in post. Arrangements for basic awareness training to be delivered to all staff are also being developed.
10	Offer a Sanctuary Scheme.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	Additional funding for the East Surrey Sanctuary Scheme was identified from Domestic Abuse Act Safe Accommodation Grant with SCC providing funding to cover the capital costs of works for each of 4 Sanctuary Schemes across the County, and TDC, along with the other boroughs and districts using part of their grant allocation to fund a full-time Countywide Housing IDVA (Independent Domestic Violence Advocate) and a part-time Sanctuary Scheme Co-ordinator for each scheme. This has helped ensure the future financial viability of the Sanctuary Schemes and greatly enhanced the depth of work that they can deliver.
11	Monitor the implementation of the Homelessness Reduction Act 2017 and any impacts.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Effective horizon scanning takes place with impacts and challenges identified at the earliest opportunity and mitigation measures put in place.	GREEN	The impact of the HRA on service delivery is continuously and proactively monitored through a variety of methods, including: Weekly meetings with key staff; KPI production / analysis; Analysis of quarterly statutory returns; Quarterly Countywide Housing Needs meetings; Scheduled meetings with reps

12	Contribute towards the development of the Council's Empty Homes Strategy to enable initiatives that provide a return on the Council's investment to improve properties and which benefit homeless households.	Director of People Head of Strategy R. S. Lead Specialist Housing Development Lead Specialist Strategy Specialists R. S. Specialists	Housing Committee Housing Project Board	YR 3	end of Q4 20-21	Within existing budgets	The estimated target set in the Housing Strategy of 20 homes a year is tested to determine whether it is viable and achievable. Steps are in place to bring empty properties in the District back into use. The possibility of linking empty properties returned to use with other Council initiatives such as preventing homelessness is explored and the viability established.	AMBER	At elected members request, commencement of this action was moved to earlier in the Action Plan. Work on this action commenced during 2020 and a briefing paper was provided to elected members in June 2021. A further report will be provided to Housing Committee in January 2022. Owners of all long term empty properties, have been written to and asked to provide information on whether the property is currently being marketed, in the process of renovation for own use or to sell, whether it is used as a second home or whether they would consider renting the property through the Council. Outcomes of which are below: <ul style="list-style-type: none"> • We have received an approximate 50% response rate. • So far only 1 owner is potentially interested in renting through the Council. This property is currently undergoing extensive renovation. Officers will remain in contact. • We have established several links with surrounding authorities and are currently exploring the possibility of joint initiatives, best practice and process. Next Steps: <ul style="list-style-type: none"> • cross-reference with the initial report & send a further letter to those still empty on the second report and the first letter to those new long term empty property owners • Identify funding streams to provide financial incentives and support for owners of empty properties to renovate and repair, to a standard for letting via the Council. • We aim to develop an Empty Homes Strategy / Mission Document during 2023 as this work is now being included within
13	Explore the appointment of a Domestic Abuse Champion in Resident Support Services	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 3	end of Q4 20-21	Within existing resources	Knowledge and expertise regarding Domestic Abuse is shared and the Council follows good practice when delivering services to victims of Domestic Abuse. The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	A Resident Support Specialist has been given this role and will represent our Housing Service on DA matters, including other related actions within this Action Plan
14	Provide an in-house money advice service and evaluate opportunities for joint commissioning of money advice to promote wellbeing by offering services that alleviate debt and associated stresses.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 3	end of Q4 20-21	Internal resources to be identified Commissioning partner to be identified	Individual household incomes are maximised, preventing homelessness. Individual wellbeing is promoted by reducing stress and anxiety as a result of debt. Households experiencing financial stress receive the information and support they need in an effective way and at the earliest opportunity. Synergy and value for money are achieved through joint working.	AMBER	As part of the Customer First transformation, in-house Money Advice Officers were integrated into the Business and Income Team. While the activity and expertise remain within the business, job titles do not. Activity previously completed by the Money Advice Officers is now dispersed throughout the team to ensure a more internal joined up approach with other areas of the Council. Signposting to partner agencies and a close working relationship with Citizens Advice and the Department for Work and Pensions have been developed to ensure financial support for customers.
15	Review the information available regarding Welfare Reform and how it is promoted.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 3	end of Q4 20-21	within existing resources	Households experiencing financial stress receive the information and support they need in an effective way and at the earliest opportunity.	GREEN	In conjunction with Benefits colleagues, the Council's website has been developed to include appropriate information and advice in this regard, including signposting and links to the relevant agencies and Government websites.

