



Meeting Business and Housing Policy Committee

Date and Time Tuesday, 18th June, 2019 at 6.30 pm.

Venue Walton Suite, Guildhall, Winchester

AGENDA

- 1. Apologies and Deputy Members**
To note the names of apologies given and Deputy Members who are attending the meeting in place of appointed Members.
- 2. Appointment of Vice-Chairperson for the 2019/20 Municipal Year**
- 3. Disclosures of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.

Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, and non disclosable interests in accordance with legislation and the Council's Code of Conduct.

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

- 4. Chairperson's Announcements**
- 5. To note the date and times of future meetings of this Committee**

18 June 2019	17 Sept 2019	12 Nov 2019	11 Feb 2020
6:30pm	6:30pm	6:30pm	6:30pm
- 6. Public Participation**
To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee.
- 7. Economic Strategy - Presentation**
A copy of the presentation is to follow.



8. **Housing Company - Presentation** (Pages 5 - 14)
9. **Preventing Homelessness and Rough Sleeping Strategy BHP004** (Pages 15 - 52)
10. **Mutual Exchange Policy BHP005** (Pages 53 - 58)
11. **Estate Improvement Programme BHP007** (Pages 59 - 66)
12. **To note the Work Programme for 2019/20 BHP001** (Pages 67 - 70)

Lisa Kirkman
Corporate Head of Resources and Monitoring Officer

Members of the public are able to easily access all of the papers for this meeting by opening the QR Code reader on your phone or tablet. Hold your device over the QR Code below so that it's clearly visible within your screen and you will be redirected to the agenda pack.



10 June 2019

Agenda Contact: Dave Shaw, Principal Democratic Services Officer
Tel: 01962 848 221 Email: dshaw@winchester.gov.uk

**With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website www.winchester.gov.uk*

MEMBERSHIP

Chairman: Hiscock (Liberal Democrats) **Vice-Chairman:**

Conservatives

Humby
Lumby
Scott

Liberal Democrats

Craske
Gottlieb
Rutter

Deputy Members

Godfrey and Horrill

Bronk and Clear

Quorum = 4 members

PUBLIC PARTICIPATION

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 in advance of the meeting for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

DISABLED ACCESS:

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email democracy@winchester.gov.uk to ensure that the necessary arrangements are in place.

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Winchester District Housing Company

Governance Structure Considerations

Page 5





Housing Company - Background

- Proposal for a Single Company structure, wholly owned by the Council
- Social Housing Purpose (i.e. not just an investment focus)
- Key Focus – “Ethical Landlord”, Below market rent, fixed term tenancies (longer than 6 months)
- Meets Housing Strategy aims to address needs of more than just “social rented” homes
- £10m initial General Fund Investment approved
- Final Approvals – Cabinet/Council September 2019



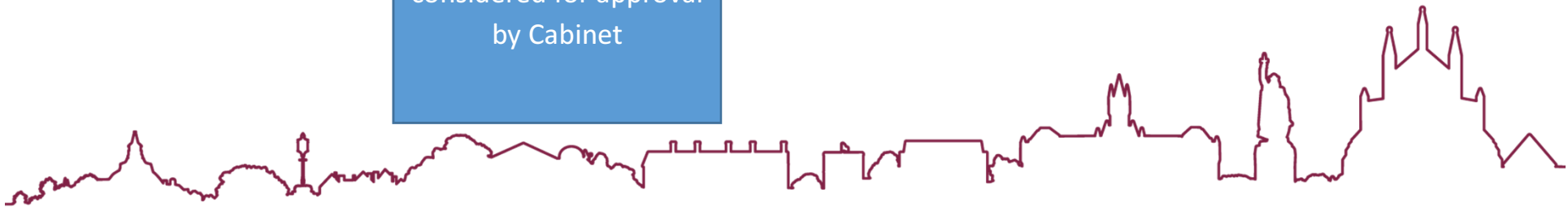
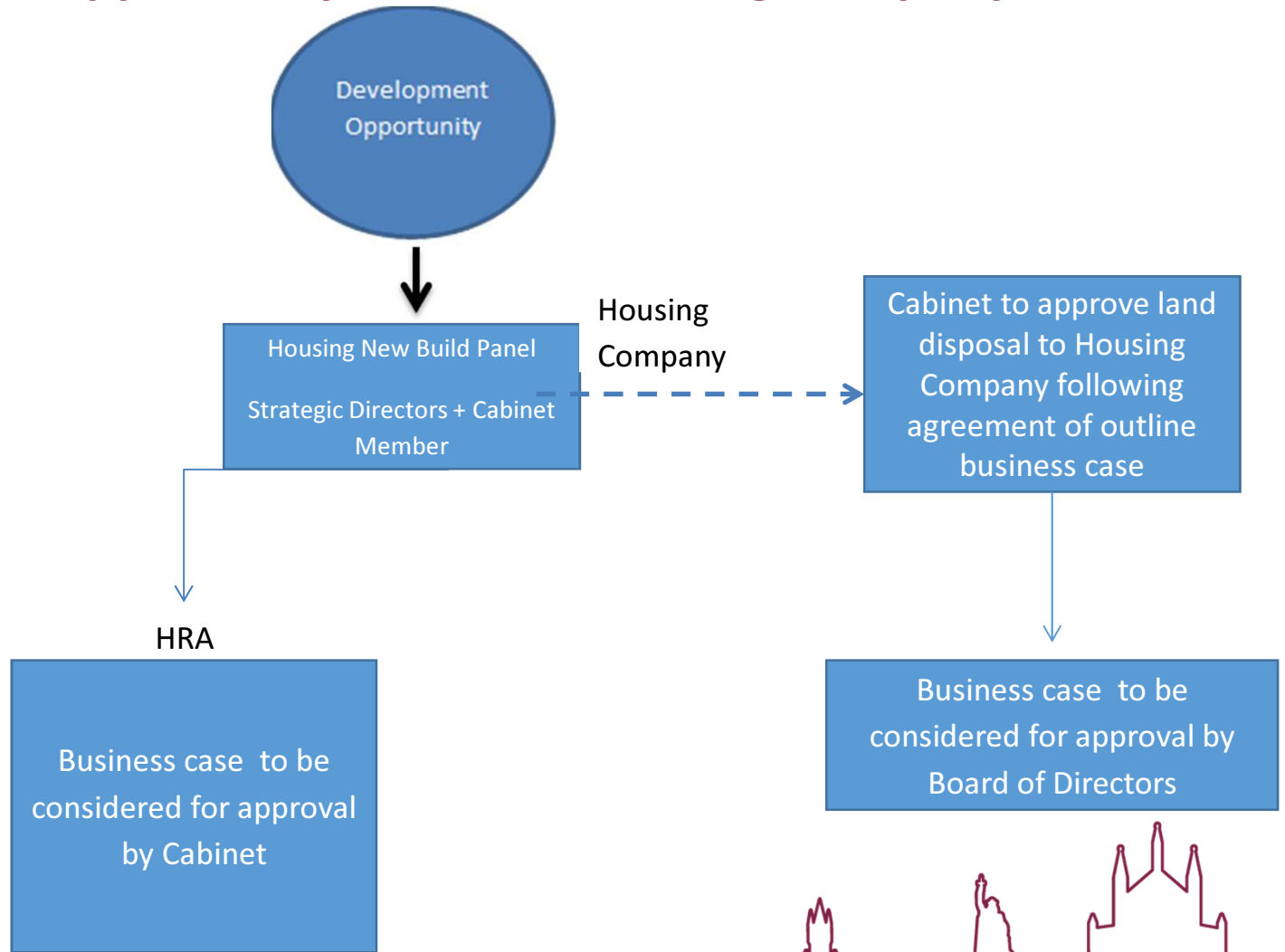
NEW BUILD DEVELOPMENT APPROVALS

-  The intention is for the New Homes team to consider & appraise development opportunities for both the HRA & Housing Company.
-  What approval route should development proposals for the Housing Company follow to allow Council members and the Housing Company Board of Directors to the appropriate level of governance & scrutiny?

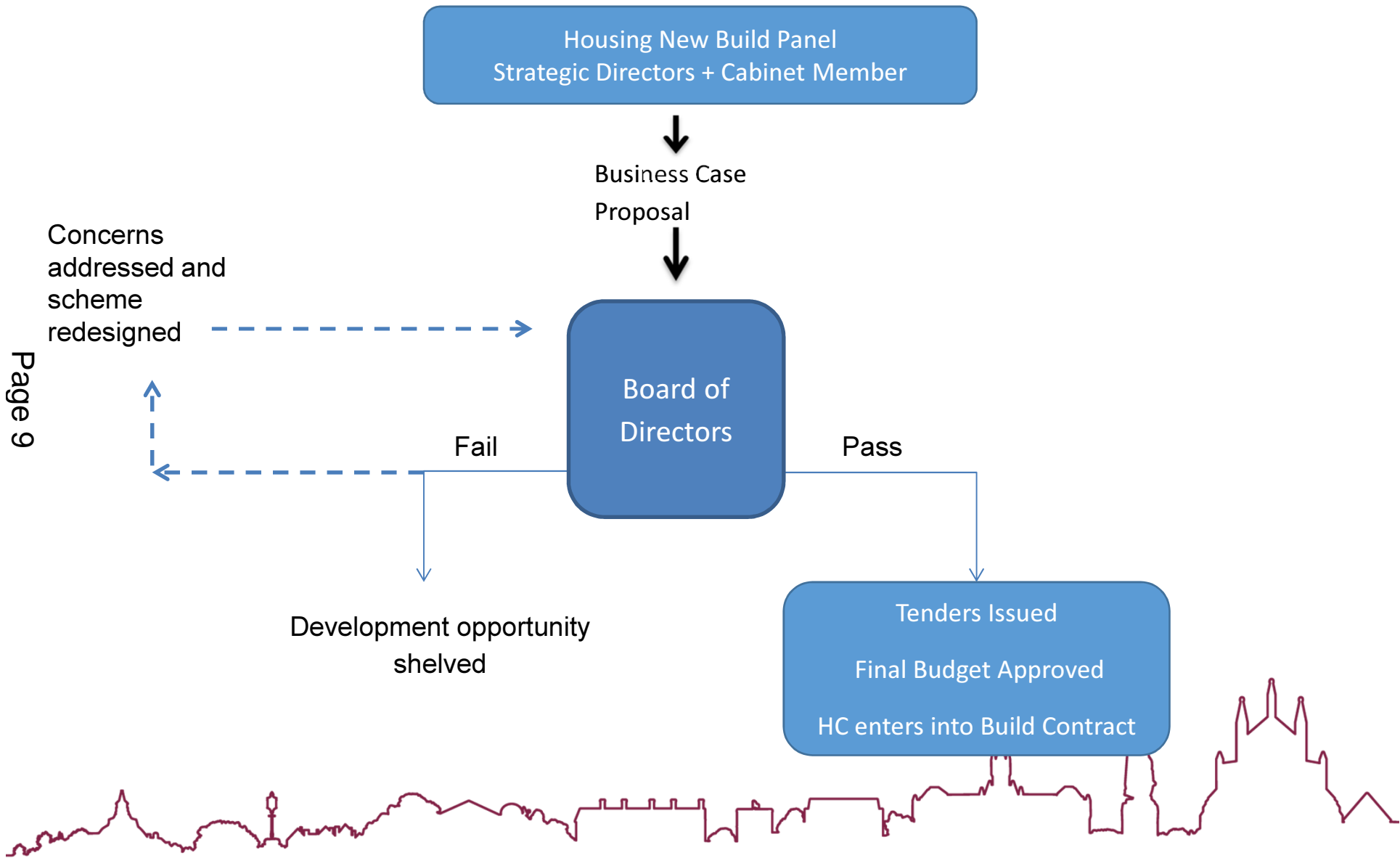


Development opportunity – HRA or Housing Company?

