



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR COMMUNITIES

TOPIC – APPROVING THE HAMPSHIRE ALLIANCE FOR AFFORDABLE HOUSING (HARAH) DELIVERY PARTNER.

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Wednesday 8 September 2010.

Contact Officers:

Case Officer: Simon Maggs Tel: 01962 848203, Email: smaggs@winchester.gov.uk

Committee Administrator: Nancy Graham Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

SUMMARY

- The Council is a member of the Hampshire Alliance for Rural Affordable Housing (HARAH), which also includes 5 other districts, the County Council, Community Action Hampshire, New Forest National Park Authority and the Homes and Community Agency. The partnership plays a co-ordination role in the delivery of affordable rural housing across the districts/national park, with formal decisions being taken by individual partners where appropriate. The HARAH Members Board, made up of the Housing and Planning Portfolio Holders from each district, a County Councillor and the Chair of the New Forest National Park Authority, oversee the work of the partnership. It has been cited as good practice by,

amongst others, the Homes and Community Agency, Regional Housing and Regeneration Board and the Audit Commission.

- Several years ago, the partnership selected HydeMartlett Housing Association to act as provider and landlord for new affordable housing. The responsibilities of HydeMartlett and of the HARAHA partners are embodied in a Memorandum of Understanding (MoU) which runs to the end of this financial year, as does the agreement to work with HydeMartlett. It has, therefore been necessary to review both the MoU and RSL partner.
- Earlier this year the HARAHA Members Board agreed that there should be an opportunity for other RSLs to express an interest in acting as preferred provider beyond March 2011. This proposal was endorsed by the City Council, pursuant to a Portfolio Holder Decision Notice dated 9 June 2010 ([PHD 296](#) refers).
- A team including local authority officers, Community Action Hampshire, the Homes and Communities Agency representation, together with the Portfolio Holder for Housing from Test Valley BC co-ordinated the project. They have undertaken a robust and transparent process of selection.
- A total of 13 RSLs expressed an interest in becoming a HARAHA preferred development partner. All 13 were invited to make a submission and 5 submissions were received. Copies of each submission were sent to a representative from each of the HARAHA partners for assessment against a set of agreed scores. 3 RSLs were shortlisted for interview by 5 officers and 2 Members.
- It was unanimously agreed to recommend that HydeMartlett be reappointed as the sole preferred development partner. This recommendation was agreed by the HARAHA Members Board in August 2010.
- It was also recommended that the Board agree changes to the MoU. The latest draft is attached as Appendix 1 to this notice. As the details of the MoU are still a matter of discussion between HARAHA partners it is recommended that the draft is approved in principle, and that delegated authority be given to the Head of Strategic Housing (in consultation with the Portfolio Holder for Communities) to approve the final version.

PROPOSED DECISION

1. That, in its role as a HARAH partner, the Council endorses the decision of the HARAH Members Board to reappoint HydeMartlett to act as the preferred affordable housing provider for HARAH for the period of the Memorandum of Understanding, April 2011 to March 2016.
2. That the draft Memorandum of Understanding attached as Appendix 1 to this Decision Notice be approved in principle, and that delegated authority be given to the Head of Strategic Housing (in consultation with the Portfolio Holder for Communities) to approve the final version.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The Commissioning Group considered appointing two preferred partners. However it was considered to be a risk to delivery of homes to bring in a new partner during uncertain times for the HARAH partnership and for HCA funding.

RESOURCE IMPLICATIONS

Appointing the HARAH RSL partner has no direct resource implications, although the Council incurs revenue costs by being a HARAH partner. These costs are outlined in the MoU. The WCC contributions will be fixed at previous levels in 2011/12 (£6,333, out of a total annual contribution from partners of £142,633) but may be subject to review in the remaining years of the MOU period to take account of any increase in HARAH costs. The Council's annual budget setting round will be the process for determining the actual availability of resources. The MoU contains a break clause to allow the Council to leave the partnership should insufficient resources be available to maintain its membership.

