

TEMPORARY ACCOMMODATION ACTION PLAN MONITORING

Cabinet Member & Portfolio	Cllr Steve Tuckwell – Cabinet Member for Planning, Housing and Growth
Responsible Officer	Dan Kennedy, Corporate Director of Homes and Communities
Report Author & Directorate	Debby Weller, Homes and Communities
Papers with report	Appendix 1: Temporary Accommodation Action Plan Update

HEADLINES

Summary	<p>The report provides the first quarterly update on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025.</p> <p>Overall, good progress is being made to increase the supply of new housing to either prevent or resolve homelessness, in line with the strategy. This includes delivering an ambitious programme to acquire and build new social rented housing as well as gain access to more private rented properties, working in partnership with landlords. Price negotiations to reduce the cost of temporary accommodation are underway at pace and delivering positive results, in line with agreed targets. Demand from homeless families remains high, with further work underway to increase rates of homeless prevention, working with a range of front-line teams in the Council. This remains a priority over the next quarter.</p>
Putting our Residents First Delivering on the Council Strategy 2022-2026	<p>This report supports our ambition for residents / the Council of: Live in good quality, affordable homes in connected communities</p> <p>This report supports our commitments to residents of: Safe and Strong Communities</p> <p>This report supports the Hillingdon Housing Strategy</p>
Financial Cost	The Temporary Accommodation Strategy and Action Plan aligns with and supports the delivery of the MTFS.
Select Committee	Residents' Services Select Committee
Ward(s)	All

RECOMMENDATION

That the contents of the quarterly update report be noted.

Reasons for recommendation(s)

The Temporary Accommodation (TA) Strategy and Action Plan was approved by Cabinet in February 2025 and it was agreed that quarterly updates would be provided to Cabinet, or less frequent as required, and that these would include impact on the Medium-Term Financial Strategy (MTFS).

Alternative options considered / risk management

No other options were considered as the report is required by Cabinet. Risks associated with the delivery of the TA Strategy and Action Plan are covered in the body of the report.

Democratic compliance / previous authority

In February 2025, Cabinet noted the homelessness pressures in Hillingdon and the increasing cost and use of temporary accommodation: noted the TA Strategy and Action Plan; and resolved to receive quarterly updates regarding delivery of the Strategy and Action Plan.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

Background

1. In February 2025 Cabinet noted the Temporary Accommodation (TA) Strategy and agreed to receive quarterly updates. This is the first of those updates. The TA Strategy contains the following four objectives:
 - Manage homelessness demand and increase rates of successful homelessness prevention;
 - Increase rates of move-on from temporary to settled accommodation;
 - Reduce total expenditure on temporary accommodation;
 - Increase the supply of additional social rented housing and temporary accommodation through acquisition and new build programmes.
2. The update on progress against the actions identified under these objectives is included at Appendix 1.

Key elements of Progress

3. In March 2025, a MTFS action plan was put in place to operationalise the TA strategy and aims to eliminate the use of the highest cost, nightly paid accommodation. The MTFS

action plan has four workstreams to take forward the objectives in the strategy, each with an identified lead officer:

Workstream 1: Increase prevention and reduce new temporary accommodation placements

Workstream 2: Increase access to alternative housing options

Workstream 3: Reduce the cost of temporary accommodation

Workstream 4: Increase move-on into social housing

4. Governance arrangements for the MTFS action plan take place on a monthly basis with the Cabinet Member for Planning, Housing and Growth and the Corporate Director, Homes and Communities and the four workstream leads. At an officer level weekly meetings are held to track progress and keep delivery on target. Key indicator dashboards have been established for the MTFS action plan and further development of the dashboards is ongoing to improve the richness and integrity of the data.

Workstream 1: Increase prevention and reduce new temporary accommodation placements

5. The key target for workstream 1 is for less than 11 new placements a week into temporary accommodation (no more than 50 per month). The target is not yet being met with an average of 13 placements per week during the first 9 weeks of 2025/26. This is lower than the rate of new placements into temporary accommodation during 2024/25, but above the target set in the strategy. There has been success in reducing temporary accommodation placements following evictions by family and friends in the period, but there continues to be a sustained level of evictions by private sector landlords. Further targeted work is underway with landlords and the Courts to increase prevention rates.
6. The high and sustained levels of homelessness demand represent a risk to achieving the prevention targets for this workstream. This is being managed through weekly performance management reviews and targeted interventions. The percentage of households with homelessness prevented in May was on target, but demand remains high.

