REPLACEMENT AGENDA

Hartlepool Borough Council

Housing, Growth and Communities Committee Agenda

25 November 2026

Time: 10.00 am

Location: Council Chamber, Civic Centre

Members: Housing, Growth and Communities Committee

Councillors Bailey-Fleet, Bruce, Cook, Darby (C), Dodds, Male and Roy (VC)

Parish Council Co-Opted Member:
C Grylls (Dalton Piercy Parish Council)
E Hurst (Wynyard Parish Council)
S Lee (Headland Parish Council)
S Smith (Greatham Parish Council)
H Tubb (Elwick Parish Council)

NOTICE OF WITHDRAWAL OF AGENDA ITEM

Item 5.2 – Carlton Camp

Please note that **Item 5.2 – Carlton Camp has been withdrawn from the agenda and will not be considered at this meeting.**

The matter will be brought forward for consideration at a future meeting.

The item is shown as withdrawn on this revised agenda to provide a clear record of the change.

1. Apologies for absence

REPLACEMENT AGENDA

2. To receive any declarations by members

3. Minutes

3.1 To receive the Minutes and Decision Record in respect of the meeting held on 30 September 2026 (previously published and circulated).

4. Budget and policy framework

None

5. Key Decisions

5.1 Homelessness Action Plan, Temporary Accommodation Policy and Rough Sleeper Programme - *Assistant Director of Housing and Community*

5.2 Carlton Adventure – Future Operation - *Assistant Director of Inclusive Growth* **(Item Withdrawn)**

6. Other items requiring decision

None

7. Items for information

None

8. Any other business which the chair considers urgent

Hartlepool Borough Council

Housing, Growth and Communities Committee

25 November 2026

Report of: Assistant Director of Housing and Community

Subject: HOMELESSNESS ACTION PLAN, TEMPORARY ACCOMMODATION POLICY AND ROUGH SLEEPER PROGRAMME

Decision Type: Key – Forward Plan: HGC 128/26

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1. Council Plan Priority

Hartlepool will be a place:
where people live healthier, safe and independent lives. (People)
with a Council that is ambitious, fit for purpose and reflects its community. (Organisation)

2. Purpose of Report

2.1. This report seeks approval of the Council's Homeless Action Plan and Temporary Accommodation Policy, and agreement to the proposals for using the Rough Sleeper Programme funding.

3. Background

3.1. The government expects Councils to have in place a Homeless Action Plan and Temporary Accommodation Policy by the 1st of December 2026.

3.2. The government expects each Local Authority to have in place a Homeless Action Plan which is aligned to the five national pillars, which are

1) **Universal Prevention -** tackling the structural causes of homelessness before people reach crisis point;

2) **Targeted Prevention** - providing additional support to groups known to be at higher risk of homelessness;

3) **Preventing Crisis -** stopping people from becoming homeless at key transition points;

4) **Improving Emergency Responses -** Improving support for people who are already homeless; and

5) **Recovery and Preventing Repeat Homelessness -** helping people move from homelessness into stable housing and preventing them from returning to homelessness

3.3. The Homeless Action Plan is expected to be measurable, and the government have set out key targets, which are called the Local Outcome Framework (LOF) Metrics. These are set out fully in **Appendix 1**, but a key example is measuring the number of people sleeping rough and set a baseline with the expectation that the number rough sleeping will reduce through the life of the plan.

3.4. The Homeless Prevention Forum includes internal and external partners, including representatives from the VCSE and homeless sectors. The Forum was consulted on the local priorities incorporated into the Homeless Action Plan, which align with the national pillars and LOF metrics. The Forum was also consulted on the specific actions set out in the plan, and its suggestions have been incorporated.

3.5. The Homeless Action Plan will set out its governance arrangements. The Health and Wellbeing Board has already agreed to provide governance oversight as a multi-agency group.

3.6. The government announced the Rough Sleeper Programme funding on 19 August 2026 to help people experiencing entrenched rough sleeping move off the streets into accommodation with appropriate support. Tees Valley Combined Authority (TVCA) will administer and allocate the funding and establish contractual arrangements with local authorities in the region. The initial allocation for 26/27 is £148,000 in revenue funding. Allocations for 27/28 and 28/29 have not yet been advised, and further instructions are awaited from TVCA and the Ministry of Housing, Communities and Local Government (MHCLG). The Council does not expect to receive capital funding because allocations are based on rates of rough sleeping, which are comparatively low in Hartlepool within the region.

4. Proposals

Homeless Action Plan (including the Long Term Rough Sleeper Partnership Plan)

4.1. The Homeless Action Plan (**Appendix 1**) sets out the Council's plans until the end of March 2028. The plan focuses on three priority areas.

4.2. Firstly, the plan aims to prevent homelessness wherever possible by shifting from interventions that are currently too focused on crisis management towards investment in upstream prevention. A more data-led approach will help identify people who may be experiencing distress before they reach crisis point and enable the right support to be provided, with the aim of achieving more successful prevention outcomes.

4.3. Secondly, where homelessness does occur, the aim is to make it brief and non-recurring. Proposed interventions will help people move quickly into their own tenancies where possible, including by increasing move-on rates from supported housing. Clearing previous housing debts will give people a fresh start and make social housing a realistic option. Additional activities to build financial resilience recognise that poverty is a key driver of homelessness and that increasing income can reduce or prevent repeat homelessness.

4.4. Thirdly, the plan aims to reduce rough sleeping in the borough and provide an offer for anyone wishing to move off the streets. These aims will be supported by increasing move-on rates to free up bed spaces, enhancing wraparound support for individuals experiencing rough sleeping, strengthening partnership working with Changing Futures colleagues and external partners, and providing additional bed spaces.

4.5. The governance of this plan, including the Long Term Rough Sleeper Partnership Plan will be monitored via the Health and Wellbeing Board.

4.6. The initial plan was developed to meet a government target, but it is intended to remain a dynamic plan that responds to emerging issues and themes. The Hartlepool Homeless Prevention Forum meets regularly and will be able to suggest further amendments to support this ongoing development.

4.7. Approval of the Homeless Action Plan is recommended.

Temporary Accommodation Policy

4.8. Approval is recommended for the Temporary Accommodation Policy (see **Appendix 2**). The policy sets out the circumstances in which temporary accommodation will be provided and the legal basis for doing so. It will

complement an upcoming temporary accommodation commissioning framework, which aims to improve the quality of, and access to, temporary accommodation for those who need it, while ensuring affordability for the Council.

Rough Sleeper Programme

4.9. Approval of the Rough Sleeper Programme proposals (see **Appendix 3**) is recommended. The programme sets out the proposed use of central funding to reduce entrenched rough sleeping in the borough. Delivery will involve working with internal and external partners to improve move-on rates and free up bed spaces, provide wraparound support and increase the number of bed spaces available.

5. Other Considerations/Implications

Risk Implications	MHCLG expects both the temporary accommodation policy and the Homeless Action Plan to be in place by the 1st December 2026. This is a condition of receiving the Homeless Prevention Grant, so theoretically some funding could be withheld if it is not in place. Failure to set out a Homeless Action Plan with clear actions and aspirations for preventing and reducing homelessness would put residents at risk by failing to address the prevention and reduction of homelessness.
Financial Considerations	Homeless Prevention Grant could be withheld. There is £148,000 revenue funding aligned in 26/27 to the Rough Sleeper Programme and expected further funding for each of 27/28 and 28/29.
Subsidy Control	Under the Subsidy Control Act 2022, a subsidy is financial assistance from a public authority that gives an enterprise an economic advantage and could affect competition, investment, or trade.
Legal Considerations	Contractual arrangements will need to be put in place regarding any contractors for the Rough Sleeper Programme
Single Impact Assessment	SIA completed
Staff Considerations	Ensuring staffing provision supports the plan.
Asset Management Considerations	None.
Environment, Sustainability and	None

Climate Change Considerations	
Consultation	Consultation has been undertaken with people with lived experience of homelessness and rough sleeping, the Homeless Prevention Forum and other directorates within the Council.

6. Recommendations

6.1. To approve the Homeless Action Plan (paragraph 4.13), the Temporary Accommodation Policy (paragraph 4.15) and the Rough Sleeper Programme proposals (paragraph 4.18).

7. Reasons for Recommendations

7.1. The recommendations support proactive work to prevent and reduce homelessness wherever possible. They also enable the Council to meet the Ministry of Housing, Communities and Local Government deadline of 1 December 2026 for having these plans in place.

8. Background Papers

9. Rough Sleeping Programme Guidance - https://www.gov.uk/government/publications/rough-sleeping-programme/rough-sleeping-programme-guidanceContact Officers

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Sign Off:-

Chief Executive	Date: 3 November 2026
Director of Finance, IT and Digital	Date: 3 November 2026
Director of Legal, Governance and HR	Date: 2 November 2026

Hartlepool Borough Council

Local Delivery Plan to End Homelessness, incorporating Long-Term Rough Sleeping Partnership Plan 2026-2028

Vision

To make homelessness rare, brief and unrepeated by preventing homelessness wherever possible, responding rapidly when it occurs and supporting people to sustain settled housing.

Introduction

This Delivery Plan for 2026/28 outlines Hartlepool's priorities in responding to and focussing on the prevention of homelessness in the borough. It also sets out a coordinated, collaborative approach with our Health, Voluntary, Community and Faith Sector partners to prevent, reduce and ultimately end long-term rough sleeping in Hartlepool. This will happen through early intervention, rapid response, with a Target Priority Group focus, and trauma-informed support to secure ongoing tenancy sustainment. There will also be a particular focus on 'route off the streets and a drive to provide settled accommodation with intensive wrap around support.