CONSULTATION UNDERTAKEN ON THE PROPOSED DECISION

The recommendation was discussed and approved by the HARAH Members Board.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

n/a

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

n/a

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

n/a

Approved by: (signature)

Date of Decision

Councillor Thompson – Portfolio Holder for Communities

Appendix 1 – Draft Memorandum of Understanding

HARAH MEMORANDUM OF UNDERSTANDING April 2011 – March 2016 DRAFT

This document details the memorandum of understanding of the Hampshire Alliance for Rural Affordable Housing (HARAH) and does not form a legal contract nor a partnership within the meaning of the Partnership Act 1890.

The HARAH Partnership Members

Hampshire County Council
 Basingstoke & Deane Borough Council
 East Hampshire District Council
 Hart District Council
 New Forest District Council
 Test Valley Borough Council
 Winchester City Council
 The Homes and Communities Agency
 Community Action Hampshire
 New Forest National Park Authority

Selected Affordable Housing Provider

The RSL development partner was selected through a robust process in 2010. The RSL is (appointment not yet confirmed).

The RSL is an informal partner that attends all Officer strategic and operational meetings across HARAH as the selected affordable housing provider.

Definition of Rural Housing

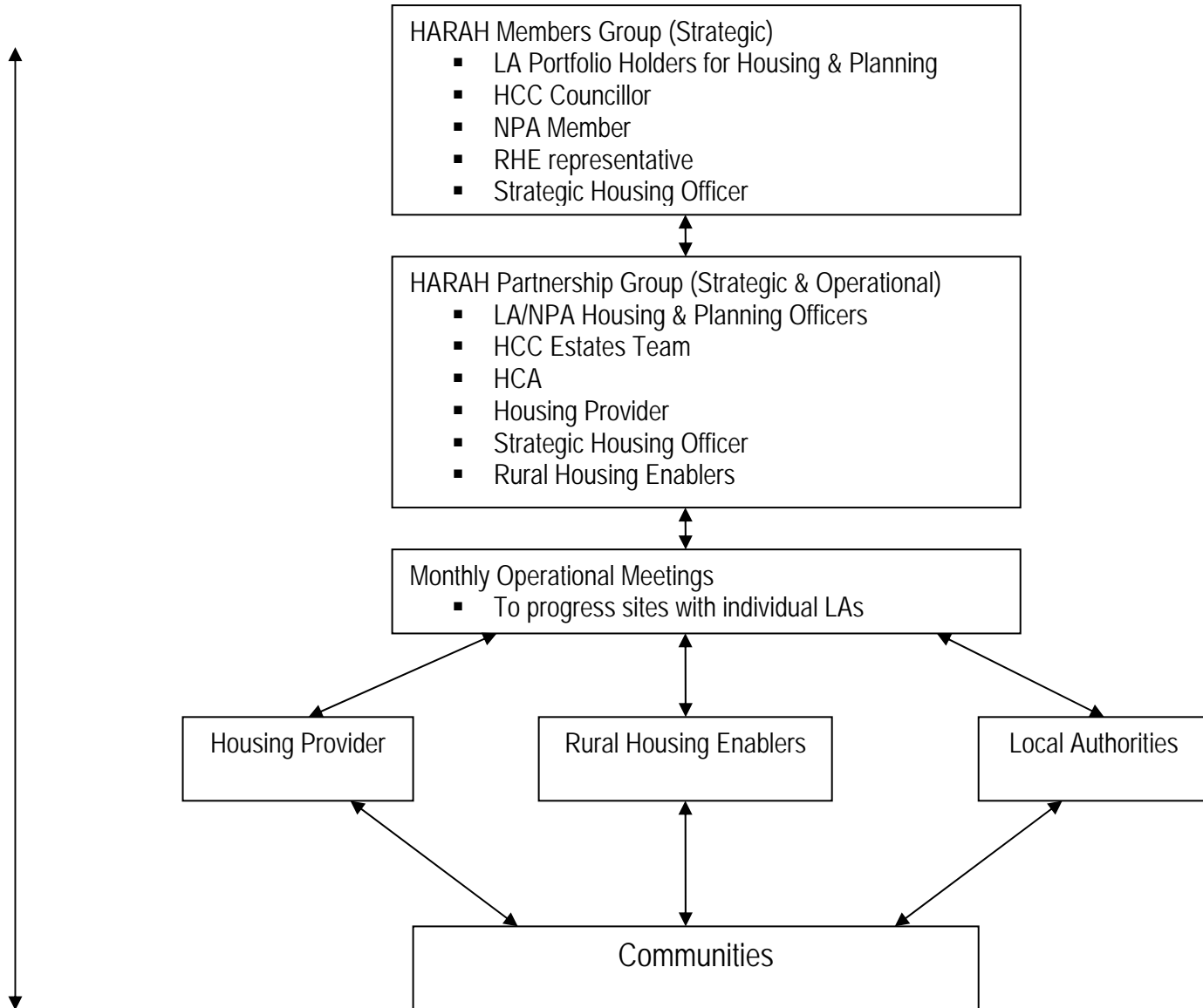
For the purpose of this partnership rural housing is defined as affordable housing built on 'exceptions sites' in settlements of a population of 3,000 people or less* (unless specified by the relevant Local Authority due to their inclusion in the Rural Gazetteer and Statutory Instrument).