Workstream 2: Increase access to alternative housing options

7. The key target under workstream 2 of the strategy is to secure access to more than 7 new private rented sector properties a week (30 per month), to either prevent homelessness or support the discharge of a homeless duty. Good progress is being made to achieve this target. Performance during the first 9 weeks of 2025/26 was on average 6 placements per week into private rented sector accommodation.
8. The delivery of the action plan in April and May has included strengthening partnership working with landlords, listening to their business needs and revising our offer to encourage more landlords to offer more private rented properties to the council, to prevent homelessness. A new landlord forum will launch during July to promote the partnership working with the Council. There is strong performance management of service delivery, with weekly reviews of progress. It is anticipated this target will be met by March 2026.

Workstream 3: Reduce cost of temporary accommodation

9. There are two key areas of work that have been advanced under this workstream during April and May. The first is the setting of rate caps for different bed sizes of temporary accommodation and negotiations with landlords to step down payments to be within the cap. This element has had considerable success, being delivered at pace, with the number of tenancies above the cap reducing to 153 at the end of May from 323 at the beginning of April 2025. It is anticipated that the target to reduce to zero the number of temporary accommodation placements above the rate cap will be delivered earlier than March 2026.
10. In addition, this workstream included a target to secure an additional 100 leased properties for use as temporary accommodation by March 2026. This target will be close to being met by a 10-year deal where contracts are being finalised for 87 units at Streamside House and Waterwood House at Frayswater Place in Uxbridge, following Cabinet approval. The target for this workstream has been revised upwards to 210. Negotiations are ongoing regarding 400 additional units in Hillingdon and in other boroughs in and around London. Subject to due diligence and approval through Democratic processes, the properties being considered can fully deliver the leasing target for this workstream by March 2026.

Workstream 4: Increase move-on into social housing

11. The key indicator for this workstream is for a minimum of 11 social housing lettings to be made to homeless households per week (overall 50 per month). To date (April and May 2025) the number of social housing lettings made on average to households living in temporary accommodation is just under 4 per week. Overall, there is confidence that this target will be fully delivered by March 2026, given that there is a programme by the Council to acquire a minimum of 200 properties in 2025/26, secure nominations to c150 registered provider social rented homes and re-let c450 Council-owned homes.
12. The contract with a partner to purchase 200 properties is proceeding well and it is estimated that all 200 will be bought by the Autumn, this year. A successful bid for grant funding to support the purchases (subject to the individual properties meeting their criteria) has been approved by the Greater London Authority. Of the 200 acquisitions in the pipeline, 3 have already been let, 13 are scheduled to be let in June and then the programme will deliver circa 20 properties per month until March 2026. Further acquisitions will be made by the in-house team and there is a new build pipeline for low cost rented properties for 2025/26 of 269 by the council and registered providers.
13. Work has included implementing changes to the Social Housing Allocation Policy agreed by Cabinet last November. A draft Annual Lettings Plan is in place, subject to approval processes.
14. In relation to private sector empty homes, we have established a cross departmental working group to lead action in this area and maintain focus on delivery and co-ordination. Landlords and private owners with empty homes are being contacted to explore options on bringing their properties back into use. This is being actively progressed.

Priorities over the next quarter

15. Priorities for officers over the next quarter include; continued pro-active engagement with private sector landlords to prevent evictions; going live with a 'Power BI' homelessness case work dashboard to strengthen performance management and support for housing case workers; accelerating the option to lease good quality homes at a lower cost, for temporary accommodation; delivery of the private sector landlord forum to continue to build partnership working; bringing empty private sector homes back into use; and accelerated delivery of the step down in the rates for temporary accommodation, to be within the agreed price limit.