16	Undertake research to identify levels of "in work poverty" in the District.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 3	end of Q4 20-21	Within existing resources	Appropriate schemes can be developed to meet the need of households in work but experiencing financial stress and who cannot afford day to day living expenses such as food, heating and housing.	GREEN	Analysis of homelessness application data indicates that at the time of homelessness, around 30% of applicants are not in receipt of any benefits to supplement their earned income. The number of applicants not in receipt of any benefits to meet their housing costs is significantly higher, although in many cases this will be because, at the time of homelessness, the household doesn't have any qualifying housing costs. Officers will continue to provide advice regarding benefit eligibility to all households and refer households for support, where appropriate.
17	Review the Council's approach to identifying fraud and allegations for fraud in Council property.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 4	end of Q4 21-22	Mainly within internal staff resources but some specialist fraud investigation expertise will also be required and will need to be built into the Council's budgets.	The Council's Housing Stock is effectively utilised, maximising the availability of social housing to rent.	AMBER	A Memorandum of Understanding has recently agreed with RBBC for them to deliver a fraud investigation service on our behalf. It is hoped that this service will commence in December 2022.
18	Identify ways to work more closely with schools regarding education on housing and homelessness.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within identified existing staff resources	Young people receive information and advice about housing, so they can plan their futures appropriately and avoid homelessness.	AMBER	Delayed due to COVID. Now being progressed during 2022/23
19	Raise awareness and develop effective pathways for victims and perpetrators of adolescent to parent violence and abuse.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	within existing resources	The extent of APVA is explored and understood in the Tandridge District and a protocol is put in place as required.	AMBER	Delayed due to COVID. Now being progressed during 2022/23
20	Identify opportunities to provide money advice training to both private and social housing tenants.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 4	end of Q4 21-22	Funding any new scheme would need to be built into Council budgets	Appropriate schemes can be developed to meet the need of households in work but experiencing financial stress and who cannot afford day to day living expenses such as food, heating and housing.	AMBER	Delayed due to COVID. Now being progressed during 2022/23
21	Develop efficient workflows, knowledge articles and training to enable the Customer First model for delivering services to be successful.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing resources	Efficiencies in ways of working are achieved. Synergy arising from the Customer First model can be effectively realised. Excellent customer services are provided for residents.	GREEN	Customer First has led to improved co-ordination of key services in homelessness prevention - housing needs, tenancy management, Benefits. More effective case management of initial enquiries has been implemented through Salesforce. Knowledge Articles have been introduced to enable Customer Services Officers to better manage initial enquiries.
22	Review the peer assessment and explore the merit in achieving a level of accreditation under the Gold Standard.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 4	end of Q4 21-22	Within existing resources	The Gold Standard ensures that the services provided to residents are of the highest quality. Achieving recognition highlights the Council as an excellent provider of services to homelessness people.	ABANDONED	Following implementation of the Homelessness Reduction Act in April 2018, the MHCLG designed Gold Standard Programme has now been discontinued in England.
23	Consult with private landlords about the barriers they perceive about working with the Council and accepting a tenant on benefits.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Within identified staff resources	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23
24	Reach out to private landlords' fora to see if it is possible to create opportunities for partnership working.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Within identified staff resources	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23
25	Evaluate additional incentives to encourage private landlords to rent their properties to homeless people which link with private sector regulatory activity.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Primarily within existing budgets but may need to be built into the Council budget.	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23

26	Identify the support households may need when taking on the responsibility of a tenancy and exploring the viability of developing a scheme to deliver this.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Funding a new project may require grant funding or to be built into Council budgets	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised. The risk of early tenancy failure is mitigated.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23
27	Evaluate the undertaking of a pilot scheme to convert properties above shops into HMO accommodation, targeting multiple outcomes regarding the condition of the private sector housing stock, bringing an empty property back into use and preventing homelessness.	Director of People R. S. Lead Specialist Head of Strategic Asset Management Lead Housing Development Specialist Housing Development Specialist	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Some existing identified staff resource but funding the construction work for this pilot project will need to be built into the Housing Company budget	A pilot scheme is undertaken to enable the effectiveness of the model to prevent homelessness, improve conditions in the private rented sector and provide a return on the Council's investment.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23
28	Review and explore upgrading the software in place for managing homelessness activity and seek to integrate it with the Council's organisation wide CRM system.	Director of People Director of Resources Support Services Manager IT Lead Specialist Specialist Services Manager R. S. Lead Specialist	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Within existing resources but there may be a need to identify funding in future.	Efficiencies in ways of working are achieved. Synergy arising from the Customer First model can be effectively realised. Excellent customer services are provided for residents.	GREEN	On schedule with respect to delivery date. Being progressed during 2022/23