- As specified within the Rural Gazetteer

Purpose of HARAH

1. To maximise the investment in affordable housing in rural villages across Hampshire
2. To enable a strategic approach to the delivery of affordable rural housing schemes including consistency of the housing needs information collected
3. To ensure funding and effective utilisation of the Hampshire Rural Housing Enablers
4. To benefit from potential economies of scale
5. To achieve high standards of development, management and community involvement by having a specialist affordable housing provider that understands rural issues
6. To provide consistency in the information provided to Parish Councils and local people, and develop appropriate consultation mechanisms
7. To assess the impact & implications of providing additional affordable housing in rural villages.
8. To improve the deliverability of rural affordable housing schemes to meet the HCA priority for rural housing
9. To ensure local affordability of rural schemes
10. To influence and respond to the national and local agenda on rural housing issues
11. To influence planning and housing policy co-ordination
12. To set and meet achievable, deliverable targets that meet the needs of communities and stakeholders

HARAH groups and reporting mechanisms



Structure of HARAH

HARAH is an operational strategic partnership which comprises:

- HARAH Partnership Group (made up of Officers) – co-ordinating the work of HARAH (both operational and strategic) with the affordable housing provider, the HCA and the rural housing enablers. (Terms of reference Annex A1)

- Member Group (terms of reference attached at Annex A2)
- Review panel (process attached at Annex C)

Terms of Arrangement

- The length of the arrangement is until 31.03.16.
- A minimum of five HARAHA Partnership Group meetings to be attended by all parties will be held annually.
- The Chair of the HARAHA Partnership Group will be held on an annual rotational basis amongst the HARAHA . A Vice-chair will also be appointed on this basis. During that period the Chair will be the Lead Authority in all communication. The secretariat function will be provided by the Strategic Housing Officer
- The agreed policies and procedures of HARAHA are published on the website www.haraha.org.uk and all parties to this arrangement agree to abide by these.
- The entire arrangement will be subject to an annual review by all parties against the objectives and targets (attached at Annex C) as stated in the Review Process (attached at Annex D).
- Additions to the arrangement can be made through a formal approach to the HARAHA Partnership Group via the Chair and requires agreement of all parties to be accepted.

Terms of Arrangement for the affordable housing provider

- The arrangement with the affordable housing provider is subject to a six monthly Performance review on the performance standards and/or targets (attached at Annex B) with a break clause applicable on failure to meet the performance standards and/or targets. A special performance review meeting will be held by the HARAHA partners for this purpose. The affordable housing provider will be advised of the findings of the Performance review meeting and will have the opportunity for recourse/improvement over a period of up to four months dependant upon the severity of the performance breach.
- The Affordable Housing Provider will be bound to honour the information and proposal given as their submission for selection as the affordable housing provider to the HARAHA Partnership.

