

2001

HOUSING

INVESTEMENT

PROGRAMME

(HIP)

South Derbyshire District Council

Housing Strategy Update 2001/2

Annexe A

DRAFT 06 July 2001

INTRODUCTION

The current Housing Strategy for South Derbyshire 2000-2003 was adopted in August 1999.

This update demonstrates the progress the council has achieved during the past year.

It considers:

- the strategic context for our Housing Strategy
- the Policy context for our Housing Strategy
- current and likely future housing problems and needs
- priority areas for future work
- our strategy and action plan to meet current circumstances

This document should be read alongside the "Housing Strategy for South Derbyshire 2000/2003, and our 2000/2001 update.

South Derbyshire District Council

Housing Strategy Update 2001/2

BACKGROUND

For almost two decades South Derbyshire has been the fastest growing district in Derbyshire, with its good links to centres of employment in Birmingham, Derby, Nottingham and Leicester and more locally Burton on Trent. The most important source of growth throughout this period has been immigration, rather than natural growth. This trend is expected to continue for the foreseeable future

over 4,300 dwellings have been completed since 1991, of which about 1,500 are within the Swadlincote urban core

The majority of dwellings (87%) are either owner occupied or privately rented. A further 11% are rented from the District Council with the remainder in Housing Association control. 72% of homes are in Council Tax bands A-C

The district's population has a relatively "youthful" profile with proportionately more people of school and working age than is the case nationally

Some 1.6-% of the district population belongs to ethnic minority groups.

The main centre of population is the town of Swadlincote (defined as Castle Gresley, Church Gresley, Midway, Newhall, Swadlincote and Newhall.) Over the past 15 years Swadlincote has experienced a large amount of new development, prompted by improvements in the quality of the local environment, competitive development costs and constraints on land in neighbouring areas. This has led the population to rise from approximately 26,500 in 1981 to its present level of just under ***.

The rest of the districts population is dispersed throughout the rural area although nearly 4000 people now live at Stenson Fields on the edge of Derby. Melbourne is South Derbyshire's second largest centre with a population of almost 5000. Many villages have retained their original character and appearance

In December 1999 the districts housing stock was approximately 33,500 dwellings. Just

South Derbyshire District Council

Housing Strategy Update 2001/2

THE STRATEGIC CONTEXT

Links to Other Strategies and Plans

The Council's work on Housing is informed by a number of plans and strategies produced by the Council and its partners. The main ones include:

- South Derbyshire Local Plan
- South Derbyshire Economic Development Strategy
- South Derbyshire Capital Strategy and Asset management Plan
- South Derbyshire Crime and Disorder Strategy
- Derbyshire Dales and Southern Derbyshire Primary Care Group Unified Plan (including the Health Improvement Programme)
- South Derbyshire Tenants Compact
- South Derbyshire Lone Parents Strategy
- Derby and Derbyshire Teenage Pregnancy Strategy

Increasingly these strategies and plans are being aligned, as partnership work and work on the "cross-cutting" issues mature. During 2000/2001 the Council has strengthened its influence with other partners, for example our Head of Community Services is co-opted onto the PCG Board. We use this influence to integrate housing issues into other key strategies and plans

Senior Managers from the Primary Care Group and Social Services and members of TACT work with the Council in developing its Housing Strategy and Plans.

Future Housing Strategies will be shaped by:

- A Corporate Plan which will provide a framework for the management of the Council as a business

- A Community Strategy for South Derbyshire which will be developed by the Council in partnership with organisations in the public, private and voluntary sectors through a Local Strategic Partnership. This will aim to tackle many of the issues affecting the economic, environmental and social wellbeing of the community.
- The county wide Supporting People strategy

An initial meeting of external partners was held in March to seek views and take forward the development of the Council's Community Strategy. We anticipate that existing Housing, Health Improvement and Crime and Disorder strategies and plans will play a central part of the Council's Community Strategy

Since then the Council has worked with Derbyshire County Council as part of a bid to EMDA for a regional Strategic Partnership and is also in dialogue with neighbouring local authorities to explore how strategic partnerships with neighbours will develop. We see the Local Strategic Partnership as building on the strength of existing mature partnerships, such as the Crime and Disorder Partnership, the (SRB) regeneration partnerships and relationships with the health community and the voluntary sector.