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Priority 3 : More effective together

Ref.	Action	Who	Reported to	Year	When	Resources	Outcome	Status Green - On track Amber - Issues identified Red - Serious issues identified Blue - Completed/abandoned	Commentary and annual update
1	Promote the awareness of the duty to refer and the ALERT referral software and evaluate effectiveness.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The Council and partner agencies comply with their statutory duties. Any issues with organisations making referrals can be identified early and resolved. Households who are homeless or threatened with homelessness get the help they need at the earliest opportunity.	GREEN	Training on duty to refer for statutory & other partner agencies was held in East Surrey. Advisory email circulated to these agencies in advance of duty commencing. 'DutytoRefer@' email address set up to receive referrals. Referrals channelled via ALERT software wherever possible. Receipt of referrals has become more regular over time. During 2021/22, there was an increase of 30% in the number of referrals received from partner agencies.
2	Participate in the local Health and Wellbeing board to promote better health outcomes for those who are homeless or threatened with homelessness.	Director of People R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Opportunities for joint commissioning of services are identified that both prevent homelessness and meet better care outcomes.	GREEN	The Terms of Reference of the Board have been amended so that a representative from the Housing Department is now included on the Board. An appropriate officer now attends & participates in each Board Meeting.
3	Prevent homelessness by helping to maximise household income through ensuring access to employment support.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The impact of welfare reform is mitigated as far as possible. Financial stress on households is alleviated and their wellbeing promoted. Extra support is available to help households who face additional barriers to securing work.	GREEN	A new SLA was agreed in December 2019. ETHOS was fully funded and operational during 2020/21, 2021/22 and 2022/23. Despite the difficulties of working closely with clients during the pandemic (leading to a 33% drop in the number of clients seen), the number of clients starting employment or training, actually increased slightly.
4	Avoid the use of bed and breakfast housing as much as possible and use only in cases of emergency.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	PI's set by Housing Committee are met. The negative impacts of B&B on vulnerable adults and children are minimised and eliminated as quickly as possible. The Council is compliant with its statutory duty. Implementing the homelessness prevention measures set out in this strategy will contribute towards keeping use of Bed and Breakfast low	GREEN	Usage of B&B remains low compared to the historic position and that elsewhere in Surrey / UK. During both 2020/21 and 2021/22 there was an increased use due to 'Everyone In' and associated Government programmes. B&B was only used for these households (accommodated on discretion) & a handful of other single households in order to keep occupancy in our hostel as low as reasonably possible. Costs of using B&B were met, in full, through various DLUHC & SCC grants.
5	Operate a hostel for homeless households to minimise the use of B&B.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Occupancy at the hostel is maximised effectively. The wellbeing of residents is promoted. Rents are collected efficiently through the operation of money advice, floating support and effective rent account management. Households are effectively moved on into alternative accommodation.	GREEN	The Whyteleaf hostel continues to operate effectively. Occupancy was relatively low during 2020/21 & 2021/22- as a result of reduced demand during the COVID pandemic, due in part to the impact of the temporary ban on evictions, as well as a deliberate policy in respect of COVID transmission risk. However, occupancy levels have now returned to pre-Covid levels.
6	Work alongside Parashoot floating support to ensure that those living in temporary accommodation or who are threatened with homelessness get the advice and support they need to prevent eviction and continue living in their home.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Vulnerable households receive the support they need to maintain their tenancy. Rent arrears are managed and reduced. Vulnerable households are supported to access health services and are connected with the support of other agencies as necessary, for example, support with issues of domestic abuse. Households are assisted with moving on into alternative housing and settled into their new homes. Support is provided to avoid social isolation, improving the wellbeing of households. Safeguarding issues are identified and acted upon.	GREEN	Parashoot service funded by SCC for 2019/20 with TDC providing supplementary funding. Continued funding agreed through 2022/23.