Termination of the arrangement

- This arrangement can be terminated with not less than six months notice on the agreement of all parties.
- If one party wishes to terminate their role in this agreement then a minimum of six months notice must be given to the Chair in writing. The party giving notice will be responsible for their agreed financial contribution for the entire financial year in which they have given notice.

Financial arrangement to support the Rural Housing Enablers and Strategic Housing Officer

- All financial contributions are payable annually to the employer (which will be CAH or a partner Local Authority as agreed by the HARAHA Members Board)
- The contribution to be made by each of the six district and borough councils in the HARAHA partnership will be £31,665 for the duration of the MOU, to be invoiced annually pro rata.

- As the National Park Authority is a planning but not a housing authority, it is agreed that the Authority will pay half the contribution of the Local Authorities ,£15,832.50 for the duration of the MOU, pro rata.
- The contribution by the affordable housing provider will be increased by 3% per annum or the rate of CPI, whichever is the greater and will be £39,140 in 2011/12.
- Hampshire County Council will contribute £40,000 per annum for the duration of the MOU renewable annually.
- The annual contribution should be payable within one month of contract commencement and thereafter in the first month of each financial year commencing on the 1st April.
- Any surplus shown by the employer in relation to the RHE and SHO employment will be recycled back into the HARAH project.
- Should HARAH terminate the contract with the affordable housing provider, any monies will be refunded apportioned to the outstanding period for which pre-payment has been made.
- Any redundancy payments caused by the termination of funding will be shared amongst the partners.

Function and Employment of the Hampshire Rural Housing Enablers

- The role and responsibilities of the Rural Housing Enablers (RHEs) to the HARAH partnership are deemed to be embodied in those aims, objectives, target outputs and activities scheduled in Annex D.
- Annex D will be deemed to comprise the priorities and work areas required by the HARAH partners and as such will be the framework for the annual workplan of the RHEs.
- Community Action Hampshire (CAH) will be the HARAH partner which employs the RHEs under the terms and conditions of CAH contracts of employment and the terms, conditions and requirements of the CAH Staff Handbook. This will be reviewed annually.
- Rural Housing Enablers will be deemed to be all those personnel employed by CAH to carry out the role and responsibilities as scheduled in Annex D whether employed on a full-time, part-time or consultancy basis.
- CAH will deploy sufficient personnel as RHEs of appropriate qualifications, competence and experience to perform the requirements for which HARAH funding is given and will ensure that those personnel are properly managed, evaluated, supervised, annually appraised and address any training requirements. Personnel levels which will be a minimum of 2.0 Full Time Equivalent posts may be determined by CAH in relation to budgetary constraints.
- Any proposed changes to the terms and conditions of employment of the RHE's with CAH should be discussed in advance with the Chair of HARAH
- RHEs will be appointed by CAH with another HARAH partner being involved in the selection process.
- To monitor the use of the financial contributions of the HARAH partners and the affordable housing provider to the RHE budget, CAH will provide three monthly budget progress reviews and an annual report to the HARAH partnership.
- In addition to providing progress updates and feedback at scheduled HARAH meetings CAH will provide an annual report to the HARAH partners which will include indication of measurement of outputs and outcomes against the requirements of the workplan.
- The Rural Housing Enablers will undertake impact assessments on each new development produced through the Partnership to assist with the aim for continuous improvement.
- Complaints about any aspect of the performance of RHEs should be made in the first instance by the Chair of HARAH to the Chief Executive of CAH.
- The Chief Executive of CAH will consult HARAH on any changes within CAH that may materially affect how RHEs duties are discharged.

