



Winchester
City Council

Housing Strategy 2023 to 2028

Winchester District Map.



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Winchester District Map

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Introduction

The Housing Strategy 2023 to 2028 is a high-level strategic plan that sets out the council's vision and housing objectives to ensure we meet the housing aspirations and needs of our residents.

The Winchester district is an attractive place to live, with a thriving, vibrant, and diverse economy. The Winchester population projection suggest a 5.2% increase over the next 12 years. The most prevalent age groups predicted to rise are 65 plus with the over 85's population increasing by 65.4%.

Over 71% of residents aged between 16-74 are economically active with median earnings of £45,000 (Northern district area is £62,500) representing a higher level than regional and national medians.

Overall, the housing market in Winchester district works well. Winchester District average house prices increased by 13.7% between 2018 and 2022 and 67.5% of households in the district are homeowners.

The local private housing rented market remains expensive, with rents in Winchester typically around 17% higher than the wider Hampshire area reflecting the demand for private sector housing in the district. There are areas of the market where intervention will be required to ensure there are homes for all.

Over the life of the last 5-year housing strategy, the council has built and enabled 1,622 new affordable homes and there has been a net new build of 2,727 private housing dwellings.

The adopted Local Plan aligns with the Council Plan priorities - '*Homes for All*' making provision for 12,500 new homes (2022- 2031) with a priority given to the provision of affordable homes within the overall supply of new homes.

There are approximately 1,550 households on the councils housing register with approximately 63% of those of working age and registered as in work.

The council aims to enable and deliver 1000 homes by 2032 from 2020. The basis of good housing policy and decisions regarding affordable housing supply stems from good data on housing need and demand. As well as the number of new homes we aim deliver, our housing strategy objective is to deliver a variety of types, sizes, and tenures of homes that will be built to meet the range of housing need identified and to create mixed, sustainable neighbourhoods.

The draft Local Plan establishes strategic requirements of type, size, and tenure across the district which will help developers to deliver the right type of housing. However, markets across the district have different local requirements. The Northern and Southern Market Areas have much higher proportions of larger accommodation,

the Winchester Town Market Area has much higher proportions of smaller accommodation.

We will develop additional primary evidence when the Strategic Housing Market Assessment is next updated. This will then provide a more local response to the existing housing offer about the location, property type, and size and the tenure that people need and want. It will cut across both affordable and market housing and help to deliver a balanced housing market that offers choice to all residents.

At the time of writing this strategy we face many national challenges – climate change and decarbonisation, a cost-of-living crisis, and growing inequalities in a rapidly ageing population. Our aim is that the housing strategy remains ambitious and thinks strategically to continue to provide good quality housing as a platform for change in our communities and neighbourhoods.

We want our residents to live in the homes and communities they aspire to be in, and this housing strategy will set out how we plan to go about making it happen within the context of the Council Plan and the adopted Local Plan part 1 and 2.

The housing strategy objectives are set to direct intervention in the housing market where there is market failure. The local population is ageing, and this can present opportunities, as older people play a significant role within their families, communities, the economy, and wider society. Many older people are working past the age of 65 and many make a significant contribution within the voluntary and third sector. The challenge for the housing strategy is to ensure the creation of a housing offer supports older people to live well, at home, for longer, but to know that when they need more support, it is available for them.

For people who are most at risk of homelessness or most vulnerable, the strategic focus is to improve the accommodation offer to support independent living. Demand for accommodation and complexity of need is growing from these customer groups. We want to create new models that promote independence and enable people to get the help and support they need – in the right place, at the right time.

The housing strategy will set out how we will enable households to live in efficient, safe homes and sustainable neighbourhoods within the context of National Housing Policy, and the Council Plan.

This is a housing strategy that recognises our achievements, acknowledges our challenges, but most importantly looks to the future.

National Policy and Objectives.

The Key National Housing Priorities is to *'make sure everyone feels safe in their homes. Tackling criminal landlords and improving standards in the private rented sector. Deliver on a new deal for social housing residents. Preventing and relieving homelessness in all its form'*.

The Key National Housing Priorities include:

- Build homes for social rent and ownership.
- Improve the access to and quality of existing housing.
- Make sure everyone feels safe in their homes.
- Tackling criminal landlords and improving standards in the Private rented sector.
- Deliver on a new deal for social housing residents.
- Preventing and relieving homelessness in all its forms.
- Energy efficiency.
- Improve the physical quality of social homes – setting out the next steps for damp and mould.