We will focus on the most important areas for improvement, creating the foundations of future homeless prevention activity, ending rough sleeping and having a clear plan of what kind of support and housing is needed in Hartlepool, to ensure we can deliver lasting change and ensure that Hartlepool remains a place where everyone has the opportunity to live safely, independently and with dignity.

This plan will align with the context set within the Housing Strategy which is currently being reviewed. It will focus on housing supply and affordability. As this plan will be reported to Hartlepool's Health and Wellbeing Board, as part of its governance structure, it is intended that local partner arrangements led by Hartlepool Borough Council, and represented by the NHS Integrated Care Board, the local NHS Trusts, Cleveland Police, GP Federation and representation from Registered Providers of Social Housing operating in Hartlepool, Hartlepool Voluntary and Community Sector, and a lived experience expertism will link into local partner arrangements. Additionally, Hartlepool has incorporated a Long Term Rough Sleeping Partnership Plan. It is a strategic steer which outlines clear responsibilities and co-operation between Hartlepool and its statutory and voluntary partners in achieving the goal of reducing rough sleeping on our streets.

As a Partnership, we will support the delivery of the national target on reducing long-term rough sleeping by 50% by the end of parliament.

We are on a journey to effectively use intelligence and data from a range of sources which will enable us to identify the individuals who most need our support. This will enable us to develop case level data for the cohort we aim to ultimately prevent from being homeless.

We will agree person centred approaches with sustained engagement and integration of housing, health, social care, substance misuse and community safety services around the individual, through our actions within this delivery plan, to ensure the delivery of joined up effective interventions.

Hartlepool Borough Council will use its convening role to bring together our health partners into shared problem solving around the small cohort of individuals experiencing long-term rough sleeping. Hartlepool is committed to supporting named cohorts which are particularly vulnerable to becoming homeless, and even more so, rough sleeping. A Housing Pathway has already been implemented for care experienced young people. Our intention is, through our partnership approach, to have similar arrangement for prison leavers, domestic abuse survivors, people facing multiple disadvantage, people leaving hospital or mental health settings and veterans.

The Homelessness Prevention Partnership has reviewed Hartlepool's original Homelessness Prevention and Ending Rough Sleeping Strategy's priorities during 2025/26 and members of the Partnership supported the Local Priorities found within this delivery plan. Hartlepool's Homelessness Prevention and Ending Rough Sleeping Strategy 2026 – 2031 is also organised around the six local priorities identified here.

Additionally, the Homelessness Prevention Partnership members have given their input into this delivery plan. We have also sought lived experience opinions on whether the proposed priorities focus on the issues that matter most to them, and whether there were any actions they felt should be included within this delivery plan.

This delivery plan is designed to be focussed and targeted and will be continuously reviewed throughout the duration of the Local Outcome Framework Matric targets set within this document.

How the Plan is set out.

In setting out the plan, it was necessary to consider both local priorities and actions and nationally set out priorities and actions as expected by the MHCLG. Our Homeless Action Plan sets out actions up to the end of March 2028, except where it is aligned to our Long Term Rough Sleeper Partnership Plan, in which case it can run until the end of March 2029. We made the decision to have one plan because rough sleeping is one form of homelessness.

Local Priorities

The local priorities were set by the Homeless Prevention Partnership made up of range of statutory and voluntary partners, reflecting the local picture and they were also consulted about the specific actions go into the plan to help us meet these local priorities. The Homeless Prevention Partnership set out six local priorities which are:

1 Prevention and Early Intervention

2 Work to end Rough Sleeping

3 Increase in Social and Supported Housing Supply

4 Wraparound Support and Integration with other Services

5 Recovery and Stability

6 Improving Emergency Response

You will see in the plan we have started with the local priorities, and all actions are aligned to one of the above priorities.

National Homelessness Pillars

The National Homelessness Framework in England is built around five prevention and response pillars, set out in the Government's A National Plan to End Homelessness. The five pillars are:

1. **Universal Prevention**
   Tackling the root causes of homelessness before problems arise, including increasing housing supply, improving affordability, addressing poverty, and strengthening tenancy security.
2. **Targeted Prevention**
   Providing additional support to groups at higher risk of homelessness, such as care leavers, prison leavers, people leaving hospital, victims of domestic abuse, and others facing particular vulnerabilities.
3. **Preventing Crisis**
   Intervening early when people are at imminent risk of losing their home through advice, homelessness prevention work, legal support, and financial assistance
4. **Improving Emergency Responses**
   Ensuring that where homelessness does occur, people receive a better response, including improved temporary accommodation, reducing the use of unsuitable accommodation, and improving outcomes for households in crisis.
5. **Recovery and Preventing Repeat Homelessness**
   Supporting people to sustain accommodation, recover from the causes and impacts of homelessness, and prevent repeat homelessness, including work to reduce long-term rough sleeping

The aim is to make homelessness rare, brief and non-recurring by shifting service away from crisis management and towards earlier intervention and prevention. You will see in the action plan we have set out which national pillar the actions are aligned to.

Local Outcome Framework Metrics

The Local Outcome Framework (LOF) Metrics are a series of Ministry of Housing, Communities and Local Government (MHCLG) set targets which all Local Authorities are expected to use in measuring how they are performing in preventing and relieving homelessness. With each LOF metric you are expected to provide a baseline figure and then set a target to be achieved by the end of the timeline for your action plan. This section outlines Hartlepool's local targets for improving outcomes over the course of this action plan. It also allows a national comparison with all local authorities in England. It will also offer a clear overview to focus monitoring upon. Where applicable, we have aligned a LOF metric to

one of our local priorities (though note there is not a LOF metric for every local priority). In some cases, we have also aligned a local metric which is better able to measure our progress based upon the local circumstances in Hartlepool.

Long Term Rough Sleeper Partnership Plan

Where our Homeless Action Plan is also aligned to our Long Term Rough Sleeper Partnership Plan, we have placed a tick in the last column of the action plan. Note the Long Term Rough Sleeper Partnership Plan is expected to include actions to reduce rough sleeping over the life of the parliament, so some of these actions run to the end of March 2029 (as there is expected to be an election by July 2029 at the very latest).

	LOCAL PRIORITY 1 – PREVENTION AND EARLY INTERVENTION			
LOF METRIC	**BASELINE (September 2025)**	**ACTUAL (March 2026)**	**TARGET (March 2028)**	**CHANGE/DIRECTION**
Percentage of duties owed where homelessness was prevented or relieved		63.4	67	3.6 percentage points increase
Percentage of duties owed where homelessness was prevented or relieved broken down by cohort: households experiencing multiple disadvantage		16.1	20	3.9 percentage points increase

LOCAL METRIC	**BASELINE (September 2025)**	**ACTUAL (March 2026)**	**TARGET (March 2028)**	**CHANGE/DIRECTION**
Decrease in number of cases where homelessness went into relief		34 Prevention (48%) 37 Relief (52%)	Prevention above 50% Relief below 50%	Increase in proportion of prevention cases

NATIONAL PILLARS:	UNIVERSAL PREVENTION	TARGETED PREVENTION	PREVENTING CRISIS

ACTION	KEY MILESTONES	TARGET DATE	OUTCOME	LEAD	PARTNERS/ STAKEHOLDERS	RISKS	GOVERNANCE /ESCALATION ROUTES
Successfully sustain more tenancies by working more upstream and increasing successful homeless prevention outcomes prior to 56 days	Increased number of Housing Advice Team members who will be responsible for supporting residents more upstream	End of March 2027	Increase in numbers where we've successfully prevented homelessness	Head of Housing Policy, Hardship and Welfare Support	None	Risk in Temporary Accommodation usage and more presentations at relief stage	Report to Assistant Director of Housing and Community
	Explore options for increasing tenancy support and sustainment across the social and private rented sector	End of March 2027		Head of Housing Policy, Hardship and Welfare Support	None	Risk in Temporary Accommodation usage and more presentations at relief stage	Report to Assistant Director of Housing and Community
	Identify and undertake a data led	End of June 2027		Welfare Support Team Manager	DWP and Finance and Customer	Increased number of homeless	Quarterly reports to Homelessness

	targeted approach to residents in financial distress within the private rented sector				Services (HB Team HBC)	applicants due to financial distress	Prevention Partnership and Health and Wellbeing Board
	Undertake a targeted approach to those with just over 13 weeks of arrears where the landlord has served a ground 8 possession notice utilising Crisis and Resilience Fund to reduce arrears below 13 weeks/3 months.	End of June 2027	Increase in numbers where we've successfully prevented homelessness	Principal Housing Advice Officer and Welfare Support Team Manager	Citizen's Advice Shelter	Private tenants not able to challenge landlord's applications for possession	Quarterly reports to Homelessness Prevention Partnership and Health and Wellbeing Board
Update and relaunch the pre-eviction protocol with all	An agreed protocol which demonstrates to both the	End of March 2027	Increase in numbers pre where we've successfully prevented	Principal Housing Advice Officer	Registered Providers	Increase in social housing evictions due to cost-of-living challenges	Homelessness Prevention Partnership

Registered Providers	judge and Hartlepool Borough Council that every preventable action has been taken by the Registered Provider to avoid evictions from social housing		homelessness				
Support to sustain tenancies for those experiencing self-neglect and hoarding.	Clean Sweep Service extended and referral routes strengthened to include those identified as at risk of losing their home due to hoarding/self-neglect	End of September 2027	Increased number of those experiencing self – neglect and hoarding who are receiving support to maintain their tenancies.	Executive Director of Children's and Joint Commissioning Services and Executive Director of Adult and Community Based Services	Hartlepool and Stockton-on-Tees Safeguarding Children Partnership (HSSCB), Strategic Multi-Agency Partnership Tees wide Safeguarding Adults Board (TSAB) and Safer Hartlepool Partnership (SHP)	Safeguarding referrals being missed. Very vulnerable people being evicted from their social housing homes due to inability to maintain their home to an acceptable standard.	Assistant Director of Housing and Community and Health and Wellbeing Board