Functions and selection of the affordable housing provider

- The affordable housing provider was selected by process of formal submission and interview and appointed on xx for a period of five years. Any extension will require a formal reselection process.
- For the term of the arrangement the affordable housing provider will employ a senior development officer whose task will be to support and co-ordinate the Partnership to achieve its objectives.
- The affordable housing provider will be the conduit for all grant funding of rural exception site schemes in the six local authority areas that constitute HARA. The affordable housing provider will bid for grant on schemes that are agreed by the relevant Local Authority.
- The main role of the affordable housing provider will be that of development and ownership, including site acquisition and the securing of planning permissions, funding and liaison with rural communities. The affordable housing provider will contribute to creating a pipeline of schemes throughout Hampshire to ensure the objectives are met.
- The affordable housing provider will seek to minimise the amount of public subsidy required for developing rural affordable housing schemes through maximising private finance and efficiencies of scale and build form
- The affordable housing provider will be responsible for the appointment of architects and construction firms (and will have to comply with their own internal procurement procedures), but will do this in consultation with the HARA partners prior to appointment.
- Local management arrangements need to be agreed with each local authority to meet their requirements.
- In exceptional circumstances only and with the agreement of the Members Board, where a Parish has expressed a strong desire to work with a different RSL owing to its existing strong local management presence in a village or other distinct benefits, the affordable housing provider will consider developing on behalf of another RSL and offer ownership & management to that local provider or facilitating that RSL to develop directly.
- The affordable housing provider will endeavour to explore and develop modern methods of construction and energy efficiency in a rural environment wherever possible and financially viable. This is with the aim of delivering efficiencies in the cost of provision but also with the aim of tackling fuel poverty.
- The provider will endeavour to deliver rural affordable housing at the HCA's minimum standards and where possible exceed these standards.

Role of the Local Authorities and National Park Authorities

- The Local Authorities have responsibility for both strategic housing (with the exception of Hampshire County Council) and planning.
- The National Park Authorities have responsibility for planning in their areas
- Each Authority will follow the agreed protocol in respect of pre-planning submissions
- Each Local Authority will support the Homes and Communities Agency grant bids agreed and made on behalf of HARA
- Hampshire County Council is responsible for the production of a countywide Rural Strategy and facilitating County Council owned land release for exception site development.
- HCC are the lead authority for the Local Area Agreement (LAA).
- Local authorities will take a leadership role in encouraging and supporting community planning and working with parishes with the aim of facilitating the provision of more rural housing

- The Local Authorities will work together with planning policy officers to develop rural housing policies (within the Local Development Framework) aimed at maximising the supply of rural affordable housing.
- Local Authorities may have their own land holdings which they can bring forward for affordable housing based on their own property policies.

Role of the Homes and Communities Agency

- The Homes and Communities Agency will monitor the grant funded development programme of the affordable housing provider.
- The Homes and Communities Agency will advise on national priorities and required standards to obtain grant funding.
- The Homes and Communities Agency will lead the Local Investment Plans for the HARA area

Secretariat, Communication and Publicity

- The Strategic Housing Officer will be responsible for the secretariat, communication and publicity for HARA.
- Funding for the Strategic Housing Officer has been secured and is held by the SHO's employer. They are responsible and accountable for the post.
- The Strategic Housing Officer will be responsible for drafting press releases on the partnership selection and scheme publicity. Copies of such drafts must be approved by the Chair of HARA in consultation with the communications group prior to release.
- The affordable housing provider, the local authorities and the Rural Housing Enablers will be jointly responsible for advising Parish Councils about HARA to ensure that the partnership arrangement is understood.
- The Strategic Housing Officer will be responsible for keeping the web site up to date with current schemes and news items. Any proposed updating of the other content will be made in agreement with the Chair of HARA in consultation with all partnership members.