Measures of success

16. The table below provides an update on the measures of success identified in the Temporary Accommodation Strategy. This shows April and May data compared to a 2024/25 baseline. Overall, the measures indicate positive progress, including increasing rates of homeless prevention, avoiding the use of shared accommodation for homeless families with children and positive progress in reducing the overall expenditure on temporary accommodation. As a result of the actions taken to date it is estimated that the council spent c£77k less in May (gross) on temporary accommodation compared to March 2025. This scales to a full year effect of £924k reduction in expenditure.

Measure	Target	Baseline	April 25	May 25
1. A higher proportion of households whose homelessness is prevented	London Average 54% (based on Oct-Dec 2024)	32%*	14%	40%
2. No. families with children/pregnant women in non-self-contained B&B for more than 6 weeks	0	0**	0	0
3. Fewer households becoming homeless and needing temporary accommodation	50 (per month)	62***	76	41
4. Fewer households in nightly charged (high cost) temporary accommodation	Zero by 31/03/2026	780**	741	726
5. Lower overall cost of temporary accommodation (Gross)	Balanced budget by year end	£2,077,960**	£2,072,573	£2,000,886
6. Lower cost per temporary accommodation unit (Gross monthly and per night)	Zero over caps set by bedsize	£70,303**** £81.28****	£72,472 £81.34	£68,906 £78.84
7. Implementation of acquisition and new build development programme (LBH)	300 (acquisit'n) 100 (new build)	19*** 15***	3 0	0 4

*Average 2024/25

** @ 31/3/2025

*** Monthly average 2024/25

**** March 2025

17. In February 2025, Cabinet requested that officers continue to refine and develop the Action Plan, where the measures needed to be more specific to determine whether targets were being met, with ‘SMART’ target setting and monitoring, acknowledging that some estimates would be broad. Targets against the measures have been included, and the following additional success measures have been agreed, in line with the MTF5.

	Target (monthly)	Baseline	April 25	May 25
Fewer households threatened with homelessness (approaches)	600	609 monthly average 24/25	557	563
Private rented sector placements	30	19 monthly average 24/25	26	29
Lettings to homeless households in TA	50	32 monthly average 24/25	14	15

Financial Implications

The Temporary Accommodation Strategy and Action Plan outlines initiatives to reduce homelessness spend on temporary accommodation. A wide range of measures are detailed in the plan including preventative measures, more efficient service delivery and new ways of working, as well as supply measures such as procuring properties at lower cost, acquisitions and new build.

Some of these measures will have initial cost implications which have been factored in the budget setting process as part of the MTF5 and ultimately aim to drive the total cost of homelessness down.

The report outlines progress that has been made in taking forward actions in the strategy. The impact of these actions has begun to show some positive results and will be quantifiable as budget monitoring information becomes available in 2025/26.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities?

Those residents affected by homelessness will benefit from the increased focus on fast and effective case handling and on securing sustainable accommodation solutions. All residents of the borough will benefit from the concerted effort to address the budgetary risk related to temporary accommodation expenditure. Sound financial management is a fundamental part of “putting residents first”.

Consultation & Engagement carried out (or required)

This report has not been subject to consultation. The report provides an update on a previously agreed action plan that covers a range of management actions that are necessary to bring high risk expenditure in line with budgetary constraints. Rapid implementation is critical. The strategy covers a wide range of actions, some of which will or have already been subject to consultation, i.e. the recent amendments to the Social Housing Allocation Policy being an example.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and note the Financial Implications set out above and the progress on taking forward the Temporary Accommodation Strategy and Action Plan, which included a range of measures to reduce the significant financial pressure to the Council on Temporary Accommodation. However, it should be pointed out that with three of the four measures reporting an adverse position against target at this stage, that this is likely to be an unfunded pressure within the service by outturn, with this to be reviewed and confirmed as part of the first monitoring cycle for the new year, which will be presented to Cabinet in July.

The Council's budget strategy approved in February 2025, contains an increase in the budget strategy effectively aiming to fund the additional growth that is in the system, with proposed saving measures included within the Strategy and Action Plan to mitigate the rising Homelessness Support, totalling £3.63m for 2025/26 rising to £5.1m by 2027/28. These measures will be monitored through the demand led financial and activity-based model as part of the regular monthly monitoring process and medium-term implications considered as part of the wider MTFS refresh for 2026/27 and beyond.