	LOCAL PRIORITY 2 – WORK TO END ROUGH SLEEPING			
LOF METRIC	**BASELINE (Autumn 2025)**	**TARGET (Autumn 2026)??? I've said this – ok?**	**TARGET (Autumn 2027)**	**CHANGE/DIRECTION**
Number of people sleeping rough on a single night	4	4	4	Maintain
LOF METRIC	**BASELINE (xxxxxx 2025) Need a date e.g. November's data**	**Actual (June 2026)**	**TARGET (June 2028)**	**CHANGE/DIRECTION**
Number of People sleeping rough over the month who are long term	xxxx	6	4	33.3% reduction

NATIONAL PILLARS:	**IMPROVING EMERGENCY RESPONSE**

ACTION	**KEY MILESTONES**	**TARGET DATE**	**OUTCOME**	**LEAD**	**PARTNERS/ STAKEHOLDERS**	**RISKS**	**ESCALATION ROUTES**	**Aligned to Long Term Rough Sleeping Partnership Plan**
Provide move on support to free up bed spaces in short term supported housing placements	Set up task and finish group to look at move on rates and set a base line for move on accommodation	End of December 2026	To ensure a smooth transition from supported housing to independent living in the	Home Group	Principal Housing Strategy Policy and Waiting Lists Officer	Bottleneck in supported housing schemes	Homelessness Prevention Partnership	✓

			social housing sector					
	Explore variations on commissioned service contracts to include expectations around move on	End of April 2027	Clear expectations of service delivery within the service contract	Head of Housing Policy, Hardship and Welfare Services	All commissioned Registered Providers	Lack of clarity in contract arrangement expectations	Assistant Director of Housing and Community	✓
Strengthen the existing multi agency approach to increase the numbers of Rough Sleepers getting into and sustaining accommodation	Enhance the effectiveness of the existing bimonthly Rough Sleeping Action Group and review its Terms of Reference to ensure appropriate membership. Regularly reviewed multi agency case plans.	End of December 2026	Operational focus on a complex cohort and identification of opportunities for permanent rehousing. Evidence of the working in partnership by delivering co-ordinated, personalised support for people experiencing rough sleeping	Principal Housing Advice Officer	Cornerstone Mental Health Team Drug and Alcohol team, Primary Care, Probation Services, Voluntary and Community Sector and Adult Social Care	Entrenched long-term rough sleeping in Hartlepool	Assistant Director of Housing and Community and Health and Wellbeing Board	✓
	Review the existing Hartlepool Homeless Prevention	End of June 2027	Continue to strive for best practice	Principal Housing Strategy Policy and Waiting List Officer	Cornerstone Mental Health Team Drug and Alcohol team,	Lack of continuous improvement in the service delivery.	Homelessness Prevention Partnership and Health	✓

	Forum and review its Terms of Reference to ensure effectiveness in delivering the Homelessness and Rough Sleeping Strategy and ensure appropriate membership.				Primary Care, Probation Services, Voluntary and Community Sector and lived experience representative.		and Wellbeing Board	
Explore additional bed spaces for supported housing in suitable locations to support recovery.	Identify potential suitable sites/properties	End of September 2027	Identified sites and preferred partner to develop sites/properties	Principal Housing Strategy Policy and Waiting List Officer	Registered Providers and support providers	Increase in demand for supported housing not being responded to with appropriate and good quality supported housing	Homelessness Prevention Partnership and Health and Wellbeing Board	✓
Commit to additional resource to provide wrap around support to meet the needs of those rough sleeping with complex needs to	Identify provision to provide this resource	End of March 2028	Resource identified and commissioned, more rough sleepers placed into accommodation better able to sustain their accommodation	Head of Service for Housing Policy, Hardship and Welfare Services and Head of Service Changing Futures,	Commissioned Provider, Start, Changing Futures	Delays in commissioning. Not enough resource to support rough sleepers accessing accommodation to sustain it	Assistant Director Housing and Community Health and Wellbeing Board	✓

support them to sustain accommodation obtained, despite past issues.				Commissioned Provider				
Improve availability and allocation of temporary accommodation through creating a gateway process	Scope of Information Technology requirements Build of back-office system Provider to use for allocation of properties	End of March 2028	More effective allocation of temporary accommodation	Head of Housing Policy, Hardship and Welfare Support Services	Private Landlords Registered Providers	Delays in build of system.	Assistant Director of Housing and Community	✓
Explore whether there is an appetite for developers to undertake new build for temporary and supported housing subject to the needs assessment and in line with local plan	Agree liaison with RP providers	End of June 2027	To understand whether there is a need to develop accommodation through new build	Head of Housing Policy, Hardship and Welfare Support Services	Registered providers, particularly those in receipt of funding from the Social and Affordable Homes Programme	Will not fully meet the accommodation needs of those experiencing homelessness	Assistant Director of Housing and Community	✓
Explore external funding opportunities	Consider funding opportunities	End of March 2027	Considered if there are applicable	Head of Service, Policy	Internal departments	Will not fully meet the needs of those	Assistant Director of	✓

for personal budgets for those experiencing rough sleeping	available and where applicable apply		funds available and if so have submitted a bid and had a successful outcome	and Programmes	Housing Partners	experiencing rough sleeping in a flexible way	Housing and Community	
Subject to above implement a personal budget scheme for those experiencing rough sleeping	Set up project plan and agree partners Implement Evaluate success	End of March 2029	Personal budgets are being provided to those rough sleeping to get them into and keep them in accommodation	Head of Changing Futures	Internal departments Housing Partners	Will not fully meet the needs of those experiencing rough sleeping in a flexible way	Assistant Director of Housing and Community	✓

LOCAL PRIORITY 3 – INCREASE IN SOCIAL AND SUPPORTED HOUSING SUPPLY

NATIONAL PILLARS:	**RECOVERY AND STABILITY**

ACTION	**KEY MILESTONES**	**TARGET DATE**	**OUTCOME**	**LEAD**	**PARTNERS/ STAKEHOLDERS**	**RISKS**	**ESCALATION ROUTES**	**Aligned to Long Term Rough Sleeping Partnership Plan**
Implement recommendations set out in the Supported Housing Needs assessment and	Agreed programme of activities and prioritised in urgency.	End of September 2027	Clear vision for addressing the supported housing need in Hartlepool	Head of Housing Policy, Hardship and Welfare Support Services and Head of	Registered Providers, support providers of the voluntary and third sector	Not meeting the current and future supported housing need of Hartlepool residents	Homelessness Prevention Partnership and Health and Wellbeing Board	

Supported Housing Strategy				Safeguarding and Specialist Services				
Increase the supply of social housing according to the Strategic Housing Market Assessment (SHMA), particularly to meet the needs of those who could otherwise be homeless including options for physical adaptation needs of the service user.	Exploration of grant rates shortfalls around certain types of accommodation where we have shortfalls Explore opportunities to undertake more new build of this type Explore building capacity regarding relationships with Registered Providers to increase supply of affordable housing in the borough Explore pre-allocation of properties off plan so that disabled facilities grant	End of September 2027	Clear understanding of funding streams available and capacity to increase the supply of social housing	Principal Housing Strategy Policy and Waiting List Officer	Registered Providers and Planning Policy Team	Homeless presentations continue to rise	Homelessness Prevention Partnership and Health and Wellbeing Board	

	could be used to ensure affordability to build fully disabled adapted family homes							
Review and recommission Rough Sleeping Accommodation Programme, including exploring a new unit that is fully disabled accessible	Tendering process Commission agreed	End of March 2027	Providing initial support and then move on.	Head of Housing Policy, Hardship and Welfare Support Service	Support Providers	Rough sleeping increases in Hartlepool	Homelessness Prevention Partnership and Health and Wellbeing Board	✓
Explore opportunities for Increasing supply of supported housing for those leaving care	Explore what could be developed, considering best practice Commission if required	End of December 2026	Provides a supportive route out of care to better prepare young people for independence	Commissioning and Contracts Manager at Children's Services	Leaving Care Team Registered Providers Housing Allocations service area	Young People leaving care with not enough support in place to sustain a tenancy	Health and Wellbeing Board	