The Council has recently worked with NACRO to review and identify actions strengthen the Crime and Disorder Partnership. This work will support our LSP as many of the issues relating to effective partnership working are directly translatable into all areas of partnership working

South Derbyshire District Council

Housing Strategy Update 2001/2

Modernisation of Local Government

From 2 July 2001 the Council is trialling alternative political arrangements. Following extensive consultation the Council proposes to adopt a modernised committee structure with three main Policy Committees, two Overview and Scrutiny Committees and six Area Committees. The new Community Services Committee will be responsible for the formulation of the policy framework for housing, community safety, community and health development and regeneration, environmental health, licensing, leisure, recreation, culture and youth services. This integrates and strengthens the Council's work on improving the quality of life.

The consultation exercise showed clearly a local preference for a modernised committee structure as opposed to any of the other forms of executive arrangements. It was the view of both councillors and the community that modernised committees maximised Councillor involvement which is important in a district with the nature and character of South Derbyshire. Committee management enables the differing interests of the urban/manufacturing communities and the rural/farming communities to be balanced and represented in policy areas.

Resources

The available of financial resources to the council continues to be a major constraint on the extent to which the Council is able to achieve its vision and objectives, including for housing.

In 2000/2001, in response to a financial crisis, the Council had to make significant savings in operating costs. A major restructuring of the organisation was completed in October 2000, involving the deletion of 42 posts and the creation of a new senior management structure. As a

result of the staff related savings the Council entered the budget round for 2001/32002 in a relatively stable financial position. However we still face considerable budget pressures resulting, in particular from Government led initiatives such as recycling and the need to address the "commutation adjustment." The Council's three-year forecast of the General Fund can only be achieved by making savings in the order of £400,000 from 2002/2003 onwards. To deal with this problem, the Council has commissioned a review of all of its activities to establish how it can best continue to fund its core services. This will require some difficult decisions to refocus and reprioritise resources across services. The review will consider a wide range of options for changing the ways services are delivered to achieve economies and further efficiencies

The council currently subsidises its Supported Housing service to older and disabled tenants from the HRA. Work is needed to bring costs into balance with income in advance of the implementation of Supporting People in April 2003.

The council's Capital Strategy 2001/2002 outlines the key aspects of capital investment for the council. Revenue funding for capital schemes is limited in terms of initial scheme costs and meeting on-going running costs. With the exception of Housing Investment funded through the Major Repairs Allowance, the Council has limited capital resources to devote to capital projects

The Council has set up effective systems to manage and monitor capital spending, including a capital programme working group which monitors progress on schemes on a monthly basis and an appraisal mechanism when all bids for capital funding are appraised by a working group of three officers. This appraisal considers value for

South Derbyshire District Council

Housing Strategy Update 2001/2

money, links to corporate objectives, on-going revenue funding and application of EGAN principles, where relevant. Make use of this information to draw up the council's three year capital programme

The Council's Asset Management Plan and Capital Strategy are tools which the Council is using to develop our strategy to maximise the benefit from our assets.

The Council is working with the consultant who has carried out work for us and District Audit on strategic stock control options to improve and develop our HRA Business Plan. Early indications show that the condition of our stock is sustainable within anticipated resources although this does not yet take into account any aspirations of members and tenants for improved services.

We recognise that the resources we have available for housing include private sector mortgage payments, our own capital receipts, BCA, SCA and MRA and revenue resources, ADP resources, resources secured through S106 agreements and discounted land. Future work through our strategic housing partnerships will consider how we maximise these resources overall

Best Value and Performance Management

During 2001/2002 three Pilot Best Value Reviews were completed, including one of the Council's Sheltered Housing and Warden Service where the Inspectors concluded that the service was poor and unlikely to improve on the basis of the Best Value Action Plan. The council has learnt a lot from these early reviews and inspections.

As a result of the Sheltered Housing and Warden Best Value Review the council is fundamentally restructuring this area of service to integrate our delivery of Supported

Housing services into the wider management of housing services by November 2001. This reorganisation follows the underlying principles of the Supporting People Programme and is being carried out in consultation with tenants, Social Services, Health and the voluntary sector. The review will start bringing the costs of the service into balance with income

A major Best Value review of all of the Council's Housing Services will start in September 2001. In preparation for this we have carried out work with District Audit and their specialist consultants to look at the strategic options for maintaining the council's housing stock. **** Add any detail emerging from member seminar*****. Other preparatory work has included us considering our strategic housing role. This identified the following critical improvement areas for detailed application of the four C's.