Strategic Housing Market Assessment (SHMA) Objectives

The SHMA supports the identified housing need within the Council Plan and the adopted Local Plan part 1 and 2. It identifies the need for affordable housing and the relevant need for different types of housing within the National Planning Framework. It identifies the need for different types (tenure and sizes) of housing. The Housing need of specific groups including older persons, younger people, families, service families and students and the need to provide for emerging housing market segments including self-build housing and build to rent.

Local Policy and Objectives.

There are two local planning authorities for the District, Winchester City Council, and the South Downs National Park Authority.

Winchester City Council's Local Plan set out in two documents part 1 and 2 have both been adopted. The adopted Local Plan supports the Council Plan corporate priorities, in particular the *Homes for All* priority with the objective that everyone should have the opportunity to live in a high-quality, well-designed home, in sustainable, inclusive, and mixed communities that they want to live in and which they can afford.

The Local Plan makes provision for approximately 12,500 new homes (2011 to 2031). Priority will be given to the provision of affordable housing within the overall supply of new housing, with priorities including maintaining the supply of housing so that it meets a wide range of community needs (including older persons and those with disabilities),

maximising the provision of new affordable housing throughout the district, including rural areas, and increasing the supply of family housing. To support this aim, policies are included to ensure a range of housing types, sizes and tenures are provided, including affordable housing on “market led” sites, to promote and enable new homes on “land led” sites and on “exception sites” where housing development would not normally be permitted.

Housing is being provided on a range of sites across the district, from single homes to much larger strategic provisions of several thousand homes at Waterloo/Berewood, Whiteley and Winchester Town where substantial new neighbourhoods are being developed.

The Local Plan identifies the need for flexible and adaptable accommodation and the need for specialist accommodation such as homes for those with disabilities, older persons including extra care housing, student housing and private rented sector housing. There is a requirement that all new housing is built to Nationally Described Space Standards and affordable housing to high accessibility standards.

The Local Plan also contains area-based policies relating to Stanmore and Abbots Barton that provide a framework to deliver new affordable housing. A policy to plan for Housing in Multiple Occupation in the most appropriate places is also included. Policies to limit environmental impact on new development relating to energy efficiency and water consumption are contained within the plan.

The design of the built environment has a direct effect upon where we live and work, good design means delivering high quality and sustainable places. To achieve this, the Draft Local Plan requires the design of new development to respond positively to local distinctiveness, have active frontages, and encourage residents to cycle and walk through the development, as well as providing strong connections to existing communities, with access to public transport links, whilst enhancing the natural environment and addressing the challenges of climate change.

South Downs Local Plan 2014 – 2033.

The South Downs Local Plan covers the Winchester City Council area that lies within the South Downs National Park and plan for a medium level of housing growth of 4,745 homes and aims to provide a balance mix of housing, including affordable housing.

Housing Strategy (2018-2023) Achievements.

Since the development of the 2018 to 2023 strategy the following significant outcomes have been achieved:

- Delivery of 239 new affordable council homes and 1,383 Registered Provider homes from 2018/19 to 2022/23.
- Introduced higher energy efficiency standards for new council homes and energy efficiency improvement measures for our existing council homes.
- Met the council housing stock Decent Homes Standard.
- Delivered high performing housing management services.
- Maintained low levels of homelessness, rough sleeping, and street activity.
- In the top 25% quartile of LA's for preventing homelessness.
- Renewed the Private Sector Housing Renewal Strategy and Empty Homes Policy.
- Developed a discretionary Disabled Facilities Grant policy.
- Established a Local Housing Company to provide an alternative private sector housing offer.
- Welcomed to date 519 Ukraine guests to Winchester.

The Housing Strategy 2023 – 2028 Evidence Base.

The detailed Housing Strategy 2023 – 2028 facts and evidence base and stakeholder consultation documents can be downloaded from the council's website at www.winchester.gov.uk

The evidence was used in consultation to set the 4 objectives of the Housing Strategy.

Secondary source data includes primary stakeholder feedback on tenure, dwelling stock including EPC property data. The population change and the age of the population and household profile. It looked at postcode level data on household income and local house prices from 2012 to 2022 by dwelling type and the total number of private letting and rent levels over the last 5 years. It included the household income required to afford different types of property. The current homelessness data and performance which has seen the demand for housing options services increasing over the past 4 years with a 36% increase in approaches made to the service in 2022/23.