7	Work alongside health visitors at the Council's hostel to ensure the wellbeing of families with children and to help them build capacity and capability to be independent of services in future.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the Strategy	Within existing resources	Households who have experienced homelessness are enabled to access health services, removing inequality. Early identification of health issues prevents crises and reduces the number of visits to A&E. Information on healthy lifestyles is promoted. Safeguarding issues are identified and acted upon.	AMBER	The Resident Support Senior Housing Needs Specialist continues to work closely with the Health Visitor Service. However there is no longer a dedicated Homelessness Health Visitor Service visiting the hostel. This award winning service played an important role supporting our vulnerable families at the point of homelessness. They are still involved in supporting these households (as part of the general needs in the District) and are involved in information sharing, liaison with us and other partner agencies, but is no longer a weekly presence at the hostel providing the same level of hands-on support that was so valuable.
8	To develop further the close working relationship with Family Resilience and Family Support Services.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Safeguarding issues are effectively reported and responded to.	GREEN	New SCC Multi Agency Safeguarding Hub arrangements in place. TDC Safeguarding Lead appointed. Family Support Service administer and co-ordinate all Children's Safeguarding referrals on behalf of TDC. Evidence of regular & widespread use of safeguarding referral process by TDC officers. Safeguarding training delivered to frontline officers and new Safeguarding Policy adopted.
9	Work closely with supported housing providers to refer people as appropriate and to liaise closely to minimise problems with supported housing tenancies when they arise.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets and identified staff resource	Vulnerable households receive the support they need to maintain their tenancy. Rent arrears are managed and reduced. Homelessness is prevented. Individuals are rehoused through the housing register when they are ready for independent living.	GREEN	Regular liaison meetings with the main provider of supported housing in the District commenced in January 2020 and have continued since. A joint bid with this provider, SCC and the other East Surrey housing authorities to DLUHC through the Rough Sleeper Accommodation Programme (RSAP) was successful. This bid will enable the delivery of a number of Housing First style supported housing units across East Surrey, with one property being in Tandridge.
10	To prevent homelessness by ensuring the provision of floating housing related support in the district.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Vulnerable households receive the support they need to maintain their tenancy, preventing homelessness. Rent arrears are managed and reduced. Vulnerable households are supported to access health services and are connected with the support of other agencies as necessary, for example, support with issues of domestic abuse. Support is provided to avoid social isolation, improving the wellbeing of households. Safeguarding issues are identified and acted upon.	GREEN	Parashoot service funded by SCC for 2019/20 with TDC providing supplementary funding. Continued funding agreed for 2020/21 & 2021/22
11	Work alongside Citizens Advice and revise the Service Level Agreement to include reporting on Housing outcomes.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Value of money is obtained on the Council's grant to Citizens Advice. Households who are homeless or threatened with homelessness can obtain specialist advice.	GREEN	Progress has been made in developing relationships and working arrangements with the bureaux in the District. Oxted CAB delivered a very informative presentation at the latest Homelessness Forum Meeting. Discussion around revision of the SLA is due to commence shortly.
12	Work in partnership to administer DHP to ensure opportunities to prevent homelessness are maximised.	R. S. Specialists Case Officers	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resource and budgets	Emergency financial assistance is provided to qualifying households, easing financial stress and preventing homelessness. The Council's DHP budget is spent in full each year.	GREEN	Housing Benefit staff and Housing Options staff are all now located within Resident Support Service. This has led to improved liaison around DHP awards and more regular joint decision making. The DHP Policy was updated in 2019/20 to reflect new working practices. Awards totalling £141,710 and £191,430 were made during 2019/20 and 2020/21, respectively. DHP funding from the Government has decreased by 40% for 2021/22, which is likely to prove challenging.