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Housing Company Development Scheme



HOUSING COMPANY GOVERNANCE STRUCTURE

- How should the Housing Company be governed?
- Who should sit on the Board of Directors?
- How is The Council able to influence & monitor decisions of the Board of Directors.



Governance arrangement

- Oversight of the approval for the Housing Company business
- Monitor performance of the Housing Company

Strategic Scrutiny Panel

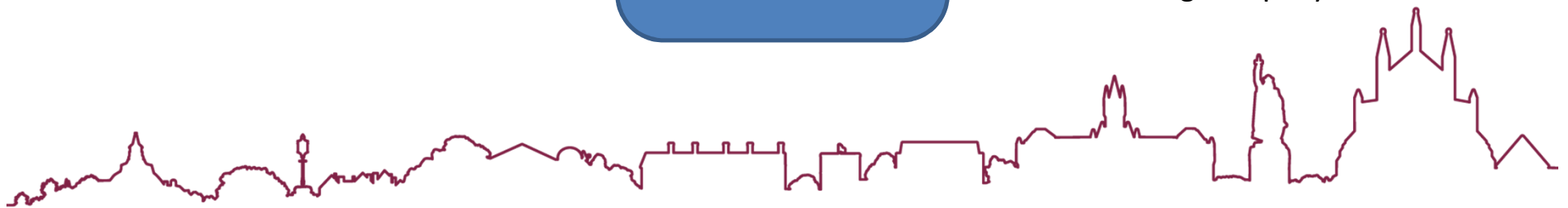


Board of Directors



Winchester City Council – sole shareholder

- Final approval of development business plan
- Strategic direction of travel for the Housing Company



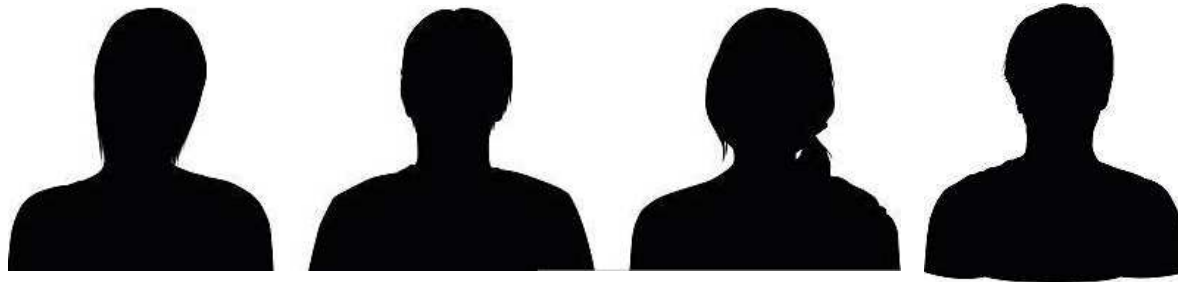
Strategic Scrutiny Panel



- Strategic Scrutiny Panel to consist of three elected members.
- Responsibility of approving the Housing Company Business Plan.
- Oversight of new build development pipeline.
- Review and monitor performance of the housing company.
- Two meetings per year.



Board of Directors



- Appoint three officers and an externally contracted Company Secretary as neutral judicator.
- Approves business plan following consultation with the Strategic Scrutiny Panel.
- Final approval of Housing Company development proposals and oversight of all Housing Company operational processes.



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REPORT TITLE: PREVENTING HOMELESSNESS & ROUGH SLEEPING STRATEGY

18TH JUNE 2019

REPORT OF CABINET MEMBER: Cllr Kelsie Learney Cabinet Member for Housing and Asset Management

Contact Officer: Kenna-Sian Young Tel No: 01962 848 234 Email
ksyoung@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Council's Preventing Homelessness and Rough Sleeping Strategy sets out the Council's key priorities for the next 5 years.

The Homelessness Act 2002 places a duty on Local Authorities to develop strategies to prevent homelessness, the strategy should be formulated based on results of a review of homelessness in the District.

The review should consider levels and likely future levels of homelessness in the district. Identifying activities undertaken to prevent homelessness, secure accommodation or support the needs of people in the district. The resources available for the authority and other key partners should be considered in line with the activities identified.

It presents how the Council has considered which areas to prioritise based on consultation and an understanding of predicted homelessness trends. Demonstrating how the Council and its partners will deliver the strategy and the actions required to achieve each priority.

The priorities and underpinning actions have been translated into an Action Plan which will be robustly monitored to ensure the Council delivers the required outcomes to address homelessness and rough sleeping.

This is a working draft with relevant amendments to be made to the format as necessary.

RECOMMENDATIONS:

1. That the Business and Housing Policy Committee supports the key priorities and action plan set out in the draft Preventing Homelessness and Rough Sleeping Strategy.

1. RESOURCE IMPLICATIONS

- 1.1 The delivery of homeless prevention services is supported by Government grants allocated specifically to help the Council fulfil its obligations under the national homelessness agenda.
- 1.2 The Council have had confirmed funding of the Flexible Homelessness Support Grant for 2019/20 of £154,479 for the purpose of supporting the Council toward the expenditure lawfully incurred by preventing and dealing with homelessness. A further £26,560 has been awarded as part of the New Burdens Funding associated with the Homelessness Reduction Act. The previously awarded Homelessness Prevent Grant is now received by the Council as part of core funding.
- 1.3 It is proposed to contribute £50k of this grant provision to support the introduction of the Housing First project into the city (in line with the co-commissioning principals approved in report CAB3054 (HSG)). Further information on this will be reported to Cabinet later in the year.
- 1.4 In order to achieve the priorities of the strategy there will be a reliance on grant funding which is not guaranteed long term. The Council will need to ensure they are committed to the prevention of homelessness agenda and use funding in a creative way to meet the needs of the district.
- 1.5 The intention is to prioritise existing staff time and resources with the Housing & Social Inclusion service as well as the time of partners to implement the strategy. Should it be identified in due course that additional staff resources are required; in the first instance consideration will be given to using temporary project/support resources from other relevant services. Should this not meet demand then consideration will be given to using grants provided by MHCLG for prevention of homelessness activities or identifying relevant funding opportunities that are made available. Consideration will need to be given to the fact that grant entitlement fluctuates year on year and cannot be relied upon as a consistent income stream.

2. SUPPORTING INFORMATION:

2.1 BACKGROUND

Since the last preventing homelessness strategy was published in 2014, the homelessness sector has been through significant change to which the housing options service has responded in a positive and proactive way.

This was recognised nationally in 2017 when the service achieved the Government's Gold Standard award for its committed approach to preventing and tackling homelessness in the District. Winchester City Council was the first local authority in the County and only the fifth nationally to achieve this award. This could not have been achieved without corporate commitment, a proactive frontline triage service and robust partnership working.

The work undertaken by the service to achieve this meant that the Council was in a good position for the introduction of the Homelessness Reduction Act (2017). This was the most significant change in homelessness legislation for over 40 years. It brought new duties to prevent and relieve homelessness with 4 key measures:

- a) Extension of the definition of "threatened with homelessness" from 28 to 56 days
- b) A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need.
- c) A new duty to relieve homelessness for all eligible applicants regardless of priority need, and
- d) A new duty to refer for specified public services to notify the LA if they come in to contact with someone who they believe may be at risk of homelessness.

As a Local Authority we have welcomed this legislation and have worked with our partner agencies to ensure we reach those in need of support at the earliest possible stage. It is now more widely recognised that housing is not always the single solution and, services need to work together for the best possible outcomes for households. The Council will endeavor to not only work in partnership with agencies but also expand on co-production opportunities so that those with lived experience are given a voice to overcome local and national issues. There is no single reason why someone can end up without a home and we are committed to a person centred approach with support available no matter what the issue may be.

The Ministry for Housing, Communities & Local Government (MHCLG) published a Rough Sleeping Strategy in 2018. Its ambition is to halve rough sleeping by 2022 and eradicate it by 2027. There are a range of commitments to help those rough sleeping or at risk of doing so, with a model focused on prevention, early intervention and a rapid rehousing approach to recovery.

The Council along with partners and stakeholders have shown commitment 'To reduce rough sleeping in the Winchester City Centre by 2020 and to end rough sleeping within the Winchester district by 2023'

2.2 HOMELESSNESS REVIEW

A review of homelessness in the district was undertaken to identify vulnerable client groups, and challenges which may impact on preventing homelessness.

Welfare Reform can have a significant impact on the viability of some housing options for those reliant on state benefits. Partnership working and communication across departments at both a local & national level is key to supporting households.

As of 11th April 2019 there were 1148 households claiming Universal Credit via the Winchester Job Centre. Early identification of those due to move on to Universal Credit and who may need support to maintain their claim is vital to ensure low levels of rent arrears for both landlord and tenant.

Hampshire County Council announced in 2018 a funding shortfall of £140 million, of which £56 million to be met from the Adult Social Care budget. As a consequence there will be a reduction in spend on lower level support services for those facing homelessness. In response to both this reduction in service along with the need to ensure households are receiving the right support the Council will provide a support service which is specific to particular needs rather than generic floating support.

There is an identified trend nationally that those rough sleepers who fall in and out of homelessness have increasingly experienced complex trauma. This can result in behaviours which do not conform to the rules attached to some accommodation. The Winchester Social Inclusion Group (SIG) has a wide range of engaged partners keen to contribute to a systems change approach. The group was created to reduce rough sleeping and tackle associated issues of street attachment and harmful street activity by 2020.

The strategy and priorities have been developed in consultation with key stakeholders as set out in Table 1 below. The Council commissioned an independent consultant to produce a report looking at the current services in place for those who are homeless or at risk of homelessness.

The report identified the generosity and good will found in Winchester, not just financial but time and sharing of knowledge. There is a clear willingness to build relationship to work together and support those at risk of homelessness.

Keen to understand the views of those with lived experience, consultation took place with residents within our own temporary accommodation and those accessing the services offered by Trinity Winchester (homelessness day centre).

The identified areas for improvement formed part of a consultation event held in January 2019 and informed discussions to facilitate the creation of the accompanying action plan.

Table 1

Hampshire Constabulary	Two Saints
Trinity Winchester	A2Dominion
Office for Police & Crime Commissioner	Tenancy Services Team
Inclusion	Hampshire County Council
Housing Options service	Winchester District CAB
Winchester Street Pastors	Winchester Churches Night Shelter
Private Sector Housing Team	Co-production board- Trinity Winchester
Temporary Accommodation residents	Temporary Accommodation Team

2.3 PRIORITIES

The 4 key priorities identified through the homelessness review and consultation were:

- (i) Provide early intervention and support to prevent homelessness district: Providing the earliest opportunities to prevent and relieve homelessness through our frontline housing options triage service which is available to all customers.
- (ii) Promoting systems change through partnership arrangements: Promoting district wide systems change through the Social Inclusion Group (SIG), a senior cross sector collaborative partnership. Co-operation between internal departments, statutory bodies, voluntary sector agencies, and faith and community groups is vital to drive through change.
- (iii) Ensuring sufficient supply of accommodation: Explore and take opportunities with partners for joint commissioning and resources ensuring that the housing options offer contains a variety of housing types.
- (iv) Provide the right support and services so that no person needs to sleep rough in Winchester: Provide services which are led by an individual's strengths and needs to promote positive engagement and outcomes for those without accommodation.

