

**Minutes of the Overview and Scrutiny Committee
26 November 2019**

Present:

Councillor V.J. Leighton (Chairman)
Councillor J. McIlroy (Vice-Chairman)

Councillors:

C.L. Barratt	N.J. Gething	D. Saliagopoulos
J.T.F. Doran	M. Gibson	J.R. Sexton
R.D. Dunn	H. Harvey	R.A. Smith-Ainsley
T. Fidler	L. E. Nichols	

Apologies: Councillors J.H.J. Doerfel and R.W. Sider BEM

303/19 Minutes

The minutes of the meeting held on 10 September 2019 were approved as a correct record.

304/19 Disclosures of Interest

Councillor T. Fidler declared a non-pecuniary interest in Item 6 – Access to Healthcare, due to his membership of Sunbury Health Centre PPG (Patient Participation Group) and in Item 11 – Housing and Homelessness Prevention Strategies, as he has a family relation working in the Council's housing department.

Councillor L.E. Nichols declared a non-pecuniary interest in item 6 – Access to Healthcare, due to his involvement as a patient representative on the Surrey Heartlands GP online consulting project.

Councillor R.A. Smith-Ainsley declared a non-pecuniary interest in Item 11 - Housing and Homelessness Prevention Strategies, due to his position as a council representative on A2Dominion Customer Insight Panel.

Councillor D. Saliagopoulos declared a non-pecuniary interest in Item 6 – Access to Healthcare due to her position as a Governor for Ashford and St. Peter's NHS Trust.

305/19 Call-in of Cabinet decisions

No Cabinet decisions had been called-in.

306/19 Cabinet Forward Plan

The Cabinet Forward Plan was noted.

307/19 Access to Healthcare in Spelthorne

The Director of the North West Surrey Integrated Care Partnership (ICP), Jack Wagstaff gave a presentation (attached to these minutes) on the future direction for health services in the area. The presentation covered the ICPs areas of focus, its priorities across 6 key programmes and the challenges for improving access to and building, sustainable primary care services.

The Committee had requested this item be included on its work programme particularly because of concerns raised about how the new triaging and booking system, piloted at Shepperton Health Centre, had been introduced and the lack of communication with patients about the system. The Committee sought reassurance that residents' experience of the pilot would not be repeated at other practices elsewhere in the Borough.

Mr Wagstaff explained that the Clinical Commissioning Group (CCG) had no ability to influence day to day services at GP surgeries but that the ICP had worked with Shepperton Health Centre to review the pilot. As a result of an evaluation of the pilot it was decided to discontinue it and revert to the previous booking system. Mr Wagstaff confirmed that the ICP was working with the Health Centre to ensure this message was communicated to its patients in the most appropriate way. He advised that the responsibility for the deployment of, and patient communication about, any future digital solutions fell on the body who introduced them; a particular GP practice, or the ICPs for a solution introduced universally.

Mr Wagstaff reassured the Committee that neither the CCG nor ICP had plans to roll out a system similar to the one unsuccessfully trialled at Shepperton Health Centre, across Spelthorne. However, NHS England would roll out a single, consistent, digital practice encompassing all parts of a GP Surgery called FootFall over the next couple of years. A pilot of this web service had received overwhelmingly positive patient satisfaction feedback. Mr Wagstaff was confident of the ICP being able to deliver a cohesive digital strategy which did not pass people between different physical and digital systems.

Mr Wagstaff responded to members' questions and made the following points:

- The Locality Hub at Ashford Hospital is available to all frail and elderly patients across Spelthorne offering longer appointments and the full range of services available at a GP practice to address complex and multiple needs across different specialists. The Hub also provides a transport service to take people to their appointments.
- There is a contractual requirement to provide named doctors for all patients but there is a trade-off between waiting times and seeing a particular doctor.
- ICPs, CCGs and health care providers are in charge of the running and planning for delivery of services. NHS property services owns a proportion of NW Surrey's Practice buildings and are responsible for

maintaining and improving their estate. These Practices do not have autonomous control to design their internal space. The CCG has petitioned NHS property services to make improvements but they have a huge backlog of works waiting to be done. For those Practices that do own their building, many struggle to raise the necessary capital funding to refurbish or design their internal space as they wish. The ICP is looking at opportunities to work with Boroughs to strategically move away from this system.

- Reception privacy requirements - Surgeries have a standard set of guidelines for configuration of their space to secure privacy. This has become more difficult for surgeries to achieve because space has been converted to operational use to address the increasing number of patients they have to look after. The Quality Care Commission explicitly looks at privacy space when they inspect and it will count against surgeries if the standard is not met.
- The process for recruitment onto patient panels varies by Practice. The contractual requirement is only for a practice to have a patient panel, not how it is run. There are guidelines on how to set up and run these.
- Mr Wagstaff agreed that patients should be provided with performance management data and the ICP was working towards agreeing a data flow for all practices in NW Surrey.

The Independent Living Senior Team Manager provided information to the Committee about the innovative approach the service had taken to enable vulnerable residents to access GPs using LIVI, with support at the Borough's Community Centres.

Resolved to note the presentation and thank Mr Wagstaff for his generous responses at this meeting and for actively working with the Council to transform services.

308/19 Budget Issues 2019/20 - 2020/21

The Chief Finance Officer gave a presentation (attached to these minutes) on the Budget Issues for 2020/21 to 2021/22. He outlined the process leading to approval of the budget and setting of Council tax for 2020 and explained the pressures on the budget in future years.

The Committee noted that more detailed briefings would be provided in February 2020.

Resolved to note the presentation on Budget Issues for 2020/21 to 2021/22.

309/19 Capital Monitoring Quarter 2

The Committee considered a report on capital expenditure covering the period April to September 2019.

A member of the Committee requested that consideration was given to improving the way the information was presented so that the total cost of a project, as well as the commitment in the current year, was clear.

The Deputy Accountant agreed to provide a written response to a question about whether the corporate management EDMS (electronic document management system) project was correctly identified as a capital cost.

Resolved to note the current level of capital spend.

310/19 Revenue Monitoring Quarter 2

The Committee considered a report on revenue expenditure covering the period April to September 2019.

Resolved to note the current level of revenue spend.

311/19 Capital Strategy update

The Committee Property and Development Manager gave a presentation (attached to these minutes) on the Council's Capital Strategy. He outlined the Chartered Institute of Public Finance and Accountancy requirements and need for a Capital Strategy, the investment approach and acquisitions to date, current housing needs and delivery now and in the future.

Resolved to note the presentation.

312/19 Housing and Homelessness Prevention Strategies

The Housing Strategy and Policy Manager gave a presentation (attached to these minutes) on the development of the Housing and Homelessness Prevention Strategies 2020-2025 and responded to members questions. The presentation explained the context within which the review of the Housing Strategy had taken place, the method for the review, the outcome of public consultation and the three priorities identified within the Strategy. An update was also provided on the review to date of the Homelessness Strategy and its emerging priorities.

The Housing Strategy and Policy Manager advised that a Working Group would be set up to monitor the development of the action plan.

The Chairman thanked the Housing Strategy and Policy Manager for his succinct and clear overview of the Housing and Homelessness Strategies.

Resolved to note the presentation.

313/19 Work Programme

The Committee noted the forthcoming Work Programme for the remainder of the municipal year.