The need for affordable housing and shared ownership options is supported by stakeholder feedback that homes to buy or rent are too expensive for local people on average or below average wages to afford to buy or rent. This is particularly relevant to those aged 40 and below for purchasing and for all ages seeking rented accommodation. Stake holder feedback included Registered Providers and letting agent feedback on current activity and performance of the housing market.

The Challenges

The popularity of the Winchester District and its relative affluence means the local housing market works well, with high levels of demand in the sales market and with values of property resilient in the face of economic levels.

The challenges and need for local intervention in the housing market include increasing Homelessness demand and the need to deliver more affordable rented homes by the council or Registered Providers.

There is a generation that want to own their home and remain living in the Winchester district yet find it too expensive. This supports the need to deliver more low-cost shared ownership homes including access to a more affordable local private sector housing offer.

There are parts of the community that need specific homes to meet their needs, older persons, those living with disabilities or support needs. There is a need to make sure housing development or changes to the existing housing stock better meet those needs, as well as encouraging a market response.

A challenge to decarbonise the housing stock and reduce energy costs for those on low incomes. The need to insulate homes and support and promote the take up of grant funding to help private households decarbonise their homes.

There is the growing challenge of reducing anti-social behaviour in neighbourhoods and making sure that those living in an affordable home can enjoy a good level of service regardless of who their landlord is.

Housing Strategy Vision and Strategic Objectives.

The Housing Strategy vision is not just to create new homes but to create high quality homes and adaptable new housing to meet local need, including a range of sizes and tenures. Homes that are energy efficient and affordable to run and that protect the natural environment. We will invest in our current housing stock to decarbonise the housing stock and reduce energy costs, and I work to improve the quality and management of the Private Housing Sector to ensure it is fit for purpose and helps meet the challenges of climate change.

The housing strategy is truly cross-tenure and will deliver choice and quality, regardless of age or income.

The housing strategy vision and strategic objectives is to make a difference through the positive impact more homes for all have on our neighbourhoods and communities. It will promote the delivery of healthier and greener homes, meeting different housing need and creating safe and better neighbourhoods.

The Housing Strategy Vision:

By 2028 there will be healthier greener homes meeting housing need within better neighbourhoods.

The Housing Strategy – Strategic Objectives:

Objective 1 - More Homes for All

Objective 2 - Greener Homes

Objective 3 - Homes that Better Meet Different Needs

Objective 4 - Better Managed Homes, Better Neighbourhoods

Objective 1 - More Homes for All

More homes for all will deliver and enable high quality and affordable homes, that meet identified needs and address the climate change emergency, creating housing that people choose to live in and are proud to call their home.

Through the council's own development programme and by enabling others it will maximise the amount of new affordable housing provided by:

Delivering 659 of affordable and energy efficient council homes by 2028/29 and council commissioned new build housing through:

- S106 new build acquisitions
- Off the shelf new build acquisitions
- Off the shelf purchase of existing properties
- Acquiring land for development
- Working in partnership with others.

Ensuring a joined-up approach between the housing strategy and Planning, including the Local Plans for both Winchester and South Downs National Park, Development Management decisions and by reviewing the current Winchester Affordable Housing Supplementary Planning Document. Through council asset management to provide a pipeline of sites for additional council homes and by working with other providers of affordable housing, Homes England, and the Government.

New council development will be financially supported through the Housing Revenue Account Business Plan, maximising the use of right to buy receipts and work with Government, Homes England, South Downs National Park Authority, and affordable housing providers to maximise inward investment to deliver more affordable homes.

The housing strategy will ensure that affordable new homes meet identified local need and support the objective of creating sustainable communities to include homes for Social Rent and Affordable Rent and Low-Cost Home Ownership with priority given to homes for Shared Ownership within a range of housing types and sizes and with priority given to providing more family housing. Where affordable housing is secured through planning policy the housing strategy will ensure the mix of types and sizes reflect the wider development and that market and affordable tenures are well integrated with each other.

By ensuring all new homes are built to at least Nationally Described Space Standard and that new affordable housing is designed to meet the needs of its intended residents and that they have access to suitable, high quality open space. Where practical and viable, ensuring all new homes are built to at least Building Regulations Part M4(2) accessibility standards together with a proportion of homes built to Part M4(3) accessibility standards.

