

Item No. 17.	Classification: Open	Date: 8 December 2020	Meeting Name: Cabinet
Report title:		Southwark Housing Strategy 2020	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Leo Pollak, Housing	

FOREWORD – COUNCILLOR LEO POLLAK, CABINET MEMBER FOR HOUSING

This new housing strategy refresh, five years after the last, comes at a time of immense housing stress for many of Southwark’s residents. The Covid-19 pandemic has highlighted the starkly contrasting experiences of people with gardens versus those living in overcrowded conditions with no balcony, those whose housing is affordable and secure versus those whose livelihoods have been damaged and the security of their home threatened.

This strategy updates many of the key themes and actions reflecting how the national and local context has changed over the past five years. Since 2015, we have seen three Prime Ministers with differing approaches to housing, the Grenfell tower fire in 2017 transforming the agenda around building safety and the status of social housing, the lifting of the HRA debt cap and a marginal improvement in home-building grant following the election of Sadiq Khan as Mayor of London.

Locally, we have continued to invest in the fabric of our council housing; pioneered new homelessness prevention initiatives; built from a standing start a professional in-house development operation and developed the largest delivery track and pipeline of new council homes anywhere in the country for over a generation. We have also created new rules to ‘expand and enrich’ our estates, putting residents at the heart of the decision making process for any redevelopment, as well as initiated the ‘Great Estates’ programme as a new landlord strategy, celebrating our estates, deepening our commitment to deliver reliably warm dry and safe, and creating a new license for residents to define the look feel and lived experience of our estates.

The main framing of the strategy is to place the council as ‘moving towards high quality secure affordable sustainable homes for all’, by which we mean to create a new license to drive up standards in an all tenures and for residents in all circumstances. This means developing further our strategies for carving out land resources and capacity to deliver 11,000 council homes, as well as strengthening planning policy to secure better quality more affordable housing. It also means a stronger focus on improving conditions and security in the private rented sector, as well as redoubling our efforts to tackle empty homes and rooms. Furthermore, we continue to lobby hard for an investment environment that allows us to meet our residents housing needs – an LHA rate that meets the cost of renting in our borough, a grant level for investment in new and existing housing that’s genuinely affordable and energy efficient, an overhaul of a land economy that leaks development value at the expense of affordability and the infrastructure we need, and an end to the downward escalator of right to buy.

The strategy also reflects the high priority the climate emergency has in shaping the operational and embodied energy of existing and new stock as well as in our investment in renewed heat networks. We also reflect the critical importance of ensuring that all our housing services are set up to promote opportunity for those facing systemic barriers and reflecting the diversity of our borough through the council's Southwark Stand Together programme.

The commitments and actions within strategy are also cross-cutting – working across all departments and portfolios throughout the council, and in close partnership with housing associations, the voluntary sector, health services, police, developers and landowners. This strategy creates a wide-ranging agenda for improving the quality safety and environmental impact of all tenures of housing in our borough; promoting a renewed ethic of care in the landlord-tenant relationship the promotes the health wellbeing and economic resilience of our residents; and taking pride in our housing and neighbourhoods and empowering residents with real influence over their living conditions.

RECOMMENDATIONS

Recommendation for the Cabinet

1. To agree the Southwark Housing Strategy 2020 (Appendix A)

Recommendation for the Leader of the Council

2. To agree to instruct officers to develop a Southwark Housing Strategy Action Plan and to delegate authority to the cabinet member for housing to agree the action plan.

BACKGROUND INFORMATION

3. In January 2014 cabinet agreed the vision for a new housing strategy and plans for developing a new borough-wide housing strategy for Southwark. The vision emerged from the extensive community conversations on the future of council housing following publication of the independent Housing Commission's report.
4. On 27 January 2015 cabinet agreed the new long term housing strategy for the borough to 2043. The housing strategy set the overarching framework for increasing housing supply, transforming housing conditions in Southwark across all tenures, and responding to the borough's housing needs.
5. The council has made considerable progress towards delivering the housing strategy. Some key highlights include:
 - Over 1,500 social rented homes delivered by housing associations and around another 640 by the council in the last 6 years.
 - Putting in place a robust 30 year HRA business plan, enabling us to invest in our homes, improve energy efficiency and provide a planned, preventative approach to maintaining and investing in our housing stock.
 - Investment in existing stock: 96%-98% homes decent in last 3 years.