2.4 CONCLUSION

Building and resourcing homes will not meet housing need alone. The development of more cohesive communities and ensuring that all residents have the opportunity to experience civic pride is vital. All departments and services need to recognise that for us to really understand the needs of those facing homelessness in the district we need to establish the root cause of an individual's situation, consider trauma and multiple needs that are not being addressed and provide strengths based approaches to improve their quality of life.

We need support to be available to individuals at the right place, right time and in the right way.

2.5 OTHER OPTIONS CONSIDERED AND REJECTED

A range of options and priorities have been considered in the process of drafting the Strategy. However, the key priorities recommended have been arrived at through consultation with key partners and take account of the principles approved in CAB3054(HSG) dated July 2018.

BACKGROUND DOCUMENTS:-

CAB3054(HSG), THE FUTURE OF HOMELESSNESS SERVICES AND SUPPORT IN WINCHESTER, 4 JULY 2018

[CAB3054\(HSG\)](#)

Journey to the Pledge, Karina Christiansen, Spirende Ltd October 2018

[Journey to the Pledge](#)

APPENDICES:

Appendix 1 – Draft Preventing Homelessness & Rough Sleeping Strategy 2019-2024

[Draft Preventing Homelessness & Rough Sleeping Strategy 2019-2024](#)

Appendix 2 – Preventing Homelessness & Rough Sleeping Action Plan 2019-2024

[Preventing Homelessness & Rough Sleeping Strategy Action Plan](#)



Winchester
City Council

Housing Services

Preventing Homelessness & Rough Sleeping Strategy

2019-2024

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Foreword by Portfolio Holder **To be approved.**

Our Vision: **'Everyone in the district to receive meaningful advice to prevent homelessness and access to services to ensure that no one needs to sleep rough'**

Priorities

- 1. Provide early intervention and support to prevent homelessness**
- 2. Promoting systems change through partnership arrangements**
- 3. Ensuring sufficient supply of accommodation**
- 4. Provide the right support and services so that no person needs to sleep rough in Winchester.**

Background

Since the last preventing homelessness strategy was published in 2014, the sector has been through both exciting and challenging times, to which the housing options service has responded in a positive and proactive way.

This was recognised nationally in 2017 when the service achieved the Government's Gold Standard award for its committed approach to preventing and tackling homelessness in the District. Winchester City Council was the first local authority in the County and only the 5th nationally to receive this award. This could not have been achieved without Corporate commitment, a proactive frontline triage service and robust partnership working.

Each local authority is required under the Homelessness Act 2002, to publish a homelessness strategy every 5 years. The new strategy comes at a pivotal time to build on the successes we have made to date to provide an enhanced housing options service which incorporates a holistic approach, achieving creative solutions to homelessness.

Our previous strategy was ambitious, with 3 overarching goals:

- To provide appropriate housing advice and support to all households facing homelessness irrespective of statutory need,
- Prevention of homelessness through effective partnership working and
- To develop services in line with the Gold Standard programme.

We achieved these goals and strived to develop the service even further which put us in a good position for the successful implementation of the Homelessness Reduction Act (HRA 2017) which came into force on 3 April 2018. This was the most significant change in homelessness legislation for over 40 years. It brought new duties to prevent and relieve homelessness with 4 key measures:

- Extension of the definition of threatened with homelessness from 28 to 56 days
- A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need.
- A new duty to relieve homelessness for all eligible applicants regardless of priority need, and
- A new duty to refer for specified public services to notify the LA if they come in to contact with someone who they believe may be at risk of homelessness.

As a Local Authority we have welcomed this legislation and have worked with our partner agencies to ensure we reach those in need of support at the earliest possible stage. It encourages collaboration and partnership working to tackle homelessness. It is now more widely recognised that housing is not always the single solution and, services need to work together for the best possible outcomes for households. The Council will endeavor to not only work in partnership with agencies, but also expand on co-production opportunities so that those with lived experience are given a voice and place at the table to overcome local and national issues. There is no single reason why someone can end up without a home and we are committed to a person centered approach with support available no matter what the issue may be.

The overarching Council strategy has recognised the importance of housing to the district. One of its 4 aims is 'Delivering Quality Housing Options', ensuring commitment to driving down homelessness across the district and supporting partner agencies for an improved life for those in need.

The Council is committed to building new homes and has ambition to combat affordability issues by supporting households that are priced out of the house market. The emphasis is on cross tenure types and more security for households to prevent homelessness. With the Council's Housing Revenue Account borrowing cap being scrapped, further investment in housing will be achievable.

Building and resourcing more homes will not meet housing need alone. The development of more cohesive communities and ensuring that all residents have the opportunity to experience civic pride is important. All departments and services need to recognise, that for us to really understand the needs of those facing homelessness in the district we need to establish the root cause of an individual's situation, consider trauma and multiple needs that are not being addressed and provide strengths based approaches to improve their quality of life.

Overview

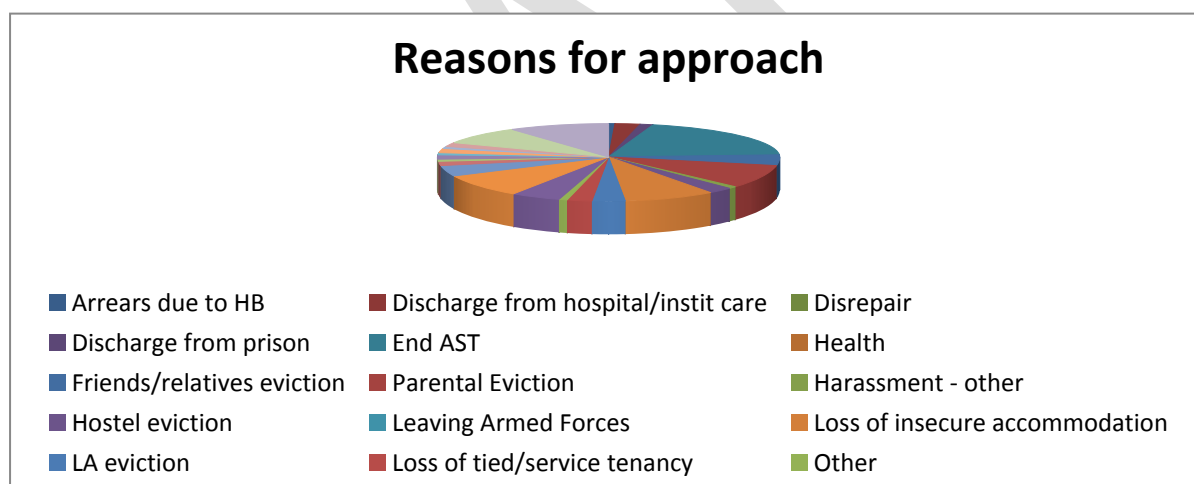
The Winchester District is home to 122,000 residents with an estimated 49,865 households. The District has a high quality housing market but high housing costs, average house prices in the Winchester District significantly exceed those in both the Central and South Hampshire market areas. The average home costs £402,000

compared to £333,230 in the rest of the County, and to buy a property you would need a household income of at least £60,000, 11 times the average income for a Winchester resident. Although wages have increased, this has not been at the same rate as house prices leading to a declining affordability of home ownership. This also impacts on the rental market and around 40% of residents do not have the means to rent a two bedroom property with the average monthly rent at £1,196. This provides a number of challenges to housing options in the District.

Approaches to the housing options services have remained consistent over the last 3 years with an average of 400 households seeking support to either prevent or relief homelessness per quarter. The main reasons for households approaching the Council being:

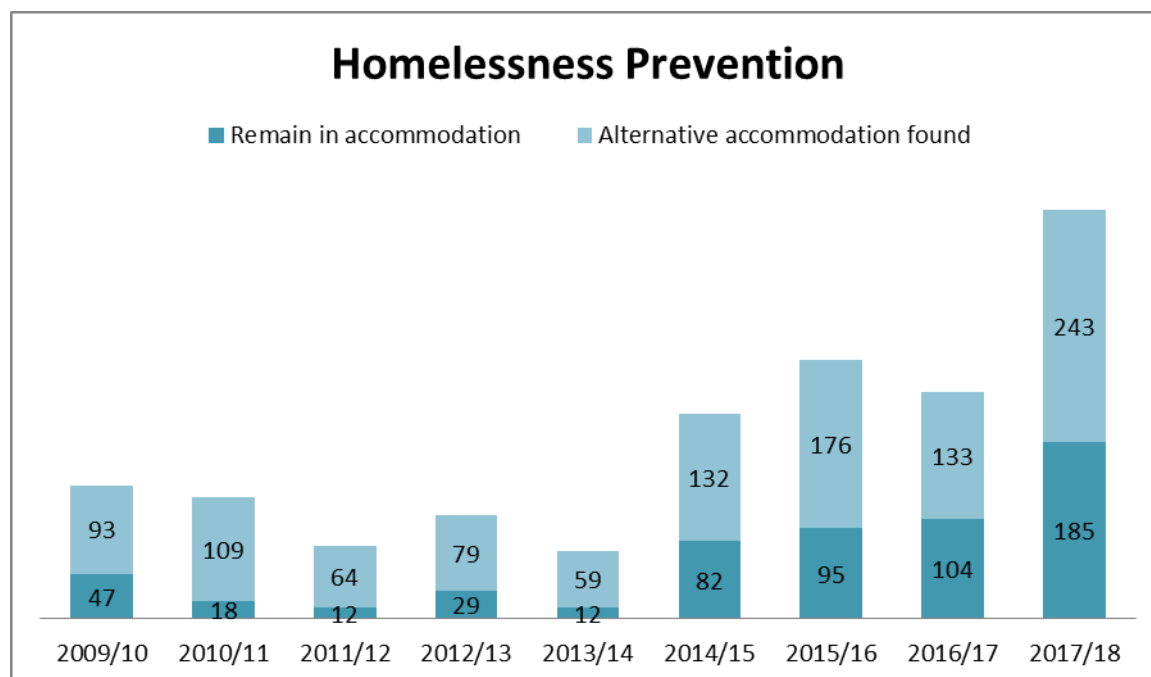
- termination of Assured Short hold Tenancy,
- Non violent breakdown of relationship and
- Parental eviction.

These 3 reasons equate to approximately 37% of all cases and are recognised nationally as the main causes of homelessness for several years. Although these reasons trigger homelessness the root causes of homelessness such as social, economic and personal reasons are not easy to measure.



The number of homelessness prevention activities undertaken by the service has increased, in 2014/15 there were 214 successful preventions compared to 428 in 2017/18. The most successful prevention outcomes tend to be households remaining in Private Rented Sector (PRS), an offer of social housing or assisting households in to the PRS with no landlord incentive.

The service has focused on supporting households to remain in their current accommodation and as such an increase in successful prevention work has been recorded. Assistance provided has been tenancy advice, negotiation and welfare advice. In 2017/18 185 households were supported in this way.



Court activity has decreased in the last 4 years both for landlord claims and mortgage claims. In 2014 the Court saw 169 possession claims from landlords of tenants in social and private rented accommodation; this has decreased to just 94 cases in 2017. Mortgage companies seeking possession from owner occupiers saw a much fewer number of 31 cases during 2014 reducing down to just 6 in 2017, evidencing that owner occupiers facing eviction is no longer an increasing concern.

Housing Need

Demand for social housing remains high, with 1278 households registered. Of these 352 are currently social housing tenants looking to transfer to an alternative sized property, 62 of these wanting to move to a smaller property. One bedroom accommodation remains in highest demand with approximately 802 households registered for this size accommodation.