By proactively working with local communities and parish councils to deliver affordable housing in rural areas.

To develop and enable the provision of homes for those with specialised and supported housing needs, including those who wish to move to homes that help the transition to the right home at the right time.

To enable and support older persons and those living with disabilities to live independently in their own homes by providing new extra care housing in Winchester and the southern parishes incorporating Technology Enabled Care solutions.

To diversify housing choice by providing housing for market rent through the council's housing company - Venta Living Ltd. The company will provide high-quality energy efficient homes to those who struggle to rent privately who are just outside of the council's housing register priorities. The company will provide more flexibility to deliver affordable and market housing and to utilise any generated income to invest further in more homes or in improved housing services.

Where we will be in 2028:

- Delivered 659 of new affordable housing targeted to meet needs identified by the council's housing register.
- An agreed Council and Registered Provider Development Strategy programme.
- Delivered a joined-up approach for the enabling and council delivery of low- cost shared ownerships properties that are affordable.
- Established and supported work with the Registered Providers and the council's Registered Provider partnership/forum to increase levels of affordable housing.
- Worked on the Next Generation Winchester project – to explore and address barriers to buy a home and privately rent.
- Maximised Home England investment and funding to deliver more affordable social rented homes.
- Worked with local communities and Parish Councils to deliver affordable housing in rural areas.
- Delivering different tenure offers through the Local Housing Company - Venture Living Ltd.
- Regularly reviewed our approach to affordable housing development in the light of identified local needs, market and economic conditions and environmental objectives.

Objective 2 - Greener Homes

The housing strategy will develop and support the delivery of high-quality homes to meet resident housing need by promoting new homes that limit carbon emissions. That are energy efficient in construction and in use, are healthy to live in and affordable to run to help reduce fuel poverty.

The Local Plan requires the design of new development to respond positively to local distinctiveness, and to encourage residents to cycle and walk, as well as providing strong connections to existing communities, with access to public transport links. The inclusion of LETI energy efficient standards in the Local Plan ensures that most new residential developments permitted under the plan will aim to build to be net-zero carbon. The Local Plan considers the overall housing supply in the area, including the provision of new affordable housing.

Whilst the district's existing housing stock is generally good across all sectors there are, however, instances of poor property energy efficiency in some types of housing, which particularly impacts low-income households.

Whilst council homes and those owned by Registered Providers are maintained to high standards, we know that some homeowners will struggle to make their homes more energy efficient. In developing the housing strategy, we have listened to what residents think our priorities should be. One of their important priorities is that homes are warm, energy-efficient, and affordable to heat.

As a member off a consortium of local authorities who work together to secure funding from the government's Sustainable Warmth programme, we actively support the implementation of measures to improve the energy efficiency of homes for households in fuel poverty on low incomes. We will continue to promote this service and the governments Home Upgrade Grant (HUG 2) to help upgrade the energy efficiency of the private housing stock supporting those residents on low income.

A delivery strategic objective of the housing strategy is to explore financial incentives and green grant opportunities through the 'Warmer Homes Initiative' to further help improve poor energy performing homes within the private housing sector housing stock.

We will continue to deliver on the existing council housing retrofit carbon reduction programme to achieve more energy efficient performing council homes, helping to reduce energy costs for our tenants and seeking funding opportunities to support the on-going work.

Where we will be in 2028

- All new council developed homes built to high energy efficiency and council Local Plan standards.
Delivered on the 'Social Housing Decarbonisation Fund' programme to enhance the energy efficiency of the worst performing council homes.
- Delivered on the existing council housing retrofit carbon reduction programme to achieve more energy efficient performing council homes, reducing energy costs.
• Delivered on the Homes Upgrade Grant (HUG2) programme to upgrade the energy efficiency of the private housing stock, supporting residents on low incomes.
- Exploring financial incentives and green grant opportunities through the 'Warmer Homes Initiative' to help improve poor energy performing homes within the private sector housing stock.
• Introduce a climate change/greener homes tenant engagement and carbon literacy training programme.

Objective 3 - Homes that Better Meet Different Needs.

Improving the housing opportunities of vulnerable households, those in housing need, homeless, or at risk of becoming homeless and for an ageing population which often require specialist accommodation.