Signature of parties

Hampshire County Council

East Hampshire District Council

Basingstoke & Deane Borough Council

New Forest District Council

Hart District Council

New Forest National Park Authority

Test Valley Borough Council

Winchester City Council

The Housing Corporation

Hyde Housing Association

Community Action Hampshire

Date:

ANNEX A1 TERMS OF REFERENCE OF HARAH PARTNERSHIP GROUP

1. To maximise the investment in affordable housing in rural villages across Hampshire
2. To enable a strategic approach to the delivery of affordable rural housing schemes including consistency of the housing needs information collected
3. To ensure funding and effective utilisation of the Hampshire Rural Housing Enablers
4. To benefit from potential economies of scale
5. To achieve high standards of development, management and community involvement by having a specialist affordable housing provider that understands rural issues
6. To provide consistency in the information provided to Parish Councils and local people, and develop appropriate consultation mechanisms
7. To assess the impact & implications of providing additional affordable housing in rural villages.
8. To improve the deliverability of rural affordable housing schemes to meet the regional priority for rural housing
9. To ensure local affordability of rural schemes with particular reference to shared ownership and other low cost home ownership schemes
10. To influence and respond to the national and regional agenda on rural housing issues
11. To influence planning and housing policy co-ordination

ANNEX A2 TERMS OF REFERENCE OF OFFICER/MEMBER GROUP

1. To focus on rural housing agenda and wider issues around HMA and older people. The group will consider both those settlements below 3,000 but also those between 3,000 and 10,000.
2. To provide a single voice for rural housing representatives in Hampshire.
3. To devise, recommend and monitor key sub regional housing related policies and initiatives including sub regional housing investment bids/plans and research projects.
4. To recommend and co-ordinate housing related responses to consultation from Government bodies and the Homes and Communities Agency.
5. To provide a forum for housing and planning portfolio members to network.
6. To inform and influence debate on housing and related policy issues at local and national levels.
7. To work on parish and community engagement, particularly around work with Parish Councils, in order to bring more affordable housing sites forward.
8. To advocate cross party support for the delivery of affordable housing.
9. To evaluate ways of joint working/shared resources within the 6 local, national park and county authorities to improve delivery and efficiency around planning, community planning and public owned land and affordable housing.
10. To report to the Leaders and Chief Executive Group for Central Hampshire as appropriate.
11. To establish effective links with key stakeholders.

ANNEX B Required Performance Standards of the Affordable Housing Provider

1. The affordable housing provider is required to maintain four green lights on their Housing Corporation Assessment throughout the period of this agreement (HCA)
2. The affordable housing provider is required to meet their agreed milestones on grant funded schemes with the HCA and report to the HARAH meetings any required forecasting with reasons.
3. The affordable housing provider will maintain project plans (issued by the local authority) for each scheme to be agreed between themselves, the relevant local authority and the RHE. Compliance with these will be monitored in the performance review meetings.
4. The affordable housing provider is required to meet the HARAH objectives in relation to affordability of the homes built.
5. The affordable housing provider is required to ensure that pre-planning meetings are carried out on all schemes with the relevant stakeholders prior to the submission of a planning application.
6. The affordable housing provider will produce a performance report to be circulated one week in advance of each HARAH meeting. This report is to include development and management performance, the latter on all rural schemes in Hampshire that are managed by the affordable housing provider in an agreed format, and performance against the objectives and targets.

Targets of the affordable housing provider

1. To complete x new affordable rural homes in the period 2011 – 2014
2. To start x new homes in the period 2011-14
3. To agree targets on starts and completions for 2014 -16 in 2013
4. To have x units on site at any time
5. To have x units in the planning process at any time
6. To achieve an average delivery period of rural housing of 2 years from the date of the identification of an available site
7. To show economy of scale savings of at least 5% on scheme costs during the MOU period
8. To use innovation, supply chain and modern methods of construction where possible to further reduce development costs. Although it is recognised that total costs may increase, despite efficiencies, due to the requirements of the Code for Sustainable Home, Lifetime Homes and other factors.
9. To maintain high standards of quality and design on all schemes
10. To ensure the rural housing built is affordable by limiting service charges, initial sales shares that reflect average local incomes (usually between 35-50% max) and rents on unsold equity shares limited to a maximum of 1.75%.
11. To ensure that the rural affordable housing built remains affordable for future households either through use of the Housing Corporation's rural repurchase scheme or a fixed staircasing limit of 80%
12. To create well integrated housing schemes within the rural areas of Hampshire