13	To work with Probation and Prison resettlement services which serve the district to ensure that ex-offenders can secure appropriate housing and can access the advice and support they need.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resource and budgets	Ex-offenders are able to access the advice regarding housing that they need, reducing risks of re-offending.	GREEN	Prisons & Probation Services are among the agencies making the most regular and effective use of the duty to refer process. Comprehensive Risk Assessments are requested and supplied which enable more effective advice to be provided and appropriate accommodation options to be identified. We worked with colleagues across Surrey & Sussex Probation Service to submit a bid for grant funding from the Government's Accommodation for Offenders Programme, which, was successful and has helped improve access for these clients to the private rented sector.
14	Monitor the progression of Brexit and identify any implications relating to homelessness for this	Director of People R. S. Lead Specialist	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resource	The Council complies with statutory responsibilities.	GREEN	Eligibility provisions for EEA citizens are well-established and understood. However, other potential impacts may be less obvious, although, thus far, none have been identified. Any potential implications will continue to be monitored. During 2020/21 - 2022/23, less than 2% of homelessness applications were from EU Nationals.
15	Relaunch the Homelessness Forum.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1	end of Q4 19-20	within existing resources	Organisations are brought together to help the Council increase further its understanding of homelessness issues in the District. The opportunity to network and share best practice with partner agencies will exist. The group can shape and influence the delivery of services for homeless people.	GREEN	The inaugural Homelessness Forum met in February 2020 and was well attended. Terms of Reference were discussed, along with a presentation on the strategy. The workplan began to be developed. Unfortunately due to Covid-19, it was not possible for the Forum to meet. The Forum re-commenced in September 2021.
16	Explore and actively work towards the possible co-location of some JobCentre Plus activities with Council Services.	Director of People R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1	end of Q4 19-20	Within existing resources	JobCentre Plus services will be available for the first time for residents in the District. Residents in the District have easier access to JobCentre Plus services, making it easier to comply with the requirements of their claimant's contracts.	GREEN	During 2019/20, arrangements were put in place for JobCentre Plus officer to be based once a week at TDC Offices. Regrettably, this service proved non-viable due to lack of demand (even before the Pandemic) and was discontinued after 6 months. Regular partnership meetings and a Universal credit Forum are taking place and attended by TDC officers.
17	To define the Council's future role in delivering services that are currently offered by Children's Centres.	Head of Strategic Asset Management	Housing Committee Housing Project Board	YR 1	end of Q4 19-20	Housing Committee Housing Project Board	Children centres provide essential services that promote and protect the wellbeing of young children and families. The Council is committed to finding ways to continue the provision of this support and help as early identification of issues helps to prevent crises and has a direct impact on preventing homelessness.	GREEN	After detailed analysis and careful consideration with SCC, it has been decided not to transition the targeted Family Centre Service to TDC. This decision was reached after detailed understanding of what this service involves, and the skills and expertise required to manage this to a safe standard. TDC will continue to provide support to SCC as they seek alternative solutions for the Family Centre Service in the District and find a suitable provider to continue this provision to those families that need it most. TDC are however working to provide universal health care and family services at a number of venues across the District. It is anticipated that these universal services will include many of the existing services currently supported by the children's centres which do not fall into the new provision model for the family centre as defined by Surrey County Council. Where this is not possible, due to lack of availability or resource, TDC would aim to provide other universal services relevant to the community. The universal provision will consider the need for baby, child and youth services in the District as well as the need to combat social isolation in all ages.

18	Review the effectiveness of services provided to people who sleep rough to ensure continuous improvement and compliance with legislation, policy and best practice.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 2	end of Q4 19-20	Within existing budgets	Effective face to face support is delivered to people who are rough sleeping to enable them to: • Access medical support; • Access housing; • End social isolation; • Reduce anti-social behaviour • Rebuild lives.	GREEN	Following a tender process, a new contractor was appointed to run the service in May 2019. The new provider is Thames Reach, a charity that specialises in providing homelessness outreach services across Surrey. The appointment of Thames Reach has enabled the partner councils to successfully bid for additional Government funding, allowing the service to be developed further and significantly widening its scope. It is Evident that the service is now hugely effective in delivering a vital service to anyone sleeping rough in East Surrey or at risk of doing so.
19	Along with the other East Surrey authorities, explore opportunities for creating one of more navigator posts within eSOS to enhance work with complex needs clients.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1	end of Q4 19-20	Within existing budgets or through grant funding application	Effective face to face support is delivered to people who are rough sleeping to enable them to: • Access medical support; • Access housing; • End social isolation; • Reduce anti-social behaviour • Rebuild lives.	GREEN	Funding for the Navigator post was secured from MHCLG following a successful bid by the East Surrey authorities. The post commenced within the eSOS team in quarter 3 of 2019/20. Further funding has been received to enable the post to continue during 2020/21, 2021/22 and 2022/23.
20	To explore with relevant partners, the creation of a formal joint assessment process for individuals with complex needs and to explore jointly creating a protocol for such working.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing budgets	Housing is included in the multi-agency response to when a crisis occurs in individuals with complex needs. Individuals with complex needs are housed appropriately, aiding their recovery and minimising risk.	GREEN	Arising from multi-agency responses to the COVID Pandemic, significantly improved joint working was implemented across County during 2020/21. This has led to development of the Surrey Adults Matter (SAM) Process, the launch of the Multi Agency Group, The Bridging the Gap Project, Joint PSHE / SCC bids for funding through the Changing Futures Programme, as well a number of other initiatives.
21	Investigate whether a hospital discharge protocol can be developed to support the discharge of individuals who have no home or who are effectively homeless as their current home is unsuitable.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing budgets	Housing is included in the multi-agency response to when a crisis occurs in individuals with complex needs. Individuals with complex needs are housed appropriately, aiding their recovery and minimising risk. The Council assists the NHS as much as possible to alleviate bedblocking.	AMBER	Delivery delayed due to Covid. However, work is still currently being developed through workstream in line 22 above with an expectation that a protocol will be in place by April 2023. A recent joint bid for funding with RBBC for a Welfare & Hospital Discharge Support Co-ordinator through East Surrey Place (Surrey Heartlands Integrated Care System) has been successful and recruitment to the post has commenced.