There has been a significant growth in those aged over 80 years in recent years, with the over 85's population increasing by 65.4%. Where and how people live in later life depends on individual needs and aspirations, some people will live independently all their lives, some will need help to remain living in their existing homes and others as vulnerability increases will need more specialist accommodation and support such as extra care provision.

It is an objective of the housing strategy to develop an older person's accommodation strategy across all tenures and types of housing to increase the delivery of age friendly housing with different models for different needs. To ensure that all new homes built in Winchester are built to meet the needs of current and future generations. We will undertake a review of existing older persons accommodation owned by the council to consider future investment and provision opportunities to meet the housing aspirations of our tenants and residents. We will consult with older communities to better understand their views and aspirations and use the most recent evidence available to inform our older persons housing delivery objectives.

We will continue to make best use of the Disabled Facilities Grant providing adaptations, advice, and guidance to enable older people and those living with disabilities to live well at home. The comprehensive council adaptations service recognises that investment in futureproofing existing housing stock with relatively low-cost adaptations can be an effective way of meeting older people's housing needs and promote wider use of minor adaptations to enable people to remain living independently at home.

We will develop specialist temporary accommodation, supported housing, and Housing First models of provision. There is reduced supported housing provision available in the city with a lack of move-on accommodation resulting in residents unable to access the accommodation they need to help move them out of homelessness.

The needs of the most vulnerable and excluded groups have significantly increased and those individuals with complex needs and substance dependence in temporary accommodation, supported housing and those rough sleeping have become more severe. A review of the supply and demand of current and future local homelessness provision will be undertaken to identify gaps in provision for homeless single people and homeless families within the district to create pathways to permanent homes. An objective of the housing strategy is to review and refresh the Homelessness and

Rough Sleeping Strategy and to effectively communicate and deliver housing options to those in housing need.

The Private Rented Sector is generally of a good standard and a programme of accreditation has helped ensure high management standards but there are high levels of houses in multiple occupation in the Winchester Town area. We will continue to investigate and inspect poor quality houses in multiple occupation and ensure that landlords have improved access to information about better management and housing standards.

Winchester City Council is welcoming refugees who are seeking a safe place due to the ongoing Ukraine crisis and responding to the Afghanistan Resettlement Scheme and its commitment to the full asylum dispersal scheme. The housing strategy recognises the on-going need to provide sanctuary through assisted government programmes to those escaping conflict.

Where we expect to be in 2028:

- Developed an Older Persons Accommodation Strategy.
- Increased delivery of age friendly housing, different models for different needs.
- Developed specialist accommodation – extra care and remodelling existing provision.
- Making best use of the Disabled Facilities Grant, providing adaptations, advice, and guidance to enable people to live well at home.
- Reviewed and developed specialist temporary accommodation, supported housing, Housing First models of provision.
- Developed a Supported Housing Strategy
- Improve the quality and management of the Private Housing Sector to ensure it is fit for purpose and helps meet the challenges of climate change.
- Provided sanctuary to those escaping conflict and domestic abuse to settle and remain in the district.

Objective 4 - Better Managed Homes, Better Neighbourhoods

Where we live and the quality of our immediate environment has a huge impact on the quality of life and wellbeing of our residents. This includes the physical environment such as the cleanliness of streets and quality of green space; but also, how residents and communities feel about their neighbourhood – whether they feel safe, have a sense of community, and get on with their neighbours.

We want to strengthen our partnerships with Registered Providers, building longer term relationships, creating joint solutions to our challenges, sharing risk and reward, and delivering with a focus on the needs of local people. We will work more closely with those organisations that focus on supporting us to deliver the type of housing we need, in the locations and neighbourhoods we need it, to help rebalance communities and demonstrate that new homes can be affordable for local people.

We will develop a Registered Provider Forum to set the standard that residents can expect from any affordable housing landlord in the district. We will outline our commitments and work with a preferred number of Registered Providers who are able to make commitments to the council about future investment and resources over longer time periods. We want quality, as well as quantity of new social housing and well managed new and existing homes. Registered Providers will be encouraged to work to their strengths both in terms of expertise and geographical impact.

We will improve the physical quality of social housing and private rented homes through the development of a joint damp and mould policy and by proactively identifying and remedying homes with damp and mould exploring digital detection solutions.