Since 2015-16 there has been a decline in the number of applicants registered for social housing. A positive indicator that the Council and Registered Providers are committed to building homes, ensuring households are provided with stable, long term accommodation.

The average waiting times have also reduced. For someone determined to be Band 3 medium priority the average waiting time is 3 years 6 months. Although the number of lettings occurring per annum remains consistent (in comparison to nationally where it is recognised that Council's are seeing a decline) it is identified that social housing cannot be relied upon to resolve an immediate housing need. From 1st January 18- 31 December 18 there were 581 lettings, compared to 565 in the previous year.

The Housing Allocations team are adopting a customer centre approach, providing basic advice and support when interacting with customers. The Council are committed to having a good understanding of those registered for housing and identifying any support needs to ensure that timely advice and assistance is offered.

Rough Sleeping

The Ministry for Housing, Communities & Local Government (MHCLG) published the Rough Sleeping Strategy in 2018. Its ambition is to halve rough sleeping by 2022 and end it by 2027. There are a range of commitments to help those rough sleeping or at risk of doing so, with a model focused on prevention, early intervention and a rapid rehousing approach to recovery.

There is recognition across the sector that the understanding of why people are rough sleeping and how services can support those is not perfect. Whilst it considers changes to data collection so that better statistical analysis can inform services going forward, it also recognises the human cost of rough sleeping, with 4,751 people sleeping rough on a typical night in 2017.. Those that sleep rough over a longer period of time are more likely to die young, with the average age of death for someone on the streets being 47 which is 30 years lower than the general population. Work needs to provide longer term protection from sleeping on the streets rather than brief intervention.

The strategy contains 61 commitments, a follow up delivery plan document was published in December 2018 which provided further information around the commitments and when they should be delivered. As part of the planning for this strategy we have considered the commitments set out in the Rough Sleeping Strategy to ensure those sleeping rough or at risk of sleeping rough receive the right services to support them.

The Council welcomed the strategy as it showed signs of a commitment to cross government departmental working to ensure more people are not only offered bricks and mortar but support to prevent homelessness from re-occurring. The Council is committed to reducing rough sleeping and street activity, with several partnerships in place to tackle the issues associated with it. However, system change is needed to be able to deliver appropriate services and further funding to resource these interventions. The Council will continue to apply for relevant funding streams and welcome doing so in partnership with other local authorities or local partners to show a commitment to collaborative working and pooling knowledge and expertise. We are keen to promote that the Council cannot resolve the issues of homelessness alone and value the services that support our pledge.

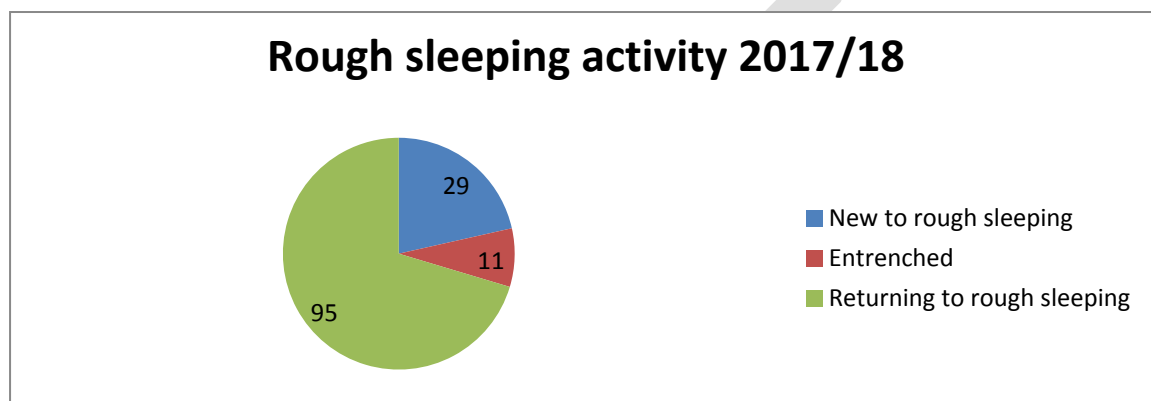
Rough sleeping in Winchester

Outreach is carried out 5 days per week which gives a timely and accurate indication of those sleeping rough in our district on any one night. The number of rough sleepers found can vary between 0 and 8. On average around 5 rough sleepers have been found over the last 12 months.

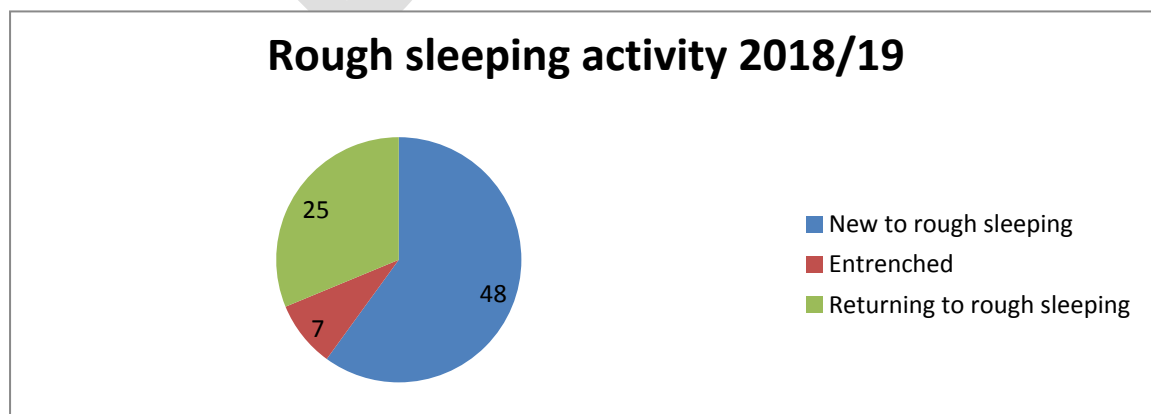
Data suggests that in 2016-17 there were 98 incidents of rough sleeping. This figure demonstrates the number of incidents of rough sleeping observed and some individuals may have been counted a number of times within the year where they may have had periods of falling in to homelessness. To recognise the flaw in this style of data collection and to have a better understanding of the number of individuals

experiencing rough sleeping, data was subsequently recorded to identify the number of individuals rather than observations.

In 2017–18 this increased to 135, the majority of these rough sleepers have support needs around drug or alcohol use. Of those found,, 29 were deemed to be new to the streets, 11 entrenched and 95 were returning rough sleepers.



In 2018-19 80 individuals were observed sleeping rough. Of them; 48 were new to rough sleeping, 7 were entrenched and unwilling for a prolonged period of time to explore housing options and 25 returned to rough sleeping after a period of accommodation. Comparing this data suggests that over the last few years the number of individuals being observed by the outreach team as rough sleeping has generally decreased. Over the last 12 months accommodation providers have adapted to working more flexibly in terms of admitting individuals in to accommodation and applying a person centered approach to supporting them to maintain their tenancy. What is now of concern is the percentage of those being identified as rough sleeping, being new to the streets. The Council and its partners need to understand the reason so many new individuals are facing homelessness and ensure that a rapid rehousing approach is adopted to support individuals and ensure support is accessible as early possible.



Winchester districts annual rough sleeping figures

	No.	Count or estimate	Demographic	Percentage increase/decrease previous year
2014	14	Count		-
2015	5	Count		64% decrease
2016	4	Count		20% decrease
2017	9	Estimate	9 males	125% increase
2018	8	Count	8 males	11% decrease

Consultation & Review Process

This strategy has been developed in consultation with our statutory and voluntary partners, residents and service users. The consultation started in early 2018 when the Council commissioned an independent consultant to look at the current systems in place for those who are homeless or at risk of homelessness and provide a report on:

- The current situation in relation to homelessness and rough sleeping by canvassing views from agencies, meeting and individuals currently within the systems in place.
- Bring together understandings of the part they play using their strengths, values and assets.
- Identify what systems need reviewing
- Identify outcomes that individuals/organisations are seeking and
- Identify who has the potential and desire to champion, advocate and lead.

The report recognised the generosity that exists in Winchester, not just financial but time, insights, ideas and networks. The willingness to build relationships between agencies to work together, co-create and drive through systems change.

The views and priorities of our partners and those with lived experience are reflected in the identified priorities and accompanying action plan.

A consultation event was held in January 2019 with a multi agency workshop event. Those agencies invited to participate represented the services across the Winchester district that come in to contact with a variety of client groups. The outcomes and feedback from this event were then supplemented by follow-up questionnaires which were then sent out further afield to ensure we captured feedback from as many partners as possible.

Those living in temporary accommodation and clients of the day centre were also

consulted with. Their views are invaluable, having those with lived experience informing the strategy and action plan ensures we have a grass roots understanding of the systems that customers need to navigate.

The outcomes of the consultation event, questionnaires and consultants report were all compared to identify findings and recommendations.

Further details of the consultation event, workshop outcomes and questionnaire can be found in the Winchester City Council's Homelessness Review Report on the website.

Delivering the strategy and challenges

Welfare reform is having a significant impact on the viability of some households being able to remain in the private rented sector. Local Housing Allowance rates remaining static, the application of the Benefit cap and Universal Credit can also cause barriers to households securing and remaining in accommodation. Partnership working and communication across departments at both a local and national level is key to supporting households.

Universal Credit

Universal Credit (UC) has now been rolled out in all jobcentres across the UK which means any new claims for benefits will no longer use the old welfare system. It combines six different benefits in to one payment made monthly.

In the South of England 276,320 households were on Universal Credit as of February 2019. 255,168 in payment and 21,150 were not. 50% of claimants were single with no dependent children, 29% were single with dependent children, 10% couple with dependent children and 3% are couples with no dependent children.

As of 11th April 2019 there were 1148 households claiming UC via the Winchester Job Centre. There are 313 Council tenants currently claiming UC, 184 of these have an average rent arrear of £763. However, the other 129 claimants are either in credit or have a nil balance. Early identification of those due to move on to UC and who may need support maintaining their claim is vital to ensure low levels of rent arrears.

The Council has welcomed the news that the government will not extend the limit on Universal Credit received by families with two or more children if they were born before April 2017. Whilst there are several challenges for individuals and landlords to overcome with the implementation of Universal Credit, the purpose of one encompassing benefit is to help individuals reach their potential, making work pay and for those unable to work keeping them out of poverty. As the implementation of this welfare reform further embeds itself we are likely to see adjustments to the process of claiming UC and how claims are dealt with.

The Council established a Universal Credit project group in early 2018 to prepare for the roll out of UC across the district. This group was made up of senior and operational staff from revenues & benefits, tenancy services, housing options and the DWP. The focus of discussion was on how to promote the welfare changes and promoting the

support that was on offer. This project group continues to work together to mitigate risk to both individuals and landlords by empowering individuals to take responsibility for their UC claim and providing the tools to do so.

As part of the Council's in house support service there will be 2 money and benefit advisors to support households to maintain their tenancies by looking at benefit claims, maximising income and reducing expenditure. Tenancy support officers have helped 81 Council tenants in the last year to claim UC or resolve an issue with the claim. Whilst the Job Centre can help with some issues, the majority of their work is carried out in national call centres with minimal face to face contact.

