

Plan / Deliver Phase	Level 1 Business Case
-----------------------------	------------------------------

Creator	Author(s)	Suzanne Halliwell
	Approved by	Richard Horniman
	Department	Regeneration
	Service area	Regeneration
	Head of Service	Suzanne Halliwell
	Director	Richard Horniman
Date	Created	12 th July 2024
	Submitted to PMO for QA	
Status	Version: 4.0	
Contributor(s)	Richard Horniman, Rachel Jenkins, Tracy Jelfs, Brian Relphs	

Document Control			
-------------------------	--	--	--

Version	Date	Revision History	Reviser
1.0			

Approvals			
------------------	--	--	--

Approver	Name	Title	Date
Programme Management Office			
Finance Business Partner	Paul Shout	Finance Business Partner	17/09/2024
Project Sponsor	Richard Horniman	Director, Regeneration	17/09/2024
Programme Board Chair	Richard Horniman	Director, Regeneration	17/09/2024
LMT (if relevant)			

Distribution List			
--------------------------	--	--	--

Version	Date	Name/Service area	Action
1.0	13/08/2024	Brian Relph/Tracy Jelfs CSC	Minor amendments
1.0	13/08/2024	Paul Shout Finance	No amendments
2.0	14/08/2024	Rachel Jenkins ACT	Minor amendments
3.0	15/08/2024	Martin Barker Rev & Bens, Sam Gilmore Regeneration, Louise Grabham Commissioning	Minor amendments
4.0	16/08/2024	Richard Horniman Regeneration	Minor amendments
4.0	03/09/2024	Paul Shout, Parm Phipps, Chad Thompson	No amendments
5.0	17/09/2024	Paul Shout Finance	Finance amendments

Document Version Control			
---------------------------------	--	--	--

Version Number	Reason for Change	Author	Date
4.0	Feedback from above people distributed to	Suzanne Halliwell	16 th August



middlesbrough.gov.uk

 Middlesbrough
moving forward

Project Name:	REG 07 Deliver a better co-ordinated housing supply model
Budget Code	(once approved, finance will set up budget codes aligned to capital grants)
Programme or Portfolio	Property Thematic Programme
Programme Sponsor	Richard Horniman
Programme Manager	Suzanne Halliwell
Project Sponsor	Richard Horniman
Project Manager	TBC

Project Definition

Target Project Start Date:	1 st April 2024
Target Project End Date:	30 th March 2026
Project Level:	Level 1



PART ONE - OUTLINE BUSINESS CASE

Part One **ONLY** of this business case should be developed and completed during the **START** phase of the project and a preferred option for delivery approved by the Directorate (and if it meets the criteria) the LMT monthly meeting before moving onto Part Two.

- 1 INTRODUCTION
- 2 STRATEGIC CASE

2.1 Context

Overview of Homelessness in Middlesbrough

The stated ambition behind the introduction of The Homeless Reduction Act 2017 is “to shift the culture of homelessness services towards prevention and provide assistance to all eligible people in need of it, removing barriers for service users.” (Ministry of Housing, Communities and Local Government, 2020). To this end it introduced an enhanced prevention duty extending the period a household is threatened with homelessness from 28 days to 56 days, meaning that housing authorities are required to work with people to prevent homelessness at an earlier stage; and a new duty for those who are already homeless so that housing authorities will support households for 56 days to relieve their homelessness by helping them to secure accommodation (called the relief duty). As well as introducing these new duties, the spirit of the act was intended to encourage Local Authorities to work more upstream to prevent homelessness well before the 56-day period. So, it is through these lenses we should review how Middlesbrough currently performs in relation to homelessness.

Middlesbrough Homeless performance in relation to neighbouring Authorities

In general terms you’d expect to see better performing Authorities having more prevention cases than relief cases, as this would indicate a more upstream prevention approach is embedding.

Table 1 below shows initially Middlesbrough did have more prevention cases than relief cases throughout 19/20. However, this changed in 2021, where there were more relief cases than prevention. Whereas for the majority of North East Local Authorities, they continued to have more prevention cases, right up until July to September 2023. This is when the region started to see more relief cases than prevention. Most of this likely to be attributable to the period when the Home Office announced that newly granted refugees had to be leave their asylum accommodation within 7 days, when it had previously been 28 days. It would

be worth revisiting as the next national homeless statistics are released to see whether the North East regions have continued to see more relief cases or whether, due to the Home Office's decision to reinstate 28 days notice for newly granted refugees leaving asylum, the situation has returned to more prevention cases. It is worth noting whilst the table shows the North East Authority averages, there are wide variations. The best performing authorities being Gateshead and Stockton, the worst performing being Durham and Middlesbrough being in the lower quartile of performers.