NORTH WEST SURREY HEALTH AND CARE PARTNERSHIP

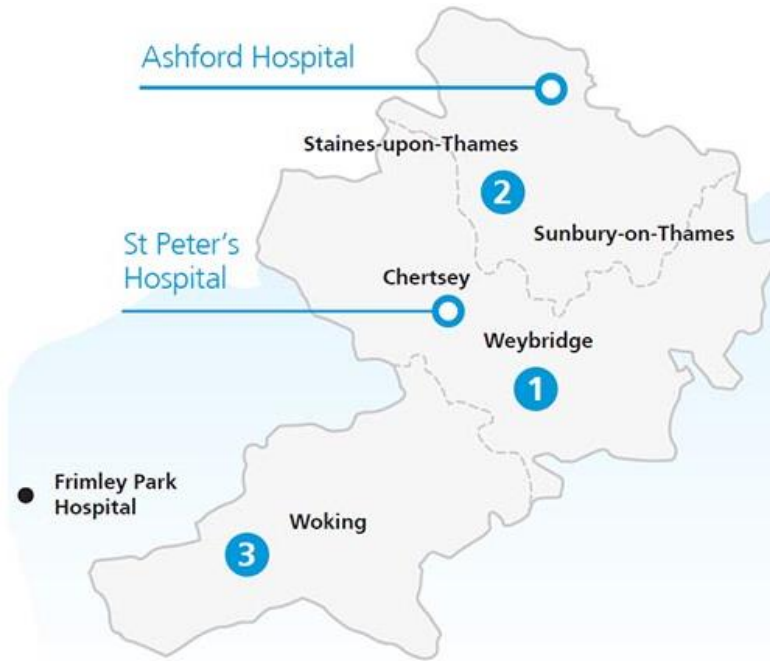


This presentation will broadly cover two topics:

1. The role of North West Surrey CCG and the new North West Surrey Integrated Care Partnership
2. An overview of key developments to improve primary care access in Spelthorne and North West Surrey; addressing specific questions raised by the committee

The North West Surrey Integrated Care Partnership

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Our ICP will bring a change to the traditional relationship between provider and commissioner; and drive the integration of health and social care.

Services will be provided holistically through a single, design decision making and financial structure, to deliver better outcomes to our patients and residents

NHS
Ashford and St. Peter's Hospitals
NHS Foundation Trust

SURREY
COUNTY COUNCIL

CSH
Surrey

ELMBRIDGE
BOROUGH COUNCIL
... bridging the communities ...

Runnymede
BOROUGH COUNCIL

SPELTHORNE
BOROUGH COUNCIL

South East Coast
Ambulance Service
NHS Foundation Trust

NHS
North West Surrey
Clinical Commissioning Group

WOKING
BOROUGH COUNCIL

NHS
Surrey and Borders
NHS Foundation Trust

NICS

Our Areas of Focus & Approach

Innovation

- Community asset & vol. sector development
- Industry partnerships
- External Focus
- Research
- Bids & Commercial

Transformation

- Primary Care Networks
- Technology
- One Public Estate & Community Vision
- Care Homes
- A&E New Build & Urgent Care
- Reablement & Care Services

Intelligence

- Population Health Management
- Wider determinants of health
- Inequalities and variation
- Single view of quality, performance and spend

An established delivery structure

- Clear priorities, manageable number, strong focus
- Executive leadership across partners for priority programmes
- Dedicated delivery capacity and resource
- Collective oversight

Our Priorities

Structured system-wide work across 6 key programmes:

Primary Care Networks

- Network formation
- Social Prescribing
- Clinical Pharmacy Model
- Test Beds
- GP Access/Workforce Model

Care Homes

- Support model
- Technology
- Training

Community Development

- Social movement
- Prevention
- Community Asset Dev.
- Voluntary Sector Dev.

Community Resp & Care @ Home

- Crisis Response / Rapid Domiciliary Care
- Catheter Care
- Respiratory
- Discharge/D2A/Funding

Digital & New Delivery Models

- Virtual consultations
- Outpatients Transformation
- Referral Processes
- Remote monitoring
- Initiated follow-up

Workforce

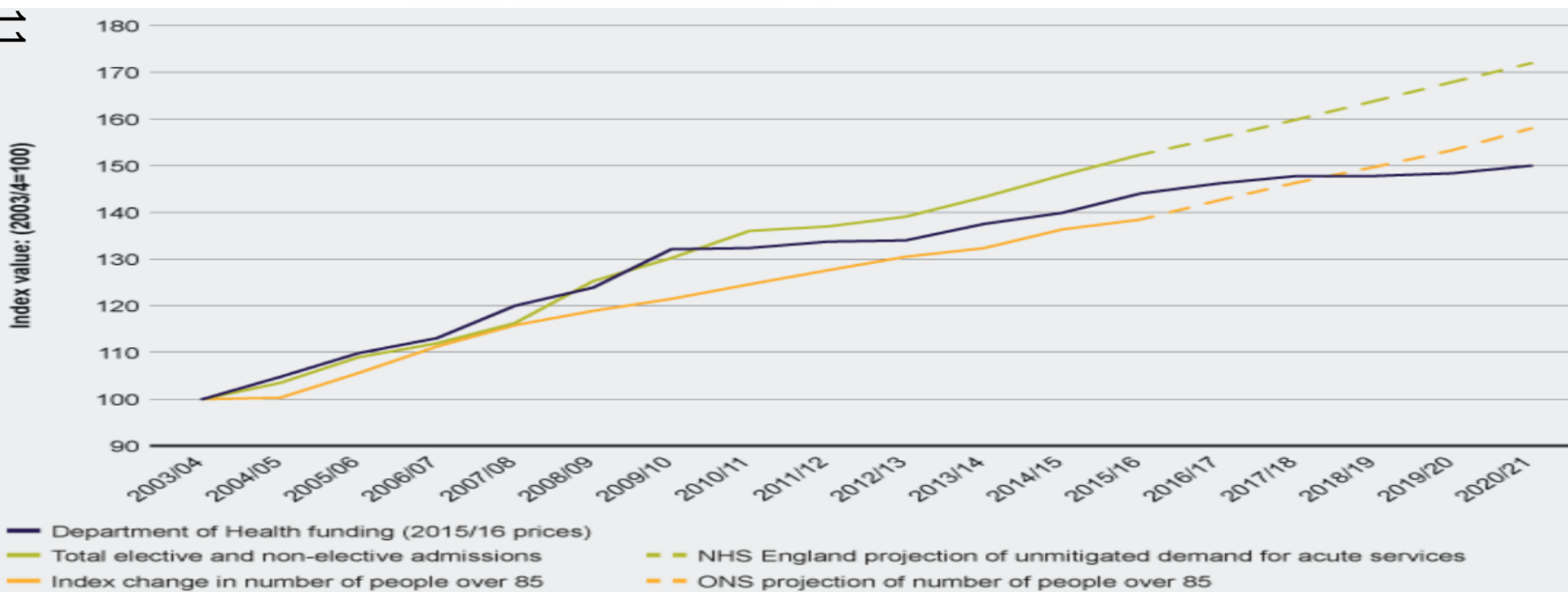
- Community Nursing
- Care workers

What needs to change?

A wider focus...



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Communities not Services



Key Challenge – Primary Care Capacity

Challenges

Constrained access to primary care services exacerbated by:

- Population growth and age
- Long term condition prevalence
- Social isolation and mental health
- Recruitment and training
- Ageing workforce and retention
- Poor infrastructure and physical space

Response

A comprehensive response is required to improve access and build sustainable primary care services

- £1.5m new investment in GP appointments
- Development of video consultations 50,000 delivered this year
- Primary Care Network development – focus on mental health and social isolation
- Improved partnership working with Borough Councils through the ICP e.g. estates, prevention
- GP retention initiatives
- National overseas recruitment programme

Specific Questions Raised by the Overview & Scrutiny Committee

- **Shepperton Medical Practice – New Booking System Pilot**
 - Role of the CCG
 - Pilot delivery, evaluation and next steps
- **Access to services and doctors appointments for elderly residents**
 - Increasing capacity
 - Risk stratification and new technologies & virtual consultations
 - Locality Hub model
 - Named doctor provision
- **Estates and Reception Privacy**
 - Estate capacity and practice autonomy to design internal space
 - Reception privacy requirements
 - Process for recruitment onto patient panels