LOCAL PRIORITY 4 – WRAPAROUND SUPPORT AND INTEGRATION WITH OTHER SERVICES

NATIONAL PILLARS:	**RECOVERY AND STABILITY**

ACTION	KEY MILESTONES	TARGET DATE	OUTCOME	LEAD	PARTNERS/ STAKEHOLDERS	RISKS	ESCALATION ROUTES	Aligned to the Rough Sleeper Partnership Plan
Joined up working with Changing Futures, with an agreed focus on the Target Priority Group	Agree Terms of Reference for joined up working Committing to a colocation of Changing Futures and Housing Advice Teams	End of June 2027	Alignment and clarity of roles, and identification of those individuals furthest from services, based on assessment of individuals needs rather than their immediate rough sleeping or housing status.	Assistant Director of Housing and Community	Changing Futures Board	Missed opportunity to target valuable funding resource	Health and Wellbeing Board	✓
Develop a housing pathway for people leaving prison	Move on protocol agreed	End of September 2027	Clear housing pathway for prison leavers	Principal Housing Advice Officer	Registered Providers, Probation and Prison Service, Support Providers	Prison leavers becoming homeless and entrenched rough sleepers	Health and Wellbeing Board	✓
Develop a hospital discharge Housing pathway	Hospital Discharge protocol agreed	End of March 2028	Clear discharge protocol for people leaving hospital or mental health	Housing Strategy, Policy and Waiting Lists Officer	Registered Providers, Special Needs Housing Integrated Care Board, to include	Health budget pressures and inefficient use of hospital beds	Health and Wellbeing Board	✓

			settings into suitable social housing		mental health services.			
Develop a Domestic Abuse Survivor, gender based violence housing pathway	Agree a move on protocol and a 'stay at home' protocol	End December 2027	Clear housing pathway for domestic abuse and gender based violence survivors.	Domestic Abuse Co Ordinator	Registered Providers, Housing Allocation Service and Housing Advice Service	Victims staying in abusive relationships and Adverse Childhood Experiences worsening.	Health and Wellbeing Board. DA Strategic Group	✓
Develop a Veterans housing pathway	Veterans housing protocol agreed	End March 2028	Clear housing pathway for veterans	Principal Housing Advice Officer	Registered Providers, Private Landlords, Adult Services Integrated Health Board	Veterans becoming homeless and rough sleeping.	Health and Wellbeing Board	✓
Enable people who are ready to move on from supported housing into independent tenancies to be able to do so by using the Crisis and Resilience Fund to assist in clearing housing debt	Fund set up Being utilised by Housing Advice Team	End of March 2027	People ready to move on with housing debt have those debts cleared and move on to independence as a result	Principal Housing Advice Officer and Welfare Support Team Manager	Supported housing providers Registered Providers	Bed blocking so that we cannot accommodate new applicants into supported housing	Health and Wellbeing Board	

LOCAL PRIORITY 5 – BUILDING FINANCIAL RESILIENCE AND EMPLOYMENT	
NATIONAL PILLARS:	**RECOVERY AND STABILITY**

ACTION	KEY MILESTONES	TARGET DATE	OUTCOME	LEAD	PARTNERS/ STAKEHOLDERS	RISKS	ESCALATION ROUTES
Provide targeted support to people living in supported housing and temporary accommodation to get closer to the labour market	Agreement with supported housing providers to deliver employability support to residents	End of December 2027 and ongoing thereafter	Increased numbers into work	Employability Team Leader	Registered Providers and Support Services, Local Energy Advice Partnership (LEAP) Citizen's Advice, DFN Project Search	Representation into homelessness prevention and support services	Assistant Director of Housing and Community
Increase colleagues' first point of contact resolution around benefit queries to residents	Create a part-time role within the Welfare Support Team	End of March 2027	Increased first point of contact resolution	Welfare Support Manager	Local Energy Advice Partnership (LEAP) Citizen's Advice, DFN Project Search	Increased housing related debt and risk of ineligibility for social housing due to this	Assistant Director of Housing and Community
Maximise opportunities to help people improve their income and financial resilience by increasing referrals into	Set baseline of referral levels Increase awareness of colleagues around	End of September 2027	Demonstrable successful case studies of employability	Head of Housing Policy, Hardship and Welfare Support Services		Insufficient data to demonstrate demand for services and outcome successes	Homelessness Prevention Partnership and Health and Wellbeing Board

employability from the Housing Advice Team and Welfare Support Team	employability offers Set service specific targets to increase employability referrals from services.						
Undertake a data led exercise around those subject to benefit cap to be exempted through advice and/or getting into work to lift them out of poverty and sustain tenancies	LIFT (Low Income Family Tracker) platform in place Households identified Contact made with households and employability support started	End of March 2027	People into work and off the benefit cap, with income increased.	Head of Community Hubs and Wellbeing	Department of Work and Pensions, Hartlepool Borough Council Welfare Services, Employability Services and Children Services	Delays to utilising Children's Services data because of data concerns	Health and Wellbeing Board

	LOCAL PRIORITY 6 – TEMPORARY ACCOMMODATION REFORM			
LOF METRIC	**BASELINE (September 2025)**	**ACTUAL (March 2026)**	**TARGET (March 2028)**	**CHANGE/DIRECTION**

Rate of households with children in temporary accommodation per 1000		0.4	0.4	Maintain
Number of families in B&B over 6 weeks		0	0	33.3% reduction

NATIONAL PILLARS:	**IMPROVING EMERGENCY RESPONSE**

ACTION	**KEY MILESTONES**	**TARGET DATE**	**OUTCOME**	**LEAD**	**PARTNERS/ STAKEHOLDERS**	**RISKS**	**ESCALATION ROUTES**	**Aligned to the Rough Sleeper Partnership Plan**
Introduce a temporary accommodation framework	Introduction of Framework	End of March 2027	Framework will be in place, and all temporary accommodation will be procured via this route	Head of Policy, Performance, and Programmes	Landlords (social and private) Housing Advice Team Adult Social Care Team Children Social Care Team	Driving up the price of services	Assistant Director of Housing and Community	✓
Join up Data sets between Housing Advice Team and Children Services Team to better support households	Subject to satisfactory governance arrangements, bring on board MAST (Multi Agency Safeguarding Tracker) platform alongside LIFT (Low Income	End of March 2027	Better co-ordination between Housing Advice Team and Children's Services Team to make use of temporary accommodation brief and non-recurring	Assistant Director Children Services and Assistant Director Housing and Community	Children Services Team Department for Work and Pensions Housing Advice Team	Delays to sharing Children's Services data because of information governance concerns	Health and Wellbeing Board	

	Family Tracker) platform							
Make it easier for those at risk of, or experiencing homeless to access the Housing Advice Service to get the support they need	Develop easily accessible methods of presenting as homeless (in person, over the phone, online and at co locations)	End of March 2027	Increased options when applying for homelessness support.	Principal Housing Advice Officer	Changing Futures, Community Hubs and Registered Providers.	Very vulnerable applicants becoming street homeless, sofa surfing or are hidden homeless	Housing Policy Hardship and Welfare Support Management Group	

Governance and Accountability for Reporting and Monitoring of Service Delivery.

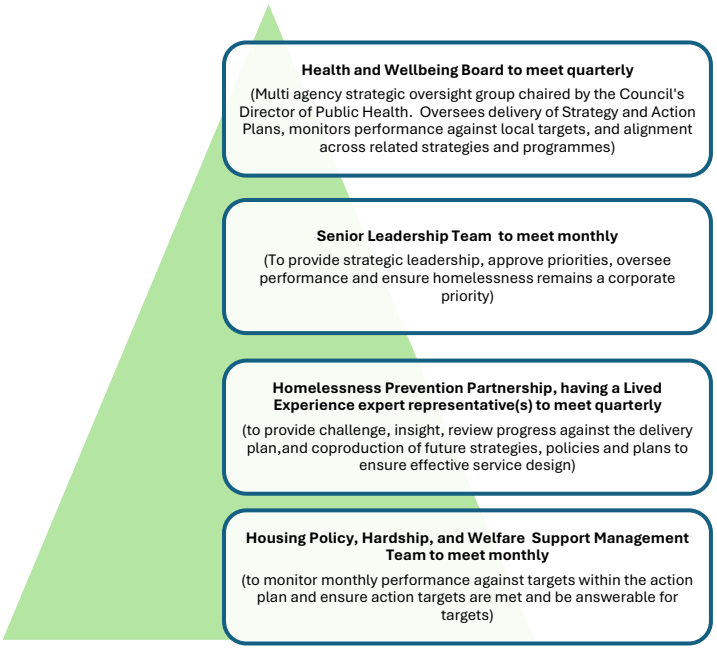
The Homelessness Prevention Partnership has driven forward Hartlepool's priorities to end homelessness since 2019. It has representation from Supported Housing Providers, Probation, START, DWP, Public Health, representatives across Housing and Community Directorate and are in the process of revisiting membership and terms of reference. This partnership will continue to inform any emerging issues and need for new or amended actions within the plan.

The plan will be signed off by the Housing, Communities and Growth Committee. The governance of the plan and whether it's meeting the LOF metrics will sit with the Health and Wellbeing Board. This will be periodically reviewed to see if it may better align to the Changing Futures Board. These arrangements will provide strong foundations for the delivery of our Homeless Action Plan. There are, however, opportunities to strengthen strategic leadership and accountability and in turn provide a clearer delivery narrative to our governance leaders in Hartlepool. With Hartlepool being part of the National Changing Futures programme we will focus on improving information sharing, and monitoring of delivery plans that complement the aims and objectives of this programme.

Hartlepool is in the process of assessing its Systems Maturity. The intention is to combine collective local efforts to reduce current long term rough sleeping and prevent new long-term rough sleeping through system change.

Governance Structure	Purpose of Role
Chris Woodcock, Director of Public Health	Chair the Health and Wellbeing Board and member of SLT
Suzanne Halliwell, Assistant Director of Housing and Community	Senior Responsible Officer at HBC, accountable to Health and Wellbeing Board and SLT
Health and Wellbeing Board	Multi-agency strategic oversight group chaired by the Council's Director of Public Health. Meets quarterly and oversees the delivery of the Strategy and Delivery Plan, monitors performance against local targets, resolves barriers to delivery and promotes shared accountability across partners.
Hartlepool Senior Leadership Team	To have strategic oversight within the Local Authority, by aligning strategic resources, driving cross-departmental accountability and managing statutory compliance.
Homelessness Prevention Partnership	To provide challenge insight and coproduction of future strategies, policies and plans and to have lived experience expert membership.
Housing Policy, Hardship and Welfare Support Management Team	Monitor monthly performance against targets within the action plan and ensure action targets are met and be answerable for targets). Escalate targets which are likely not to be achieved to timescale.
Lived Experience Representative	To be a member of Homelessness Prevention Partnership

The illustration in the Pyramid structure will provide the governance oversight and escalation route moving forward:


Health and Wellbeing Board to meet quarterly
(Multi agency strategic oversight group chaired by the Council's Director of Public Health. Oversees delivery of Strategy and Action Plans, monitors performance against local targets, and alignment across related strategies and programmes)
Senior Leadership Team to meet monthly
(To provide strategic leadership, approve priorities, oversee performance and ensure homelessness remains a corporate priority)
Homelessness Prevention Partnership, having a Lived Experience expert representative(s) to meet quarterly
(to provide challenge, insight, review progress against the delivery plan,and coproduction of future strategies, policies and plans to ensure effective service design)
Housing Policy, Hardship, and Welfare Support Management Team to meet monthly
(to monitor monthly performance against targets within the action plan and ensure action targets are met and be answerable for targets)

5.1 – Appendix 2

Hartlepool
Borough Council

Temporary Accommodation Policy

VERSION 1 – SEPTEMBER 2026

1. Introduction and Scope

1.1 This is the Temporary Accommodation Policy (the Policy) for Hartlepool Borough Council (the Council).

1.2 The Council is committed to preventing and reducing homelessness, but when it does occur, to ensure its brief and non-recurring. Temporary accommodation ensures people experiencing homelessness with nowhere to say have their basic need of shelter met.