Quarter 2 2022/23 Budget Monitoring - Housing Committee

Housing Committee Thursday, 17 November 2022

Report of: Mark Hak-Sanders - Chief Finance Officer (Section 151)

Purpose: To note the 2022/23 Quarter 2 / Month 6 (September) Financial position of both the Revenue and Capital for the Committee (including HRA).

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report presents the 2022/23 Quarter 2 / Month 6 (September) financial position of both the Revenue and Capital budgets for the Committee (including HRA)

This report supports the Council's priority of: Building a better Council

Contact officer Mark Hak-Sanders Chief Finance Officer (S151)
mhaksanders@tandridge.gov.uk

Recommendation to Committee:

That the Committee's forecast Revenue and Capital budgets positions as at Quarter 2 / Month 6 (September) 2022 be noted (including HRA).

Reason for recommendation:

The Council has a duty to ensure that its expenditure does not exceed resources available. The medium-term financial outlook remains uncertain and so the Council must continue to take steps towards growing its financial resilience, including building reserves to a sustainable level.

It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient

mechanisms are in place to ensure both that savings are delivered, and that any new expenditure is contained within the available resources.

Finance have committed to bringing quarterly financial monitoring updates to each committee to ensure that all members are aware of the financial position of the services within their remit, as context for decisions needed to mitigate any variance to budget and as background to the emerging budget for 2023/24.

The consolidated position will be reported to Strategy & Resources Committee on the 1st December 2022.

Introduction and background

- 1 The 2022/23 Housing General Fund Revenue budget was approved at £476k on 24th March 2022, including the distribution of staffing increments and vacancy factor (known as the Tranche 2 budget).
- 2 The 2022/23 Housing Revenue Account (HRA) Capital Budget was approved at £11,586k by Council on 10th February 2022 having been considered by Housing Committee on the 25th January 2022. £460k was approved in the Housing General Fund.
- 3 The HRA Capital Budget was increased to £15,956k by carry-forwards from 2021/22 approved by S&R committee on 30th June 2022.

Key Points

- 4 At Month 6 a full-year underspend of £44k for the HGF. This is an £44k improvement from the Q1 position last formally reported to committee, and £4k improvement from Month 5. The main reasons for the changes are as follows:-
 - £1k Salaries – underspend due to vacancy drag achieving more than budget.
 - £10k Meadowside Mobile Homes – reduced income as budget not now expected to be achieved on commission on sales of mobile homes.
 - £13k Private Sector Enabling – improvement, historical costs to be reduced.
 - £80k Housing Benefit - currently assumes that expenditure is matched by the Government’s subsidy, however this is not the case and therefore we have provided £80k in the M3 budget monitoring to cover the under recovered costs.
 - £120k Homelessness - we are able to recognise more of the Homelessness grant and use it to offset legitimate costs elsewhere in the committee.
- 5 At Month 6 a full-year underspend of £67k for the HRA. This is an £67k improvement from the Q1 position last formally reported to committee,

and £67k improvement from Month 5. The main reasons for the changes are as follows:-

- £22k Salaries – savings relates to vacancy being carried in the Surveyors team. Currently started the process to recruit to fill the vacancies.
- £8k Service Costs – all relating to expenses. £27k savings relates to historical Consultancy cost budgets no longer required, offset by increased expense costs, £10k Tennant removals, £6k Alarm system costs (both of which are on-going savings) and other small additional costs.
- £30k Repairs & Maintenance - all relating to expenses savings. One - off savings of £30k R&R team vehicle repairs and fuel due to fleet still being under warranty and improved fuel efficiency.
- £7k Other Income – on-going increased income on lease transfers and charges.

6 The Housing Committee Capital Budget forecast outturn at Q2 has been reviewed and at present there is deemed to be a net underspend of £381k. £60k of the underspend relates to HGF and £321k relates to the HRA. The reasons are as follows:-

- £60k HGF underspend– this relates to reduce Disable Facilities Grant costs being forecast than Budget.
- £321k HRA underspend-
 - £2,848k – additional amounts having been provided for potential development sites and inflationary rises.
 - £3,169k – delays on Rochester Gardens and Auckland Road & Windmill Cloe and slippages on Whyteleafe and Uplands.

Key implications

Comments of the Chief Finance Officer

The Section 151 Officer confirms the financial information presented in this report has been based on reasonable working assumptions taking into account all material, financial and business issues and risks. The key financial implications at this stage are captured in the body of the report.

Comments of the Head of Legal Services

It is essential, as a matter of prudence, that the financial position of services continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Under S28 of the Local Government Act 2003, a local authority must review

its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget. This report satisfies this statutory requirement.