Overview and Scrutiny Budget Briefing 26/11/19



Agenda

- Timetable
- Spending Review/General Grant Funding update
- Business Rates update
- Council Tax
- Pay and pensions
- Outline Budget: Revised Budget Gap Estimates
- Pressures on the Budget
- Update on commercial income generation
- Tackling 2023-24

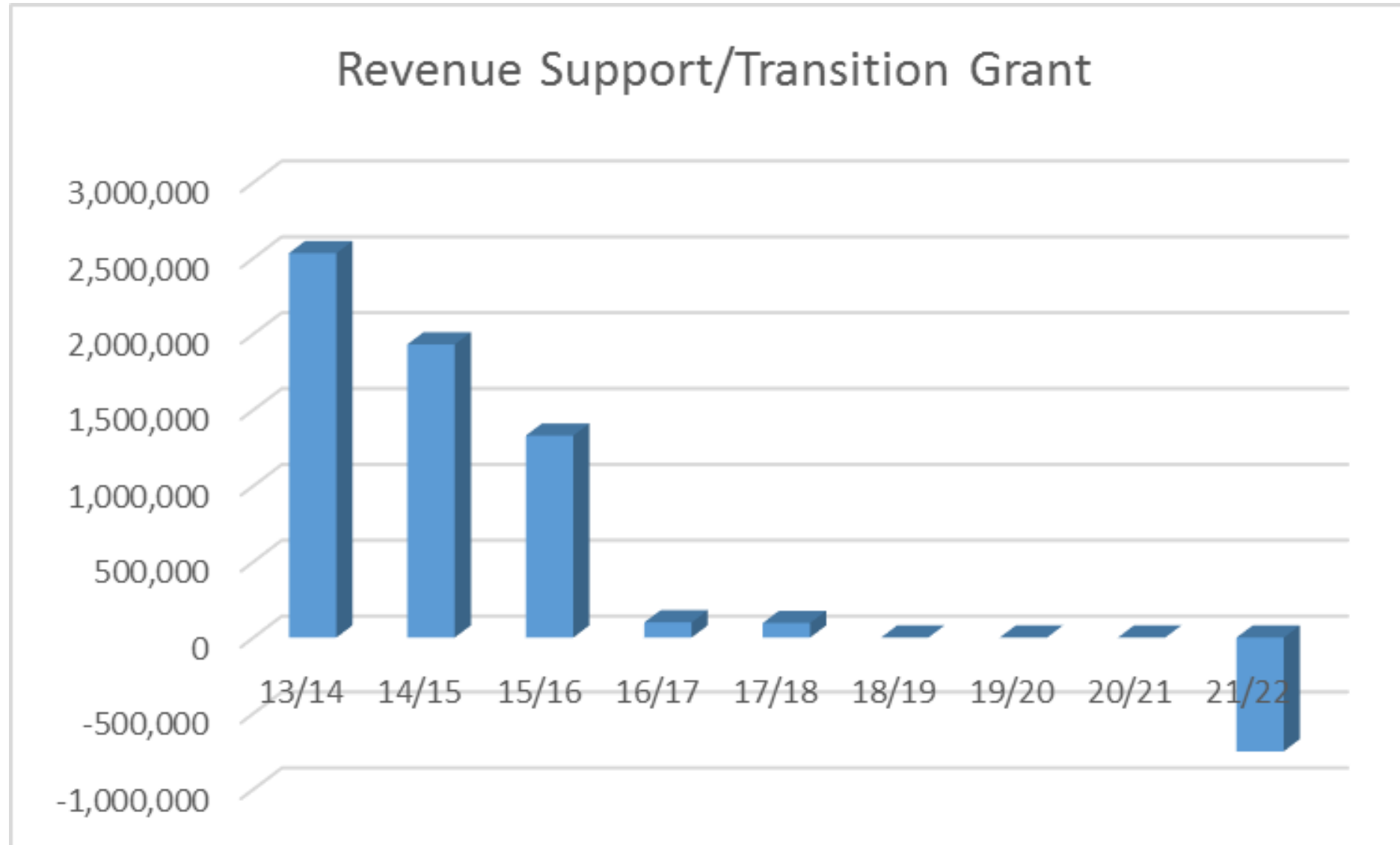
Timetable

- 4th December: Cabinet - Outline Budget – sets out broader parameters, assumptions and strategy for period 2020-21 to 2023-24
- Up to Christmas, detailed work on employees budget, initial evaluation of growth/savings/adjustments before being considered by Cabinet in New Year
- Mid January – Government likely to confirm funding settlement
- January 2020 : Cabinet – Treasury Management Strategy
- February 2020 – Detailed Revenue Budget, Fees and Charges, Capital Report to Cabinet
- 27th February 2020: Council approves Budget and sets Council Tax for 2020-21 (starts 1st April)

Spending Review 2020-21

- Only covering 1 year
- Headline – increase for 20-21 of 4.3% or £3B in local government “spending power”
- However – half of that the amount councils allowed to increase council tax and most of rest adult social care
- Fair Funding Review delayed a year pushing back negative grant
- Business rates 75% retention and resetting of baseline deferred a year
- New Homes Bonus extended a year without legacy payments
- Uncertainty as how much business rates we will be allowed to retained from 2021-22 onward

Reducing central government funding



Business Rates

- Roll out of “75% retention” delayed a further year to 2021-22
- When happens baseline will be reset and potentially will also be shift in proportion retained from lower tier to upper tier – risk that Surrey D&Bs will lose out
- Spelthorne will participate in Surrey pool for a further year potentially enabling us to retain an additional £300k to £600k

Council Tax

- Limit for 19-20 higher of 3% or £5 on band D (2.47% for us)
- In 2019-20 we decided to stick to a £5 increase (2.53%)
- Each 1% on Council Tax will generate approximately £80k
- Government now indicating that maximum for districts and boroughs will be higher of 2% or £5 (2.4% for us in 20-21)
- Each 1% increase generates £80k for us. So 2.4% = £192k
- Upper tier authorities (i.e. Surrey CC) will be allowed a further 2% Adult Care Precept
 - Additional funds being directed to SCC will aid their financial resilience

Pay

- Local Unison draft claim consists of:
 - A 6% increase for all pay points
 - To ensure that all scales continue to be above the living wage of £10.00/hour
 - A one hour reduction in the standard working week
 - A one day increase to the minimum paid annual leave entitlement for all staff

In comparison our modelling has been assuming a 2.5% increase for all pay point

Each 1% on pay adds on (including NI, pension) approx. £160k

Nationally Unison have made a 10% claim

Most other Surrey councils currently anticipating increases of 2 to 2.5%

Additionally there will be increased cost pressures relating to regularisation of overtime

Pensions

- Local Government Pension funded revalued every three years
- Surrey Pension Fund currently healthy latest funding level 102%
- Awaiting triennial valuation figures for Surrey Scheme – expected this week
- Indications are that funding levels have stabilised and that we may not be asked to make further increases in employer contribution rate for the next three years.