Legal

This report provides a quarterly update to Cabinet and outlines the progress made in respect of the Temporary Accommodation Strategy and Action Plan approved by them in February 2025.

The recommendation is for Cabinet to note the contents of this report and as such Legal Services confirms there are no legal impediments.

BACKGROUND PAPERS

[Cabinet report 13 February 2025: Temporary Accommodation Strategy & Action Plan Appendix – Hillingdon Temporary Accommodation Strategy and Action Plan](#)

Appendix 1

Temporary Accommodation Action Plan Update – June 2025

Action	Timeframe	Measures of Success	Progress
Objective 1: Manage homelessness demand and increase rates of successful homeless preventions			
<ul style="list-style-type: none"> Deliver a communications campaign to promote self-service and 'find your own' housing options to residents. Implement changes to the on-line self-referral portal. 	From Q3 2024/25	<ul style="list-style-type: none"> Increase in proportion of households whose homelessness is prevented. Achieve a target prevention rate of 40% (% prevention cases closed during period with accommodation secured) – this target is now revised to 54% in line with the London average. No. families with children/pregnant women in non- self-contained B&B for more than 6 weeks. Target zero. 	<p>Communication has included an article in Hillingdon People regarding measures to address homelessness and providing advice on taking control and finding affordable housing. A link was also provided to a video on homelessness assistance.</p> <p>The homelessness sections of the council's website have been completely redesigned. This is to provide advice on actions people can take to help address their homelessness and to ensure that those who most need to be assisted by council employees are able to access help through a more streamlined process.</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> • Deliver proactive and quality case work to increase 'no' and 'low' cost preventions – to include; <ul style="list-style-type: none"> ○ the option of a new mediation and accommodation finding service, for residents; ○ embed new case work practice and support, to include weekly reviews of case work preventions. 	<p>Q4 2024/25</p> <p>Q3 2024/25</p>	<ul style="list-style-type: none"> • Fewer households being placed into nightly paid temporary accommodation than during 2024/25 (62 per month). Target <50. 	<p>Case management targets have been implemented and a PowerBI dashboard developed for monitoring purposes. 'Assessment of Suitability' training has been delivered and customer journey mapping has been undertaken.</p> <p>Customer service is improved by a new direct phone line having been introduced into Housing Needs with a duty rota to manage calls.</p> <p>Options for a new external service for sustaining tenancies have been explored. We are continuing to review other options.</p> <p>Processes and procedures around 'Find your Own' accommodation, have been reviewed and updated. Caseworkers have been made aware and reminded to make full use of the process.</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> • Develop our prevention ‘tool kit’, focusing particularly on the most frequent reasons for loss of accommodation, to include; <ul style="list-style-type: none"> ○ proactive engagement with private sector landlords at scale and working with the Courts, to reduce evictions; ○ launch a new offer for private sector landlords to sustain tenancies to avoid eviction, including the option of a Rent Guarantee Scheme, if the right option for Hillingdon; and improvement grants; ○ a proactive, fast track approach for evictions by ‘friends and family members’. 	<p>Q3 2024/25</p> <p>Q1 2025/26</p> <p>Q4 2024/25</p> <p>Q4 2024/25</p>	<ul style="list-style-type: none"> • Increased accommodation available and used to prevent homelessness measured against 2024/25 delivery of: <ul style="list-style-type: none"> ○ 334 Private rented sector placements (including single homeless supported) ○ 383 Lettings to homeless households (relets and first lettings) 	<p>We have engaged with the majority of our main temporary accommodation providers. Discussions have been held about how we can work more collaboratively and future procurement opportunities. Arrangements are underway for a Homefinders Landlord Forum to be held.</p> <p>Work is continuing to engage with the Uxbridge Court. Options for a Rent Guarantee scheme have been explored.</p> <p>A standard offer, including changes to incentives payable for landlords, is now in the final stages of being agreed.</p> <p>Team Leader’s casework management includes checking for fast and effective responses to friends and family evictions. The triage team are mindful of assigning case officers as soon as possible, for early prevention. Casework training is being rolled out during the first week of July.</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> • Work with Government departments to ensure effective planned arrangements for leaving accommodation to avoid homelessness. 	<p>From Q3 2024/25</p>		<p>Continued efforts are made with the Home Office and MHCLG to raise awareness of issues faced by the borough. This is particularly in relation to additional pressures from the move on of asylum seekers from initial accommodation. A media campaign has also been initiated with regards to this for fair funding from the Home Office.</p>
<ul style="list-style-type: none"> • Deliver additional rented housing supply to support prevention of homelessness, to include: <ul style="list-style-type: none"> ○ increasing the supply of private rented sector accommodation (see objective 2) ○ enabling an increase in the move-on supply of accommodation to support the single homeless pathway, including the supply accessed by voluntary sector partners 	<p>From Q1 2025/26</p>		<p>Arrangements are in place to meet with current voluntary sector accommodation providers and Housing Association partners to see what more can be done to increase private sector provision through their leasing arrangements.</p>