Equality

There are no significant environmental / sustainability implications associated with this report.

Climate change

There are no significant environmental / sustainability implications associated with this report.

Appendices

Appendix A - Committees Q2 / Month 6 (September) 2022 Financial Report and supporting data.

Background papers

- Housing Committee 22/23 draft budget and Medium-Term Financial Strategy –Housing Committee – 25th January 2022
- 2022/23 final budget and 2023/24 MTFS - Strategy and Resources Committee 1st February 2022
- Housing Committee - 2022/23 Budget – Tranche 2 Pressure and Savings Distribution –Housing Committee - 24th March 2022
- 2021/22 Budget – Outturn Report HGF – Strategy and Resources Committee 30th June 2022
- 2021/22 Budget – Outturn Report HRA – Housing Committee 4th October 2022
- Quarter 1 2022/23 Budget Monitoring – Housing Committee 4th October 2022

----- end of report -----

Appendix A

Quarter 2 / Month 6 (September 22) Financial Report – Housing Committee

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Mark Hak-Sanders
Chief Finance Officer (S151)

17 November 2022

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- Housing General Fund
 - Revenue Budget
 - Saving Plans Update
 - Revenue Risks
- Housing Revenue Account
 - Revenue Budget
- Capital Programme Update

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Revenue Budget –Housing General Fund

2021/22 Outturn £k	Forecast at M06 £k	Annual Budget £k	Outturn Variance from M03 £k	Change from M03 £k	One-off events £k	Ongoing Pressures £k
509 Salaries	526	527	(1)	(1)		(1)
(131) Meadowside Mobile Homes	(124)	(134)	10	10		10
69 Westway	50	50	0	0		
34 Private Sector Enabling	69	82	(13)	(13)		(13)
(186) Housing of the Homeless	(181)	(61)	(120)	(40)		(120)
55 Other Housing Renewal Functions	55	55	0	0		0
15 Syrian & Afghan Refugees	25	25	0	0		
Ukraine Placements	0	0	0	0		
(22) Redstone House	0	0	0	0		
113 Housing Benefits	11	(69)	80	0		80
1 Other variances less than £10k	1	1	0	0		
458 Housing General Fund	432	476	(44)	(44)	0	(44)

Housing General Fund, underspend £44k (Change:- improvement of £44k) mainly due to:

- **Salaries: £1k savings**, vacancy drag achieving more than budget (Change from Q1:£1k decrease).
- **Meadowside Mobile Homes: £10k** income reduced as Budget not now expected to be achieved on commission on sales of mobile homes (Change from Q1:£10k increase).
- **Housing Benefit: £80k overspend**, the budget currently assumes that expenditure is matched by the Government, however this is not the case therefore **£80k** provide for the unbudgeted additional costs. (No change from Q1).
- **Housing of the Homeless : £120k surplus**, In prior years (inc. 2021/22) the shortfall in Government support has been offset by applying Homelessness grant to legitimate costs elsewhere in the committee. The 2023/24 budget will be updated to reflect a realistic position. (Change from Q1:£40k improvement).
- **Private Sector Enabling: £13k improvement**, historical cost budget to be reduced. (Change from Q1:£13k decrease).

Savings Tracker –Housing General Fund

Committee	Target	Blue Achieved	Green	Amber	Red	Black - BAU Full Year Forecast
		£k	£k	£k	£k	£k
Housing GF	80	35	35	0	10	0

- The Housing general Fund Committee budget includes a savings target of £80k.
- Of this:
 - £35k is currently deemed to be achieved
 - £35k is deemed to be achievable
 - £10k is deemed to be at risk
- Detail of the savings plan for this committee is set out below:

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MTFP Savings Title	Savings Achieved £	Green Forecast in Remainder of the Year £	Amber Forecast in Remainder of the Year £	Red Forecast in Remainder of the Year £	Total Savings Forecast in 2021/22 £
Increase Meadowside Mobile Home Sales	0	0		10,000	10,000
Reduce funding for Westway Centre (Douglas/Broughton) per lease agreement	12,500	37,500			50,000
Introduce a Vacancy Factor in staff budgets	5,000	15,000			20,000
	17,500	52,500	0	10,000	80,000

Revenue Risks – Housing General Fund

Committee	Outline of Risk	Mitigation	Range Max - Min £k	Likely Financial Risk £k
Housing	Rising inflation may induce greater unemployment and straining housing demands	Reviewing reasons for strain on the housing demands and allocating relevant New Burden grants	£0k-£120k	£100k
Housing	Higher unemployment directly linked to high risk of rent defaults	Reviewing reasons for strain on the housing demands and allocating relevant New Burden grants	£0-£100K	£60k