Funding cuts

Hampshire County Council announced in 2018 a need to meet a funding shortfall of £140 million by April 2019, of which £56 million is planned to be met from the Adult Health and Care budget. Homelessness Support Services provided by the County are to be reduced by £1.8 million, the potential change to services as a consequence is a reduction in spend on lower level and move on supported housing and community support. This will mean that those with less critical support needs will need to seek help from alternative sources. These changes will take effect from 1st August 2019 through modifications to reduce the value of the contracts, with an extension further to 31st March 2021 agreed.

The Council have considered what provision will need to be in place to support those requiring community support in order to prevent homelessness. By pooling knowledge and expertise from across sectors (such as mental health, rough sleeping navigators, money advisors, older persons etc.) we aim to have specific rather than generic floating support offer. By bringing this service in house we can monitor the needs of the district and adapt services to meet changing demands.

Homelessness Reduction Act 2017

Although we have embraced the changes that have occurred as a result of the Homelessness Reduction Act 2017 we are not naïve to the fact that there are some challenges to the work we are trying to do. Some considerations to overcome are:

- A need for access to short term accommodation. If a referral is made to another authority there may be a duty to accommodate a household for a short period of time. To avoid the usage of B&B accommodation we will need to consider a supply and demand model of temporary accommodation to identify alternative options.
- Officer capacity, due to the length of time assessments and PHP reviews take. To tackle this we will need to monitor case loads closely and review staffing levels if required.
- An increase in footfall as there are changes to external support services.

Duty to Refer

The Homelessness Reduction Act placed responsibility on some public bodies to notify the housing authority of service users they consider may be homeless or

threatened with homelessness (as of 1st October 2018). The housing options service have engaged with not just the prescribed public bodies but also services that are identified as having contact with those at risk of homelessness. The Council welcome referrals from any agencies at the earliest opportunity to ensure that we can begin working with the household towards preventing or relieving their homelessness.

All Hampshire authorities have signed up to a joint Hampshire Homelessness Referral protocol. This sets out how the local authorities and public bodies operating in Hampshire will deal with referrals. By have a pan Hampshire referral form it is easier for agencies to navigate pathways into services.

The Housing Options Team will continue to monitor referrals received to ensure they are appropriate and timely. Identifying those services not using this resource will be important to initiate contact and overcome any barriers to a productive pathway into the service.

Rough sleeping

There is an identified trend in rough sleepers and those who fall in and out of homelessness having experienced complex trauma. As a result of this it can be difficult to adhere to rules attached to accommodation. The current supported housing provisions do not resolve all single homeless households' needs. Barriers to accessing accommodation can create strains in relationships between professionals and individuals. Developing different offers of accommodation and support is required to achieve our ambitious pledge that 'no one should need to sleep rough in Winchester by 2023'.

The Winchester Social Inclusion Group (SIG) has a wide range of engaged partners keen to contribute to a systems change approach. It exists to reduce rough sleeping and tackle associated issues of street attachment and harmful street activity by 2020. The group have developed a pledge and 3 commitments which mirror the MHCLG's Rough Sleeping Strategy 2018 vision:

- Delivering individual, collaborative and whole system change through early intervention, preventative and recovery-focused services to alleviate and prevent rough sleeping. (This aligns to the prevention and recovery elements of the Strategy)
- Ensuring optimal and effective deployment of resources, assets and skills (This aligns to the intervention element)
- Promoting and achieving safe and thriving civic space usage for all by reducing ASB, Crime and vulnerability, raise public awareness and increase safeguarding (This aligns to prevention, intervention and recovery).

To achieve these commitments the Housing Options Service along with the Community Safety team need to drive the pledge and ensure partners can see the importance of the work that needs to be undertaken.

As a result of the passion and commitment shown at the SIG meetings, separate working groups have been established to look at some of the identified blockages and barriers to individuals engaging with services. The working groups will identify areas

for changing the system and joint funding opportunities.

MEAM (Making Every Adult Matter)

As a partnership the Winchester district has been recognised as a MEAM approach area. The SIG will be modelling and facilitating efforts to address and resolve system barriers. The types of issues that may be considered and addressed are:

- Tackling blocks and behaviours in the system preventing workers from being effective in the services provided to individuals.
- Reviewing service delivery and access to ensure clients get the right support at the right time from the right part of the system.
- How information can be shared.

One key change that needs to be addressed is collaboration, as this is the best way to tackle multiple disadvantages. Engaging with those with lived experience provides grassroots insights, to develop a shared understanding of the problems with the current system and a clear vision of change.

Affordability & Housing supply

Affordability of housing is a challenge which means a limited degree of choice in respect of housing options. With average household incomes in Winchester falling considerably short of the minimum income required for both purchasing and renting on the open market more households are finding themselves living in unsuitable accommodation. The consultation questionnaire sent to partners highlighted 'Affordable housing must be affordable' as the highest action priority. It is not just rent payments which lead households to struggle financially; fuel poverty is a concern for many households. Our private sector housing team are committed to working with ECO fund providers to identify those in privately owned or rented accommodation who would benefit from free energy efficiency measures.

We will continue to promote our City Lets scheme to increase the number of properties we can offer to households at the Local Housing Allowance rate. UC and the benefit cap can prove challenging when trying to persuade a landlord to rent their property to someone in housing need. To combat this we need to ensure we can provide the right support to our tenants and work closely with the DWP. By combining our in house City lets officer and Empty homes officer post we hope that more owners will be encouraged to bring properties back in to use.

Winchester City Council and Test Valley Borough Council have recently been successful in bidding for a share of the Private Rented Access Fund awarded by the MHCLG. This money will be used to recruit a tenant liaison officer and landlord liaison officer. It is anticipated that will provide extra reassurance to landlords of the capacity of officers to support the maintenance of tenancies. It will also be used to provide tenancy ready training to those in Temporary Accommodation to prepare them for managing a tenancy in the private rented sector.

The creation of a housing company or other specialist vehicle will also support the development of affordable and private rented homes in the district.

Lack of move on accommodation from current supported housing provision can create blockages within services. By working with partner agencies we need to consider pooling resources (funding, support staff and buildings) to develop additional accommodation. There have already been successes with this approach in the district but further work is required.

To meet the aims and objectives of the strategy the Council will need support from stakeholders and partnership initiatives such as SIG, MEAM partners, Winchester Community Safety Partnership, Hampshire County Councils social inclusion, mental health and domestic abuse provisions, housing providers and the voluntary sector. Winchester City Council acknowledges that we cannot work in isolation and collaborative working is vital.

Preventing homelessness and rough sleeping strategy priorities and outcomes

1. To provide early intervention and support to prevent homelessness across the district

Providing the earliest opportunities to prevent and relieve homelessness through our frontline housing options triage service which is available to all customers.

- Developing a holistic person centered approach to all housing options assessments.
- Enabling access to the service through home visits, accessible offices, assertive outreach team and drop in surgeries.
- Promote and develop lead officers for specified groups such as victims of domestic abuse, care leavers, former members of the armed forces, people suffering mental illness and those with complex needs, people released from prison and those leaving hospital with no housing in place.
- Promote early intervention in schools, family projects, care-leaving teams to ensure individuals can develop the skills and resilience to navigate the risk of homelessness.
- Monitor trends and identify any other groups who may be at particular risk of homelessness in the district.
- Review the outreach provision to ensure support is targeted to meet the needs of those sleeping out for the first time, those returning to the streets and for single women rough sleeping. Considering options for navigators to have the freedom to try different forms of innovative interventions to achieve outcomes, with the full engagement and partnership of local agencies.

- To ensure we are aware of and bid for any relevant funding made available by the MHCLG to support the work outlined in the Rough sleeping strategy to bring new and innovative approaches to providing early intervention and support to those at risk of homelessness.
- Introducing and developing an in house floating support service across all tenures.
- Empowering opportunities for members of the public and the business community to support those at risk of rough sleeping by increasing promotion of the StreetLink service.
- Working with partners and the voluntary sector to support the implementation of the duty to refer to enable further early intervention opportunities to ensure no one in Winchester needs to sleep rough.
- Ensure the pathways with registered social landlords are clear and promoting early intervention and support. We must ensure there are formal systems to monitor and understand failed tenancies.

2. Promoting systems change through partnership arrangements

Promoting district wide systems change through the Social Inclusion Group (SIG), a senior cross sector collaborative partnership. Co-operation between internal departments, statutory bodies, voluntary sector agencies, and faith and community groups is vital to drive through change.

- Delivering on individual, collaborative and whole-system change through early intervention, preventative and recovery-focused services to alleviate and prevent rough sleeping.
- Establishing Winchester District as a Make Every Adult Matter (MEAM) approach area, to design and deliver better coordinated services as a partnership.
- Improve access to support for good mental health and physical health, reducing crisis interventions where possible. Participation in the Hampshire wide Keep Well Collaborative will complement this and support a Homeless Health Assessment to consider how early homelessness prevention results in better outcomes for individuals and significant financial savings for health and other budgets.
- Review and address areas of service duplication which do not serve to reduce rough sleeping or tackle street attachment.
- Ensuring optimal and effective deployment of resources, assets and skills (right people, right place, and right time).

- Promoting and achieving safe and thriving civic space usage for all (reduce ASB, Crime and Vulnerability, raise public awareness, and increase safeguarding).
- To engage with Expert Link to coordinate a local network group containing professionals and those with lived experience to identify local priorities and find sustainable solutions, developing co-created systems and services in partnership.
- Regularly reviewing the pathways in place to ensure that they are relevant and fit for purpose. Considering new styles of accommodation to meet needs in a rapid rehousing approach.
- Ensuring that all agencies have an understanding of and adhere to the provisions of the Homelessness Reduction Act 2017 particularly in respect of the Duty to Refer for specified public bodies.
- Share best practice and positive outcomes as well as training opportunities to upskills staff across the partnership.

3. Ensuring sufficient supply of accommodation

Explore and take opportunities with partners for joint commissioning and resources ensuring that the housing options offer contains a variety of housing types.

- Apply a rapid re-housing response to rough sleeping through a renewed assertive outreach provision and a Housing First led model of provision. This will consider the suitability of accommodation for those with multiple needs and take a flexible approach to tenancy conditions to meet the needs of the individual.
- Complete a review of dormant assets to see if there are estate owned properties which could be brought back into use.
- Consider the viability of a housing company to drive forward the development of mixed tenure accommodation in the district.
- Ensure resources are available to expand the City lets scheme, improving the offer for landlords and outcomes for those at risk of homelessness.
- Introduce a Landlords Forum to overcome barriers for landlords letting properties to those identified by the Housing Options service.
- Work with developers and Registered Social Landlords to increase suitable housing supply.

- We will continue to make best use of the available social housing stock working in partnership with our tenancy service team.
- Work with our Private Sector Housing team to bring empty properties back into use.
- Work in collaboration with partner agencies to ensure those leaving hostels are tenancy ready and can successfully maintain accommodation once they have moved on.
- Working with the New Homes team to inform new developments to ensure we are meeting the needs of the community and those registered for housing with us.
- Co-commissioning Homelessness Support Services in partnership with Hampshire County Council.

4. Provide the right support and services so that no person needs to sleep rough in Winchester

Provide services which are led by an individual's strengths and needs to promote positive engagement and outcomes for those without accommodation. It is vital that individuals and households are provided with the right support to ensure they sustain any future accommodation. The introduction of Personalised Housing Plans with the Homelessness Reduction Act 2017 will identify short and long term support needs and goals.