Revised Budget Gaps- on new approach for financing housing delivery

brackets indicate gap to be closed

• 2019-20	Balanced
• 2020-21	£1,412k
• 2021-22	(£214k)
• 2022-23	£12k
• 2023-24	(£1,684k)

- Note negative figures ie in brackets indicate a budget shortfall

Key Factors feeding into the Gaps

2020-21:

New Homes Bonus (NHB) grant reduction £190k
Planned Maintenance £250k
Pay award £400k

2021-22:

Assumed reduction in Business Rates income £800k
Introduction of 'negative Revenue Support Grant' £750k
Pay award further £400k
NHB £70k

2022-23:

Pay award further £400k
NHB £105k
Business Rates £400k

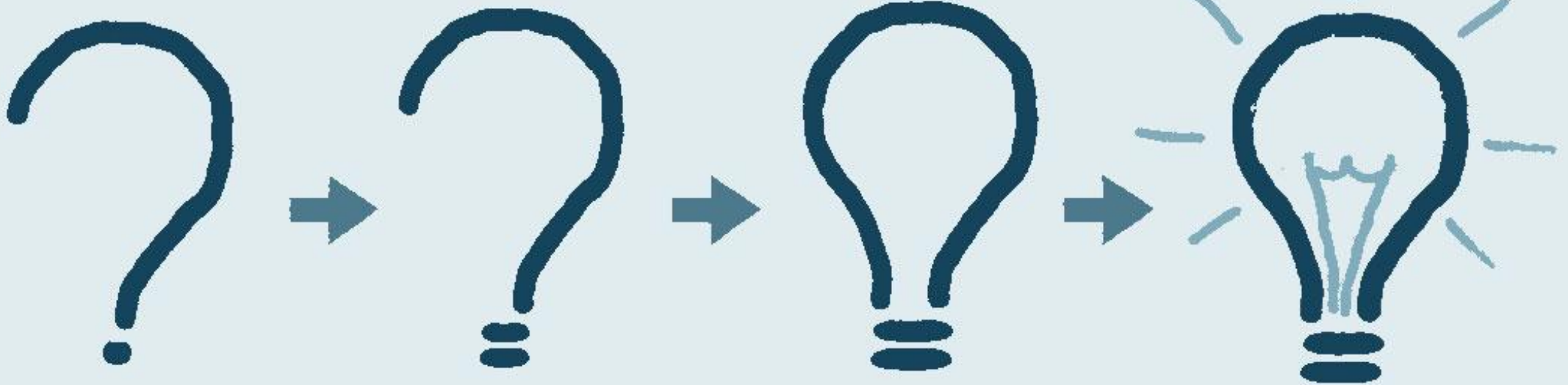
Other potential income streams?

- Commercial waste – proposal being explored

Tackling 2023-24 and beyond

- Close to being balanced, on current assumptions until 2023-24
- Gives time to put in place additional measures to generate income/make savings
- Uncertain broader context – Spending Review, Fair Funding, Brexit, Heathrow
- Capital Strategy- delivery housing units to ease revenue budget pressures and generate income
- Continue focus on efficiencies – Root and Branch reviews
- Additional income streams
- Procurement savings

Questions



Presentation to the Overview & Scrutiny Committee

Invest



Create



Deliver



Agenda

CIPFA Requirement and the need for Capital strategy

Investment approach

When

Investment acquisitions

The team

Housing need

Housing delivery now and in the future

New requirements from CIPFA for a Capital Strategy (now implemented and now website also updated)

Capital Expenditure

- Governance
- Long term plans
- Asset management planning
- Restrictions around funds

Investments and liabilities (risks)

- Approach, Due diligence, risk appetite
- Governance process for approval and monitoring
- Summary of material investments, guarantees and liabilities

Treasury Management

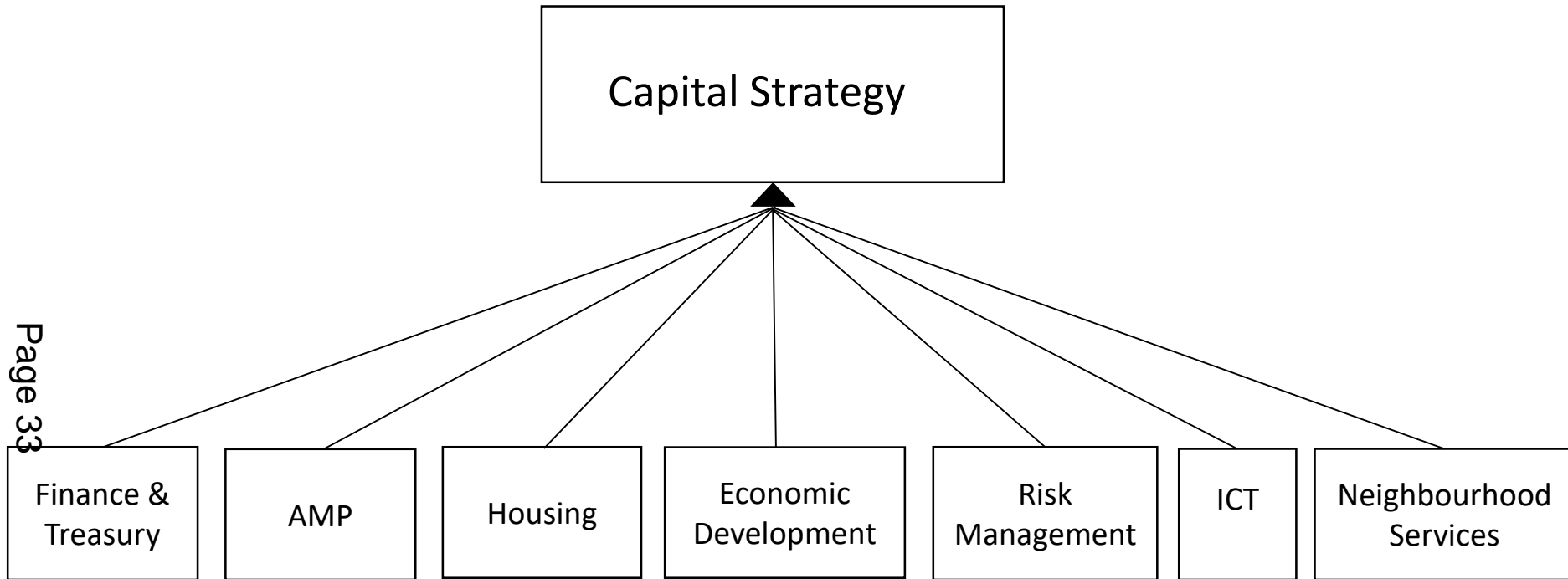
- Governance
- Long term planning inc. MRP
- Risk appetite, key risks and sensitivities

Skills and knowledge

Timescales

- **Presentation to O&S – 26 November 2019**
- **Presentation to Cabinet Briefing –13 January 2020**
- **Presentation of full version to Cabinet – 29 January 2020**
- **Presentation of full version to Council – 27 February 2020**

Capital Strategy flow



Context



National Audit Office Financial sustainability of local authorities 2018

Northampton Council plans cuts to all services and workforce

Core services including child social care
will not escape insolvent council's cuts

**We're not another
Northamptonshire, says Norfolk
council boss**

**Will Lancashire County Council
go bust?**



**Somerset County Council proposes 130 job
losses and cuts**



WHY:

**Need long term
sustainable
income
streams**



**Investments
underpin
housing
delivery**

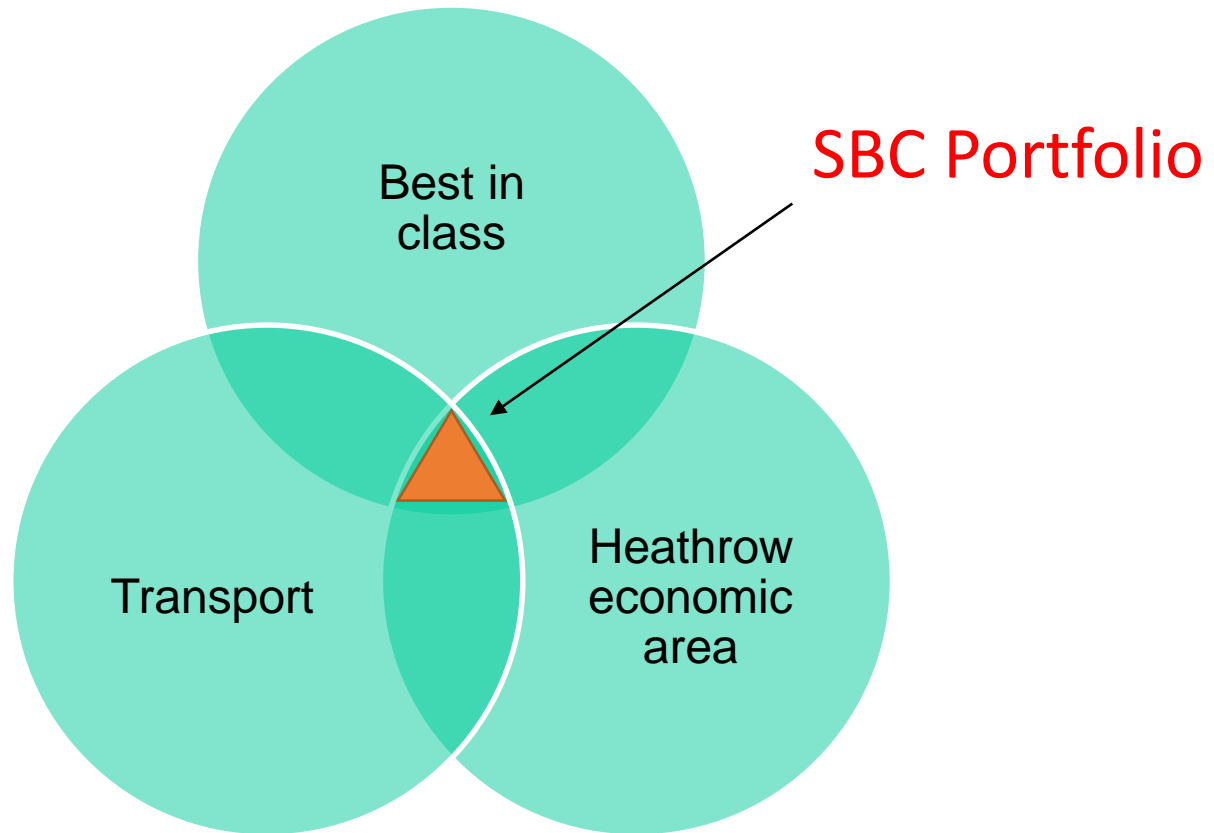
**Revenue
surplus to
support
services**



**Finance
development
costs for
housing**

**Revenue surplus after deducting interest,
principal repayments, supervision set
asides, sinking fund**

Investment criteria



Our tenants include:



Business
Services



ERICSSON

CAFFÈ KIX

aMADEUS

Verifone®

wework



PERFORM
SPORTS CONTENT & MEDIA

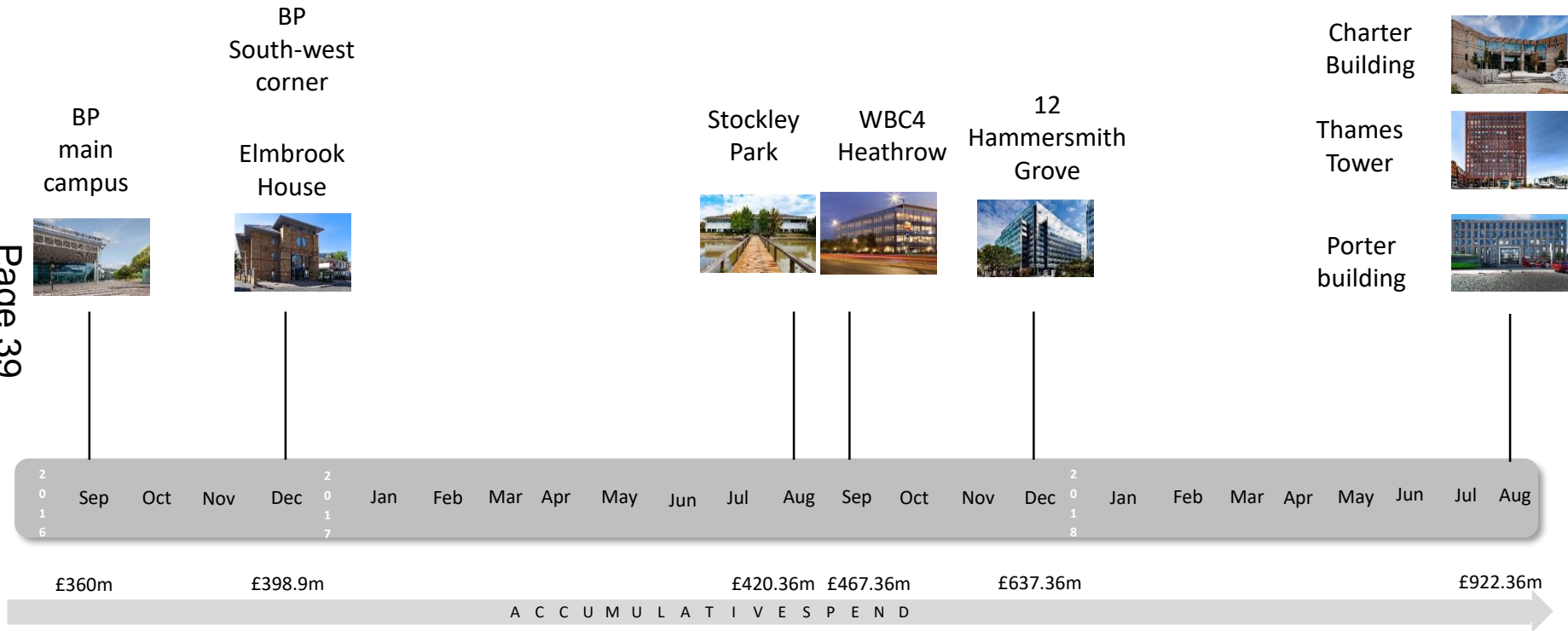


Strategic Investment Parameters

- Concise summary in plain English approved by Cabinet and Council
- Financial, Strategic & Housing investments
- Functional economic area
- Asset security curve
- Worst-case planning
- Avoid Reputational Risk
- Strong transport links
- High quality tenants
- No Interest rate exposure
- Operationally simple
- Ongoing contract and asset management team
- No to certain sectors e.g. Retail/ high street
- No to high-risk/high-reward
- Quality for Long-term Ownership
- Exit strategy