Bev - list these here

The Housing Services Best Value Review will determine the future management arrangements for our stock and inform a fundamental update of the council's Housing Strategy, which will be carried out for the 2003 Housing Investment Programme

The Council adopts the Audit Commission Performance measures. In order to drive service improvements in Housing Services a performance management system was developed with the Council's Tenants Advisory and Consultation Team (TACT) and introduced on ***** to focus attention on key areas for improvement.

A series of new performance measures have been built into contracts for Planned Maintenance works this year. These have been developed with TACT and are designed

South Derbyshire District Council

Housing Strategy Update 2001/2

to gather information on customer care and customer perception of programmed work and

Consultation and Partnership Working

The Council has a consultation strategy, which has been developed using Best Value principles and recognises that consultation and partnership "overload" is a real issue for an area such as South Derbyshire.

In May 2001 the Council set up a Citizens Panel of 1000 residents who will be involved in six postal surveys each year, participate in telephone surveys and Focus Groups.

The first task of the Panel is a consultation exercise in relation to our current Crime and Disorder audit.

The Citizens panel will be used as part of the Best Value Review of Housing Services in September 2001

The detail of the council's Housing Strategy and programmes have been developed in close collaboration with key stakeholders as highlighted through the Strategy update and HRA Business Plan

The Council is committed to working with a range of partners to achieve all of its objectives. In relation to Housing this particularly includes work with tenants, Health, Social Services, RSLs and the voluntary sector. In addition the council is seeking to work more closely with other local authorities and the private sector to explore alternative methods of procuring and delivering services

Lynn - Something here about TACT, compact and their action plan. How you have linked and worked with RSL TP work

**** Something here about the training of staff and TACT and voluntary sector and piloting and use of PA techniques to map community needs and develop action plans and the building of local capacity in this tool for future community planning*

Cross Cutting Activity

Partnership working is central to our work on "cross cutting" issues such as regeneration, crime and disorder, and health improvement. The modernised Committee structure and new senior management structure of the Council reflects how these issues are integrated and Housing is central to all of the councils work on "cross cutting issues"

South Derbyshire District Council

Housing Strategy Update 2001/2

THE POLICY CONTEXT

Housing Policy

The Council has carefully considered the Government's policies as set out in "Quality and Choice – A Decent Home for All – The Way Forward for Housing" in updating and improving its Housing Strategy and associated work programmes.

The council recognises the following key areas of importance to its Housing Strategy. Some of our achievements since the last annual strategy update are highlighted in the boxes below:

Strengthening Our Strategic Role

- Commissioning District Audit to work with the Council to review its future options for investment in its housing stock.
- Increasing staff resources available to deliver our annual Housing Needs survey programme
- *What have we done on the Housing Needs Assessment Guidance and the actual parish survey*
- Strengthening the existing Housing Interest Group to establish a wider Housing Partnership Forum involving RSLs, the voluntary sector, Social Services, Health, local authority and RSL tenants. This Forum will act as the Area Supporting People forum as well as a wider housing forum.
- Establishing quarterly planning meetings with key RSL partners to develop strategic priorities and integrated working
- Developing partnerships with neighbouring authorities in areas such as our Landlord Forum, SRB regeneration programmes and options for the future delivery of housing maintenance and repairs services

Supporting Sustainable Home Ownership

- *What have we done about using the new flexibility's on hsg grants/Pr sector renewal*
- Working in partnership with other local authorities and Walbrook Housing Association to secure an additional £** to expand our Care and Repair Agency
- *Anything on our caravan sites work – does it fit in here*
- *Detail of target hardening and crime prevention (partnership) work and achievements*
- *Anything from a planning perspective*
- *Gill – any achievements / key points from Local Plan work – did you use Participatory Appraisal techniques in work with local groups*
- *Mark – any outcomes on the Hsg & health research project*
- *Gill – can you add detail of the work with PCG on consultation/needs for health service provision*

Supporting a Strong and High Quality Private Rented Sector

- Developing the South Derbyshire and East Staffordshire Landlords Forum – *any detail of outcomes/achievements*
- Introducing Landlords Grants with the council having nomination rights – *detail of achievements*
- Operating a Landlords Accreditation scheme?
- *Anything on the new fitness rating –*
- *Anything on HIMOS*