Table 1 – Comparing prevention and relief statistics for Middlesbrough and regionally over time

Homeless Statistics for Middlesbrough over time					Homeless Statistics for North East over time	
Dates	Owed Duty	Prevention	Relief	Owed Duty	Prevention	Relief
April - June 2018	135	70	65	3550	1930	1620
July - September 2018	196	127	69	3740	2550	1490
October - December 2018	211	127	84	3400	1860	1540
January - March 2019	354	180	154	4150	2210	1940
April - June 2019	294	166	128	4020	2060	1970
July - September 2019	344	199	143	4270	2130	2140
October - December 2019	280	157	123	3830	1950	1880
January - March 2020	352	192	160	4230	2240	1990
April - June 2020	255	125	128	3990	1420	1970
July - September 2020	262	156	106	3950	2060	1890
October - December 2020	no stats provided			3420	1660	1760
January to March 2021	235	104	131	3850	1980	1870
April - June 2021	271	134	137	3630	1890	1740
July - September 2021	282	120	162	3700	1990	1700
October - December 2021	328	152	176	3780	2140	1650
January - March 2022	321	153	168	4670	2810	1860
April - June 2022	379	172	207	4200	2450	1740
July - September 2022	357	149	208	4590	2600	1980
October - December 2022	342	114	228	4350	2320	2030
June - March 2023	382	117	263	4990	2660	2330
April - June 2023	388	123	265	4520	2240	2290
July - September 2023	364	145	221	4730	2230	2510
October - December 2023	440	167	273	5090	2270	2760

In summary, the above table shows that Middlesbrough has not yet effectively embedded an upstream prevention approach to homelessness (and beyond the 56 day prevention duty). Firstly, its worth stating the case for prevention. Prevention costs less in the long term. Through a modest investment in prevention activity and resource, later it can prevent the use of expensive temporary accommodation or cross subsidized supported accommodation. It can reduce the need for Children's Social Care intervention and costs associated with this. It can produce longer term better outcomes for children and families, provide stability and create a stable foundation for life. Homelessness threatens all of this.

A previous report written, entitled [Accommodation - Deep Dive Review](#) from September 2023, highlighted key gaps in the Council being able to accurately analyse demand for accommodation that would meet the needs of residents and have a clear route to the supply of accommodation to meet those needs.

Without capacity and expertise within the Authority, opportunities are being missed to both achieve significant cost savings for the Council and to achieve better outcomes for the residents of Middlesbrough through enabling the supply of accommodation to meet the Council's and residents' needs both now and in the future years ahead.

Therefore, it is proposed that a post of the Head of Housing Strategy is created.

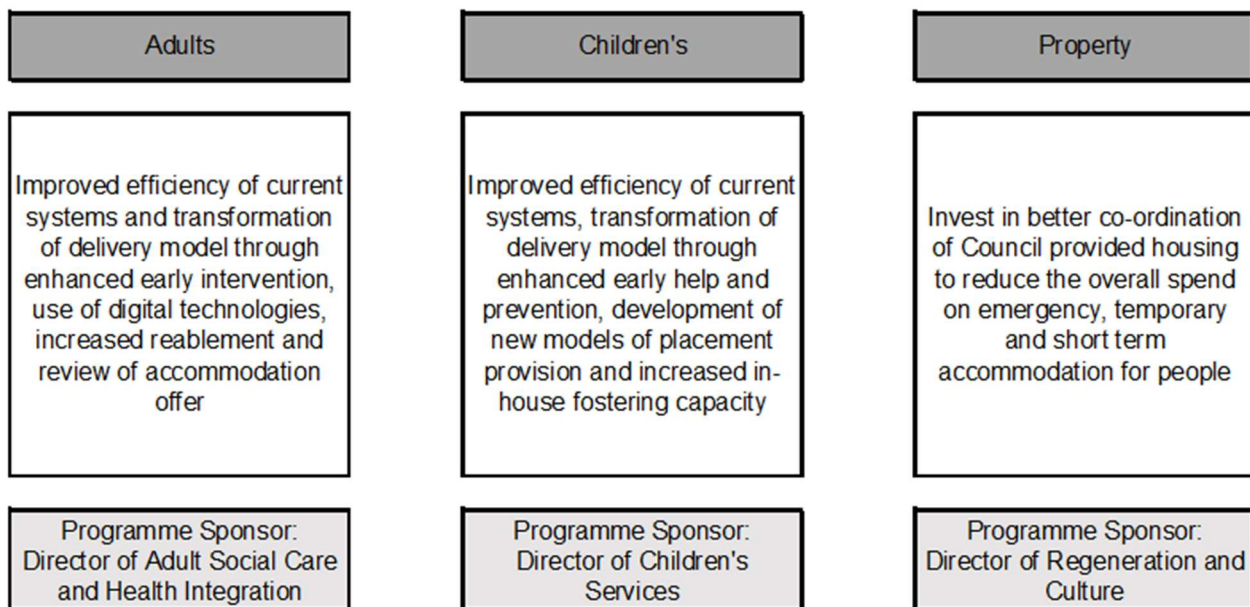
The purpose of this post would be:

- Provide capacity to understand the strategic housing needs for the borough and the existing supply of affordable housing and future growth plans to develop a series of interventions
- Develop the Authority's Housing Strategy
- Accurately assess demand for accommodation, recognising the assets the council already owns, acknowledge and prioritise competing demands between different services for the supply of accommodation
- Identify opportunities to minimise demand through better ways of working or lean processing
- Provide a central point for external accommodation providers to approach the authority, particularly where they are considering divesting themselves of accommodation which may be of use to the Authority

- Allow different services to operate in a collaborative and partnership way to collectively solve the problems faced by service areas to meet the accommodation needs of residents by ensuring a supply of accommodation.
- Develop the supply of accommodation in collaboration with internal and external partners to meet the affordable housing needs of residents in Middlesbrough
- Co-ordinate the review of the local housing market needs assessment
- Support with the development of the Supported Housing Strategy as part of the regulatory requirements coming from the Supported Housing (Regulatory Oversight) Act 2023.
- Chair the Strategic Housing Group and oversee its function.
- The grading of the post will reflect budgetary responsibility and the flexibility to seek and undertake new build opportunities and other relevant items in relation to accommodation.

2.1.1 The implementation of a Strategic Housing Group will play a key part in the development of a cohesive approach to assessing demand and achieving a supply of affordable housing and accommodation options to meet the needs of our residents. This [diagram](#) sets out how this group will operate.

By creating this post, the Council will be more effectively be able to deliver on the three of The Transformation Portfolios thematic programmes which are:



To date a seconded Strategic Housing Advisor, which is a post created for eight months to end of November 2024, has been able to make progress in developing a supply of accommodation to meet housing needs, but this momentum will be lost without the creation of a Head of Housing Strategy post on a permanent basis.

2.2 Strategic Priorities and Aims

Priority	Source	Impact
Council Priority 1 – “Ambitious and successful town” through ensuring that housing provision meets demand, that housing provided through the Council promotes and supports independent living and that services for homeless people will be safe, dignified, supporting access into long term sustainable accommodation	Strategic Plan	Direct
Council Priority 3 – “Safe and Resilient Communities” Through creating a safer environment where residents can live more independent lives, where we will develop the choice of accommodation and support options for vulnerable adult to promote independent living,	Strategic Plan	Direct

reducing reliance on residential care and where we track the number of admits whose long term support needs are being met by admission to residential and nursing care homes, as well developing our expanding our use of assistive technology”		
Council Priority 2 – “Healthy Place, helping our residents to live longer healthier lives” – Early intervention and support for families will prevent issues escalating and build resilience, as well as working with partners to support our residents out of poverty.	Strategic Plan	Indirect
Council Priority 4 – “Delivering Best Value – Changing how we operate to deliver affordable and cost effective outcomes for residents and businesses”	Strategic Plan	Indirect

2.3 Other Relevant Strategies

This will contribute towards North East Child Poverty Action targets

This will contribute towards the Government’s plan to build 300,000 new homes per year between now and 2030

2.3.1 Key Objectives and Outcomes

1.	To create a dedicated corporate resource to develop and oversee the Council’s Housing Strategy which will enable a proactive approach to effectively and systemically identifying demand and supply needs over the long-term using a planned approach
2.	Create a supply of suitable accommodation with support (where needed) to reduce the usage of expensive temporary accommodation, reducing costs and creating better long-term outcomes for families and single people with complex needs through the effective utilisation of existing capital funds
3.	Create a supply of suitable accommodation with support (where needed) for young people leaving care, reducing costs and creating better longer terms outcomes for our care leavers through the effective utilisation of capital funds
4.	Embed effective and efficient ways of working to work upstream, taking a preventative approach to prevent homelessness, including through reduction and alleviation of poverty

2.3.2 Existing Arrangements

Currently there is no existing resource or single area of the Council that is overseeing an approach to effectively identifying demand and supply of accommodation for people in Middlesbrough.

There are some discrete groups meeting to attempt to identify some accommodation issues and work out a supply chain, for instance a group meeting to identify accommodation supply for children currently in care, are operating in silos, however without access to knowledge, data and expertise that operates across the Council to assist them in that process. This has meant that service leads have attempted to purchase properties that may not be suitable, in ignorance of whether there is already existing council assets, whether other organisations such as Registered Social Landlords (RSL’s) may have stock to offer, what other capital funding is available or could be applied for, nor utilising the full range of expertise available across the Council in order to realise their ambitions. In practice, whilst there are ambitions across service areas to achieve a supply of accommodation to meet needs, such as the purchase of further children’s residential accommodation, significant internal and external challenges have thwarted progress.