WHEN: Acquisitions timeline

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BP



Stockley Park



WBC4

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12 Hammersmith Grove

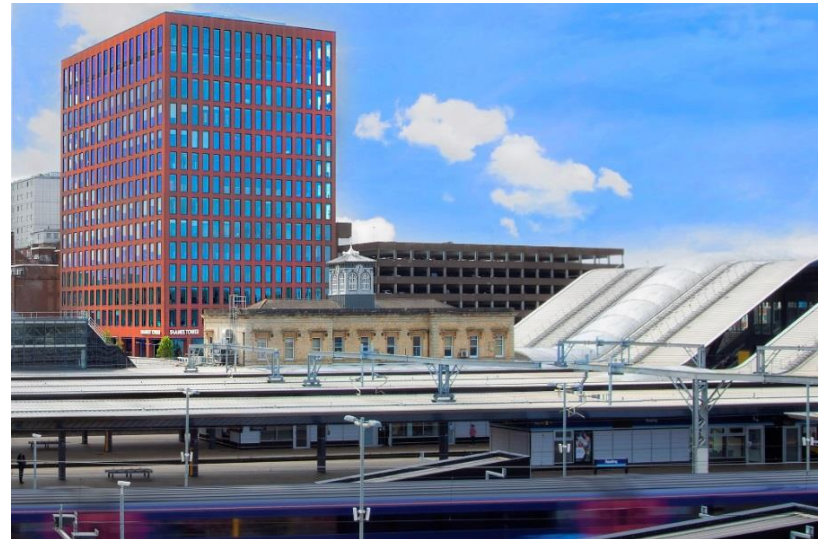




The Porter Building



The Charter Building

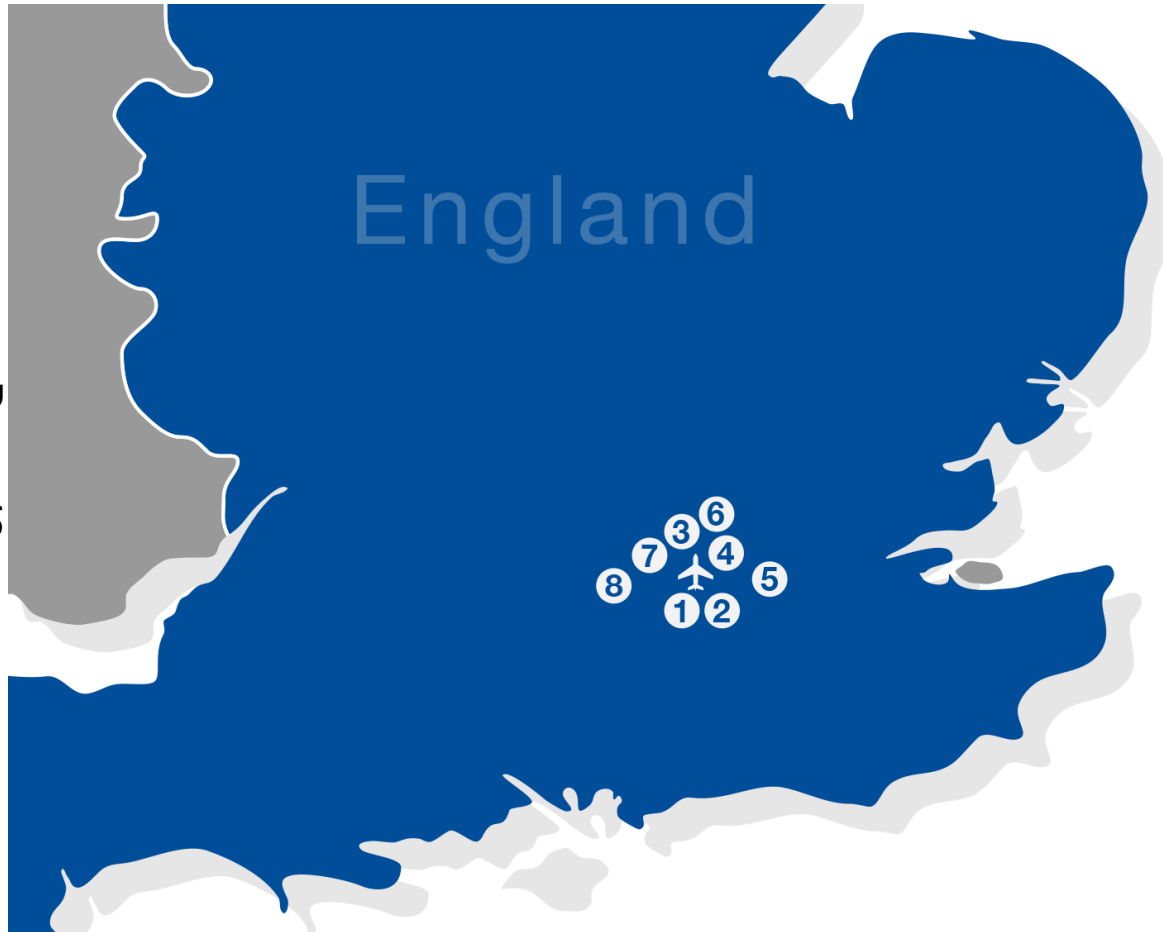


Thames Tower



Location and our focus

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- ① BP ➤
- ② Elmbrook House ➤
- ③ Stockley Park ✈
- ④ WBC4 ✈
- ⑤ Hammersmith Grove ➤
- ⑥ Charter Building ➤
- ⑦ Porter Building ➤
- ⑧ Thames Tower ➤
- ✈ Heathrow

Risk Management

Risk Mitigation

Evaluation of tenant - C&W, S&P, In-House

Second opinion - Deloitte

Ongoing Management & monitoring

Model base and worst case scenarios

Long-term Strategies

50 year Portfolio Horizon

Modelling impact of tenants - Parent Co. guarantees

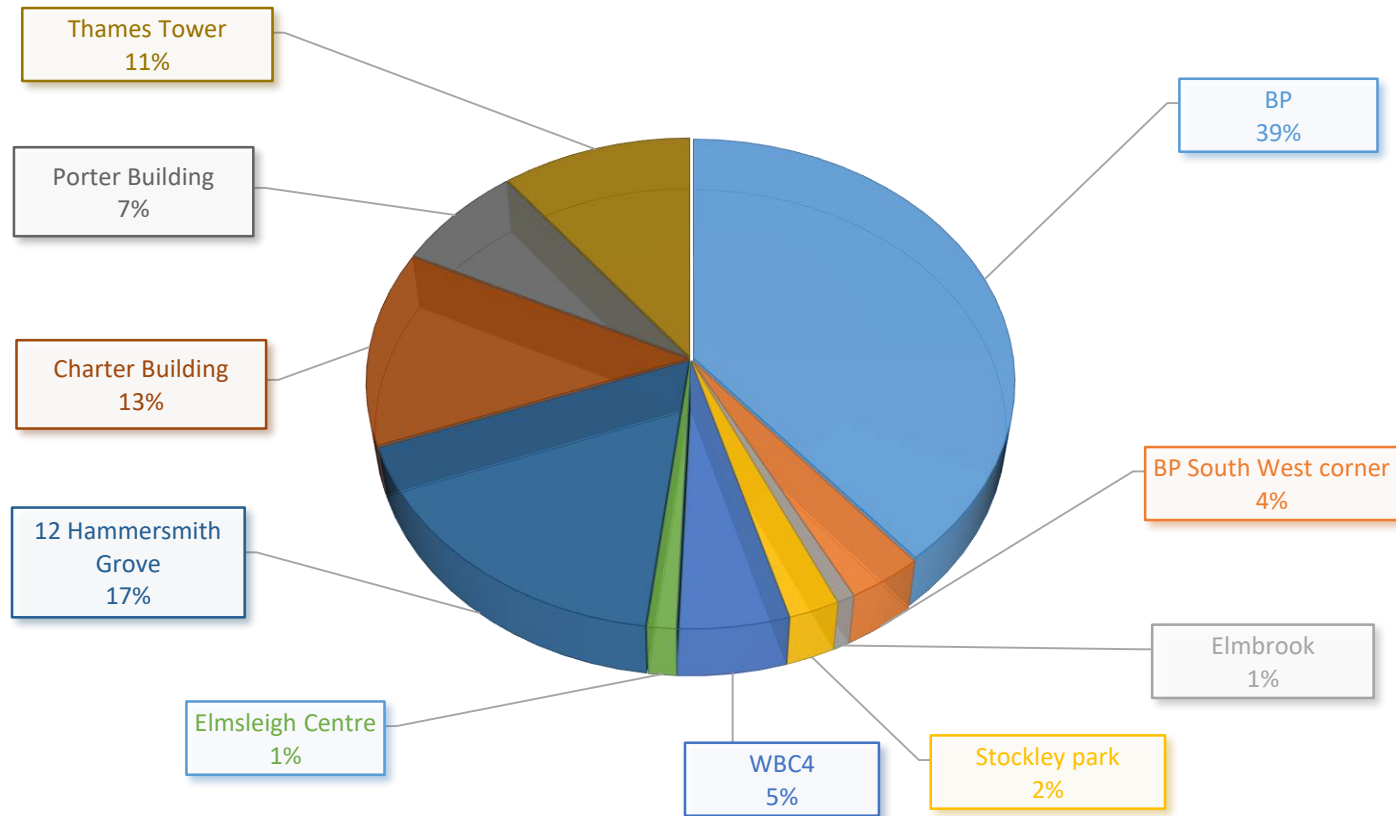
Sinking funds - proportional to worse case scenario

Intermediate Residual Use Plans

Sinking Fund (Cash liquidity)



Portfolio Diversification: proportionality



The team - Internal

- Council Asset Management (11 strong) incl:
 - Nick Cummings - Property Unit Manager (ex BAA)
 - Richard Mortimer - Development Manager (ex PRS)
 - Katherine McIlroy - Property Manager (ex Fund Manager)
- Additional resources e.g. Legal, Accountancy etc.
- Acquisition Delegation Group
 - Cllr Ian Harvey - Leader (Property Investment)
 - Cllr Tony Harman – Deputy Leader and Finance portfolio (Corporate Finance)
 - Daniel Charles Mouawad - Chief Executive
 - Terry Collier - Deputy Chief Executive & S151

The team - External incl:

CLYDE&CO



11KBW
James Goudie QC



S&P Global

Deloitte.