South Derbyshire District Council

Housing Strategy Update 2001/2

Raising the Quality of Social Housing

- Appointing a Tenants Participation Officer
- Agreeing a ten year maintenance and improvement strategy for our stock which will bring properties up to the "decency standard"
- Commissioning a stock condition survey of the Council's housing stock which is based on the best practice guidance and which will take into account information on crime and disorder "hot spots" and then be used to further develop long term stock investment strategy
- Using EGAN principles in our appraisal of options and contracting work
- Working with District Audit to appraise future options for stock investment
- Agreeing a clear Compact with our tenants in March 2001
- Working with our Tenants Advisory and Consultation Team to set new customer focused performance targets in Planned Maintenance contracts and to introduce a performance management system which provides staff, tenants, members and managers with key performance information a
- Using Best Value to reshape the Sheltered Housing Service and set clear service performance standards
- Working with District Audit and TACT to introduce a performance management system across the Housing Division to identify priority areas for improvement
- Involving TACT in recruitment process for key housing staff
- Involving TACT in the committee process by **** since ****
- Agreeing joint training priorities for TACT and Housing staff
- Staff and TACT involved in exchange visits and discussions with RSLs on

things such as Call Centres and tenant participation

- Working with TACT to develop proposals for a Tenants Resource centre
- Reviewing the Allocations Policy to better sustain local communities by recognising the need for social housing for local people
- Invested an extra #250,000 to deal with ongoing unmet needs for adaptations for disabled tenants
- Achieved improved working practices with Social Services to improve quality of adaptations service
- Improved procedures to deal with voids have reduced average cost of dealing with voids from ** to ***(%)
- Worked with District Audit to complete a VFM study into Responsive Repairs in April 2001 to provide a challenge to current practice in preparation for the Best Value review

Increasing the Availability of Affordable Housing

- *What did the rural white paper say on this and have we any actions in response*
- *Any examples of Hsg achieved – Repton*
- *Where other RSL build/development achieved last years*
- *Any affordable Hsg provided through planning agreements?*
- *Implementing restriction on resale of previous council properties in our rural areas*
- *John – does the development a Repton fit in here?*
- *What is the position on RSL new build and s106 dwellings*

South Derbyshire District Council

Housing Strategy Update 2001/2

Promoting Choice through Lettings

- *Have we done anything on this*
- *Anything in relation to our work with RSLs on nomination/lettings*

Strengthening Protection for the Homeless

- *What have we done about extended groups – careleavers/DV/16 etc*
- *Working with Trident Housing and through the Crime and Disorder Partnership Domestic Violence Action Team to develop a bid for funding for a safe hostel for victims of Domestic Violence*
- *The Derby and Derbyshire Teenage Pregnancy strategy includes work on assessing and working to meet the housing needs of teenage parents.*

Working Towards a Fairer Rent System

- *Progress /plans on rent review*

Improving Housing Benefit Administration

- *Chris – please add details of improvements you've achieved on waiting times etc and Seville changes*
- *Joint work with CAB on money advice/debt counselling*

Dealing with Social Exclusion

- *Working with the Parent Support Worker and Walbrook Housing Association to develop a bid for funding through the Safer Communities Supported Housing fund to increase lifeskills and other support to young parents*

- *Securing a county-wide Public Service Agreement on Crime and Disorder;*
- *Securing money to employ a Community Safety Officer*
- *Using Participatory Appraisal techniques as part of the Crime and Disorder Audit to work with "hard to reach" groups to identify issues and priorities relating to crime and social exclusion*
- *Bev – details of achievements on SP incl. the needs assessment research project*
- *Mark – details of G&T toleration policy and any improvement to site/service provision*
- *Mark – details of achievements on fuel poverty and energy advice*
- *Mark – details of target hardening programmes and joint achievements with police*
- *Adoption of an Antisocial Behaviour Protocol through the Crime and Disorder Partnership*
- *Setting up a Neighbourhood Watch Support Office in the Council Offices*
- *Working with the Police to change priority for window replacement programmes in council stock in areas of burglary "hot spots"*
- *Setting up a Domestic Violence action team to improve understanding and put in place responses for victims of domestic violence*
- *Bringing local workers and residents together to deliver a locally based community mapping project in Newell*
- *Working with the interagency Parenting Support Worker to set up a home safety equipment loan scheme and referrals for vulnerable families to prevent avoidable evictions*
- *Mark – any outcomes for the energy advice referral packs that went to health /CAB etc*