- In the last 5 years, around 5,400 homes have been provided with a new kitchen and/ or a new bathroom.
 - Tenant satisfaction with quality of major works has been over 90% over the last 6 years.
 - We have introduced a selective and additional licensing scheme in 2016 using the Southwark Rental Standard to improve conditions and management standards in the private rented sector. We have received 5,038 applications and have issued 3,995 licenses from April 2015 to March 2020.
 - We have issued 2,943 licenses enforcing our improved HMO Standards since they were introduced in July 2015 (which are included in the figure above).
 - There has been a 30% increase in number of TMO residents to over 4,600 TMO tenants and homeowners in last 6 years.
 - Establishing an independent leasehold and freeholder management company in late 2016. Over 90% customers are satisfied with service provided by the Advocacy team in each of the last 3 years.
 - Successfully recovered nearly 1,000 council properties from illegal occupants since April 2014 and prevented over 100 fraudulent RTBs.
 - In the last 4 years, 76% of the referrals to the SUSTAIN team, generally for tenants facing potential eviction, have been closed with a positive outcome. In 2018/19 and 2019/20, an audit after 6 month and one after 12 months showed the tenancy was being sustained in 100% of these cases.
 - Improvements and service upgrades to sheltered housing schemes across Southwark: All major FRA upgrade works have been completed. Sprinkler systems have been installed in all sheltered housing units.
 - Since 2014, 15,730 private sector and Southwark council residents have been helped to remain in their homes with a total grant/ loan spend of £19.28m. Of the 15,730 residents helped, 11,775 were helped through the handyperson service (with £0.45m spend), 1,061 through DFG (with £7.11m spend), 258 residents helped through bringing empty homes back into use (with £0.43m spend), and 2,636 residents helped through the adaptations service (with £11.27m spent).
 - Our homeless service has been recognised by MHCLG as being one of the best in the country.
6. There has been considerable change at national level which needed reflecting in the housing strategy. These include:
- The Covid19 pandemic
 - The tragic Grenfell Fire and the subsequent response
 - A 1% social rent cut for four years between 2016 and 2020
 - The Homelessness Reduction Act 2017
 - The ongoing programme of welfare reforms (including reduction of the benefit cap to £23k and the ongoing roll out of universal credit)
 - The publication of the Government's Social housing green paper
 - Consultation on increasing flexibility for the use of right to buy receipts
 - The removal of the Housing Revenue Account (HRA) borrowing cap
 - Changes to the definitions of affordable housing to include private affordable

rent.

7. There have also been changes at London level, with a new London Housing Strategy, a new emerging London Plan, and new affordable products such as London Living Rent.
8. At local level, there was a new Council Plan 2018-22 which included many new commitments around housing, including new council homes targets, introducing the new Great Estates Guarantee, an increased emphasis on social regeneration and specific commitments on estate regeneration. In the private rented sector it also proposed introducing a Gold standard for private rental properties and a renters union. The Council Plan was updated in September 2020. All the new actions have been picked up in the new housing strategy.
9. The Council's New Southwark Plan was submitted to the Secretary of State in November 2019. The Examination in Public has been delayed due to the Covid19 pandemic. In addition there has been significant developments in our plans for the regeneration of many areas of the borough.
10. The Housing Strategy to 2043 was a long term strategy and in a review of the strategy in 2019, officers and Cabinet Members agreed that the overriding principles should be broadly retained, but it did already feel a bit of out of date in terms of how the strategy will be delivered. Therefore officers were requested to tweak the wording of the principles where required and to update and sharpen the actions including picking up some of the key new areas for housing from the Southwark Plan 2018-2022. The actions will be more closely monitored going forward through a separate action plan.