1.3 Temporary Accommodation facilities typically offer a range of housing options, including shared units (HMOs), dispersed housing, nightly paid accommodation, bed and breakfast and hotels or self-contained units. These options are meant to be short-term providing a stable living environment while occupants work towards more settled housing solutions.

1.4 The Policy has been written to ensure it complies with Part VII of the Housing Act 1996 and all other relevant homelessness legislation, regulations and statutory guidance.

1.5 The Policy helps to deliver the aims of the Council's Homelessness Prevention and Rough Sleeping Strategy.

1.6 This Policy does not directly cover the Council's approach to discharging its homelessness duty, but the decisions made in line with this Policy may impact this duty.

1.7 This Policy complements the Council's Allocations Policy.

2. Eligibility Criteria

2.1. Duty to Provide Temporary Accommodation

2.1.1 The Council has a duty to provide Interim Accommodation before a decision is made or Temporary Accommodation once a main housing duty decision has been made to homeless applicants who meet criteria set out in the Housing Act 1996. There are several sections of the Housing Act 1996 that trigger a temporary accommodation duty:

- **Section 188** – Duty to provide Interim Accommodation to anyone the Council has reason to believe may be homeless, in priority need, and eligible for assistance (whilst their homelessness Application is being considered).
- **Section 189** - Defines the categories of applicants who have a priority need for accommodation for the purposes of Part VII of the Housing Act 1996.
- **Section 190** – Duty to provide Temporary Accommodation for a reasonable period where an applicant is found to be intentionally homeless and in priority need, giving people the opportunity to make their own arrangements.

- **Section 199(A) & Section 200(1)** – Duty to provide Temporary Accommodation to an Applicant with no local connection to Hartlepool pending the outcome of the referral of their Homelessness Application to another local authority area.
- **Section 193** – Duty to provide Temporary Accommodation following acceptance of the main housing duty until suitable, alternative accommodation can be offered.

2.2 Where a person is homeless or at risk of homelessness

2.2.1 Anyone at risk of or already homeless should approach the Council's Housing Advice Service. The Officers within this service will assess the eligibility of the Applicant under Section 188 (1) of the Housing Act 1996 (as amended by the Homelessness Reduction Act 2017).

2.2.2 To be eligible for interim accommodation under Section 188 (1) the Council must have reason to believe that an Applicant may:

- Be homeless;
- Be eligible for assistance; and
- Have a priority need.

The Council will investigate and require evidence that all three conditions apply

2.3. If the household is not eligible for Temporary Accommodation

2.3.1 If a household is not eligible for temporary accommodation the Council will aim to offer support and advice about housing and signposting to other services available in the borough.

3. Types of Temporary Accommodation

3.1 The Council will use a range of options for Temporary Accommodation. While staying in Temporary Accommodation households may be expected to move multiple times.

3.2 The following types of accommodation can be used for Temporary Accommodation:

- Commissioned Stock
- Refuge Accommodation
- Shared Temporary Accommodation Units (HMOs
- Supported Accommodation
- Crash Pads

- Nightly Paid Private Sector Accommodation including B&B and hotels

4. Assessing Suitability of Accommodation

4.1.1. **Legal Compliance**

In line with Section 206 of the Housing Act 1996, all accommodation secured by the Council must be suitable for Applicants and their households. This suitability requirement applies to all powers and duties under Part 7 of the Housing Act, including interim housing.

4.1.2 The Council will comply with Section 210 of the Housing Act 1996 and the Homelessness (Suitability of Accommodation) (England) Order 2012 when assessing suitability.

4.1.3. **Guidance and Standards**

The Council will have regard to the statutory guidance issued by the Ministry of Housing, Communities and Local Government entitled *Homelessness Code of Guidance for Local Authorities* when assessing suitability standards.

4.1.4. **Assessment and Recordkeeping**

Officers will record all Temporary Accommodation placements on the Council's IT system, with records maintained for seven years. Applicants may request access to these records as part of their full housing file in accordance with Section 106(5) of the Housing Act 1985 and Section 45(1) of the Data Protection Act 2018.

4.1.5. **Property Standards Compliance**

All properties used by the Council will be regularly inspected to meet the required regulatory standards for accommodation. Where, after an inspection, the property fails to meet these regulatory standards, the Council reserves the right to stop using either that specific unit of accommodation, or if a persistent issue with a particular provider, that provider.

4.1.6. **Right to Review**

Under Section 202 of the Housing Act 1996, Applicants have the right to request a review of the suitability of any temporary accommodation provided under Section 193. Reviews can be requested within 21 days of the decision date or at any point if circumstances change, resulting in a new review period of 21 days.

4.1.7. We will consider the following when assessing the suitability of accommodation:

- **Location**: Applicants will generally be housed in Hartlepool if suitable accommodation is available. This may not be appropriate for all Applicants. If not, accommodation will be sought as close to Hartlepool

as possible in surrounding areas. Where there is a need to place a person out of the borough, we will complete a Section 208 notification to the placing authority, with the intention we will look to either find a placement within borough, or where not possible (for safety reasons), to resolve the homeless situation by finding settled accommodation as soon as practicable.

- **Size and Condition**: Accommodation will meet minimum space and habitability standards. Some placements may involve one less bedroom than Applicants would qualify for in permanent housing, with shared areas doubling as living and sleeping spaces.

- **Health Requirements**: Health-related needs will be taken into consideration, property type permitting. (for example if someone cannot manage stairs).

- **Educational Needs**: Proximity to schools is typically not grounds for refusal, but special consideration will be given to households with children close to exams or with special educational needs.

- **Employment Access**: The Council will consider the Applicant's commute to their place of employment, evaluating travel times and associated costs.

- **Safeguarding** – Child welfare and the safety needs of vulnerable Applicants including children and vulnerable adults will be considered when considering Temporary Accommodation. The Council will consider the suitability of specific vulnerable groups such as young people or single women with children and the schemes or houses we are placing them in.

- **Social and Safety Considerations**: Risks related to violence, harassment, and domestic abuse will be evaluated to provide safe and secure housing, which may include accommodation with enhanced security features if necessary.

- **Special Circumstances**: Any unique factors presented by the Applicant will be assessed to ensure the overall suitability of the temporary accommodation offer.

4.2. Households in non-suitable temporary accommodation

4.2.1. **Provision of Suitable Accommodation**

The Council aims to provide suitable temporary accommodation for all households in need. In exceptional circumstances, suitable accommodation may not be immediately available on the day a household presents,

particularly in cases involving unforeseen needs, such as those arising from undisclosed or complex disabilities. However, where suitable accommodation is not available we will always endeavour to find something as suitable as possible.

4.2.2. **Addressing Suitability Changes**

Should a household's circumstances change, such as through deterioration of health conditions or an alteration in household composition rendering the initial accommodation unsuitable, the Council will reassess the household's needs promptly.

4.2.3 Where it is accepted by the Council that an Applicant is in unsuitable accommodation the Council will act in accordance with the UK Supreme Court judgement in the case of *R (on the application of Imam) v London Borough of Croydon (2023) UKSC 45.*

4.3. Criteria for moving households into alternative suitable Temporary Accommodation.

4.3.1. There will be cases where a household qualifies for a move, even though their current temporary accommodation still meets the minimum suitability standards. For example: A household eligible for Temporary Accommodation in Hartlepool but placed outside the borough due to a lack of available units, where the placement was deemed suitable but not ideal. Other situations may also apply.

4.3.2. The Council will consider medical advice where necessary when assessing a medical request for a move.

4.3.3. The Council will consider moving an applicant from Temporary Accommodation if a commissioned space becomes available that is suitable for them.

5. Accommodation Offers and Allocation

5.1. Allocation

5.1.1. The Council will allocate properties based on need and household circumstances ensuring we are being fair and transparent. The following factors may be considered but are not limited to:

- Availability
- Any other special requirements (e.g. health and mobility).

5.1.2. Allocations made under Sections 188 and 193 of the Housing Act 1996 will be let on a licence.

5.2. Temporary accommodation allocation criteria

5.2.1. Due to limited availability and urgency, all temporary accommodation assessed as suitable will be offered without choice (however, there will be consideration to self-contained units where appropriate). When allocating such accommodation to households within priority need categories, the following factors will be considered:

- **Unaccompanied Under-18s**: Homeless 16/17-year-olds are typically deemed “children in need” under Section 20 of the Children Act 1989, making Children’s Services primarily responsible. Before placing an unaccompanied minor in temporary accommodation, the Council will contact Children's Services to determine their duty. If the young person refuses support, interim housing is provided under the Housing Act 1996. Nightly paid accommodation will only be used as a last resort with a priority to move them to more suitable accommodation quickly.

