

Classification: Public

Key Decision: No

Gravesham Borough Council

Report to: Report to Cabinet
Date: 30 May 2023
Reporting officer: Vicky May, Service Manager (Housing Options)
Subject: Formation of a Social Lettings Agency (SLA)

Purpose and summary of report:

This report is intended to provide Cabinet with an overview of the rationale to create a Social Letting Agency (SLA) in Gravesham, and for Cabinet to approve the creation of a Lettings Manager position, which represent growth in the Council's establishment to progress the project and establish and manage the agency.

Recommendations:

1. Agree to the proposal to create a not-for-profit Social Lettings Agency and initial investment.
2. Agree to the creation of a full time Lettings Manager to progress the project, establish and manage the agency.

| Key Implications: | |
|-----------------------------|---|
| Item | Implications |
| Legal | <p>The council has statutory duties to prevent homelessness through the Homelessness Reduction Act 2017 and to provide temporary accommodation for people presenting as homeless under the Housing Act 1996. In discharging these duties the Council has the power under the Local Government Act 1972 and the Localism Act 2011 to carry out activities directly ancillary to the discharge of duties, such as establishing a social lettings agency.</p> <p>Once the project has progressed sufficiently a report will need to go to cabinet to formally authorise the establishment of the agency.</p> |
| Finance and Value for Money | <p>The report is intended to request investment in a not-for-profit Social Letting's Agency. This will require the employment of a Letting's Manager to lead the project and deliver the agency. The council's overall objective is to minimise the additional financial impact on the budget/General fund. The investment into a social lettings agency and increase in a post will allow an affordable housing option for residents within the borough. The intention will be to fund the unbudgeted initial costs (circa £138,000 in 2023/24) from the Corporate Priorities Reserve in the first instance on an 'invest to save' basis, with repayment to the reserve coming from any savings derived from the reduction that is expected in TA budget requirement in 2023/24.</p> |

| | |
|-----------------------|--|
| | The reduction in TA spend in 2023/24 should enable the reserve to be topped up in full at year-end, and regular reviews of the project progress will be required for budget setting for 2024/25 and make an assessment at that time. |
| Corporate Plan | In line with the objectives of the Corporate Plan 2019-23 strategic objective 1: Place and the commitment under this objective to Safeguard Residents: put in place a package of housing measures and creative interventions that support the most vulnerable. #1, People, the Temporary Accommodation placements are a statutory requirement and safeguards / protects residents including vulnerable people. It will also compliment #2 - Stronger Gravesham and #4 - Sound and self-sufficient council |
| Climate Change | All homes will be HHSRS checked and information regarding energy will also be collated. In addition, the SLA will only consider properties that meet the Minimum Energy Efficiency Standards. The bar is currently set quite low at EPC E, but that will rise to EPC C from 1st April 2025. |

1. Background & Project Rationale

- 1.1 Since emerging from the Covid-19 pandemic, the Council has been facing an ever-increasing issue in that there are simply not enough suitable properties to house those who are homeless and in need, resulting in them being placed into temporary accommodation. Due to challenges in accessing the private rented sector locally, the reliance for the provision of temporary accommodation is currently by nightly paid providers, which is the most expensive form of temporary accommodation. The Council should consider all possible options to prevent the use of using temporary accommodation and providing meaningful affordable housing options is a solution to this issue.
- 1.2 As part of managing a Housing Options Service, all local authorities are required to provide regular data to Government that is then released and published. Some of the national key headlines from the statistical release for July – September 2022 are as follows:
 - 1.2.1 75,860 households were initially assessed as homeless or threatened with homelessness and owed a statutory homelessness duty, up 4.4% from July to September 2021
 - 1.2.2 34,130 households were assessed as being threatened with homelessness and owed a prevention duty which is up 5.8% from the same quarter the previous year. This includes 6,170 households threatened with homelessness due to the serving of a Section 21 notice to end an assured shorthold tenancy an increase of 34.4% from the same quarter the previous year.
 - 1.2.3 38,190 households were initially assessed as homeless and therefore owed a relief duty, up 2.9% from the same quarter the previous year. Households with children owed a relief duty increased 7.9% from the same quarter the previous year to 10,740 households in July to September 2022.
 - 1.2.4 12,330 households were accepted as owed a main homelessness duty, up 18.1% from July to September 2021.
 - 1.2.5 On 30 September 2022, 99,270 households were in temporary accommodation, which is an increase of 3.9% from 30 September 2021.