- Become a MEAM approach area bringing together good will, passion and business objectives of services to identify clear joint aims and a framework to support this.
- Make services and responses to rough sleeping and street attachment 'trauma informed' and ensure that staff are fully trained and supported to do this.
- Consider the introduction of 'navigators' to Winchester to support rough sleepers from their first contact with services through to settled accommodation. They will focus not just on finding a housing solution but supporting the individual with their recovery to avoid returning to the streets. This will require freedom to try different forms of innovative interventions to achieve outcomes, with the full engagement and partnership of local agencies
- Co-ordinate information which show early indicators of risk of homelessness and work together to sustain accommodation, build connections and well being.

- Create opportunities for work-placements and volunteering for people who have been rough sleeping and/or with street attachment.
- Partners in Winchester to engage with Expert Link to implement a co-production network group. This will involve peer work and encourage discussions aimed to identify barriers to individuals engaging with services.
- An audit of current support services will be undertaken to ensure that there is clear access to support for specific client groups such as; mental health, benefits and money advice, older persons etc. This will ensure that advice and support is tailored to consider specific needs.
- Continue to promote the alternative giving scheme in place in Winchester. Ensuring that the public (including students and tourists) are informed of the services available to those sleeping rough across the district.

Links to other Strategies and related policies

This Strategy should be considered in the context of a range of other housing strategies and policies.



WCC Council Strategy 2017-2020

The Strategy cannot single handedly tackle housing issues. Providing advice and support to a household is just one step in not only ensuring all have the opportunity to have somewhere to call home and feel civic pride.

One of the Council Strategies priorities is to ‘Deliver quality housing options’. It recognises that housing can be expensive in the District and that there is a

commitment to provide different options for residents. The Council aim to achieve this by:

- Responding to the need to provide more affordable housing in the district.
- Drive down homelessness across the District and support agencies in the drive for an improved life for those in need.
- Provide good access to affordable housing options across a range of tenures.
- Be proactive in tenant engagement, achieving effective representation and insight across all tenant and customer groups.

Housing Strategy 2017/18- 2022/23

The Winchester District Housing Strategies primary focus is those who are unable to exercise a reasonable degree of choice about their housing circumstances.

Priorities are:

- To accelerate and to maximize the supply of high quality, affordable housing across the district.
- improve the housing circumstances of vulnerable and excluded households.
- Supporting local people accessing high quality and affordable housing which meet their needs.
- To make best use of housing.
- To engage with residents and create cohesive communities.

Tenancy Strategy

The Council's Tenancy Strategy sets out the high level strategic objectives to determine how tenancies are used and managed across the local district. The Strategy ensures that all social housing properties advertised through the Council's choice based lettings scheme supports the creation of balanced, settled and cohesive communities.

Allocations Policy

The Council operate a choice based lettings scheme to register applicants for housing, allowing customers to bid or register their interest in suitable social rented housing.

The Council is committed to a Scheme of Allocation that offers greater choice to all those seeking housing and enables customers to make well-informed decision about their housing options.

The key principles and objectives of the Scheme which determines how allocations will be made are:

- To meet our homeless prevention and statutory homelessness duties

- To give 'reasonable preference' to those in greatest housing need
- To meet the needs of vulnerable people with support
- To provide applicants with as much choice as possible
- To help to create and maintain sustainable local communities
- To make the best use of available housing resources
- To allocate scarce local housing resources in as fair a way as possible

Private Rented Sector Offer Policy

The introduction of the Localism Act 2011 provided the opportunity for the Council to discharge its full homelessness duty to applicants by making an offer of suitable privately rented accommodation. This provides the opportunity to avoid the use of temporary accommodation, or for those households already housed temporarily by the Council for the length of time to be limited.

Empty Property Strategy

The overarching aim of the strategy is to help return long term private sector empty homes to occupation. An empty property can have an impact on its surroundings if left in poor condition. Bringing a property back in to use can tackle social, economic and public health issues, and increase the amount of decent homes in the District in turn helping reduce homelessness and lessen the requirement for temporary accommodation.

Resources

The MHCLG provide the Council with the Homelessness Prevent Grant and Flexible Homelessness Support Grant which are both calculated annually. To support with the implementation of the Homelessness Reduction Act (2017) a New Burdens Fund was granted for a period of 3 years. The value of these grants are not guaranteed and is therefore considered for short term projects and staff to provide a long lasting effect on the preventing homelessness agenda.

The Council's temporary accommodation stock sits within the HRA. Generally the expenditure associated with this provision does not exceed the incoming finance from rents received.

Our partners also provide services for homeless people and those at risk of homelessness. This is provided by additional resources and funding outside of the grants highlighted above.

Part of the work undertaken by the Social Inclusion group is to identify funding opportunities for partners and the Local Authority to support the action plan attached to this strategy. Match funding opportunities also need to be considered to achieve new ways of funding and delivering targeted housing options and homelessness services.

Monitoring and Review

This strategy is for a five year term but will be reviewed annually to ensure it remains relevant and current and can respond to any sector changes. If any significant sector changes occur the strategy will be reviewed to ensure the objectives remain relevant.

This Strategy is a working document and will be monitored, owned and led on by District partners across individual specialist areas, with the council taking overall responsibility for any amendments or updates. The Council will consult on the effectiveness of our District-wide homelessness prevention measures through a number of means, including various forums in place in the district. The Council will ensure the annual service plan for the housing options/private rented sector teams align themselves to the more detailed actions requires as a direct result of the consultation and review undertaken.

Publication

A copy of this strategy is available on the Council's website and is available upon request as a hard copy at the Council's offices. Any request for versions in Large Print and Braille can be made in writing to:

Housing Options Manager
Housing Services
Winchester City Council
City Offices
Colebrook Street
Winchester
SO23 9LJ
Email: homelessness@winchester.gov.uk
Website: www.winchester.gov.uk

DRAFT

The Preventing Homelessness & Rough Sleeping Strategy is a working document and will be monitored, owned and lead on by District partners across individual specialist areas, with the Council taking overall responsibility for any amendments or updates via an agreed forum responsible for monitoring this Action Plan.

The council will continue to consult on the effectiveness of the District-wide homelessness prevention measures through a number of means, including through the various forums in place in the district such as the Early Help Hub, Social Inclusion Group, Tactical Group and Health and Wellbeing Partnership Board.

The council will also ensure the annual service plan for the Housing Options/Private Rented Sector align themselves to the more details actions required.

The Action Plan covers the wider strategic priorities with the expectation that the operational delivery of some of the wider actions will be delivered from within the housing options service.

Priorities:

- **Provide early intervention and support to prevent homelessness**
- **Promoting systems change through partnership arrangements**
- **Ensuring sufficient supply of accommodation**
- **Provide the right support & services so that no person needs to sleep rough in Winchester.**

To provide early intervention and support to prevent homelessness across the district

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
Year 1-5	Housing Options Manager	Existing resources	Develop a holistic, person centred approach to housing options assessments.	Provide training and resources to officers to ensure they are equipped to carry out thorough assessments using this approach. Shared learning across partners.	Best practice approach adopted.
Year 1-5	Housing Options Manager & Strategic Housing Manager	Existing resources	Promote early intervention in schools, family projects, care leaving teams etc.	To ensure individuals can develop the skills and resilience to navigate the risk of homelessness.	Reduction in applications from young people. Or, increase in prevention and relief activity recorded.
Year 1-5	Housing Options		Ensure pathways with	Continue to promote	Increased prevention

	Manager and all partners		registered social landlords are clear and promote early intervention and support.	partnership working-round the table meetings to address issues and consider learning from other areas.	activity.
Year 1-5	Housing Options service & identified partners	Existing resources and potential for grant opportunities	Develop lead officers for specified groups with no housing in place.	A housing expert to be regularly engaged with identified services to ensure housing options are considered for all facing homelessness.	Reduction in crisis approaches & increased relief activity.
Year 1	Social Inclusion service	Existing resources	To introduce a tenure blind floating support service to sustain tenancies or secure appropriate alternative accommodation to reduce and prevent homelessness.	To provide a robust support service in light of the reduction of the funding available for Social Inclusion community support services from August 2019.	Increase in prevention activity recorded. Minimise statutory homelessness duty acceptances through preventative work. Reduction in

					rough sleeping.
Year 1-5	Housing Options service and key partner agencies	Existing resources	Work with partners to promote the pathway for referrals under the Duty to Refer	To ensure timely referrals are made in to the Housing Options service to establish statutory duties and prevent homelessness.	Increase in prevention activity. Reduction in rough sleeping. Reduction in homelessness acceptances.

Promoting systems change through partnership arrangements

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
Year 1-3	Strategic Housing Manager	Existing resources, officer time. However future funding opportunities may need to be explored.	Become an established MEAM approach area, bringing together partners to approach those with multiple disadvantage in a strengths	Record appropriate data, continue to promote the SIG and Tactical group to all relevant partners.	Reduction in those rough sleeping/vulnerably housed/street attached not accessing appropriate support services.

			based way.		
Year 1-5	Housing Options Manager & key partners		Identify partners not represented at multi agency meetings to address barriers to attendance. Participate in the Hampshire wide Keep Well Collaborative.	Improve access to support services to reduce crisis interventions. Ensure individuals can access the right support at the right time.	Reduced crisis intervention.
Year 1	Housing Options service & key partners	Existing resources	Use the Senior Social Inclusion Group to promote the support that services can offer.	Clear understanding of the roles and responsibilities of each agency. Good communication between agencies to discuss new ideas and learning from elsewhere.	Appropriate sign posting to support services. Reduction in customers getting stuck in systems at transitional phases.
Year 1-2	Housing Options service and partners	Existing resources	Complete service mapping to address areas of duplication	Understanding of the different accommodation options available and	Access to the correct services for customers

			and gaps in services.	support services in place to ensure appropriate referrals are made.	
Year 1-5	Housing Options service	Existing resources	Promotion of the Homelessness Reduction Act 2017 & Duty to Refer to all agencies	Ensuring all agencies have an understanding of and adhere to the provisions of the Act to enable early referrals into the service	Early intervention with potential homeless cases.

Ensuring a sufficient supply of accommodation

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
Year 1-5	Housing Options Manager	Existing resources	Work in partnership with the New Homes team and Service Leads to ensure there is a clear understanding	Ensure development sites contain the right size accommodation in relation to need .	Decrease in those waiting for social housing. Move on from supported/unsup

			of what is affordable for those registered for housing.		ported accommodation more viable.
Year 1-5	Housing Options service & commissioned partners	Existing resources	Apply a rapid re-housing response to rough sleeping through a refreshed assertive outreach provision and Housing First.	Ensuring providers are flexible with their criteria for customers accessing accommodation. Taking a person centred approach to ensure positive engagement.	Reduction in rough sleeping numbers.
Year 1-5	Housing Service	Existing resources	Setting up of a Housing Company.	A scheme to increase the provision of housing in the District to develop mixed tenure accommodation.	Increased provision of accommodation.
Year 1-5	Private Sector Housing Team & Housing Options Team	Existing resources & potential grant opportunities	Expansion of the City Lets scheme. Improving the offer for landlords and mitigating welfare reform difficulties by providing support to both tenant and landlord.	Increase of properties available in the private rented sector.	Reduction in homeless duties accepted.
Year 1-2	Private Sector Housing	Existing resources	Develop a landlords forum.	To engage with more landlords in	More landlords willing to let

				the PRS.	properties via the City Lets scheme.
Year 1-5	Private Sector Housing	Existing resources	Bring empty homes back into use.	By identifying empty properties and engaging with owners, overcoming the reasons for the property being unoccupied and available to those in housing need.	Increase in properties available for those in housing need.
Year 1-5	Housing Allocations team	Existing resources	Ensuring that properties are being let in line with the Tenancy strategy. Allocations team to have a good understanding of those registered in housing need.	Make best use of the available social housing stock working in partnership with accommodation providers.	
Year 1-5	Housing Options Service & relevant partners	Existing resources	Work in collaboration with partners to ensure that there are suitable housing options for those leaving hostels. Ensuring those leaving supported accommodation are supported to become tenancy	Successful move on for those leaving supported housing by ensuring there is a variety of move on options to suit the customer.	Positive outcomes for those moving from supported accommodation.