There is no capacity to deliver a review of the local housing market needs assessment, a statutory document that requires review on a 5-year cyclical basis. This was last written in 2021 and therefore will need to be reviewed no later than 2026.

There is no capacity to deliver the work that will be required to set up a group to oversee the work that the Authority will be required to undertake as part of the Supported Housing (Regulatory Oversight) Act 2023, though until the government has undertaken consultation, it is unclear what exactly this will entail although it will require:

- A supported housing panel to be created
- The develop of a supported housing strategy
- An assessment of the current supported housing
- An assessment of the need for supported housing over the next five years
- A supply delivery plan

Both the Strategic Housing Group and the role of the Head of Housing Strategy will be crucial to the development of the Housing Strategy and supported housing strategy.

2.3.3 Business Needs

Below sets out current issues for the Authority in relation to assessment of demand and supply and how creating the new role will help to resolve those issues.

Issue	How the Head of Housing Strategy Role will help
Lack of reviewing of demand and supply in the private rented sector, including levels of affordability is driving homelessness and use of temporary accommodation (cost 1.29m for 23/24).	This will clearly understood and interventions put in place to increase a supply of private rented accommodation at LHA levels, which will in turn decrease usage of temporary accommodation and create budgetary savings.
Lack of reviewing of demand and supply in the social rented sector is driving homelessness and the inability of young people leaving care to move onto independence, as well as families with disabilities being able to find suitable accommodation	Clear understanding of the levels and types of social housing required will enable a clear plan to be made for the supply and type of social housing required to meet need
Lack of reviewing of demand amongst young people leaving care both for independent living, semi-independent living and supported housing is driving usage of Air BnB type accommodation at 18 (projected to be £225k 24/25). and a lack of a positive move to independence	By clearly understanding what number and type of accommodation required by young people leaving care, a clear plan for supply can be brought forward. By consulting with young people will better be able to meet their needs. There will be budgetary savings through not using Air BnB type accommodation.
A lack of understanding of interdependencies between accessing accommodation for young people leaving and operational requirement of clearly evidencing independence preparation having been undertaken so that accommodation would be forthcoming	The Head of Housing Strategy will be developing the relationships between Tees Valley Home Finder and CSC, the development of a clear pathway for 16/17-year-olds to access independent tenancies alongside clear independence preparation that ensures young people will be ready to live on their own
Lack of reviewing demand for single people with complex needs is driving a cycle of homelessness and compounded vulnerability, plus risks an increase of street homelessness if not tackled	Understanding commissioning arrangements and when external funding is ending and what is replacing it and whether those numbers are enough to meet demand will enable a clear plan for supply to be brought forward
Statutory requirements relating to Housing Market Needs assessment and Supported Housing Strategy being required cannot currently be met	Capacity to deliver Housing Market Needs assessment, can supply with the delivery of the supported housing strategy
Lack of reviewing demand for Adults with Adult Social Care Needs is driving use of expensive temporary accommodation, inappropriate placements, un-necessary residential usage	This will be clearly understood, and a clear plan made for the supply of accommodation required to meet need
No central place to review accommodation demands means that teams are working in silo, sometimes with competing demands and no understanding of prioritisation	Through the Strategic Housing Group there will be a clear understanding across the Authority and a prioritisation framework can be put in place.

External partners do not know which part of the Council to approach when they have accommodation they wish to sell	There will be clear single point of contact for external partners to liaise with through the Strategic Housing Group.
Service leads looking at accommodation issues are not aware of what the Council owns or what is currently commissioned or otherwise being delivered in the borough	Strategic Housing Group will hold and share clear data on all commissioned services, all property owned, all accommodation with the borough (even uncommissioned accommodation).

2.3.4 Scope and Services

Target Groups in Scope

- Families and single people with complex needs
- Young care leavers

Activities in scope

- Recruitment of a permanent Head of Housing Strategy
- Using funding from DLUHC and Town's Fund to securing a housing stock of 60 units to address the needs of the above target groups
- Implementation of a council-wide approach to assessing demand and providing accommodation solutions to meet needs
- Embed effective and efficient ways of working to work upstream, taking a preventative approach to prevent homelessness, including through reduction and alleviation of poverty

2.3.5 Key Benefits

Aside from the financial benefits, measurable benefits are as follows:

- 1 15 units of family exempt supported accommodation created for vulnerable families facing homelessness. Working in a whole family way will provide more comprehensive support to these residents, and hopefully reduce the cycle of vulnerability and homelessness in future. These units will be fully in place by the end of 25/26.
- 2 25 units of exempt supported accommodation for vulnerable and complex needs individuals facing homelessness. Creating a more supportive model, this will seek to engage and proactively support more vulnerable single and couples and hopefully reduce the cycle of vulnerability and homelessness in future. These units will be fully in place by the end of 25/26.
- 3 20 units of semi independent living for young people leaving care will be purchased and a service delivered to meet the needs of young people leaving care. This will reduce the usage of Air BnB type accommodation, allowing young people to move into semi-independent living earlier.