Temporary accommodation figures for households with children increased by 6.0% to 61,820, and single households increased by 0.6% to 37,450. Compared to the previous quarter, the number of households in temporary accommodation has increased 3.7%.

- 1.3 There has been a steady increase of households requiring homeless advice and assistance in Gravesham. In 2022/23, over 1,900 households approached the council as homeless or in threat of becoming homeless within 56 days which is a large number, but not unexpected given the financial climate.
- 1.4 The Council has the highest number of households in temporary accommodation they have ever had at over 200 households which is causing considerable financial instability for the service. The expenditure for emergency accommodation for 2022/23 was £1,885,410, against a budget of £316,950 which includes Homeless Prevention Grant.
- 1.5 Private sector rental prices are increasing and demand for rental properties is outstripping supply. The table below summarises the difference between Local Housing Allowance (LHA) rental rates and private sector 'affordable' rates per calendar month (PCM):

| | LHA rates (PCM) | Average Market rents in Gravesham (PCM) | Difference (PCM) |
|----------------------|-----------------|---|------------------|
| 1-bedroom properties | £673 | £900 | £227 |
| 2-bedroom properties | £845 | £1,200 | £355 |
| 3-bedroom properties | £1,047 | £1,400 | £353 |
| 4-bedroom properties | £1,296 | £1,400 | £104 |

- 1.6 As can be seen above, PRS rents for those in receipt of Housing Benefit / Universal Credit are largely unaffordable, with the shortfall per calendar month ranging from between £104 per month, to £353 per month.
- 1.7 In April 2022 there were 5,860 households, aged between 16-64, who were not in employment and reliant on Universal Credit in Gravesham (*Kent Analytics, KCC*). In addition, there were 1,806 working age households within the borough in receipt of housing benefits. It is likely that most of these households were in need of accommodation but rule out and then focus on securing social housing for the affordability and security of tenure.
- 1.8 Lloyds Banking Group and homelessness charity Crisis have joined forces to create a not-for-profit lettings agency in a bid to help tackle affordable homes shortages. The two-year partnership will draw on the success of Scotland-based social enterprise lettings agency Homes for Good, which was founded in 2013 to improve conditions in the private rented sector for tenants and landlords and to support people on low incomes to access quality homes in the private rental sector. The new agency will aim to match and support both tenants and landlords and avoid poor and exclusionary practices - such as asking people who are homeless to provide rent in advance. This demonstrates that banking, charities amongst Councils recognise the issues with affordability and are making changes to address this.

- 1.9 Each local authority has the right to make a charge for the accommodation provided. When discussing temporary accommodation charging with DLUHC, the Advisor confirmed it is a complex issue as each local authority determines their charge based upon the type of emergency accommodation they utilise. However, the vast majority of local authorities deem affordability to be in line with the local housing allowance rate. Accommodation must be deemed affordable and part of the contractual licence agreement.

The table below sets out the average cost of weekly, nightly paid accommodation, the LHA rate, and the difference between the two. As can be seen, the table demonstrates that regardless of making the LHA charge the Council is at a loss as it does not cover the cost of the TA, and then a further loss is incurred as only 90% of the 2011 LHA rate can be claimed back for households in TA. Therefore, the provision of TA will never be cost neutral to the authority.

| Size | Average weekly cost of nightly paid PW (£) | Weekly LHA Rate PW (£) | What Gravesham receive in payment (subsidy) | Total Loss to GBC PW |
|-----------|--|------------------------|---|----------------------|
| 1 bedroom | £273.77 | £155.34 | £120.00 | £153.77 |
| 2 bedroom | £328.44 | £195.62 | £150.00 | £178.44 |
| 3 bedroom | £383.53 | £241.64 | £173.08 | £210.45 |
| 4 bedroom | £490.00 | £299.18 | £242.31 | £247.69 |