We are responding to the Domestic Abuse Act 2021 and aim to achieve the 'Domestic Abuse Housing Alliance' (DAHA) accreditation to improve the lives of those who are subject to domestic abuse. The DAHA framework and accreditation equips housing providers to intervene early and improve the lives of residents who experience domestic abuse. To ensure that domestic abuse is identified early, to offer an effective and safe response at the first opportunity to reduce the length of time that victims and survivors suffer from domestic abuse. Strengthening the ability of survivors to stay in their homes safely to help reduce the need to disrupt children's schooling or move away from family and friends and preventing future homelessness.

Whilst Winchester is an affluent area there are small pockets of social deprivation within the district. The strategy objectives recognise that good housing and neighbourhoods contribute to people's life chances. We will be proactive in resident engagement to improve customer insight to create better neighbourhoods and to help improve the health and wellbeing of our residents. Ensuring methods of engagement

take account of the need to involve seldom heard groups including those with protected characteristics and the most vulnerable or excluded.

Tackling anti-social behaviour (ASB) by delivering on the proposals set out in the governments ASB action plan in response to tenant feedback through the recent tenant satisfaction survey. ASB can have a devastating impact on people's lives which can hugely impact on their health and well-being. We understand these challenges and are committed to working with other statutory and voluntary agencies to agree effective measures to prevent anti-social behaviour from occurring within our neighbourhoods. The housing service lead on the Community Safety Partnership to tackle disorder and ASB across the district which includes the delivery of an annual crime and disorder strategic assessment and development of a priority themed action plan aimed at reducing the incident and opportunity for crime and disorder in our neighbourhoods.

We will deliver on the White Paper - 'Charter for Social Housing residents' reforms and requirements of the Social Housing Regulation Act 2023

that sets out the actions the government will take to ensure that social housing residents are safe, are listened to, live in good quality homes, and get things put right if they go wrong. The social housing white paper is welcomed and is a very significant and important change within the housing sector and as a council landlord we welcome the charter and are proactively responding to it.

The overarching themes of the reforms and requirements of the Social Housing Regulation Act 2023

include building customer safety, and the customer voice. Listening better' is a priority identified within the Council Plan. The tenancy engagement plan co-produced with tenants builds on our existing tenant engagement model and proposes new ways of working to make it easier for more tenants to influence the service they receive. We will identify ways to capture the views of a wider representative group of tenants who may not be interested in committing to regular and formal engagement opportunities but who may prefer to step in and out when subjects particularly interest them.

As a council landlord we are very well placed to manage the changes being brought in from the Social Housing White Paper and the Social Housing Regulation Act and in many ways have begun the process. We have already reviewed our approach to fire safety management in consultation with residents which ensures fire safety advice is provided to residents of all council owned blocks. It includes fire safety advice for new tenants when they move into their homes, a new fire safety webpage with an online reporting fire safety concern that is open to all district residents.

Where we will be in 2028:

- Be proactive in resident engagement to create better neighbourhoods and improve customer insight.
- Delivered on the proposals set out in the governments ASB action plan in response to the feedback of the tenant satisfaction survey.
- Responded to the new Private Sector Housing regulatory requirements.
- Improved the physical quality of social and private rented homes – setting out the next steps for damp and mould.
- To have reviewed and updated the Fire Safety policy and Housing Fire Safety Strategy, to keep tenants safe in their homes.
- Achieved the ‘Domestic Abuse Housing Alliance’ accreditation to improve the lives of those who are subject to domestic abuse.
- Developed a Registered Provider Forum to set the standard that residents can expect from any affordable housing landlord in the district.
- Delivered on the White Paper – ‘Charter for Social Housing Residents’ reforms and requirements of the Social Housing Regulator Act.

Monitoring and updating the strategy

The housing strategy has been developed in partnership, including residents accessing housing services.

The housing strategy sets out our ambitions working alongside our partners to support homes and neighbourhoods to thrive and to better meet the different needs of all our residents.

The Delivery Plan

The housing strategy is supported by a delivery plan, which sets out what will be done, when, and by whom to deliver on each of the key objectives.

The 5-year delivery plan is a live document, to be annually reviewed at Cabinet Committee: Housing, the Registered Providers Forum, Homelessness Pathways Group and by Tenants and Residents.

The delivery plan will be updated as actions are completed and as the plan evolves. It will continue to monitor progress, inviting scrutiny to drive up quality and to benchmark performance.

During the 5-year period of the strategy, new priorities may emerge, and national policy may shift its focus, but it is anticipated that the key objectives' will remain relevant but the way we fund deliver them may need to change.