Financial benefits

The cost of creating the role of Head of Housing Strategy has already been accounted for through an internal staffing restructure within the Regeneration Directorate, so will there would be no additional budgetary ask through the creation of this role. For information only, the post is expected to cost £57,000 to £63,000 plus pension and NI, totalling £75,600 per annum.

The cost savings generated over a five year period are based upon the assumption through the creation of the Head of Housing Strategy, the supply of accommodation outcomes as above will be achieved.

Cost Savings over 5 years

Cost saving replacement of singles temporary accommodation pa	Year 1	Year 2	Year 3	Year 4	Year 5	Total years 1-5
	25/26	26/27	27/28	28/29	29/30	
	£70,221	£127,595	£130,147	£132,750	£135,405	£596,118
Cost saving replacement of Family temporary accommodation - p/a	£87,296	£197,977	£201,937	£205,976	£210,096	£903,282
Cost saving semi-independent young carers leavers accommodation p/a	£200,953	£43,731	£136,704	£154,648	£55,986	£591,986

Total Cost Savings over 5 years

£2.091m

Non-financial benefits

Benefit Description	Benefit Measure	Current	Target	Month / Year
Our relationship with Tees Valley Home Finder will be more productive, we will have reviewed our partnership agreement with them and we will receive the data we require to accurately assess demand	Quarterly data reports received	Not received	Will be received	December 2024
It will reduce the risk of homelessness and it will reduce the time people who are homeless spend in temporary accommodation	Numbers in temporary accommodation will drop over time	560 23/24	500	26/27
Relationships with Registered Social Landlords will improve by having a central point of contact	Will have named contacts	None	Have named contacts	Jan 2025
We will fulfil our duties as a corporate parent in ensuring young people are leaving care fully ready for independence and with a settled place to call home	20 units of accommodation available for young people to move into	None	20 units	March 2026

Key Risks and Issues

Key Risks

Risk Description	Owner	Likelihood (1-5)	Impact (1,2,3,5,7)	Score	Mitigating Actions
Young people will continue to leave care with nowhere to live if we do not create capacity to deliver on supply demand	PM	3	5	15	Working closely with CSC and external partners to deliver a supply of accommodation for young people leaving care
Savings not achieved to timescales	Directors	3	4	12	Proactive work to engage external partners who can help us deliver the supply, a mixed model to help us deliver this, such as engaging with RSLs, ethical private rented partners and other key agencies, whilst we can purchase properties, we can also consider the gifting of grant to other partner agencies as long as residents get the end benefit and the Council achieve the savings required..
We go over owning 200 properties, which would affect and increase our responsibilities in relation to the Housing Regulator	Director of Regeneration	2	5	10	See above point
We cannot recruit to the post of Head of Housing Strategy	Director of Regeneration	2	5	10	As well as using normal recruitment channels we also promote the post ourselves through LinkedIn to generate interest
The properties required to be purchased cannot be found	New Head of Housing Strategy	2	5	10	Develop good relationships with estate agents in the area, work proactively with RSLs, weekly review of new properties for sale
CSC do not identify the young people to go into the properties	Head of Corporate Parenting	2	5	10	The Young Care Leavers Housing Panel should resolve these issues in the next 6 weeks, plus clear identification of what the accommodation pathway is in the back-office system should stop this from happening.
Internal partners do not actively participate in the Housing Strategy group nor provide key data	Directors	3	5	15	Directors should publicly commit to this approach, in part by being clear preventing homelessness is everyone's business.
The Empty Property Team is a key internal partner but may struggle to identify properties we can purchase	Empty Property Manager	3	5	15	Diversification of where properties are purchased from and how should avoid risks associated with only using empty properties as the route for purchasing accommodation

2.3.6 Assumptions and Constraints

Constraints

- Supply of data continues in relation to the scale of demand around accommodation for different groups continues to be a challenge

- Capacity of Finance Officers to provide key financial data to inform the level of cost pressures is problematical
- We cannot know if central Government will increase the numbers of asylum seekers and refugees being dispersed to the area
- We do not yet know how the supported housing regulations may affect the supply of accommodation in the sector
- Yet unknown factors may further affect housing demand
- The level of Local Housing Allowance, particularly if not updated next year, may further worsen the situation.