Action	Timeframe	Measures of Success	Progress
Objective 2: Increase rates of move-on from temporary to settled accommodation			
<ul style="list-style-type: none"> Implement policy and processes to maximise the number of lettings to priority homeless households in social rented housing across all registered social housing providers to include: <ul style="list-style-type: none"> implement changes to the Social Housing Allocation Policy; apply a local lettings plan; review every quarter the supply of lettings from all Registered Providers to ensure these are being maximised, for the benefit of residents (nominations). 	<p>Q4 2024/25</p> <p>Q2 2025/26</p> <p>Q2 2025/26</p>	<ul style="list-style-type: none"> Number of social sector lettings to homeless households Number of social sector lettings via registered providers Reduced average period housed in temporary accommodation. 	<p>A number of changes to the Social Housing Allocation Policy were agreed in November 2024 and implementation was completed by April 2025.</p> <p>An Annual Lettings Plan is being finalised and aims to increase lettings to homeless households, in line with the approved Policy.</p> <p>During June 2025 a series of meetings are being held with the main Housing Associations in Hillingdon to discuss nominations and working relationships.</p>
<ul style="list-style-type: none"> Expand the supply of private rented sector accommodation to accelerate move-on from temporary accommodation into long-term sustainable solutions, to include: 		<ul style="list-style-type: none"> Increased supply of PRS for settled accommodation at all duty stages. Increase the supply of private rented sector properties by 50% 	<p>A new offer to landlords is being finalised.</p> <p>This will include reviewing and updating policies and procedures related to working arrangements with</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> ○ an updated Private Sector Rented Policy offer ○ a new package of offers for landlords to sustain tenancies, grant funding to improve properties and options to work with the council on a medium-term basis. 	<p>Q1 2025/26</p> <p>Q1 2025/26</p>		<p>landlords (including payments, compliance etc).</p> <p>Negotiations with nightly providers includes considering converting to Assured Shorthold Tenancies but this is not proving successful currently.</p>
<ul style="list-style-type: none"> ● Embed a ‘one-reasonable-offer’ approach to prevent or relieve homelessness. 	Q4 2024/25	<ul style="list-style-type: none"> ● Increase in duties discharged particularly on one offer only. 	A ‘one-reasonable’ offer approach is in place. A focus is being placed on ensuring that implementation of this is applied consistently, supporting case workers.
<ul style="list-style-type: none"> ● Increase recovery of properties through tackling fraud, including unannounced visits and a ‘key amnesty’ for tenants who wish to relinquish their social housing tenancy. 	From Q1 2024/25 and ongoing thereafter	<ul style="list-style-type: none"> ● Number of properties recovered by fraud. ● Increase in duties discharged as a result of proactive casework e.g. intentionality, fraud, within timescales. 	The fraud team are continuing to carry out checks that temporary accommodation is being occupied as it should be through unannounced visits. The key amnesty has commenced.
<ul style="list-style-type: none"> ● Complete a rapid review and update of Personal Housing Plans (PHPs) for all tenants of 	Q4 2024/25 and ongoing thereafter	<ul style="list-style-type: none"> ● No families with children/pregnant women in 	Staff are aware of the need to prepare PHPs for all homeless cases and to review them regularly. Casework