South Derbyshire District Council
Housing Strategy Update 2001/2

- *Mark – some detail of the partnership with CVS on energy and the addn benefits of community referrals for social support through CVS*
- *Stuart - New post of ASB co-ordinator as part of drugs bid - detail*
- *John – future joint work with CAB on money advice/debt counselling/rent arrears*
- Supporting the Polices work to set up Neighbourhood Beat Managers, including providing community bases in Sheltered Housing schemes
- Working with the CVS lottery funded information and "village voice" project to start developing locally based information packs for Supported Housing tenants
- Working with the Education Welfare worker on school truancy
- Working with Walbrook to develop the existing Supported Living scheme for tenants with mental health and learning disabilities
- Working with partners to develop a local racial harassment support group

- How we use the Local planning process to fully integrate new housing provision into local retail, transport and health service provision to build sustainable communities

The East Midlands Regional Housing Statement "Viewpoints on Housing" provides a regional framework for the Councils housing work and conforms with our overall housing objectives, namely to ensure an adequate supply of housing at the right price in the right location.

Key issues for South Derbyshire from this are:

- How we develop our capacity to consider housing markets and population forecasts, including the basis of housing market areas
- How we improve our capacity to forecast housing needs on a detailed area basis

South Derbyshire District Council

Housing Strategy Update 2001/2

CURRENT AND LIKELY FUTRRE HOUSING PROBLEMS AND HOUSING NEEDS

The following details key information, which is, or will be, used by the council to look at how housing markets operate in South Derbyshire in order to set our strategy for housing. (*Show where we get info from and how things have changed over time*)

We appreciate that we need to substantially develop our information and methodology for understanding the current and likely future state of housing markets across all tenures.

- | | |
|----------------------|--|
| Population details | <ul style="list-style-type: none">- numbers / ages/ ethnic minority communities/ disability- Future projections (- 19% nationally 1996 – 2011 – SD 8.6% - 12.3%) |
| Housing details | <ul style="list-style-type: none">- numbers and % by tenure - can we spit down the private rented sector into "professional sector – high rents" and other PRS- Future projections- Changes over recent years - Comment on trickle transfer of council stock to owner occ through "right to buys"- Unfit by tenure- Disrepair by tenure-Void/vacancy rates by tenure<ul style="list-style-type: none">- Specialist provision – older /disabled/young single etc – provision and future needs- Relative house prices- comparison with neighbouring LAs- Relative rent levels – between tenures in SD and in comparison with neighbours- What does affordable Hsg mean in SD?- Cost of responsive repairs last year compared to previously- Cost of dealing with voids- New "households" starting up- HIMOS- Energy info- Under occupation info- Hsg need info by smaller area- Average relet time and comparison wit past |
| Housing need details | <ul style="list-style-type: none">- from Hsg needs survey – broken down by Hsg area- Details of waiting list<ul style="list-style-type: none">- Future needs and projections- Assessment of rough sleeping/homelessness- <i>Numbers on Hsg register</i>- <i>Numbers on waiting list for adaptations – public and private sector</i>- <i>Increase (comparative info) on applicants presenting themselves as homeless and those then accepted</i> |
| Health details | <ul style="list-style-type: none">- SMR – across district and broken down |

South Derbyshire District Council

Housing Strategy Update 2001/2

- Early winter deaths
- Teenage pregnancies

- Other key information
- C&D statistics – burglary rates; DV;
 - housing repossession rates
 - unemployment rates – by housing area
 - wage rates

South Derbyshire District Council

Housing Strategy Update 2001/2

PRIORITIES FOR ACTION

Whilst the housing market and needs information available to us is limited we are able to draw out our priorities for action which are highlighted below

Strengthening Our Strategic Role

- Complete Best Value review of Housing
-
- Services by September 2002
- Decide on the Council's future strategy for the management of its council housing function
- Developing the council's capacity and expertise to understand, analyse and intervene in housing markets, population projections and other key information
- Review and agree future strategy for delivering Housing needs survey
- Set up an effective Strategic Housing Partnership/Forum (*cross borders/Parish councils – agree shared Str and operational objectives at SD level*)
- Increase the resources available to deliver our strategic housing role
- Establish Local Strategic Partnerships and develop the Community Strategy
- Secure partnership investment to improve the standards of Supported Housing
- Implementing E Government I relation to housing services