Assumptions

- The £2.141m DLUHC funding and the £4m Towns Fund will still be available.
- The other directorates are bought into the concept of increasing supply of accommodation to meet the needs of their clients and that they are willing to provide necessary data to support an evidence base for doing so.
- It assumes that the trend of homelessness will remain high
- It assumes that CSC will continue their work to date on developing independence preparation and are supportive of moving young people (when ready) before 18.
- RSL's will be interested in the proposals

2.3.7 Dependencies

There is an aspiration to work with the Empty Property Team to purchase some properties that are currently empty, however, the pragmatic approach will be to diversify our approach to how we bring on the supply of accommodation should minimise this risk.

There is an assumption that by the time the properties for care leavers are ready, CSC will have made progress and fully embedded the independence preparation work with young people and that they will be following the accommodation pathways' minimum expectations in terms of when they start finding accommodation with the young person.

There is an interdependency with being able to find an RSL willing to manage/own the properties relating to this supply of accommodation.

2.3.8 Data Protection Impact Assessment (DPIA)

Please find attached completed DPIA assessment below

DPIA assessment still in progress but will not be required until first tranche of properties ready to let (June 2025)

2.3.9 Equality Impact Assessment (EIA)

An initial EIA screening form has been completed and can be found below.

[EINA for accommodation proposals](#)

3 ECONOMIC CASE

3.1 Summary of Options Appraisal

OPTION ONE

Description of option	
Do nothing	
Key Benefits	Key Risks
Will not have to pay for a Head of Housing Strategy role	Will not have the capacity to deliver on supply projects that will improve outcomes for residents and reduce costs spent on temporary accommodation for those who are homeless or be able to reduce costs spent on Air BnB for young people leaving care.
Will meet project objectives (Ref Nos)	Costs (likely to be high level / estimated at this stage)
	<p>Continued anticipated spend of 225k per annum associated with the continuation of use of Air BnB type accommodation for care leavers</p> <p>Continued spend of 1.29m per annum (net cost £822,000 for 24/25) continued usage of expensive private rented temporary accommodation.</p> <p>Continued spend of £278,000 per annum on young people not been moved into accommodation until they are 18.</p>

OPTION TWO

Description of option	
Create Head of Housing Strategy Role	
Key Benefits	Key Risks
<p>Will be able to identify the housing demand for Middlesbrough and deliver via a whole council co-ordinated approach, a supply of accommodation to meet the needs of residents and create cost savings for the Council.</p> <p>Will be instrumental in identifying and embedding effective and efficient ways of working to work upstream, taking a preventative approach to prevent homelessness, including through reduction and alleviation of poverty</p>	Does not deliver the supply, thus also not achieving the cost savings associated with it and will not deliver the positive outcomes for residents.
Will meet project objectives (Ref Nos)	Costs (likely to be high level / estimated at this stage)
1, 2, 3 and 4	No additional budgetary ask required as the costs of this post will be covered through a restructure within the Regeneration Directorate

	For information only the salary of the post is expected to be £57,000 to £63,000 plus pension and NI = £75,600 per annum.
--	---

OPTION THREE

Description of option	
Invest in a supply of suitable accommodation with support (where needed) to reduce the usage of expensive temporary accommodation for families and single people with complex needs and young care leavers (refer to section 2.3.5)	
Key Benefits	Key Risks
Will provide a supply of accommodation to meet the needs of residents and create cost savings for the Council.	Does not deliver the supply, thus also not achieving the cost savings associated with it and will not deliver the positive outcomes for residents.
Will meet project objectives (Ref Nos)	Costs (likely to be high level / estimated at this stage)
2, 3 and 4	£4m utilised in capital funding from Towns Fund £2m utilised in capital funding from DLUHC Levelling Up Funding.

3.2 Recommended Option

The recommended option for successfully delivery of this project and longer term BAU needs of the Council is to approve options 2 and 3.

The creation of the post of Head of Housing Strategy will effectively enable the supply of accommodation that will meet housing needs and generate significant cost reduction over a five-year period of £2.091m. During the last six months, a seconded post holder, Strategic Housing Advisor has been able to demonstrate the great potential in creating this post.

By creating a supply of accommodation to meet housing needs (refer to section 2.3.5), we will alleviate and prevent homelessness. We will offer a positive pathway of accommodation towards independence.

By creating a supply to alleviate and shorten the length of time someone is homeless and by supporting them this process, we will prevent repeat episodes of homelessness, we will reduce the vulnerability of children subject to homelessness.

Wider than the pure financial case, if we purchase some of the properties that are standing empty, then we will bring those properties back into use and improve the look and feel of the area as a result.

Additionally, there is a danger that the capital monies, without being used, is recalled by central government because we've failed to use them, which in turn would be a missed opportunity for the Authority to gain additional units to be used as accommodation for the benefit of residents in housing need.

3.3 Key Milestones

Detail the key milestones for the **PLAN** stage that will be used to track progress. These will include the completion of key project deliverables and sign off points and will become your project baseline, subject to formal change control if they change outside of agreed tolerance.