Action	Timeframe	Measures of Success	Progress
<p>temporary accommodation, identifying suitable housing pathways and options for all residents currently in temporary accommodation. Complete a quarterly review and update thereafter.</p>		<p>non-self-contained B&B for more than 6 weeks.</p> <ul style="list-style-type: none"> Increase in PHPs developed and delivered across all entering and currently living in Temporary accommodation 	<p>supervision is in place to check that this is implemented and support case workers.</p> <p>Two members of staff have been identified to concentrate specifically on high cost and long term temporary accommodation placements and identify suitable pathways to move them on.</p>
Objective 3: Reduce total expenditure on temporary accommodation			
<ul style="list-style-type: none"> Negotiate reduced nightly rates with all temporary accommodation providers. 	<p>From Q3 2024/25</p>	<ul style="list-style-type: none"> Fewer households in nightly charged temporary accommodation Lower overall cost of temporary accommodation (after subsidy) 	<p>Targeted negotiations with landlords have been undertaken and achieved success in reducing nightly costs. This work is ongoing.</p> <p>Cost caps for different bedroom sizes for temporary accommodation have been set.</p> <p>The number of households over the cap reduced from 323 households at the start of 2025/26 to 266 at the end April and further reduced to 153 by 26th May. There are now no 1 bed</p>

Action	Timeframe	Measures of Success	Progress
			<p>properties over the cap and no 5 bed properties over the cap.</p> <p>Where it has not been possible to negotiate with those breaching the cap to sufficiently reduce the cost, the cases are presented to a weekly panel to prioritise move on to alternative accommodation as soon as possible.</p>
<ul style="list-style-type: none"> Review and implement a new procurement approach for the use of temporary accommodation. Deliver increased supply of lower cost temporary accommodation, to support prevention of homelessness including use of leased accommodation and lower cost council owned options. 	<p>From Q4 2024/25</p> <p>From Q3 2024/25</p>	<ul style="list-style-type: none"> Fewer households in nightly charged temporary accommodation Lower overall cost of temporary accommodation (after subsidy) Lower cost per temporary accommodation unit (after subsidy) in all bed sizes Increase the use of existing council relets for use as temporary accommodation 	<p>A new approach to procurement of temporary accommodation seeks to scale up and secure deals for larger buildings / portfolios and to secure them over a medium term time frame.</p> <p>We have a pipeline supply of newly signed up leased properties for use as temporary accommodation. An original target of 100 looks can be exceeded.</p> <p>An agreement to lease Frayswater Place (87 units) for 10 years was approved by Cabinet in May and a number of further deals are under</p>

Action	Timeframe	Measures of Success	Progress
			consideration and will be subject to review / approval by Members.
Objective 4: Increase the supply of additional social rented housing and new temporary accommodation through acquisition and new build programmes			
<ul style="list-style-type: none"> Agree and deliver a pipeline supply programme to increase the volume of council owned properties for use as temporary accommodation 	From Q4 2024/25	<ul style="list-style-type: none"> Increased number of temporary accommodation homes managed by the council to control cost and quality. 	There is an ongoing programme to convert some larger council properties to shortlife temporary accommodation to reduce costs for housing larger families.
<ul style="list-style-type: none"> Deliver an acquisitions programme to increase the supply of social rented properties (minimum 500 homes) 	From Q1 2024/25	<ul style="list-style-type: none"> Implementation of acquisition and new build development programme; <ul style="list-style-type: none"> Increased new acquisitions supply to March 2028. 	<p>The outturn figures for 2024/25 were 228 acquisitions.</p> <p>A contract has been agreed to acquire and make lettable 200 homes. The contract runs for 2025/26 and 2026/27 but is being frontloaded with an expectation for all homes to be delivered during 2025/26.</p> <p>Further acquisitions will be completed inhouse.</p>

Action	Timeframe	Measures of Success	Progress
<ul style="list-style-type: none"> Deliver a 5-year programme of new build social and affordable rented housing (minimum 1,000 homes) 	<p>From Q1 2024/25</p>	<ul style="list-style-type: none"> Increased new build properties supply to March 2028. 	<p>The outturn figures for 2024/25 were 176 new dwellings. Of these 131 were provided by Housing Associations and the remainder by the Council</p> <p>During 2025/26 there is a supply pipeline of 269 new build dwellings to be provided by the Council and Housing Association partners.</p>