Revenue Budget –Housing Revenue

2021/22 Outturn £k	Forecast at M06 £k	Annual Budget £k	Outturn Variance £k	Change from M03 £k	One-off events £k	Ongoing Pressures £k
2,302 Salaries	2,518	2,540	(22)	(22)	(22)	
1,027 Services Costs	1,470	1,478	(8)	(8)	(1)	(7)
1,542 Corporate Support Service	1,314	1,314	0	0		
2,457 Repairs and Maintenance	3,143	3,173	(30)	(30)	(28)	(2)
1,616 Interest Changes on Loan	1,640	1,640	0	0		
(14,528) Rental Income Dwellings	(14,919)	(14,919)	0	0		
(263) Rental Income Garages	(400)	(400)	0	0		
(359) Other Income	(1,895)	(1,888)	(7)	(7)		(7)
(6,705) Total Revenue Movement before Tfr to Reserves	(7,130)	(7,063)	(67)	(67)	(51)	(16)
6,205 Transfer to Reserves	7,063	7,063	0	0		
0 HRA	(67)	0	(67)	(67)	(51)	(16)

Housing Revenue Account, (underspend £67k in year and from Q1) due to :-

- **Salaries costs (£22k) savings:** Savings relate to vacancy being carried in the Surveyor's team. Currently started the process to recruit the vacancies.
- **Service Costs (£8k) all expenses savings:** Savings relates to (£27k) historical budget for Consultancy costs no longer require, offset by increased expense costs £10k Tennant removal, £6k Alarm system cost(both of these are on-going savings) and other smaller additional costs
- **Repairs & Maintenance (£30k) all expenses savings:** One-off savings of (£30k) R&R team vehicle repairs and fuel due to new fleet still being under warranty and improved fuel efficiency.
- **Other Income (£7k):** On-going increased income on lease transfer and charges.

Capital Programme Update

- The Capital Budget was approved by Full Council on 2nd February 2022 at £460k for the General Fund and £11.6m for HRA. Total is £12.0m
- This was supplemented by £4.4m of carry forwards from 2021/22 as part of the outturn report to S&R on 30th June 2022.
- The total budget for 2022/23 is therefore £16.4m.
- The budgets have been reviewed for deliverability at Q2 and at present there is deemed to be a budget underspend of **£381k** being:-
 - **HGF £60k** -
 - £60k – DFG reduce as costs will not be incurred in 2022/23.
 - **HRA £321k** -
 - £2,848k – additional pressures having being added for potential development sites and inflationary rises.
 - £3,169k – delays on Rochester Gardens and Auckland Road & Windmill Close and slippages on Whyteleafe and Uplands.

Scheme Name	Original Budget 2022/23 £k	Carry Forwards from 2021/22 £k	Budget Including Carry Forwards 2022/23 £k	FY Forecast at M6 £k	Forecast Variance at M6 2022/23 £k
Housing GF					
Disabled Facilities Grants Mandatory	460	0	460	400	(60)
Total Housing GF	460	0	460	400	(60)
Housing Revenue Account					
Council House Building	7,586	3,930	11,516	11,196	(321)
IT - Hardware/Infrastructure HRA	61	195	256	256	0
Rewiring HRA Capital Schemes	188	0	188	185	(3)
Conversion of Shared Facilities	30	0	30	130	100
Works to Void Properties	425	80	505	505	0
Fire Precautions	125	35	160	180	20
Bathroom Renewals	380	0	380	300	(80)
Kitchen Renewals	322	0	322	300	(22)
Roof Renewals	520	0	520	520	0
Window Replacement	500	0	500	494	(6)
Thermal Insulation	30	0	30	30	0
Structural Damage	200	15	215	215	0
DDA Upgrades	15	0	15	30	15
Removal of Hazardous Materials	50	0	50	50	0
New Central Heating	30	0	30	50	20
Service Renewal Boilers	345	0	345	425	80
Re-Plumbing	180	0	180	90	(90)
Garages & Outhouses	125	0	125	100	(25)
Roads, Footpaths & Car Parking Areas HRA	60	0	60	60	0
Boundary Walls & Fences	60	0	60	40	(20)
Drainage Works	75	0	75	50	(25)
Adaptations for the Disabled	250	115	365	400	35
Door Entry Systems	30	0	30	30	0
Total HRA	11,586	4,370	15,956	15,636	(321)
Total Housing Committee	12,046	4,370	16,416	16,036	(381)

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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