- 1.10 A further challenge is that many other Councils (including nearby London Boroughs) are also attempting to access the PRS in and around Gravesham. These Councils offer Landlords financial incentives to rent properties to their clients. These financial incentives often amount to thousands of pounds, and provide for no ongoing commitment from that Landlord, other than an initial 12- or 24-month tenancy. This means that often, once this initial tenancy period has expired, the tenants are threatened with homelessness, and the local Council (which may then be Gravesham), have a responsibility to help those tenants, if there is no reapplication duty. It's important to recognise that these Councils are accessing a part of the PRS in Gravesham where Landlords are happy to work with those on low incomes or threatened with homelessness.
- 1.11 For 2022/23, the Housing Options Service received 59 notifications from other local authorities who placed into Gravesham under their temporary accommodation duty and the number that are prevented are hidden as there is currently no notification obligation. In addition, it is also known that refugees resettlement programmes access the PRS locally, again, without notifying the local authority as they are not duty bound to and can offer incentives which currently are more than the Council offers.
- 1.12 The Service Manager (Housing Options) has been approached by agents and property developers who are keen to offer new developments under a guaranteed rent agreement which at present is not able to be offered. An example of this is the old Woolworths building that has been converted into 36 x 1 and 2 bed flats. Gravesham has been approached by three organisations regarding these units of which only one local agent is trying to financially model it to enable it to be a viable proposal. Knowing that there are PRS landlords that are willing to work with local authorities and third-party providers presents a prime opportunity for Gravesham.
- 1.13 To help lessen the burden on nightly paid and expensive accommodation and provide affordable housing options for those who are likely to experience homelessness, Gravesham needs to access the PRS market, and can do so by

creating a social lettings agency (SLA). This will enable Gravesham to actively engage with Landlords in the borough who are happy to house those on low income and provide a valuable homeless prevention tool. The homes identified as suitable for the Social Lettings Agency will be used to target households in temporary accommodation so that they can reduce the number of placements and offer a reduced expenditure.

2. Social Lettings Agency Proposal

- 2.1 The proposal is to put in place a Gravesham Social Lettings Agency, which is safe and secure and offers Landlords an option that protects them from the current perceived volatility in the rental market and cost of living issues. The model will be to:
- 2.1.1 Offer a guaranteed rent to a landlord, reducing the risk to the Landlord of working with the perceived 'higher risk' tenant.
- 2.1.2 Provision of a management service, at a low cost or free which is negotiable. This has a tangible cost benefit to a landlord who will be expected to pay a higher % fee to a High Street Agent.
- 2.2 By offering guaranteed rent and a low or 0% management fee, the rent offered to a landlord by an Social Lettings Agency can be reduced, closing the gap between the market rent and the LHA rates previously detailed. For the Landlord, this provides a cost benefit, and they will also have no void or rent arrear costs, meaning the Social Lettings Agency should be able to negotiate a lower agreed monthly rent.
- 2.3 Local market research of 16 agents has shown that letting agents mainly charge between 10% and up to 12.5% of the monthly rental price as a management fee, depending on the level of service being offered.

| Initial of Company | Tenancy Set up | Management Fee |
|--------------------|----------------|----------------|
| Agent 1 | Not disclosed | 10% |
| Agent 2 | Not disclosed | 10% |
| Agent 3 | Not disclosed | 7% |
| Agent 4 | Not disclosed | 12% |
| Agent 5 | 3 weeks rent | 10% |
| Agent 6 | £150 | 7-10% |
| Agent 7 | 5 weeks rent | 12.50% |
| Agent 8 | £150 | 7% |
| Agent 9 | Not disclosed | 10% |
| Agent 10 | £650 | 10% |
| Agent 11 | 2 weeks rent | 8-10% |
| Agent 12 | 3 weeks rent | 10% |
| Agent 13 | 3 weeks rent | 12% |
| Agent 14 | 3 weeks rent | 10% |
| Agent 15 | 3 weeks rent | 10% |
| Agent 16 | £400 | 8% |

- 2.4 The table below sets out the average local rent per property type and the average range of fees charged to the landlord:

| Property Type | 'Affordable' Market rents in Gravesham (PCM) | 10% management fee (PCM) | 12.5% management fee (PCM) |
|--------------------------|--|--------------------------|----------------------------|
| One-bedroom properties | £900 | £90 | £112.50 |
| Two-bedroom properties | £1,200 | £120 | £150.00 |
| Three-bedroom properties | £1,400 | £140 | £175.00 |
| Four-bedroom properties | £1,600 | £160 | £200.00 |

- 2.5 If a landlord had a one-bedroom property, they could expect to achieve £10,800 per year. If they let this through an agent and opted for full management of the property (12.5% fee), it would cost approximately £1,350, reducing their annual income from the property to £9,450.
- 2.6 A study carried out in 2021 of the PRS void periods showed that in the south-east the average annual void period of a property was 17.1 days. This would further reduce the landlord's income by around £550, giving a potential net income of £8,900.
- 2.7 Using the LHA rate for a one-bedroom property (£673 pcm), if this same property was let to someone on LHA, it would generate an income of £8,076 - £824 less than what could be achieved with full management through a high street agent. This of course would be guaranteed as the Social Lettings Agency would guarantee rent. The table below further models this scenario for the different property types and management fees upper end of each amount:

| Prop Type | Annual market rent | Annual 10% agent fee | Annual 12.5% agent fee | Annual Void loss | Net Landlord Income | | Annual LHA rate | Difference of a SLA | |
|-----------|--------------------|----------------------|------------------------|------------------|---------------------|-------------|-----------------|---------------------|---------|
| | | | | | -10% fee | -12.5 % fee | | -0% fee | -5% fee |
| 1-bed | £10,800 | £1,080 | £1,350 | £550 | £9,170 | £8,900 | £8,076 | £8,076 | £7,672 |
| 2-bed | £12,000 | £1,200 | £1,500 | £733 | £10,067 | £9,767 | £10,172 | £10,172 | £9,663 |
| 3-bed | £14,000 | £1,400 | £1,750 | £855 | £11,745 | £11,395 | £12,565 | £12,565 | £11,937 |
| 4-bed | £16,000 | £1,600 | £2,000 | £977 | £13,423 | £13,023 | £15,557 | £15,557 | £14,779 |

- 2.8 As the above table demonstrates, for a PRS landlord and with the exception of 1 bedroom properties, it is potentially more profitable to let their property to a tenant on LHA, if they were to also avoid or have reduced management fees – and this is where Gravesham Social Lettings Agency could step into the market.

- 2.9 Gravesham have already signed up to RightMove Professional as over 42% of the UK population visit Rightmove every year. Rightmove is the number one place to reach your ideal audience while they're thinking about property and would enhance evidence to landlords of average rents and condition etc.

3. Social Lettings Agency Market Offer proposal

- 3.1 An Social Lettings Agency offers landlords a safe, secure and hassle-free service for letting their properties. It is important that the Council offer, information on tenants, policies and procedures and demonstrate a clear, transparent and fair fee structure with no hidden costs. The Council can offer security of working with an organisation that has a reputation for a careful and considered approach, coupled with a new vision for “no hassle” lettings. In addition, a key message will be that Gravesham is not motivated by profit but finding homes for our residents. Below lists the two packages Gravesham can provide which will be tools that the officers would use to negotiate:

- 3.1.1 Tenant finding / tenancy set up - £250 (Negotiable if paired with an incentive)
- 3.1.1.1 Tenant selection and referencing (if appropriate)
 - 3.1.1.2 Viewings
 - 3.1.1.3 Housing Health and Safety Rating System (HHSRS) assessment
 - 3.1.1.4 Preparing all relevant paperwork, including signing the Tenancy Agreement on your behalf
 - 3.1.1.5 Inventory
 - 3.1.1.6 Set up of utilities
- 3.1.2 Tenant finding and management – 5% + plus VAT (Negotiable)
- 3.1.2.1 Guaranteed rent on first working day of each month
 - 3.1.2.2 Boiler breakdown and servicing
 - 3.1.2.3 Annual Gas Safe Check (CP12)
 - 3.1.2.4 Management of repairs and maintenance including a 24 hour emergency repair phone line
 - 3.1.2.5 Regular property inspections every 3 months
 - 3.1.2.6 Tenant liaison
 - 3.1.2.7 Tenancy renewals
 - 3.1.2.8 Check outs
 - 3.1.2.9 Notices including legal action (if appropriate)
 - 3.1.2.10 Returned property in line with the inventory at start of the tenancy.
- 3.1.3 Financial Incentive
- 3.1.3.1 Housing Options do offer financial support to households who have financial barriers in accessing privately rented accommodation. This is on a case-by-case basis. There are a number of factors that the service has to consider before being able to assist households and the main ones are suitability of the unit (location, size, condition) and affordability. Therefore, we will only support a household if it is financially viable for the household to sustain accommodation.

4. Creating the Social Lettings Agency and budget

- 4.1 The content within this report demonstrates the need for an Social Lettings Agency and how it could enter the market, and for the first year, two existing FTE could be used from the landlord liaison team to support this work. However, there