			ready.		
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Provide the right support and services so that no person needs to sleep rough in Winchester

When will we do it by?	Who will monitor this and who will deliver this?	Resources needed	Tasks/Steps	Target	Outcome
Year 1-3	Strategic Housing Manager	Short term Rough Sleeper Initiative funding already awarded by MHCLG	Implement peer mentoring service and a sustainable platform for the voice of those with lived experience. Provide Psychological support to those experiencing multiple disadvantage. Partners to engage with Expert Link.	Record appropriate data for qtrly returns to MHCLG. Identify areas for change through engagement with those with lived experience.	Reduction in those rough sleeping/vulnerably housed/street attached not accessing appropriate housing.
Year 1	Strategic Housing Manager and Two Saints	Existing resources	Agree a new co-ordination of the outreach services available in the district. Consideration of 'community	Flexible approach to when outreach is conducted for early identification of those rough sleeping particularly new to rough	Increase in preventative work and reduction in those sleeping rough.

			navigators’.	sleeping. Introduce a No First Night Out Model.	
Year 1-5	Housing Options Manager and Spare Change for Real Change working group	Existing resources	Refresh of the diverted giving scheme to ensure message is clear.	Work in partnership with local charities and partners to promote the diverted giving scheme and ensuring the public are informed as to the services available to those who are homeless across the district.	Reduction in street begging and associated activity.
Year 1-5	Housing Options Service/ SIG	Existing resources	Co-ordinate information which shows early indicators of risk of homelessness and work together to sustain accommodation, build connection and well being.	Be able to identify trends in homelessness to work as a partnership to deliver services to overcome emerging issues.	Increase in services available to tackle homelessness.

REPORT TITLE: MUTUAL EXCHANGE POLICY

18 JUNE 2019

REPORT OF CABINET MEMBER: Cllr Kelsie Learney, Cabinet Member for Housing and Asset Management

Contact Officer: Amber Russell Tel No: 01962 848 229 Email: arussell@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report considers the current policy for Mutual Exchanges, which are available to secure and assured tenants and are an important means for many to find a more suitable home. The current policy allows tenants to move to a property which has one bedroom more than their assessed bedroom need. The report highlights the implications of the current policy and makes recommendations for change to bring the policy in line with the Council's Allocations Framework.

RECOMMENDATIONS:

1. That the Policy Committee consider an amendment to the Mutual Exchange policy which currently allows tenants to move to a property which has one bedroom more than their assessed bedroom need.
2. That the Policy Committee consider and comment upon the proposal that consent be refused for exchanges where the accommodation is more extensive than is reasonably required by the tenant unless one or more of the following conditions apply:
 - i. The tenant is downsizing;
 - ii. The tenant is exchanging to older persons accommodation;
 - iii. The tenant has a confirmed medical or welfare need for a property which is larger than their assessed bedroom need;
 - iv. There are other exceptional circumstances as determined by the Council.

1 RESOURCE IMPLICATIONS

- 1.1 There are no direct resource implications associated with this proposed change of policy. The policy will be delivered within current resources.

2 SUPPORTING INFORMATION:

Background

- 2.1 The ability to exchange tenancies is recognised by Winchester City Council as an important means for many tenants to be able to find a home more suitable for their needs. Procedures are in place to support tenants in their search for suitable exchange partners and to facilitate a speedy and smooth exchange of properties where authorised.
- 2.2 Mutual exchanges for secure tenants operate within a regulatory framework laid down by the Housing Act 1985 and more recently the Localism Act 2011. A secure tenant has the statutory right to swap homes with another tenant, provided the other tenant is the tenant of a social landlord and they both have the written consent of their landlords.
- 2.3 The process is tenant led, in contrast to the landlord led transfer process, and does not have the associated higher administration costs and rental loss during void periods which happens with the transfer process. A mutual exchange can also hold benefits for tenants, providing people who would struggle to secure a transfer with a means of moving to what might be more suitable or affordable accommodation, including tenants that might wish to move due to welfare reform changes.
- 2.4 For landlords it can help with efforts to maximise efficient use of stock to best meet housing need and minimise problems such as rent arrears. A mutual exchange can also provide major benefits for other services, for example, helping a tenant to move to be closer to family and friends can reduce demand on health and social care services and result in cost savings.
- 2.5 The Council currently permits properties to be let via mutual exchange where there is one bedroom more than the tenant's assessed bedroom need. In more recent years with welfare reform changes, in particular the introduction of the social sector size criteria (SSSC), tenants moving to properties which are larger than their housing need have been subject to the 'bedroom tax' and some have fallen into rent arrears as a result. Also this policy is contrary to the Council's Allocations Framework within Hampshire Home Choice and is at a time when social housing is in high demand whereby housing providers are being asked to make best use of this scarce resource.

Completed Mutual Exchanges

- 2.6 The Council approves on average 47 mutual exchanges per year. Of those approved, 48% are to tenants who will be under occupying their new accommodation.
- 2.7 The table below provides details on the number of exchanges and those that were under occupied for the last four years.

Financial Year	Number of Mutual Exchanges	Number Under Occupying
2015/16	48	28
2016/17	48	19
2017/18	46	21
2018/19	46	22

- 2.8 Since the introduction of the SSSC in April 2013, working age claimants for Housing Benefit or Universal Credit who are under occupying their home face a reduction in their eligible rent for benefit purposes of 14% for one additional (spare) bedroom. As part of the mutual exchange process, all tenants are made aware of the benefit restrictions related to under occupancy, regardless of whether they are currently in receipt of Housing Benefit or Universal Credit.
- 2.9 Of the 22 tenants who carried out a mutual exchange in 2018/19 and were under occupying their property, 14 are in rent arrears. 7 of the 14 have subsequently had a change of circumstances since moving, so although at the time of exchanging they may have been working and gave the assurance of meeting the weekly rental charge through their income, they have since found themselves out of work and Housing Benefit/Universal Credit not covering the full rental charge.
- 2.10 Financial assessments for exchanging tenants were not previously being undertaken as is standard practice with new tenancies from the Council's Housing Register. However, from May 2019 this service is being provided to give exchanging tenants advice on whether they are able to afford the property they are proposing to exchange into and if appropriate, give support with income maximisation and debt advice.

Consultation

- 2.11 From the 1st November until the 4th December 2018 we asked current Winchester City Council tenants to complete an on-line survey to establish

their thoughts on allowing an extra bedroom and their mutual exchange experience. 357 completed responses were received, representing a wide selection of all tenants.

- 2.12 Although overall, the process was a positive one, the response regarding allowing an extra bedroom was quite evenly split, 52% saying allowing the extra bedroom for mutual exchanging tenants was not fair (when applicants on the Housing Register are not allowed move to a property larger than their assessed bedroom need) whilst 47% thought this was acceptable. 39% either agreed or strongly agreed to the proposed policy exchange of not allowing tenants to exchange to a property with more bedrooms than are needed, whereas 40% either disagreed or strongly disagreed (20% neither agreed nor disagreed).
- 2.13 There were a further 142 free text responses on this issue and again, these responses were very mixed. Many of the comments said that allowing an extra bedroom should depend on individual circumstances, for example family taking on caring responsibilities for other family members, someone with a disability needing the extra room for equipment, medical supplies or a carer to stay, or a family planning to have more children. The opposing view made it clear that the shortage of social housing should be a factor and that there are families who need that extra bedroom immediately.
- 2.14 To explore this issue further a Focus Group was set up, with 4 council tenants being involved over two sessions during May 2019. The consensus from the Focus Group was that all tenants should not automatically be allowed to move to a property which has more bedrooms that they need. However, each exchange case requesting an extra bedroom should be assessed on its merits and take account of the applicant's individual circumstances. This is similar to the Allocations Framework which takes health and welfare circumstances into consideration when determining household size and accommodation eligibility. The group also felt that tenants downsizing to smaller accommodation or older people moving to older persons accommodation should continue to be allowed to under occupy a property.

Conclusion

- 2.15 Mutual exchanges are a valued means for tenants to secure a new home. The current policy allows tenants to move to a property larger than their housing need and whilst this gives tenants greater flexibility for their housing choices, it is not in keeping with the Council's Allocations Framework or pledge to make best use of our housing stock which is in high demand. Also more recently with the changes to the benefits system, we are seeing tenants who are under occupying their homes fall into arrears and potentially put their

housing at risk as they are unable to meet rent which is not eligible for benefit assistance.

2.16 The Localism Act 2011 introduced ground 7 as a valid reason for a landlord to refuse a mutual exchange whereby 'the accommodation is substantially more extensive than is reasonably required by the tenant to whom the tenancy is proposed to be granted'. It is suggested that this ground be applied and the current policy be amended so that there is no longer an automatic right to exchange to a property larger than the tenant's housing need. Instead, requests to exchange to a home which has an additional bedroom will be refused, except in the following circumstances::

- i) The tenant is downsizing;
- ii) The tenant is exchanging to older persons accommodation;
- iii) The tenant has a confirmed medical or welfare need for a property which is larger than their assessed bedroom need;
- iv) Other exceptional circumstances as determined by the Council.

2.17 This is in keeping with the Allocations Framework and will ensure consistency across our housing policies and will help to ensure the housing stock is fully utilised.

3 OTHER OPTIONS CONSIDERED AND REJECTED

3.1 No other options have been considered.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None.

Other Background Documents:-

Mutual Exchange Policy Review – We Asked, You Said, We Did

<https://winchester.citizenspace.com/housing/mutual-exchange-policy-review/>

Hampshire Home Choice Allocations Framework

<http://www.hampshirehomechoice.org.uk/Data/Pub/PublicWebsite/ImageLibrary/Version%2015%20-%20HHC%20Allocation%20Framework%20master%20May%202019%20CURRENT.pdf>

APPENDICES:

None.

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REPORT TITLE: ESTATE IMPROVEMENT PROGRAMME

18 JUNE 2019

REPORT OF CABINET MEMBER: Cllr Kelsie Learney, Cabinet Member for Housing and Asset Management

Contact Officer: Amber Russell Tel No: 01962 848 229 Email: arussell@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Council's estate Improvement programme is a key priority in the Housing Revenue Account (HRA) Business Plan and funds wide ranging schemes aimed at improving the condition and appearance of housing land throughout the district. For the current year, a total provision of £250,000 was included in the Capital Programme, funded directly from the HRA, for this work.

The Estate Improvement Programme is now in its tenth year. This report highlights what was achieved in the last financial year and the schemes that are proposed for this year.

The report also highlights the increasing cost of the works to provide the Estate Improvements and recommends that that programme be extended in future years by increasing the budget allowance.

RECOMMENDATIONS:

1. That the ongoing achievements of the Estate Improvement programme be noted.
2. That the Policy Committee are asked to comment upon increasing the provision in the Housing Revenue Account Business Plan to £400,000 from £250,000 for 2019/20.
3. That the Policy Committee are asked to comment upon increasing the benchmark cost per parking bay to £4,000.

4. That the Committee consider how the Programme could be amended to make a greater contribution to the Climate Emergency action plan

1 RESOURCE IMPLICATIONS

1.1 As highlighted in the body of the report.

2 SUPPORTING INFORMATION:

2.1 The Estate Improvement programme is now in its tenth year, during which time many schemes have been successfully implemented across the district.