No.	Milestone Description:	Due Date:	Responsible:
MS1	Business Case presented to property Thematic Programme Board	6 th August	S Halliwell
MS2	Business Case presented to LMT Transformation Session	24 th September	R Horniman

3.4 Confirmed Specialist Support Resource Requirements

Detail the specialist support resources that the project will need for the **PLAN** and **DELIVER** stages.

In relation to the Creation of the post - Head of Housing Strategy

Support required	PLAN Yes / No	DELIVER Yes / No	Description of support required
Analytics	No	No	
BAU teams	No	Yes	Leaving Care Housing Panel would be expected to identify young people for whom the housing offer would be suitable. ACT team would be expected to identify single people and families who would be suitable for the accommodation being proposed when presenting as homeless.
Business change	No	No	
Customer Services	No	Yes	Residents may present as homeless and be directed to ACT services.
Data Protection	Yes	Yes	DPIA sign off. If not already in place would need a data sharing agreement with RSL managing the accommodation.
Directorates		Yes	Directorates will be expected to ensure their appointed representative is an active participant of the Strategic Housing Group.
External support		Yes	RSL delivering accommodation will be expected to work in partnership with the Council
Finance	Yes	Yes	Cost savings modelling in Plan stage. As and when supply opportunities present in delivery, particularly if can move young people leaving care earlier, cost savings would be higher
HR	Yes	Yes	Support with recruitment, draft JD already written
Organisational Development	No	No	
ICT	No	Yes	Laptop, access to systems, creation of share point site for Strategic Housing Group
Legal		Yes	As and when supply opportunities present
Marketing and Communications			
Procurement & Commissioning		Yes	Where commissioning is required to go alongside the purchase of property
Property Services		Yes	Provide details of properties that may be available that are owned by the Council for use as accommodation.
Risk and insurance		Yes	Assuming properties are purchased in future

PART TWO - FULL BUSINESS CASE

Part Two of this business case should be developed and completed during the PLAN phase of the project only when an option for delivery has been approved by the Directorate (and if it meets the criteria) LMT monthly meeting.

4 COMMERCIAL CASE

In relation to the Head of Housing Strategy there is no procurement.

In relation to purchase, refurbishment and delivery of accommodation and support for families, single complex needs and young people leaving care, it will require a procurement exercise with RSLs who also have a supply of general needs accommodation in the borough to facilitate a smoother move on process. In relation to the young people leaving care, the RSLs will also have OFSTED permissions in place, because it involves the housing and support of under 18's.

5 FINANCIAL CASE

It is assumed that to deliver a range of supply of accommodation to meet housing need the Head of Housing Strategy will need to be created.

Working on the above assumption, the creation of this post will generate a saving to the Council of £2.091m over the next five years.

5.1 Funding and Affordability

Financial business case for accommodation for young people can be found here [here](#)

Financial business case for accommodation for singles with complex needs can be found [here](#)

Financial business case for accommodation for families can be found [here](#)

Overview of cost savings to be generated can be found [here](#)

These have all been discussed and agreed by our Finance Business Partner as being realistic and achievable.

5.1.1 Overall Affordability and Funding Statement

Provide a summary of the overall affordability and funding of the project, together with an assessment of how any shortfalls in available funding will be covered.

£4m will be utilised in capital funding from the Towns Fund for the property proposals for young people leaving care and singles with complex needs. This includes purchase, refurbishment and professional fees. £2.141m will be utilised in capital funding from DLUHC Levelling Up Funding for the property proposals for families. This includes purchase, refurbishment and professional fees.

Year on year savings will be generated through not having to use expensive temporary accommodation, not having to use Air BnB type accommodation, not having services having to access multiple service points, not having to use residential or other placements for children in care when they are ready to move on to semi-independence. It assumed a small amount of this cost reduction is repurposed so that commissions are created to deliver the intensive housing management and support, though the expected cost reduction of £2.091m takes this into account.

The following tables show the purchase models and spend of the capital funds

Semi independent young carers leavers accommodation 20	
Units	£m
Professional Fees	0.180
Purchase of Properties (1-2 Bed Avg £0.070m)	1.400
Refurbishment and furnishings (Avg £0.015m)	0.300
Contingency	0.120
Total Cost / Income Grant: Towns Fund	2.000

Replacement of Family temporary accommodation 15 Units	
	£m
Professional Fees	0.193
Purchase of Properties (Avg £0.100m)	1.500
Refurbishment and furnishings (Avg £0.025)m	0.375
Contingency	0.073
Total Cost / Income Grant: DLUHC	2.141

Replacement of singles temporary accommodation 25 Units	
	£m
Professional Fees	0.180
Purchase of Properties (1-2 Bed Avg £0.060m)	1.500
Refurbishment and furnishings (Avg £0.010m)	0.250
Contingency	0.070
Total Cost / Income Grant: Towns Fund	2.000

6 MANAGEMENT CASE

Governance Reporting and Operational Arrangements

The Housing Strategy Group will meet at least quarterly. Operational panels are expected to provide regular data and intelligence into this group and bring forth any demand issues around accommodation. Where this is identified a discrete task and finish group will be set work out firm proposals, which will then be brought back to the Housing Strategy Group, which is a recommendation body. This [diagram](#) sets out how this group will operate.