- **Households with Family Commitments**: The Council will avoid placing families into B&B accommodation and only use this as a last resort with a view to moving them into more suitable dispersed accommodation as soon as possible.

- **Domestic Abuse Victims**: Safety of victims is a key priority, and availability of refuge accommodation will be explored first. Accommodation will be allocated to minimise risk to victims when possible and out-of-area placements will be made if necessary.

- **People Vulnerable Due to Age, Disability, or Illness**: Placement arrangements will consider specific accessibility needs and accommodation offered that is as suitable as possible such as having a downstairs bathroom or level access entry.

5.2.2. The suitability of Temporary Accommodation will account for and give due regard to the Public Sector Equality Duty and the Homelessness Code of Guidance for Local Authorities as follows (with consideration to self-contained units where appropriate):

- **Care Leavers under 25**: Former care leavers will only be placed in nightly paid accommodation if no suitable alternative is available. Requests to be near a significant adult (such as a friend or former foster carer), or avoid specific areas will be considered.

- **Veterans**: Location considerations will reflect public sector equality duty requirements.

- **Individuals with custodial history:** The Council will be guided by probation services or Multi-Agency Public Protection Arrangement (MAPPA) in determining a safe placement location, planning support needs and referrals to agencies as needed.

- **Victims of Threats or Violence**: Placement location will follow guidance from the Police. It will also follow relevant Statutory Guidance and the Council's own Domestic Abuse Policies and Strategies.

5.4. Additional factors for Temporary Accommodation placements

5.4.1 The Council recognises that every household's circumstances are unique and that it may not be possible to identify all factors that could affect the suitability of temporary accommodation within this policy. In addition to the considerations set out above, the Council will take account of any other relevant circumstances, reasonable additional needs, vulnerabilities, or exceptional factors identified by the applicant or supporting professionals. Each case will be assessed on its individual merits, and where justified by the evidence and consistent with statutory duties and available resources, the Council may depart from the standard provisions of this policy to ensure accommodation is suitable and appropriate for the household's needs.

6. Out of Area Placements

6.1.1. Where possible Applicants will be housed within Hartlepool. However, in certain circumstance some households may need to be placed into suitable temporary accommodation outside of Hartlepool. The Council has developed an Out of Area Placement Protocol and this will be followed when making any placements.

7. Temporary Accommodation Terms of Stay

7.1.1. **Licence** - Temporary accommodation will be let on a licence basis.

7.1.2. **Terms of Occupancy -** All placements follow the terms of the accompanying licence or tenancy agreement. Adherence will be monitored and action taken when needed.

7.1.3. **Household Occupancy** - Occupation is strictly limited to the Applicant and their declared household.

7.1.4. **Zero Tolerance for Anti-Social Behaviour** - The Council enforces a zero-tolerance policy towards any form of anti-social behaviour (ASB) from household members or associates. Anti-social behaviour is behaviour that causes nuisance, annoyance, or harassment, alarm or distress. This can include (but is not limited to) verbal abuse, threats, vandalism and damage, noise nuisance, harassment and intimidation.

7.1.5. **Remedial Action for Anti-Social Behaviour** – ASB by household members or associates impacting the Council's Housing Function may result in actions being taken like a civil injunction.

7.1.6. **Anti-Social Behaviour Complains** - All complaints of ASB will be investigated. The Council may issue a warning or terminate temporary accommodation depending on the severity of the ASB.

7.1.7. **Eviction Notice** - Reasonable notice, will be provided for evictions though immediate termination may occur in serious cases where the Applicant is occupying the accommodation under a licence.

7.1.8. **Termination due to Breaches** - If a Section 188 licence or tenancy agreement is terminated due to breaches no further housing offer will be made unless the Applicant qualifies under Section 193(2) or Section 190(2). Referrals will be made to adults or children's safeguarding services as appropriate,

7.1.9. **End of Agreement** – Upon Termination the terms for leaving and any costs for damages or breaches will apply.

8. Prevention of fraud

8.1.1. **Prevention Action** – We expect our providers to advise us if the person is no longer residing at the property immediately. We equally expect this of the applicant. The Council will take all necessary legal measures to prevent and address fraud.

9. Cost and Payment

9.1.1. Under Section 206(2) of the Housing Act 1996, the Council may impose "reasonable charges" for temporary accommodation, set at affordable rates for Applicants. Failure to meet these constitute a breach and may result in termination of the Temporary Accommodation. Some costs are covered by the Council, while Applicants are responsible for others.

10. Offers and Refusals

10.1.1. **Compliance** – All offers of Interim and Temporary Accommodation adhere to statutory guidance and legislation.

10.1.2 **Offers and refusals under Section 188** - Upon assessing a household need for emergency accommodation, the Council will make a single offer of suitable interim accommodation. Viewing is not required before acceptance. If the Applicant refuses the offer and the Council deems the refusal unreasonable the duty will cease, and no further temporary accommodation will be provided.

10.1.3 **Offers and refusals under Section 193** - For households accepted under a main housing duty the Council will make one single offer of suitable longer-term temporary accommodation. Applicants may request a suitability review and are encouraged to accept their offer during their review. If the Applicant refuses the offer while a review is underway, continued accommodation is subject to the Service Manager's discretion.

11. Ending of Temporary Accommodation

11.1.1 Section 188(1) Placements - Temporary accommodation under S.188(1) of Housing Act 1996 can end if the relief duty ends, a S.184 non-priority need decision letter is issued or no further duty is owed. If a review of the refusal of a final accommodation offer or a final Part 6 offer at Relief stage is requested, the duty continues until a decision is made.

11.1.2. Section 190(2) Placements – For those Applicants found to be intentionally homeless accommodation may end after a "reasonable period" based on needs, local housing availability and resources.

11.1.3. Section 193(2) Placements – Temporary accommodation can end if the Applicant accepts a social housing offer, an assured tenancy, a private rented tenancy, or refuses an offer deemed suitable. Other termination triggers include ineligibility, voluntary departure, intentional homelessness from the accommodation, or non-compliance with terms.

11.1.4. Transitioning to Permanent Housing - Temporary accommodation under S.193(2) of Housing Act 1996 will continue until Applicants are able to move into suitable Part VI housing, typically by the tenancy start date. The terms of the non-secure tenancy will apply until the transition is complete.

11.1.5. Temporary Accommodation can end by the following circumstances:

- Applicant accepts a suitable Part VI offer (social housing through Council or private registered provider). All eligible applicants placed in Temporary Accommodation will be awarded Band 1+ priority on the Housing Register for social housing.
- Applicant accepts an assured tenancy from a private landlord or registered provider.
- Applicant refuses a final Part VI social housing offer, after written notice detailing consequences, review rights, and the Council's confirmation of suitability and reasonableness.
- Applicant refuses a temporary accommodation offer deemed suitable, with prior notice of consequences, review rights, and Council discharge of duty.
- Applicant is no longer eligible for assistance.
- Applicant becomes intentionally homeless from the provided temporary accommodation.
- Applicant voluntarily vacates the temporary accommodation as their main residence.

11.1.6. **Referral Placements** - Accommodation under Sections 199A (and 200(1) will remain available until referral conditions are met.

11.1.7 **Review Placements** - Temporary accommodation provided pending a review or appeal may end upon decision, in line with licence terms.

11.2. Steps for Ending Temporary Accommodation:

11.2.1 **Return of Keys and Property Inspection:** Households must return keys or access cards, and a final inspection by the provider will determine any costs for damages or fees.

11.2.2 **Support with Housing Transition:** Assistance may be available to transition to new housing by referring the applicant to the Welfare Support Team in the Council. Such support can include but is not limited to help with removals, access to furniture, assistance with deposits.

11.2.3 **Statutory Compliance**: The Council will follow statutory requirements for ending temporary accommodation and notify Applicants.

11.2.4 **Serious Breaches:** Serious breaches of a licence can result in immediate termination of temporary accommodation.

11.2.5 **Termination Notices:** For Section 193 duty cases the Council will be required serve a Notice to Quit on the Applicant allowing 28 days to vacate and generally issues two warnings prior to termination.

12. Procurement of Temporary Accommodation

12.1.1 . We will be developing a procurement framework to explore a variety of options which will ensure quality and a sufficient supply of Temporary Accommodation and private sector accommodation options for applicants. The focus will be on safe, high quality, suitable and affordable properties within Hartlepool.

12.2. Requirements for suppliers

12.2.1 All Temporary Accommodation suppliers must meet the Council's Temporary Accommodation quality requirements and meet all applicable regulatory standards.

13. Right to Review, Feedback and Complaints

13.1.1 **Feedback and Complaints**: Households can provide feedback or make complaints through the Council's website. Customer feedback and complaints – Hartlepool Borough Council

13.1.2 **Right to Review**: Under Section 202 of the Housing Act 1996 Applicants can request a review of accommodation suitability for temporary accommodation granted under Section 193. In Other cases where there is no legal right to review an Applicant may be able to challenge the decision through judicial review proceedings in the High Court. Applicants are encouraged to

immediately contact the Council with suitability concerns to avoid potential stress or legal costs.

13.1.3 **Appeals**: Under Section 204 of the Housing Act 1996 where an Applicant is not satisfied with the outcome of a review decision or where they were not notified of the decision on the review within the prescribed time frame may appeal to the County Court on any point of law arising from the decision or, as the case may be, the original decision.

14. Policy Monitoring and Review

14.1.1 **Monitoring**: Regular reviews of policy effectiveness and compliance will ensure it meets local needs.

14.1.2 **Policy Updates**: Annual reviews will be conducted to align with legislative or operational changes.

Rough Sleeper Programme Proposal

Date 5th November 2026

Author – Suzanne Halliwell, Assistant Director Housing and Community

This report is for decision.