Key Performance Indicators - draft

KPI	Risk Category	Responsibility	Frequency	Purpose	Comments
Return on Investment (ROI)	Fund	Asset Management	Annual	To measure the gain or loss relative to the value of the original Investment.	$A = \frac{\text{Purchase}}{B} = C \text{ (ROI)}$ B = Rent
Portfolio Capital Return	Fund	Asset Management	Annual	To measure the long term capital performance of the fund.	A = Purchase price B = Current valuation B – A = Return
Gross / net Income yield	Fund	Asset Management	Annual	To ensure a sufficient income return after interest/ loan repayment.	$A = \frac{\text{Value}}{B} = \text{(Yield)}$ B = Rent
Sinking fund to expected costs ratio	Fund	Asset Management	Annual	To determine whether the sinking fund has the sufficient funds to cover expected future costs.	A = Sinking fund B = expected future costs A – B = fund cover
Sinking fund rent cover	Fund	Asset Management	Annual	To establish the amount of cover to rental shortfall provided by the sinking fund	Current cover = 11 months

Current Housing Needs

- 105 Households in Temporary / Emergency Accommodation
- 1,800 Households on the Housing Register
- No housing stock
- No single person hostel
- Constrained PRS
- Very limited Affordable Housing
- Pressure from London
- Heathrow Expansion - Key worker needs
- Creaking Social Infrastructure

Housing Delivery: Completions

**Two street property
purchases:**

1 x 5-bed house in Stanwell

1 x 3-bed house in Staines

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**The Bugle, Shepperton:
8 units of affordable housing**



**Churchill Way, Sunbury:
3 units of affordable housing**

Housing Delivery: Under construction

**Ceaser Court, Sunbury Phase 1:
55 Units – at least 12 affordable**

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**West Wing, Council Offices:
25 units of affordable housing**



Housing Delivery: Under construction

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**Harper House, Ashford:
20 unit temporary
accommodation**

Housing Delivery: Planning approved, awaiting commencement

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**White House Hostel, Ashford:
27 single rooms, 4 move on studios**



Housing Delivery: Subject to planning

**Victory Place, Ashford Hospital:
115 units, including key worker**



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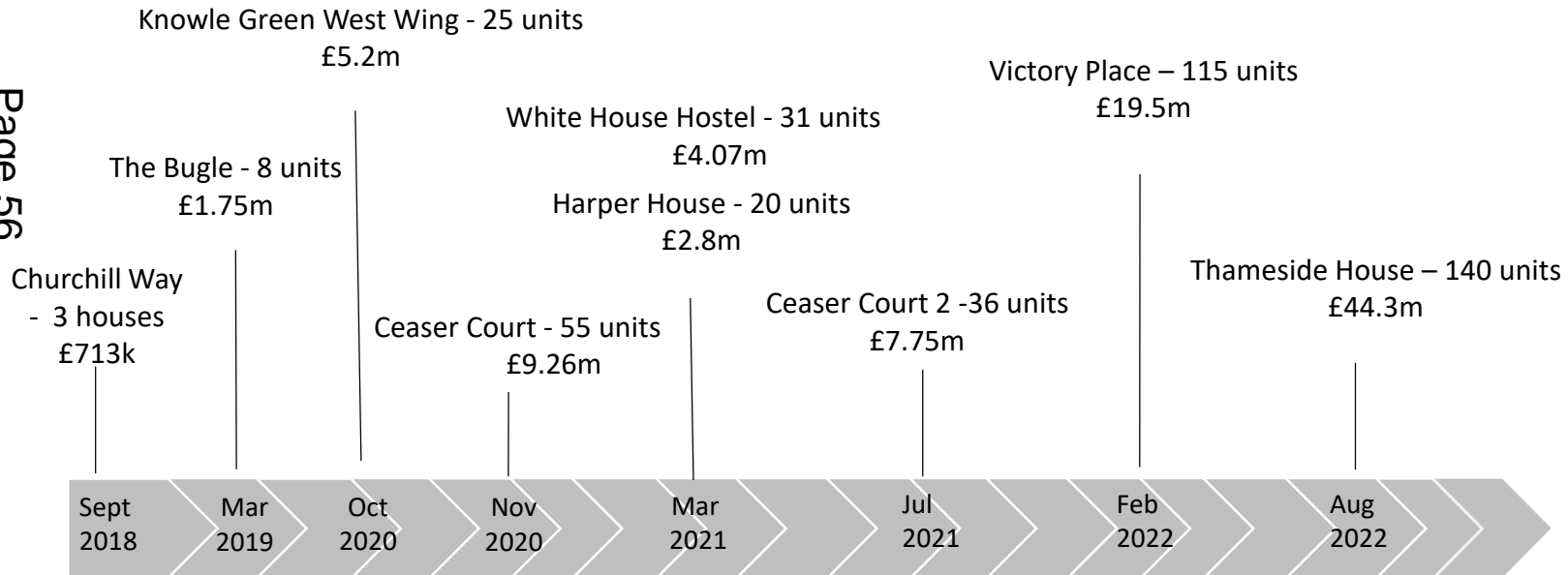


**Ceaser Court, Sunbury
Phase 2: 36 Units, 8 affordable
(stp)**



Development Funding Timeline

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Housing delivery & place shaping



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Housing and homelessness prevention strategies update

David Birley, Housing Strategy & Policy Manager
Overview & Scrutiny Committee
26 November 2019

Housing and homelessness prevention strategies update

- Spelthorne context
- Housing Strategy 2020-2025
 - Development of the strategy to date
 - Proposed strategic priorities to 2025
 - Next steps
- Homelessness Strategy 2020-2025
 - Development of the strategy to date
 - Emerging themes
 - Next steps

Spelthorne context

- Corporate priority within Corporate Plan 16-19
To strive towards meeting the housing needs of our residents, providing working families and others in housing need within the Borough with suitable accommodation.
- Affordability of private sector housing
- Availability of social housing – low supply
- Changes to welfare system – UC, Benefit Cap
- Increased homelessness duties from April 2018
- 1,825 households on the Housing Register
- 105 households in temporary / emergency accommodation – 20 outside of Spelthorne
 - £1.5m gross budget per year



Housing Strategy 2020-2025

Development timeline

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June 2018

- Grant funding awarded from Local Government Association Housing Advisers Programme

March to May 2019

- Officer development of new strategy
- Working Group

July to August 2019

- Public consultation
- Health & Wellbeing

October 2019

- Cabinet Briefing presented latest draft for comment

March 2019

- Local Government Association Housing Advisers Programme completes review

June to July 2019

- Management Team & Cabinet Briefing presented draft strategy for public consultation

September 2019

- Working Group considers consultation responses
- Action Plan compiled

Housing Advisers Programme



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- Independent review of affordable housing delivery through:
 - the Council
 - housing associations
 - Knowle Green Estates
 - private sector (planning viability, section 106 agreements, and empty homes)
- Methods of review:
 - Document review
 - Interviews
 - Group session
 - Identifying best practice (internal / external)