From there, a final decision on whether a supply of accommodation will go ahead will be made by presenting to the operational investment and property group. This group will also have line of sight of all accommodation in the borough, including commissioned and non-commissioned and keep this information updated.

A discrete project group will be set up from September 2024 until end of March 2026 to ensure progress of the purchase, refurbishment and delivery of accommodation and support for the three proposals already outlined this report. Progress against the key milestones and benefits realisation will be monitored by the PMO and reported monthly at the Property Thematic Programme Board and by exception at the Corporate Transformation Programme Board.

6.1.1 Stakeholder Management and Communications

Stakeholder Group:	Communication Method:	Frequency:
Members of the Housing Strategy Group	Meetings, Share point site (once set up), emails	Quarterly
RSLs	Quarterly newsletter Quarterly meeting with commissioned providers	Quarterly
Council Members	Member briefings	As and when
Ethical Private Rented Providers	Periodic meetings	As and when

6.1.2 Project Roles and Responsibilities

Identify below the key project roles and responsibilities.

Role	Name
Sponsor	Richard Horniman
Core Team	
Head of Service	Head of Housing Strategy (post being created)
Project Manager	
Business Change Lead	Charlotte Considine
Data Analyst Lead	
ICT Lead	
Senior User	
Senior Supplier	
Sub-Teams	
Directorate Lead	Head of Housing Strategy
HR Business Partner (as required)	Rachael Walker
Subject Matter Expert(s)	Martin Barker (Revs and Bens),
Service Users (as required)	Care leavers (as and when regarding consultation).
Housing Strategy Group members	Chair - Richard Horniman Commissioning - Louise Grabham Finance – Paul Shout Customer and Business Support - Janette Savage Valuation – Angela Cooper Adult Services – Ruth Musicka ACT Lead – Rachel Jenkins Children Services Tracy Jelfs Regeneration - Andrew Carr

6.1.3 Key Milestones

In relation to the Head of Housing Strategy Role

No.	Milestone Description:	Due Date:	Responsible:
MS1	Post advertised and advert date closes	30 th September	R Horniman
MS2	Interview	30 th October	R Horniman
MS3	Post holder expected to start in post	January 2025	R Horniman
MS4	Quarterly meetings of Strategic Housing Group continue	January 2025	Head of Housing Strategy
MS5	Formal review of the local housing market needs assessment begins	January 2025	Head of Housing Strategy
MS6	Local Housing Market Needs assessment – draft for comment	April 2025	Head of Housing Strategy
MS7	Work on Supported Housing Strategy begins and working group formed in relation to the Supported Housing Regulatory Oversight Act 2023	April 2025	Head of Housing Strategy
MS8	Supported Housing Panel TOR and group formed	August 2025	Head of Housing Strategy
MS9	Formal review of Housing Strategy beings	September 2025	Head of Housing Strategy
MS10	Draft of Housing Strategy – begin consultation	January 2026	Head of Housing Strategy
MS11	Housing Strategy formally signed off	March 2026	Head of Housing Strategy

Milestones - Purchase and Move in of residents to Properties

Nos.	Milestone Description:	Due Date:	Responsible:
MS1	RSL expressions of interest submitted	November 2024	Programme Management
MS2	Terms agreed between MBC and RSLs	December 2024	Programme Management
MS2	RSL begin purchase of properties	December 2024	RSL
MS3	RSL providers procure refurb contractors	January 2025	RSL
MS4	Refurb works completed Tranche 1 and residents moved in	June 2025	RSL and housing panels/ACT
MS5	Refurb works completed Tranche 2 and residents moved in	September 2025	RSL and housing panels/ACT
MS6	Refurb works completed Tranche 3 and residents moved in	December 2025	RSL and housing panels/ACT
MS7	Refurb works completed Tranche 4 and residents moved in	March 2026	RSL and housing panels/ACT
MS8	Project evaluation, closure and BAU	March 2026	Head of Housing Strategy

SUPPORTING INFORMATION / APPENDICES

Within the Regeneration Directorate, a Strategic Housing Advisor post was created for eight months from the 1st of April to the 30th of November 2024.

The Strategic Housing Advisor undertook a wide-ranging fact find across different directorates where accommodation and housing need were identified to be issues.

The report of the Strategic Housing Advisor's findings and recommendations can be found [here](#)

A project plan in relation to the three property proposals set out in this document can be found [here](#)