Tees Valley Combined Authority (TVCA) have been provided funding by central Government (ministry of housing, communities and local government – MHCLG) to halve rough sleeping over the life of the parliament.

TVCA have asked each Local Authority to put forward proposals on how each will achieve this ambition.

TVCA at this stage have confirmed the Hartlepool Borough Council will receive £148,000 revenue funding for financial year 26/27 but can carry this over into a new financial year as long as the funding is committed.

At the time of writing this report, these remain proposals pending TVCA agreement.

However, the report is being brought at this stage for information as it is aligned to the Council's wider ambitions in preventing homelessness, and agreement at this stage will aid the council in demonstrating the need for carry forward of funding.

The fund is aimed at entrenched rough sleepers with the aim to get them in off the streets and maintain them in accommodation by providing support and ensuring a link in with other services.

Overview of proposals:

- Provision of additional bed spaces so that there is accommodation to bring people in off the streets.
- Provision of wraparound support through a co-located role between Housing Advice and Changing Futures to support individuals to remain in accommodation.
- Increased outreach
- Support to move on from supported housing to free up bed spaces so that those experiencing rough sleepers have access to housing and support from the start

The cost of these proposals is £148,000, which is the proposed allocation of grant from TVCA.

There is currently a cross-disciplinary team convened to run the project, including colleagues from Adult Social Care, Start, Housing Advice and Changing Futures and

reflects the commitment from the Council to work across our disciplines and directorates to ensure effective support.

The Council's approach will involve VCSE, Housing Providers and will put service users at the heart of the project. Every interaction will be service user led, accepting that an individual may not want or feel able to come in off the streets whilst there are other things in their life getting in the way. The Council will be pragmatic and flexible in our approach to support individuals come in off the streets and support them to remain in accommodation using our collective resources.

Updates will be provided as required.

Governance of the project sits with the Health and Wellbeing Board alongside the Homeless Action Plan.

Hartlepool Borough Council

Housing, Growth and Communities Committee

25 November 2026

Report of: Assistant Director of Inclusive Growth

Subject: CARLTON ADVENTURE – FUTURE OPERATION

Decision Type: Key Decision

1. Council Plan Priority

Hartlepool will be a place:
where people live healthier, safe and independent lives. (People)
that is welcoming with an inclusive and growing economy providing opportunities for all. (Potential)
with a Council that is ambitious, fit for purpose and reflects its community. (Organisation)

2. Purpose of Report

2.1 The purpose of this report is to provide the Housing, Growth and Communities Committee with an update on the operational and financial performance of Carlton Adventure and seek approval to cease delivery of Council-operated activities no later than the end of the 2026/27 academic year and serve notice to exercise the lease break clause in March 2030.

3. Background

3.1. Carlton Camp was officially opened in 1932 and originally provided camping and activity experiences for schools. Numerous investments over the years

have led to a more modernised facility.

3.2. Between 1996 and 2011, HBC was the lead local authority, operating the site alongside other local authorities. Since 2011, HBC has been the sole lease holder responsible for the management of Carlton Adventure, operating it with a team of 6 staff (5.62 FTE), and opening up to 49 weeks per year.

3.3. The Council agreed a new medium-term lease for 10 years in 2023/24 (Adult and Community Based Services Committee, 07/09/23) which includes break clauses available at 3 and 6 years, allowing termination of the lease. The 3 year break clause has lapsed with the next break available in March 2030.

3.4. The site is managed within the Council's Active & Creative Hartlepool service and delivers a range of residential and non-residential activities for schools and other community groups from across the Tees Valley and North Yorkshire.

3.5. Carlton Adventure delivers a wide range of activities to visitors, including bouldering, climbing, canoeing, gorge walking, ropes activities and forest-based challenges.

3.6. In addition to its outdoor education offer, Carlton Adventure also provides occasional emergency residential accommodation and planned respite support for Hartlepool Children's Services. This provides flexibility in meeting specific service needs and reduces reliance on alternative external provision. Although this is not the primary function of the centre, it forms part of the Council's current use of the facility and would need to be considered as part of any future operating arrangements.

3.7. Although the number of outdoor residential sites across England has declined in recent years, there remains several alternative providers in the private sector that Hartlepool Schools have access to across the Northeast and Yorkshire.

3.8. It should also be noted that HBC continues to provide outdoor education services via the Summerhill team. These services will remain unaffected.

4. Current Operating Environment and Performance

4.1 Whilst there has been an ongoing commitment over the years to improving the quality of services at Carlton Adventure, the site has consistently operated with an annual subsidy from HBC.

4.2 Analysis of usage (Table 1) demonstrates that in recent years the facility has primarily served schools from outside of Hartlepool.

TABLE 1

	2022/23	***2023/24***	***2024/25***	***2025/26***	***2026/27***
No. school customers	55	64	26	49	52
No. Hartlepool school customers	11	13	5	10	9
No. school visits	64	68	28	54	56
No. Hartlepool school visits	14	16	5	10	12
No. Hartlepool community (non-school) bookings	37	10	4	5	5
No. Hartlepool individual participants attending	1024	960	453	625	847
Participant throughput	10,862	11,212	5,252	7,998	8,450 (projection based on bookings)

4.3 Furthermore, usage trends show a decline in the number of schools from Hartlepool using the service. Whilst approximately 20% of schools are from Hartlepool, Hartlepool residents make up on average 9% of visitors.

4.4 Based upon current bookings for 2026/27, that trend looks to continue, with 17% of schools using the service being from Hartlepool, and approximately 10% of visitors being from Hartlepool.

4.5 Whilst demand from schools and users outside of Hartlepool remains resilient, the Councils ongoing financial contribution principally supports activity delivered to non-Hartlepool residents.

4.6 In effect, the council is providing a substantial annual subsidy to support a discretionary outdoor education facility where the overwhelming number of beneficiaries live outside of Hartlepool.

4.7 At a time when the council continues to face significant financial challenges, continued investment in a discretionary service which primarily benefits residents form outside the Borough remains increasingly difficult to justify.

4.8 Table 2 sets out revenue for income and expenditure, from 2022/23 to 2025/26, including projections between 2026/27 and the next break date of March 2030. The costs set out represent direct operational costs associated with the delivery of Carlton Adventure only. The figures do not include central overhead costs or the costs of managing the centre via the Active and Creative Hartlepool service. Consequently, the full cost to HBC of operating Carlton Adventure is higher than the deficits presented in Table 2.

4.9 Based on past performance and anticipated future income streams, the service is not expected to break even before the end of the current lease in March 2034.

TABLE 2

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 forecast £000	2027/28 forecast £000	2028/29 forecast £000	2029/30 forecast £000
Total Income	**406**	**430**	**225**	**286**	**335**	**352**	**397**	**444**
Expenditure								
Employees	160	197	219	231	230	238	253	261
Premises	60	94	77	71	72	73	75	76
Transport	19	5	7	6	8	6	9	9
Supplies/Services	199	181	155	163	140	150	161	173
Total Expend	438	477	**458**	**471**	**450**	**467**	**498**	**519**
(Deficit) / Surplus	**-32**	**-47**	**-233**	**-185**	**-115**	**-115**	**-101**	**-75**

5. Additional Material Considerations

5.1 Before a decision is taken regarding whether to continue or to cease activity at Carlton Adventure, there are some additional factors to take into account:

5.2 **Contracts/lease agreements*:***
As part of the day-to-day operation of the centre, there are a number of additional contracts in place with external partners, as follows:

- North Yorkshire County Council (NYCC) – cleaning and catering. Arrangements with NYCC have been aligned with the lease, although we do need to provide a minimum of 6-months' notice. Should the decision be taken to close, there will be no ongoing contractual obligations or implications
- Yorkshire Water – Cod Beck. An annual payment of £1,500 is made on a rolling basis each April. The current payment takes us to March 2027, and there is no contractual obligation to continue. We would anticipate making a pro rata payment to cover usage of cod beck to the end of the academic year.
- Landowner – provision of activity field adjacent to Carlton Adventure. We are required to give 6 months' notice to cease. If the lease and operations continue, the contract requirements will be addressed as a matter of urgency.
- Security provided through Vistech. We currently pay an annual fee of £365, and a separate call out charge per call out of £70 per callout. It is suggested that this arrangement remains in place.

5.3 **External Grant Funding*:***
In October 2004, the Council secured £320,018 in grant funding from the Big Lottery Fund to support improvements in the centres' accommodation, changing and car parking. With regard to the Council's remaining asset

liabilities in lieu of this funding, the funder has confirmed that there will be no grant clawback, in the event of the lease being surrendered, as the Council is considered to have met its delivery obligations.

More recently in May 2025, the Council secured £68,000 funding from Phase 4 of the Public Sector Decarbonisation Scheme to support the installation of air source heat pumps (ASHPs). If the Council is to surrender the lease in Spring 2030 the grant clawback is projected to be £51,000 by Spring of 2030. However, it should be noted that a boiler replacement would have been required as a result of the dilapidation survey regardless.

5.4 **Caretaker's Bungalow*:***
The current lease for Carlton Adventure also includes the former caretaker's bungalow at the centre, which is occupied by a longstanding tenant. As landlord, the Council is responsible for the ongoing maintenance of the building, some services costs and ongoing dilapidations. Rent received is currently assessed below market value.

Neither the bungalow nor the tenant contributes to the service provided at the centre. The Council would remain as landlord until the break clause in 2030.

5.5 **Conditions Surveys*:***
Under the terms of the current lease the Council is responsible for all repair and maintenance of the centre. Items of disrepair for which the tenant is responsible are known as dilapidations.

Should the Council vacate the premises, it is assumed the landlord will serve a dilapidation claim on the Council.