Consultation

11. The council consulted on the Housing Strategy 2020 for over a year. The consultation started with a half day stakeholder session on the 27th June 2019 to get wider views on the update of the housing strategy. Comments informed a consultation draft of the new Housing Strategy.
12. The council conducted a wider public consultation on the housing strategy consultation draft between January 2020 and the end of May 2020. The start of the consultation had been delayed by purdah for the 2019 general election, and the end deadline was extended to the end of May due to the Covid19 pandemic. The consultation included putting the consultation draft on the council's online consultation hub and inviting comments, and offering to attend meetings of SOUHAG (Southwark Housing Association Group), Tenant Council, Homeowner Council, Southwark Tenant Management Organisation Committee (STMOC), Southwark Group of Tenants Organisation (SGTO,) Futures Steering Board and Southwark Travellers Action Group (STAG). Due to lockdown restrictions officers only managed to attend the following groups before the lockdown:
 - The Futures Steering Board
 - SGTO
 - Tenant Council

- STMOC (as an information item)
 - Forum for Equalities and Human Rights
 - Homelessness Forum.
13. The other groups were sent the consultation details but officers were not asked to attend the meetings, or no meetings took place in the timeframe due to the pandemic.
 14. There was a lot of very useful feedback at the meetings and a limited response to the online consultation. Of those who did respond, there was a high level of agreement with the proposed changes as detailed in the consultation feedback document in Appendix C. The requested changes covered climate change, provision for gypsy and travellers and other smaller but useful suggestions for tweaks to the wording.
 15. Following the initial consultation the council updated the consultation draft to respond to the comments received and to include consideration of the impacts of the Covid19 pandemic. The pandemic has had an unprecedented impact on the residents of the borough, with both physical and mental health impacts. While the Covid19 pandemic has affected all communities we know there has been a proportionally higher impact on our black and minority ethnic communities. The council is committed to helping to address the inequalities in housing through this strategy. The pandemic is also having significant economic impacts with an economic slowdown, an increase in unemployment and loss of jobs. The building of new homes has slowed down. We expect issues to become increasingly more acute with increased levels of homelessness caused by increased unemployment, and an increase in social issues such as issues related to mental health, relationship breakdown and domestic violence.
 16. As the council had already conducted a lengthy consultation, the council decided to do a short consultation with key stakeholders on these changes over August 2020, to give partners the opportunity to raise further comments regarding the potential impacts of the Covid19 pandemic if they wished. The document was sent to housing associations via the SOUHAG mailing lists, TRA chairs, Southwark Tenant Management Organisation Committee (STMOC), SGTO, the homelessness forum and the forum for Equalities and Human Rights. There was very limited feedback but the housing strategy was updated to reflect the comments received, such as to provide more information around the challenges with households with no recourse to public funds (NRPF).

Evidence base

17. Officers in the housing strategy team have updated the evidence base for the Housing Strategy, the Southwark Housing Key Stats Document which is included as Appendix D.

30 year HRA Business Plan

18. Information on the resources for delivering the housing strategy are included at paragraph 35 later in this report. As it is a cross tenure housing strategy the

strategy will be delivered through a combination of external and internal funding streams. A key element of the housing strategy is funding for the councils new build programme and improving the condition of council homes, which is contained in the council's housing revenue account (HRA) 30 year business plan. More information of the HRA business plan is included in Appendix B. This is concentrated on the HRA capital and revenue position in both the short and longer term.

KEY ISSUES FOR CONSIDERATION

19. Cabinet is requested to agree the Southwark Housing Strategy 2020 and to agree to instruct officers to produce a public high level action plan with targets for the next few years. Progress towards these targets will be monitored and reviewed with the Cabinet Member for Housing on a six monthly basis.
20. **Principles** – The strategy broadly has the same four principles at its heart but these have been refocused on the new underlying values of the housing strategy; affordability, quality, security and pride and responsibility. The former fourth principle has been adjusted to broaden it wider than only vulnerable households, to include more to help prevent residents becoming vulnerable, and improving their life chances. Therefore the four overriding principles are now:
 - Principle 1.** Increasing the supply of genuinely affordable high quality homes that meet our residents' housing needs and aspirations
 - Principle 2.** Demanding safer, higher quality, energy efficient homes
 - Principle 3.** Promoting tenure security and social support in housing, and improving the health, wellbeing and economic resilience of residents.
 - Principle 4.** Empowering residents and communities to have pride and influence over the running of their homes and neighbourhoods
21. **Commitments** – Most of the commitments have broadly been retained. Some have been combined where this will make the strategy easier to understand and to reduce repetition. Some new commitments have been added to reflect changes such as commitments in the New Council Plan. Therefore the following commitments are now proposed:

Principle 1. Increasing the supply of genuinely affordable high quality homes that meet our residents' housing needs and aspirations

- Continuing to deliver 11,000 new council homes at council rents
- Maximising the supply of other forms of genuinely affordable housing association social rent and intermediate homes
- Reducing the environmental impact of delivering new homes to help deliver a carbon neutral and biodiverse Southwark
- Ensuring all new homes are of a high quality, including a mix of different types and sizes which respond to people's changing needs over time.
- Ensuring a supply of homes to meet specific needs
- Tackling empty homes and making better use of existing properties

Principle 2. Demanding safer, higher quality, energy efficient homes

- Delivering the Great Estates Programme, to make our council homes and estates fit for the twenty-first century.
- Improving quality standards in temporary accommodation
- Improving quality standards in the housing association sector
- Improving quality standards in the private rented sector
- Improving quality standards in the owner occupied sector

Principle 3. Promoting tenure security and social support in housing, and improving the health, wellbeing and economic resilience of residents

- Increasing security through fairer longer term tenancies in all tenures
- Taking a 'Housing First' approach to supporting residents and connecting them to the services and support they need across health, social care, education, training, employment and financial advice
- Supporting residents with specific needs to live as independently as possible for as long as possible in their own communities
- Preventing homelessness wherever possible, with a focus on finding long term sustainable housing solutions, and minimising use of temporary accommodation
- Working in partnership locally and across London to bring an end to rough sleeping in Southwark

Principle 4. Empowering residents and communities to have pride and influence over the running of their homes and neighbourhoods

- Enabling council tenants and homeowners to take greater control over their local housing services
- Working with local housing associations and supporting residents to ensure more consistent Southwark wide service standards
- Protecting and empowering private tenants by providing advice and assistance on their respective rights and responsibilities.
- Supporting residents to reduce their carbon footprint by making buildings as energy efficient as possible.
- Working in partnership with local residents to tackle crime and anti-social behaviour where it blights neighbourhoods and people's lives.

22. **Outcomes and actions** – Many of the outcomes and actions have been updated. Many of these had been designed to be long term, but these have now been sharpened. A separate SMART action plan backing up each action will be developed. The actions have also been updated to reflect the changes in how these commitments are now being delivered. Some of the key new actions and outcomes include:

- Build 11,000 council homes, of which 2,500 will be ‘delivered or onsite’ by December 2022
- Establishing a Southwark Construction Company to build the homes and develop the skills of residents
- Ensuring New homes on all major developments to be zero carbon as per London Plan Policy 5.2
- Developing and delivering the district heating strategy
- Managing fire safety on estates
- Bringing the repairs service in-house so more jobs are done right first time
- Turning around routine council voids within 28 days
- Achieving minimum 35% regulated carbon emissions reduction on Part L of 2013 Building Regulations on all major developments
- Introducing a new 5 year selective and additional licensing scheme to start in 2021 to improve conditions and management standards in the private rented sector
- Introducing a Gold Standard to identify good landlords, support inexperienced ones and challenge those that fail to improve
- Implementing the ‘Empowering the Communities’ programme to enable democracy at a more local level
- Launching the Great Estates Guarantee so that every estate is clean, safe and cared for
- Giving residents the tools to garden and improve their estate
- Supporting the creation of community led sustainable energy projects on estates to help residents reduce their energy bills and also reduce carbon emissions
- Developing and delivering a cross departmental homeowners improvement plan (communicating with homeowners and re-setting the relationship)
- Providing a better on-line service/ 24 hour access to services and service information (especially repairs service)
- Introducing a Southwark (private) Renters Union
- Working with communities to find local solutions that help young people avoid knife crime
- Reviewing and improving Supported Housing Hostels (H&M BP) to help vulnerable residents to independence
- Minimising use of temporary accommodation and keeping families out of bed and breakfast style accommodation.