Housing Advisers Programme



- Final report contained a number of recommendations, considering
 - Benefits to Spelthorne
 - Suggested priority order
 - 'RAG' status: difficulty of implementation
 - Resource requirements
- Final report presented to:
 - Strategic Housing Group
 - Cabinet Briefing
 - Housing Strategy Working Group

Housing Strategy 2020-2025

Pre-public consultation

- Four strategic priorities identified
 - Develop the tenure offer of Knowle Green Estates
 - Enable the delivery of more affordable homes
 - Promote independence and wellbeing
 - Prevent homelessness and rough sleeping

- Framework strategy developed around identified themes

Housing Strategy 2020-2025

Public consultation

- Four week period 18 July to 13 August
 - Inovum consultation software – online questionnaire
 - Press release
 - Social media activity
 - e-News
 - Notice boards
- Meetings with professionals, e.g.
 - A2Dominion
 - Spelthorne Health & Wellbeing Board
 - Spelthorne & Runnymede Homelessness Task Group

Housing Strategy 2020-2025

Outcome of public consultation

- Confusion around the role of Knowle Green Estates
- Be more ambitious
- Need for clear measures to monitor progress
- Concerns around meeting social infrastructure needs
- Overriding need for social housing locally
- Some issues identified with online software

Housing Strategy 2020-2025

Considering public consultation

- Merged some strategic priorities into one – now three
- Role of Knowle Green Estates in the strategy more clearly defined
- Recognition of social infrastructure needs, referencing work already underway
- Strengthened reference to need for social housing
- Discussions with Communications around better use of Inovum software

Housing Strategy 2020-2025

Priority 1: Enable the delivery of more affordable homes across a range of tenures

- Registered Providers
 - Encourage new providers to the area
 - Improve engagement with existing providers
 - Set up disposal protocols to protect existing stock
 - Embrace delivery of shared ownership, but lobby for delivery of more rented
- Knowle Green Estates
 - Improve tenure offer, including key workers
 - Agree service delivery standards for tenants
 - Needs-based property acquisition programme
 - SBC using KGE as main housing delivery vehicle

Housing Strategy 2020-2025

Priority 1: Enable the delivery of more affordable homes across a range of tenures

- Empty homes
 - Develop an empty property scheme
 - Produce information packs
 - Run a publicity campaign
- Private sector development
 - Comprehensive review of s106 agreements to ensure developments deliver to local need
 - Improve approach to planning viability
 - Link to Local Plan development, and Housing Delivery Action Plan

Housing Strategy 2020-2025

Priority 2: Promote independence and wellbeing to enable people to remain in their homes

- Supported housing needs analysis, including Extra Care
- Develop Spelthorne Personal Alarm Network (SPAN) service offer
- Promotion of Disabled Facilities Grant (DFG) service
- Improved joint working with health and social care
 - Hospital discharges
 - Social prescribing

Housing Strategy 2020-2025

Priority 3: Prevent homelessness and rough sleeping

- New strategy for the prevention of homelessness and rough sleeping
- Set up an Annual Lettings Review to identify changes to the Housing Allocations Policy
- Sustain housing-related floating support
- White House project in partnership with Salvation Army
- Harper House demolition and rebuild

Housing Strategy 2020-2025

Next steps

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November
2019

- Overview & Scrutiny

January
2020

- Cabinet approval

March
2020

- New strategy in use
- Strategic Housing Group monitors outcomes

December
2019

- Spelthorne Joint Committee
- Final strategy to Management Team

February
2020

- Council approval

Housing Strategy 2020-2025

Questions?

Homelessness Strategy 2020-2025

Homelessness Strategy 2020-2025

Steps taken so far

- Homelessness Review 2014-2019
- Stakeholder workshops 24 September & 14 October
 - 105 attendees
 - 42 organisations represented
- Homelessness Strategy Working Group
 - Relevant officers
 - Portfolio Holder for Community Wellbeing

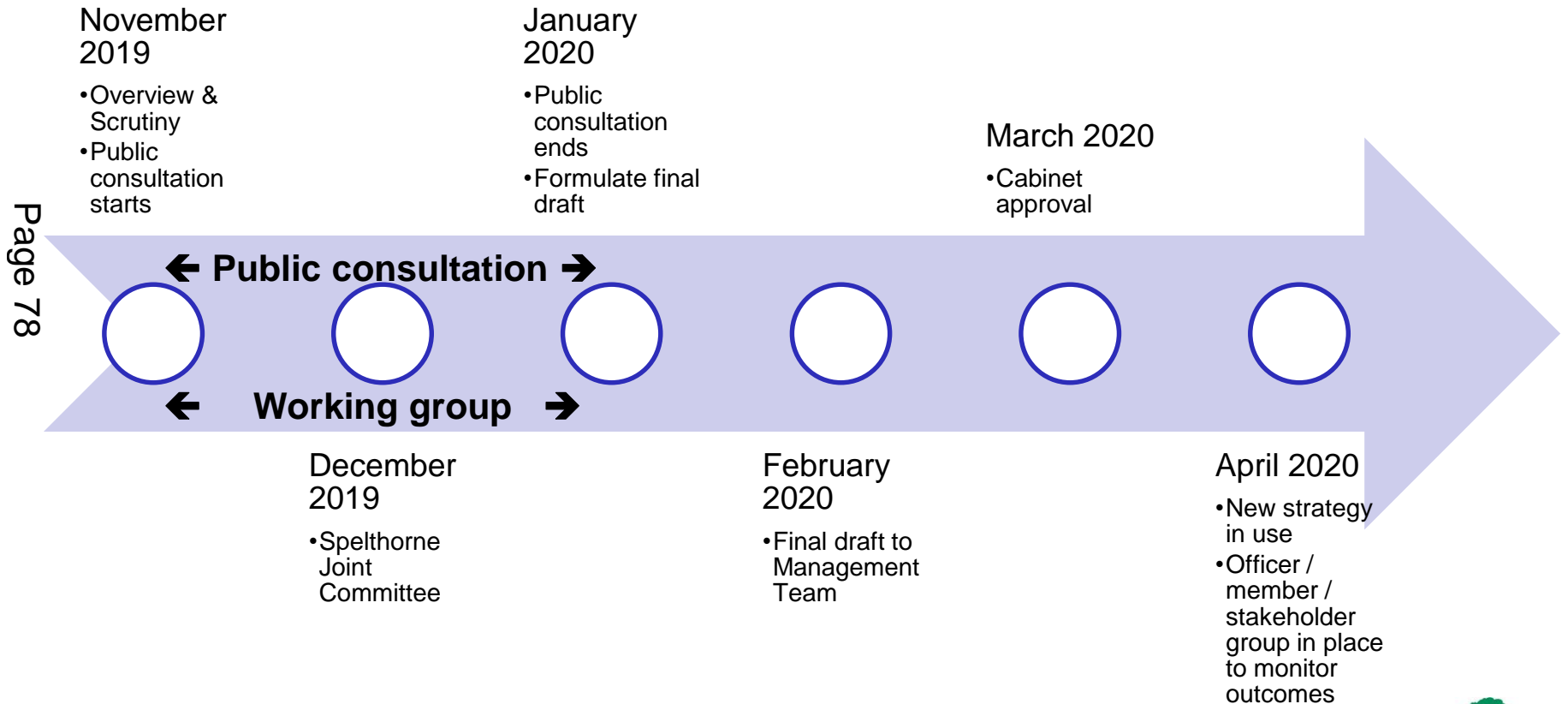
Homelessness Strategy 2020-2025

Emerging strategic priorities

- End use out-of-borough emergency accommodation
- End use of emergency accommodation, save for exceptional cases
- Reduce length of stay in emergency and temporary accommodation
- Eliminate rough sleeping in Spelthorne
- Increased use of private rented sector for homelessness prevention and relief

Homelessness Strategy 2020-2025

Next steps



Homelessness Strategy 2020-2025

Questions?

Housing Strategy & Policy Team

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