In order to understand the Council's potential liabilities, a dilapidations assessment has been undertaken, and the estimated cost of these works is £350,000.

It should be noted that these costs represent a current estimate of potential liabilities rather than a confirmed programme of works. The Council remains responsible for maintaining the asset during the lease period irrespective of whether operations continue or cease.

Should the Council proceed with the recommended option, officers would seek to engage with the Trustees regarding the future use of the site before undertaking significant dilapidation works. Where an alternative operator can be found, it may not represent best value to complete all works identified within the assessment.

As such, the final extent of any dilapidation works, and any associated financial settlement, would be subject to further negotiation and agreement with the Trustees.

5.6 **Capital Funding:**

The Council has in place via the Capital Programme a remaining allocation of £238k for capital works to the centre. This sum will support with identified dilapidation costs for the centre including the bungalow. However, as per projections, dilapidations could cost the Council £350k.

6. Future Decisions, operating Options and Implications

6.1 The purpose of this section is to present options for consideration to support an informed decision on the future operating arrangements of Carlton Adventure.

6.2 **Option 1: Cease service delivery in July 2027 and exercise the March 2030 lease break clause**

6.2.1 Under this option the Council would cease all direct delivery of activities at Carlton Adventure at the conclusion of the 2026/27 academic year in July 2027.

6.2.2 The Council would formally notify the Trustees of its intention to exercise the March 2030 break clause and would retain the lease until that date in order to:

- manage contractual commitments and lease obligations;
- undertake any agreed dilapidation works;
- minimise grant clawback liabilities;
- support the Trustees in identifying any future operating arrangements for the site; and
- provide sufficient time for an orderly cessation of Council involvement.

6.2.3 This option reflects the Council's assessment that ongoing operation of Carlton Adventure no longer represents an appropriate use of limited Council resources, particularly given the limited usage by and benefit to Hartlepool residents.

6.2.4 Although Carlton Adventure remains a high-quality facility, current levels of use by Hartlepool residents do not justify the continuing revenue subsidy required from the Council.

6.2.5 Financial projections indicate that Carlton Adventure will continue to require significant annual revenue support from the Council throughout the period to 2030. This would be in addition to ongoing risks associated with repairs, maintenance liabilities and dilapidation costs.

6.2.6 The option therefore provides the clearest route to limiting future revenue exposure whilst allowing sufficient time to manage exit arrangements in a controlled and responsible manner and support the Trustee’s in finding a new operator. Should staff leave sooner than the

proposed closure date of July 2027, then this would mean it is unviable to continue, resulting in the site being mothballed sooner.

6.2.7 The risks and implications of option 1 are:

- staff members will be placed at risk of compulsory redundancy, with associated costs.
- HBC Children's Service's ability to access emergency residential support and planned respite would be lost. Setting a "closure date" of July 2027 increases the risk of operational instability and disruption leading up to this date, as employees may look for alternative roles. To that end, income, service quality and levels of bookings could potentially be impacted from Spring 2027.

6.2.8 This option would support the Council to complete its dilapidations work or clarify the level of payment required to the landlords in lieu of dilapidations, allowing time for the Council to support the landlord in exploring options for a new operator for the site.

6.2.9 In summary, option 1 represents the best option terms of minimising further costs and risk in relation to revenue and capital expenditure, beyond the necessary outlay for dilapidations and grant claw back with Salix. This figure totals £401k (£350,000, dilapidations and £51,000, grant claw back)

6.3 **Option 2: Continue with the current lease, March 2034**

6.3.1 Option 2 proposes that the Council continues with the medium-term lease until March 2034, but with the option of exercising the second break clause in March 2030.

6.3.2 Whilst continuation of the lease would allow the service to continue operating, it would also require the Council to maintain an ongoing revenue subsidy and remain exposed to future capital investment and dilapidation liabilities.

6.3.3 The risks associated with option 2 are primarily financially based, this includes potential risk attached to capital investment of Carlton and the ongoing annual subsidy based off income projections.

6.4 Whilst continuation of the lease would enable outdoor education activities to continue, it would also require the Council to maintain an ongoing subsidy for a discretionary service which predominantly benefits users from outside Hartlepool. In the context of continuing financial pressures, officers do not consider this to represent value for money or an appropriate use of public resources.

Option 3: Continue operating and exercise the second break clause, 31 March 2030

Option 3 includes continuation of the lease until the second break clause in 2030. The existing lease and associated terms and conditions would continue.

This option would support the Council to complete its dilapidations work or clarify the level of payment required to the landlords in lieu of dilapidations.

Although continuation of the lease for 36 months will give more time for effective management and negotiations to take place pending handing back to landlords, the timeline and public awareness of the arrangement could create destabilisation of services with the likelihood of staff leaving, customers seeking other long-term arrangements, reputational impact and risk to sustaining operations for the full duration, thus impacting on revenue projections.

This option also creates a sustained financial pressure on the Council for the next 3 years, as identified in Table 2.

Whilst this option avoids immediate closure and redundancy implications, it continues to expose the Council to operating deficits, maintenance liabilities and capital investment requirements for a further three years. Given that approximately 90% of users originate from outside Hartlepool, officers do not consider this option to represent an efficient use of limited Council resources.

Summary of Options

Consideration	**Option 1: Cease July 2027**	**Option 2: Continue to 2034**	**Option 3: Retain Lease and Operations Until 2030**
Benefit to Hartlepool residents	Low impact given circa 10% local users	Maintains service	Low impact given circa 10% local users
Staff impact	Redundancies	Retained	Redundancies
Annual subsidy	Eliminated from July 2027	Continues to end of lease	Continues to 2030
Additional CapEx Risk	Reduced	Continues	Reduced after 2030
Dilapidation liability	Remains	Deferred	Remains
Service continuity	Ends July 2027	Maintained	Likely deterioration over time
Ability to support alternative operator	Moderate	Limited	High
Financial risk to Council	Low	High	Medium
Recommended	**Yes**	**No**	**No**

7. Other Considerations/Implications

Risk Implications	There are ongoing operational risks linked to the potential loss of business to competing providers or associated with a down-turn in demand for residential learning experiences, however feedback from customers suggests that there is a growing demand for the high-quality opportunities the centre provides. Regarding lease options, option 1, based upon the Council ending its involvement in Carlton Adventure, offers the lowest level of general risk.
Financial Considerations	Carlton Adventure continues to operate with a significant annual subsidy from the Council, with deficits projected throughout the remainder of the lease period and likely beyond. Whilst recovery activity has improved performance since 2024/25, forecasts indicate that ongoing financial support will continue to be required. Given that approximately 90% of participants are projected to originate from outside Hartlepool, the Council is effectively subsidising a service which primarily benefits non-residents. Option 1 represents the lowest long-term financial risk to the Council and removes future exposure to ongoing operating subsidies beyond the lease period.
Subsidy Control	An ongoing subsidy to operate Carlton Adventure would be required up until 2030 as per income and expenditure projections. This figure is reduced on annual basis as set out in TABLE 3.
Legal Considerations	As outlined within the report there are no adverse legal implications resulting from any decision to naturally end the Council's lease with the landlord. Were the Council to continue with the lease, then an approach would be adopted whereby contracts would once again align to the next break clause in March 2030. Furthermore, the Council would be subject to further dilapidations costs at the point when the lease ends in the future. Hopefully with considered and effective ongoing repairs and maintenance, future dilapidations will be minimised.
Single Impact Assessment (IMPACT ASSESSMENT	To follow

FORM TO BE COMPLETED AS APPROPRIATE.)	
Staff Considerations	As outlined in the report, there are 6 staff members who would be at risk of compulsory redundancy if the Council ceases to operate Carlton Adventure.
Asset Management Considerations	The Council does not own the asset. The implications regarding the lease and projected dilapidations costs are outlined.
Environment, Sustainability and Climate Change Considerations	A number of the recommendations and costs outlined in the 2023 condition surveys relate to improved energy efficiency. In 2025 repairs were carried out to the windows and a new boiler plant room was installed with air source heat pumps (ASHPs) in 2026. Furthermore, improvements have been made to the underfloor heating and control settings. There will undoubtedly be some year-on-year revenue benefits from these improvements in addition to improving the longer-term sustainability of the centre as well as its appeal to new and existing customers.
Consultation	Internal consultation has taken place with the Council's respective Finance, HR and Asset Management teams with regard to this report. Informal consultation with the staff and trustees has been undertaken.

8. Recommendations

8.1 It is recommended that Members:

A) Agree that Council-operated activities at Carlton Adventure cease at the end of the 2026/27 academic year (July 2027) or sooner.

B) Authorise officers to serve notice on the Trustees to exercise the March 2030 break clause within the lease agreement.

C) Authorise officers to develop and implement an exit plan covering staffing, contractual commitments, asset management obligations and lease liabilities.

9. Reasons for Recommendations

9.1 The recommendation reflects the Council's assessment that Carlton Adventure no longer delivers sufficient direct benefit to Hartlepool residents to justify continued financial support.

9.2 Current projections indicate that only around 10% of participants attending the facility are Hartlepool residents, whilst approximately 90% originate from outside the Borough.

9.3 The facility continues to require a substantial annual subsidy from the Council alongside ongoing exposure to future maintenance, capital and dilapidation liabilities.

9.4 In light of the Council's challenging financial position and the need to prioritise available resources towards services which principally benefit Hartlepool residents, cessation of service delivery and exercise of the March 2030 break clause is considered the most financially prudent and strategically appropriate option.

10. Contact Officers

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Sign Off:-

Chief Executive	Date: 04/11/2026
Director of Finance, IT and Digital	Date: 04/11/2026
Director of Legal, Governance and HR	Date: 04/11/2026