Statement of Support for gypsies and travellers in Southwark

23. Southwark Council is committed to continuing our work to support our traveller community in Southwark. We work with our key partners, Southwark Travellers

Action Group (STAG) and London Gypsy and Travellers, on both routine management issues raised by residents, and also on more generic and strategic matters. These relationships are very important to the council and will be nurtured and supported ongoing. The council's objective is ensure that we provide the best possible service to our traveller community both on our travellers sites and to those who currently reside in bricks and mortar. The council will continue to ensure that the quality of accommodation that is provided for the traveller community will be fit for purpose and will be of high quality. To this end, all our accommodation, whether it be the infrastructure of our Traveller sites or bricks and mortar accommodation will be warm, dry and safe.

24. The housing strategy cites the commitment outlined in the New Southwark Plan to safeguard the borough's gypsy and traveller sites where there is an identified need. It also gives a commitment to respond to the outcome of the needs assessment. We will also be continuing on our improvements to our gypsy and travellers sites to ensure high standards and particularly focusing on improving fire safety. All travellers sites are included in the Fire Risk Assessment (FRA) programme and any issues highlighted will be addressed using the same principals which are applied to all other forms of residential accommodation.
25. A more detailed action plan is being developed specifically to respond to the needs of the gypsy and traveller community, and the key actions will also be included in the more detailed housing strategy action plan.

Next steps following agreement of the Southwark Housing Strategy 2020

26. Cabinet is recommended to agree to instruct officer to develop a public short term action plan to demonstrate how the council and its partners will work towards the delivery of the long term strategy in the next few years. This will be regularly monitored with progress fed back to the Cabinet Member for Housing to review progress and to allow any mitigating measures to be introduced if required to help ensure delivery of the strategy. This will be published on the Housing Strategy section of the website. The actions in the action plan will be updated on a yearly basis.
27. All the lobbying requests from across the housing strategy will be consolidated in to a single document to inform a letter to be sent by the Cabinet Member for Housing to the Mayor of London and central government setting out what funding and further policy changes will be required to meet our strategic aims. This will also inform future related consultation responses.
28. The council is keen to get wider partner ownership of the housing strategy and will contact all key stakeholders such as housing associations and voluntary agencies to encourage them to sign up to helping deliver the housing strategy. A list of the partners who have signed up to helping deliver the strategy will be included on the Southwark website.
29. As soon as possible following the pandemic the housing strategy team will organise an event with key partners to discuss further opportunities to

implement the Southwark Housing Strategy 2020 together, or alternatively explore holding a virtual event if the pandemic continues in the longer term.

30. The Southwark Housing Strategy 2020 will be published on the Southwark website. The priority will be ensuring the design is easy to read on a screen, including using screen readers for accessibility, and to be easily printed off if needed. A large font version will be included.
31. A two page summary has also been produced (Appendix F). This will also be published on the Southwark website.

Policy implications

32. While the Southwark Housing Strategy 2020 is a significant document in the council's overall policy framework, this strategy is not agreeing new policy. This is mainly updating the housing strategy to reflect the changes in other documents such as new Council Plan 2018-22, and the New Southwark Plan, and reflecting other changes which have all been agreed officially at Cabinet such as plans for regeneration, and plans for delivering 11,000 new council homes. Therefore there are no new policy implications.
33. The Housing Strategy will need to be in conformity with the London Housing Strategy and the Mayor of London's London Plan. So the council will work with the GLA to ensure this is the case. A further update may be required to respond to any further changes with the London Housing Strategy or London Plan.
34. The document may also require further updates in future to respond to changes with the Council Plan or with the New Southwark Plan.
35. No changes are foreseen at this point in time. Any further significant changes to the housing strategy in the longer term will be brought to Cabinet to agree.

Community impact statement

36. The update of the housing strategy has taken account of changes in other documents, such as the Council Plan and the New Southwark Plan. Therefore there will not be any new specific community impacts, other than those resulting from an increased awareness of our existing plans. Therefore there should only be positive impact on communities.
37. Officers have updated the 2015 equalities assessment. The housing strategy is a high-level document that sets out the ambitions of the council and its long-term plans. The key to ensuring equality will lie in the implementation of the strategy, where equality assessments will be carried out for specific projects. This equality assessment highlights anticipated positive impacts and serves as a guide to highlight areas where we do not have sufficient knowledge or evidence of the impact at this stage. The assessment did not uncover any areas where a particular negative impact would affect households or individuals in relation to any of the protected characteristics. If any resident or stakeholder believes a part of the housing strategy this can be emailed to

housingstrategy2@southwark.gov.uk so that this can be considered and any potential changes required made.