- would be a need to invest into an additional member of staff to lead the agency through implementation and then manage it in the longer term. The role will establish the agency including identifying potential risks and putting measures in to mitigate these. A job description has been created, and evaluated at POC, £67,880 at top of scale with on-costs. This role will be critical to the agency's success as extensive experience in this space is essential for the delivery of a quality and competitive service. The Social Lettings Agency is resource intensive and dependent on obtaining maximum income in order to function successfully.
- 4.2 If Gravesham get the offer wrong or cannot match the level of customer service a landlord would expect from a high street agent, then landlords will move to another provider. There will also be impacts on other services, mainly finance as there will be prompt financial payments and admin required. These internal costs have not been calculated however the total FTE cost of the existing Landlord Liaison Officers in the establishment would be £94,460 at top of scale with on-costs. This means for all Social Lettings Agency staff delivering and managing the agency, the staff costs would be £162,340.
 - 4.3 There would be a need to invest in a system too and using the advice of those who successfully operate in this environment, various products have been demonstrated to understand how they could work for the agency. Having tested the market with a few providers, a product was identified that was fit for purpose, streamlined and cost effective. SME Professional is a market-leading property management software solution designed to reduce operational costs by automating everything from financial systems and electronically signed legal documents to portal marketing. The system offers a professional platform for management of a property portfolio as well as providing comprehensive solutions to help simplify the operations and allow us to spend more time growing the Social Lettings Agency.
 - 4.4 The SME Professional system has scope to integrate with over a hundred third-party systems and is a common system used within property management. It is a forward thinking evolving and innovative system that will enable the Social Lettings Agency to have the best tools.
 - 4.5 The start-up costs are £699 + VAT and this covers introduction to the system plus training. This is for unlimited users. An agreement was made to have an introductory offer of £99.95 + VAT per month for the first 100 properties. There are no additional costs for system integrations, emailing or support they offer as this forms part of the package. Therefore, the total for the system in year one would be £1,899. Some of the highlights of the system include:
 - 4.5.1 Lettings Management - From appraisal management to multi-document electronic signature tenancy packs.
 - 4.5.2 Compliance management - In-depth suite of software applications to manage and control your compliance and prevent mistakes occurring.
 - 4.5.3 Communication - A range of merge-code enabled emails at the click of a button, from key information to embedded Google maps; built in text messaging with replies straight to your email address.
 - 4.5.4 Integrations – Enabling the property management software to integrate with seamlessly with multiple systems such as Barclays, Halifax, HSBC, Zoopla, Gumtree, Deposit Protection Service and many more.
 - 4.6 The Social Lettings Agency will not be directly responsible for repairs, however our role will be to organise these to be completed and our recommended first

contractor will be to use Gravesham's established repairs service, Rosherville. They can offer services that are competitively priced for any works that may be required. A schedule of rates and timescales can be provided at the commencement of the agreement between Gravesham and the landlord.

- 4.7 Temporary accommodation placements are rising, and this is evidenced by the cost of temporary accommodation to Gravesham. It is anticipated that in year one, 20 households will come out of nightly paid units to go into private sector homes. This will save money to the council and as more landlords come on board this will again show a saving on temporary accommodation budgets despite there being an upward trend on placements.
- 4.8 Below provides greater details of the costs of the Social Lettings Agency.

| Fixed costs for the Social Lettings Agency | | | |
|---|-----------------|-----------------|-----------------|
| | 2023/24 | 2024/25 | 2025/26 |
| 2 Landlord Liaison Officer | £94,460 | £96,350 | £98,280 |
| NEW Project Manager | £67,880 | £69,240 | £70,620 |
| Gas Safety Certificate | £1,800 | £3,600 | £5,400 |
| Bad debt (5%) | £9,831 | £19,662 | £29,493 |
| IT Software | £1,899 | £1,200 | £1,200 |
| PC & Laptop / Iphone | £2,420 | £420 | £420 |
| Advertising and Marketing | £5,000 | £4,000 | £3,000 |
| Other Supplies / contingency | £10,000 | £7,500 | £5,000 |
| Training | £2,000 | £1,000 | £1,000 |
| Legal costs | £1,000 | £2,000 | £2,000 |
| Repairs | £1,000 | £2,000 | £3,000 |
| Incentives | £40,000 | £40,000 | £40,000 |
| Total Fixed costs | £237,290 | £246,972 | £259,413 |
| Max Income from SLA based on 5% fee | £9,831 | £19,662 | £29,493 |
| Total additional cost to the Council | £132,999 | £130,960 | £131,640 |
| Current average cost of 20 units each year | £215,347 | £430,694 | £646,041 |
| Savings to the Service | £82,348 | £299,734 | £514,401 |