2.2 The programme is specifically for projects which address the following community issues:

- Community safety - such as lighting, door entry systems
- Car parking - increasing parking provision or regularising parking
- Environmental - such as bin areas, fencing, landscaping

2.3 As this budget is funded by the Housing Revenue Account (HRA) all proposals must benefit primarily Winchester City Council tenants and the improvement should, for the most part, be on Housing land.

2.4 Proposals for Estate Improvements can be made by Winchester City Council tenants and leaseholders, Councillors and Council Officers. Guidelines and forms for how to make a proposal are provided on the Winchester City Council website under 'Housing Estates and Improvements'. Requests can be submitted using the proposal form, via an on-line form or by contacting the Estate Improvements Officer.

2.5 Since its inception the provision of £250,000 has been dedicated annually within the HRA for Estate Improvement work and on occasions additional funds have been allocated to the programme to facilitate particular schemes. Due to a rise in costs primarily associated with parking schemes which remain the most commonly requested proposal, the provision of £250,000 is no longer sufficient to enable the facilitation of more than a handful of schemes per year.

2.6 We have seen a significant rise in costs recently, due to an increase in the cost of the surfacing materials, the cost of disposing of items (such as the removed hard surfaces etc.), and also supplementary items.

2.7 The existing benchmark of £3,000 per parking bay is also no longer practical due to these increased costs and therefore it is recommended that this be revised to £4,000. This figure is calculated using the costs for the last two parking schemes which were delivered at Penton Place, Highcliffe and St Peters Close, Curdridge (see table in 2.5 for further details).

2.8 The general lack of parking on our estates is an ongoing issue so we anticipate there will be a continued demand for these types of schemes for the foreseeable future.

- 2.9 Whilst parking schemes have dominated the programme in recent years, this is a programme of work that could make a positive contribution towards the “Climate Emergency” agenda, particularly in relation to environmental and landscaping improvements.
- 2.10 This report summarises the proposals dealt with during the 2018/19 financial year, providing information on those that have been completed or are currently being progressed, along with those projects that have rolled over from previous financial years.

Expenditure for 2018/19

- 2.11 Works at Drummond Close, Stanmore (parking improvements), Thurmond Crescent, Stanmore (fencing to improved parking area) and Somerville Road, Kingsworthy (communal garden improvements) began in the previous financial year, 2017/18. These schemes did not complete until 2018/19 and the full costs (£115,600) were brought forward to the 2018/19 financial year as no carry forward was in place from the 2017/18 budget.

Works	Current Expenditure	TOTAL
Works brought forward from 2017/18	Drummond Close £47,638 – Completed May 18	£115,600
	Thurmond Crescent £8,661 – Completed Mar 18	
	Somerville Road £59,301 – Completed Apr 18	
TOTAL		£115,600

- 2.12 Works at Trussell Crescent, Weeke had also started in 2017/18 but were not completed until 2018/19. This scheme has provided extensive garden landscaping and replacement fencing works to the whole of Trussell Crescent comprising of 76 units of accommodation.
- 2.13 The expenditure on this scheme far exceeded original estimates of £160,000 for the 2018/19 works. This increased expenditure was a result of the growth in popularity of the scheme with 90% of properties having garden works undertaken and 93% properties having replacement fencing, more tenants opting for the more expensive paved garden option and the rising cost of the materials over the duration of the scheme.
- 2.14 Although a costly scheme, the works have vastly improved the appearance of the street scene at Trussell Crescent and residents are now better equipped to ensure the upkeep of their outdoor areas.

Works	Current Expenditure	TOTAL
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2018/19 (works ongoing from 2017/18)	Trussell Crescent – Completed March 2019	£222,996
TOTAL		£222,996

2.15 A further three schemes were also completed at Nicholson Place, Alresford (road widening), St Peters Close, Curdridge (parking) and Penton Place, Highcliffe (parking), their costs coming from the 2018/19 budget as shown in the table below.

Works	Current Expenditure	TOTAL
2018/19	Nicholson Place £7,950 – Completed Sep 18	£7,950
	St Peters Close – Completed Apr 19	£96,788
	Penton Place – Completed Apr 19	£105,111
TOTAL		£209,849

2.16 Feasibility work and/or consultation has also taken place on nine future schemes, the costs of which are detailed in the table below.

Works	Feasibility Work	Committed Expenditure	TOTAL
Feasibility Work for future projects; Roberts Close, Moors Close, Trussell Crescent, Westwood View, Heathlands, Canford Close, Milland Road, Pound Cottages	£2,545	Nil	2,545
Feasibility Work for Chiltern Court	£1,562	£10,000	£11,562
TOTAL			£14,107

2.17 Following consultation with the residents at Roberts Close, Wickham about improvements to parking the feedback received was that there was little

interest/need for a scheme so it has been agreed that this will not be progressed but could be revisited in the future if necessary.

- 2.18 Extensive consultation has also taken place with the residents of Moors Close, Colden Common on a proposed parking scheme there which includes creating parking spaces on the Close green. A final scheme has been agreed here, the estimated cost of which is in the region of £100,000 and is currently awaiting a Planning decision before works can start.
- 2.19 The above works resulted in a significant overspend on the Estate Improvement budget for 2018/19. This was predominantly as a result of the actual cost of schemes being significantly higher than the estimated expenditure.

Future Programmes

- 2.20 The following schemes and their predicted costs are listed for progression in the 2018/19 financial year.

Works	Estimated Expenditure
Moors Close, Colden Common – parking	£107,250
Trussell Crescent, Weeke – parking	£76,200
Westwood View, Kilmeston – parking	Not being progressed
Heathlands, Shedfield – parking	Not being progressed
Canford Close, Shedfield – parking	£57,150
Milland Road, Highcliffe – pedestrian access	On hold
Pound Cottages, Meonstoke – parking	£44,450
Chiltern Court, Alresford – parking & environmental	To be confirmed (likely to be in the region of £100,000)
TOTAL	£285,750

- 2.21 Three of the schemes have already been confirmed as not being progressed at this time or are on hold. With regards to Heathlands and Westwood View, we have yet to come up with feasible schemes so these are no longer actively being pursued but can be re-visited in the future if necessary. The potential for an access route from Milland Road, Highcliffe to the new leisure centre is also on hold until the build is further ahead.

- 2.22 Chiltern Court, Alresford is currently undergoing a detailed feasibility study by an external consultant, with a view to implementing a large scale overhaul of the area to provide additional parking, soft landscaping and other environmental improvements. The costs of this scheme are expected to be in the region of £100,000 due to the sloping landscape of the immediate area and other variables.
- 2.23 The parking scheme to the rear of Trussell Crescent, Weeke has undergone further consultation with local members following previous objections to the original proposal. Consultation will be required with the Allotment Society and the local residents before this scheme can progress.
- 2.24 Consultation will also shortly begin on the schemes at Canford Close, Shedfield and Pound Cottages, Meonstoke.
- 2.25 The outcome of the consultation and more detailed assessments by the Engineering team together with a review of the budget will determine which schemes are progressed this financial year.
- 2.26 If all of these projects proceed, it is clear that the 2019/20 programme is already oversubscribed. It recognised that the costs for last years schemes have come in higher than in previous years, due to a rise in costs and other supplementary items. It is therefore suggested that should it be desirable to progress all of the above schemes in 2019/20 as planned, a further £150,000 be allocated to the Estate Improvement budget.

Conclusion

- 2.27 The Estate Improvement Programme continues to be well received both by tenants and other stakeholders, and some significant improvements have been achieved across the District.
- 2.28 The need for additional car parking continues to prove a high priority for tenants, and proposals/enquiries continue to be received on a regular basis for parking facilities to be improved across the district.
- 2.29 It has provided resources to address a number of straight forward issues, as well as some more complex schemes, that would otherwise have not been possible. These have proven to be very effective at improving problems on estates that had been frustrating residents for many years.
- 2.30 If a similar number of schemes are going to be facilitated moving forward, based on the costs of recent schemes there will need to be an increase to the Estate Improvement budget and the current financial benchmark cost per parking bay. Without these changes the Estate Improvement Programme will be restricted in what it can achieve for residents in the future.

3 OTHER OPTIONS CONSIDERED AND REJECTED

- 3.1 Options considered have included ending the programme and investing resources elsewhere. However, the programme forms one of the key priorities for the service, has always been well supported by TACT and members and therefore it is recommended that it be extended rather than reduced.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

Not applicable.

Other Background Documents:-

None.

APPENDICES:

None.

REPORT TITLE: BUSINESS & HOUSING POLICY COMMITTEE - WORK PROGRAMME 2019/20

18 JUNE 2019

REPORT OF THE CHAIRPERSON

Contact Officer: Dave Shaw Tel No: 01962 848221

Email dshaw@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Business and Housing Policy Committee Work Programme is published by The Business and Housing Policy Committee of Winchester City Council and is usually updated at the beginning of each Committee Cycle.

This report sets out the work of The Business and Housing Policy Committee, which deals with largely forward looking, policy development work and pre-decision scrutiny relevant to the specific priority area(s) of the Council Strategy. The detailed terms of reference of the Committee is set out at Part 2, Article 7 of the constitution.

<https://democracy.winchester.gov.uk/documents/s6845/Part%202%20-%20Article%207%20Overview%20and%20Scrutiny%20Committees.pdf>

RECOMMENDATIONS:

That the Committee considers the Work Programme for 2019/20 and suggests any additional items of business for consideration.

BUSINESS & HOUSING POLICY COMMITTEE – SCHEDULED ITEMS OF BUSINESS ETC

18 JUNE 2019					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Preventing Homelessness and Rough Sleeping Strategy	Kenna-Sian Young	18 June 2019		
	Mutual Exchange Policy	Amber Russell	18 June 2019		
	Estate Improvement programme	Amber Russell	18 June 2019		
	Housing Company	Richard Burden	18 June 2019		
	Work Programme 2019/20	Dave Shaw	18 June 2019		
	Economic Strategy	Susan Robbins	18 June 2019		
17 SEPTEMBER 2019 - Reports below to be allocated in due course					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/ COMMENT
			Original	Revised	
	Central Winchester Regeneration – future uses	Veryan Lyons	17 September 2019		
	Local Government Finance and Business Rates	Joseph Holmes	17 September 2019		
12 NOVEMBER 2019 – Reports below to be allocated in due course					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT

	Housing Revenue Account Budget Options 2020/21	Richard Botham	12 November 2019		
	Business Rate Retention	Terri Horner	12 November 2019		
	Procurement Strategy	Amy Tranah	12 November 2019		
11 FEBRUARY 2020 – Reports below to be allocated in due course					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE	STATUS/COMMENT	

Other reports due to come forward to the Business and Housing Policy Committee later in 2019/20 are as follows: (Meeting date to be confirmed)

	New Council Strategy – Joint meeting with HEP	Date TBC
	Cultural Strategy	Date TBC
	Coordinated approach to advertising across the Council	Date TBC
	Winnall – review of planning framework & future	Date TBC
	Older Persons Strategy	Date TBC
	Housing Development Strategy	Date TBC
	Empty Homes Strategy - Update	Date TBC
	Review of the Tenant Offer	Date TBC
	STAR survey results	Date TBC
	Community Safety Partnership Update	Date TBC

	Housing Tenancy Support Service	Date TBC
	Place Strategy Place Prospectus	Date TBC
	Review of downsizing incentive scheme	Date TBC