Resource implications

38. The resource implications of the changes to the housing strategy will have been considered in the reports on changes to the Council Plan, or to other documents such as the New Southwark Plan.
39. The Housing Strategy will be delivered through a range of funding, including the council's general fund such as for work around homelessness and temporary accommodation, the council's housing revenue account for new council homes and improvements to council housing, and external funding such as grants from the GLA, the Government and other external partners. Other landlords such as private landlords and housing associations will also have their own resources which will help deliver the housing strategy. There are also a number of voluntary and charitable organisations which assist in meeting housing need and providing housing advice services.
40. The resource implications around new council homes and improving the condition of council homes are explored in the Council's Housing Revenue Account Business Plan. Appendix B provides information on the council's Housing Revenue Account contribution to helping deliver the housing strategy. This appendix to the main housing strategy report is concentrated on the HRA capital and revenue position in both the short and longer term. The HRA Business Plan financial model is the one instrument that combines both the capital and revenue projections and the links between them for the HRA. This appendix provides the financial context to the main housing strategy and allows a rounded informed direction of travel for the housing service.

Legal implications

41. While there is no requirement to produce a housing strategy, where one is prepared it must, pursuant to section 28 of the Greater London Authority Act 2007, 'be in general conformity with the London housing strategy' prepared by the Mayor of London.

Financial implications

42. The housing strategy has been updated to include many commitments which have been already agreed, such as the commitments in the Council Plan and the New Southwark Plan. This is a long term strategy and there are some aspirations where additional funding will be required to deliver this. The action plan will set out our short term targets. The council will also work with partners and Cabinet Members will lobby central government to try to bring in the required funding to deliver this strategy in the longer term.

Consultation

43. Details of the consultation were included in the background section at the start of

this report.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

44. Cabinet is referred to the legal implications section of this report which confirms that while there is no legal requirement to produce a housing strategy, where one is prepared it must 'be in general conformity with the Mayor of London's housing strategy. The report confirms that the Southwark Housing Strategy 2020 is not a new policy but mainly operates to update Southwark's Housing Strategy to 2043 agreed in 2015 and that the council will work with the GLA to ensure conformity with the Mayor of London's strategy.
45. The report sets out the consultation that has taken place on the Housing Strategy 2020 and appends engagement feedback. The outcome of consultation must be taken into account when considering the recommendations in this report.
46. Cabinet members attention is also drawn to the public sector equality duty (PSED) under section 149 of the Equality Act 2010, which requires the council, when making decisions, to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. Cabinet members are referred to the community impact statement in the body of this report and the equality assessment at Appendix E.

Strategic Director of Finance and Governance (FC20/011/SR)

47. The strategic director of finance and governance notes the report; financial implications will be incorporated into the council's budget-setting and decision-making processes for the Housing Revenue Account, and the General Fund as appropriate as they arise.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Housing Strategy 2020 Consultation Draft	Housing Strategy and Business Support	Robert Weallans 020 7525 1217
Web link: www.southwark.gov.uk/housing/housing-strategy		
Southwark Housing Strategy to 2043	Housing Strategy and Business Support	Robert Weallans 020 7525 1217
Web link: www.southwark.gov.uk/housing/housing-strategy		
Council Plan 2018-22	Housing Strategy and Business Support	Robert Weallans 020 7525 1217
Web link: www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		

APPENDICES

No.	Title
Appendix A	Southwark Housing Strategy 2020
Appendix B	Strategic financial direction for housing (30 Year HRA Business Plan)
Appendix C	Southwark Housing Strategy 2020 engagement feedback report
Appendix D	Southwark Key Housing Stats 2020
Appendix E	Equalities Impact Assessment
Appendix F	Two page summary of the Housing Strategy 2020

AUDIT TRAIL

Cabinet Member	Councillor Leo Pollak, Housing	
Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation	
Report Author	Robert Weallans, Housing Strategy Manager	
Version	Final	
Dated	26 November 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	26 November 2020	