Supporting Sustainable Home Ownership

- Reviewing the Private Sector Renewal Strategy in light of the increasing flexibility on housing grants and support to the private sector
- Working with the possible new Primary Care Trust to co-ordinate planning and agree priorities for development of additional healthcare services to support new housing developments

Supporting a Strong and High Quality Private Rented Sector

- Reviewing the Private Sector Renewal Strategy in light of the increasing flexibility on housing grants and support to the private sector

Raising the Quality of Social Housing

- Decide on the Council's future strategy for the management of its council housing function
- Work with local businesses to develop alternative methods of procuring maintenance, improvement and repairs services based on EGAN principles
- Further develop relationships with TACT and tenants participation structures in RSL partners
- Implement the Sheltered Housing Review
- Reviewing the maintenance and improvement strategy in light of the public sector stock condition survey and crime and disorder strategy

Increasing the Availability of Affordable Housing

- Consulting on the Local Plan
- Strengthen use of planning powers

Promoting Choice Through Lettings

- Complete work on under allocation policy
- Work through the Housing Partnership Forum to develop shared allocation policies with RSL partners
- Review Allocations Policy and potential to redevelop unpopular SH schemes to meet the housing needs for young single people

South Derbyshire District Council

Housing Strategy Update 2001/2

Strengthening Protection for the Homeless

- Agree referral protocol with CAB to improve money advice and support to tenants to improve their ability to maintain tenancies
- Produce Homeless strategy (*John – what are the new resps here?*)

Work Towards a Fairer Rent System

- Agree timetable for rent review by April 2002

Improving Housing Benefit Administration

- *Chris anything more you want to add here on further plans for improvement*

Dealing with Social Exclusion

- Establish Local Strategic Partnership
- Produce a Community Strategy
- Setting up the Supported Housing service
- Bring the costs of the Supported Housing service into balance with income in advance of April 2003
- Delivering Supporting People including identifying those with special housing needs making provision to meet these needs
- Reviewing how the council deals with adaptations in the private and public sectors
- Working with RSL partners to develop supported and other accommodation for young people

South Derbyshire District Council

Housing Strategy Update 2001/2

DELIVERING STRATEGIC ACTIONS

The council recognises that it has to work with others to increase the resources available to it to deliver its priorities.

This includes partnership working, delivering things in different ways and securing financial resources.

The Action Plan at annexe A shows how we intend to deal with our current key strategic housing priorities. Other priorities considered above, such as implementing E government, are being actioned as part of other council plans or existing activities

South Derbyshire District Council
Housing Strategy Update 2001/2

Annexe A
Housing Strategy Plan of Key Actions : July 2001

Action	Timescale	Responsible Officer
1. Carry out Best Value Review of Housing Services	Complete by Sept 2002	HCS
2. Determine Councils preferred options for future management arrangements for council housing function	Autumn 2001	HCS
3. Explore options for improving understanding and use of key strategic information on housing markets, populations etc		HSPO
4. Review and resource strategy for gathering and using housing needs data, including housing needs information linked to Supporting People		HM
5. Set up Strategic Housing Partnership/Forum		HSPO
6. Establish LSP and develop Community Strategy		DCE/HCS
7. Review Private Sector Renewal Strategy		EHM
8. Establish ways to influence planning and resource priorities of new PCT		HCS
9. Establish procurement strategy based on EGAN principles		HCS/CFO
10. Implement the SH structural review and improvement programme		HM
11. Examine housing needs of young single people and develop partnership proposals to meet any unmet needs		HM
12. Develop policy and procedures on under allocation		HM
13. Develop policy and procedures on money advice and other advice/support to maintain tenancies		HM
14. Develop Homelessness strategy		HM
15. Agree timetable for rent review	April 2002	HM
16. Bring costs of Supported Housing service into balance with income	April 2003	HCS
17. Review adaptation service to disabled customers		HM/EHM

South Derbyshire District Council
Housing Strategy Update 2001/2

Key:

HCS
HSPO
HM
DCE
EHM
CFO

Head of Community Services
Housing Special Projects Officer
Housing Manager
Deputy Chief Executive
Environmental Health Manager
Chief Finance Officer