5. Impact on TA budget

- 5.1 Because reputation in this marketplace is important, the aim would be to secure 20 properties to manage in the first year. Ideally, the Service should consider landlords with portfolios to avoid individual landlords for each 20 homes and therefore the aim is to source no more than 5 landlords who are based in the United Kingdom. Overseas landlords could be more challenging due to the tax implications and therefore for the commencement of the project it is important for the Social Lettings Agency to work with United Kingdom based landlords.
- 5.2 There is a landlord who has reached out to us with the hope to provide us with 7 units for the Social Lettings Agency and the Service Manager (Housing Options) is in negotiations with a local estate agent who wants to work with the Council to ensure that the Social Lettings Agency is a success. There is scope that the additional 13 units can be identified through them. If Gravesham secured 20 mixed units, there is evidence that the Social Lettings Agency will save money as demonstrated below.

| Size | Cost of TA based on 6 months | No of units procure d in Yr1 | Total cost of 20 TA units | 6-month LHA payment 0% Management fee | 6-month LHA payment 5% Managem ent fee | Income for 6 months |
|-------|------------------------------|------------------------------|---------------------------|---|--|-------------------------|
| 1 bed | £7,118 | 7 | £61,324 | £4039 £28,273 (7 units) | £3837 £26,859 (7 units) | £202 £1414 (7 units) |
| 2 bed | £8,539 | 7 | £73,571 | £5086 £35,603 (7 units) | £4832 £33,824 (7 units) | £254 £1778 (7 units) |
| 3 bed | £9,972 | 4 | £49,092 | £6283 £25,132 (4 units) | £5969 £23,876 (4 units) | £314 £1256 (4 units) |
| 4 bed | £12,740 | 2 | £31,360 | £7779 £15,558 (6m) | £7390 £14,780 (2 units) | £389 £778 (2 units) |

- 5.3 The above table shows that by providing 20 units within the private sector would avoid 20 households going into temporary accommodation and would therefore potentially save Gravesham over £215,000 nightly paid accommodation costs.
- 5.4 We have been working alongside a charity who is willing to invest in properties in the private sector to house those that are currently housed in temporary accommodation. They have agreed to offer family homes at the local housing allowance rate if an incentive was paid and if this opportunity arose there would be further significant savings to the Council. Currently, nightly paid 2-bedroom property cost the Council approximately £17,079 per year. If a £2000 incentive was paid on 20 homes it would save over £300, 000 after an incentive was paid.

6. Summary of Proposal and Next Steps

- 6.1 It is evident that there are huge financial pressures caused by temporary accommodation and the Service Manger has been exploring options available to reduce this. Most recently Mears who are one of the UKs leading housing and care providers and offer temporary accommodation options to public sector organisations met with Gravesham to discuss potential procurement of homes to use as temporary accommodation. However, Mears confirmed that due to complexities within the private sector combined with proposed numbers provided it would not be financially viable for them to proceed with a leasing arrangement with the Council.
- 6.2 Gravesham need to do something, and it seems options are limited and therefore the authority is on its own and therefore needs to be creative. The purpose of the Social Lettings Agency is to improve access to good quality, well-managed

accommodation in the private rented sector for homeless households. With investment Gravesham would be in a position to provide meaningful affordable options to customers to take away some of the burden of temporary accommodation and reliance of social housing. By creating a Social Lettings Agency this would allow Gravesham to build on their reputation, be innovative and also reduce temporary accommodation costs for 20 household in year 1.

- 6.3 There are few local authorities taking this approach however A Better Choice Social Lettings Agency has been running within Ashford Borough Council for over 10 years successfully.

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| Secondary Implications | |
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| Risk Assessment | Having an a new project delivery will be resource intensive but when this is delivered this will increase housing options and place less of a reliance on temporary accommodation along with professional management of units to landlords. |
| Data Protection Impact Assessment | A data protection impact assessment (DPIA) should be carried out at the start of any major project involving the use of personal data or if you are making a significant change to an existing process. |
| | Does the project/change being recommended through this paper involve the processing of personal data or special category data or criminal offence data? No |
| | A definition of each type of data can be found on the Information Commissioner's Office website via the above links. |
| | No |
| Equality Impact Assessment | If yes to question a, have you completed and attached a DPIA including Data Protection Officer advice? |
| | No |
| | If no to question b, please seek advice from your nominated DPIA assessor or the Information Governance Team at gpr@medway.gov.uk. |
| Crime and Disorder | The provision of efficient management of private units will enhances the council's ability to meet the needs of landlords and residents and help prevent them being victims of crime or becoming involved in criminal activities including anti-social behaviour. |
| Digital and website implications | Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer. No |
| Safeguarding children and vulnerable adults | The provision of suitable accommodation and good management will contribute towards meeting the needs of / safeguard children and vulnerable adults. |