ANNEX C Objectives and targets of the HARAH Partnership

Targets are collective for the LA's, RHE's, Hyde

- To complete rural housing needs surveys where required
- To complete at least 30 visits per annum to parish councils by the partners
- To hold an annual stakeholder conference
- To hold an annual training event with housing and planning officers from HARAH local authorities
- To share best practice and make resources available to other authorities and providers through improvement of the HARAH website
- To increase understanding and support of rural affordable housing by communities and parishes resulting in more sites coming forward
- To annually review arranging rural study tours for parish councils in each Local Authority
- To produce a HARAH Business Plan and review annually.

ANNEX D THE REVIEW PROCESS

The annual review of the Partnership will take the form of a 360 degree appraisal to assist with the aim for continuous improvement and measurement against the objectives. This will include the following:

1. A report on outcomes against objectives
2. Performance against targets of the affordable housing provider
3. Compliance with project plans
4. Responsiveness/availability of staff
5. Design and quality of scheme submissions
6. Affordability of schemes in perpetuity
7. Deliverability include meeting deadlines for completion
8. Relationships with other RSLs (e.g. as managers) including peer review.
9. Relationship between all parties
10. Use of agreed policies and standard documentation including s106 agreements and the planning protocol
11. Responsiveness of Local Authorities planning services
12. Review of County Council land made available
13. Co-ordination and success of funding bids
14. Satisfaction/impact evaluation surveys

Members of this review panel will comprise:

- Chair of HARAH (and Local Authority officer if this is the Strategic Housing Officer)
- Representative of the affordable housing provider
- Senior RHE
- Representative of the HCA
- Chief Executive of CAH
- Strategic Housing Officer

ANNEX E Workplan for Rural Housing Enablers for HARAH partnership

Aim

To continue to undertake a programme of fieldwork with rural communities in six rural districts and boroughs in Hampshire to enable and facilitate HARAH priorities to increase the supply of affordable housing in rural parishes in line with the HARAH Memorandum of Understanding.

Objectives for the Year

- To continue to raise awareness of the need for affordable housing for local people in their rural communities.
- To facilitate the provision of affordable housing in the partnership geographical area, to include the assignment of RHEs to specific responsibility for activity in each local authority area.
- To help influence local, county and national forums relevant to affordable housing need, supply and delivery.
- To provide information as an evidence base to support local delivery and to influence strategic national policy issues and funding for affordable housing in rural areas.
- To help to achieve the above by pro-actively demonstrating the successes of the RHEs and through the HARAH partnership.

Target Outputs and Activities

- Work with, advise, support and be a resource for Parish Councils to identify housing needs and facilitate the provision of affordable rural housing in those parishes, including attendance at parish council meetings and other local liaison work as required. Target: a minimum of 30 parish council meetings/ consultations per annum
- Undertake accurate assessments of rural housing needs as required by Parish councils and agreed by local authorities. This housing needs survey and report will be carried out at no cost to the parish councils but local authorities will continue to be surcharged for some elements of survey work administration at the current agreed rates.
- Promote good practice to local communities by demonstrating how new housing needs can be met, issues resolved through public consultation events and dissemination of information, such as scheme evaluation and impact assessments. Target: 10 public consultation/ dissemination events.
- Work with Parish Councils, the affordable housing provider HA, local authority planners and land owners to identify sites, carry out sites appraisals and negotiate sites for affordable housing. Target: 15 sites appraisals.
- Participate in local, county and national forums relevant to affordable housing.
- Participate in new initiatives in relation to affordable rural housing, such as the IDeA Rural Excellence programme.
- Inform and influence local and regional housing strategies and planning policies and the Local Area Agreement (LAA) process.
- Provide information as requested to HARAH members and other bodies.
- Provide locally based responses to national initiatives and consultations that impact on affordable housing in rural areas.
- Work with other CAH staff whose work is related to provision and sustainability of rural services including affordable housing, particularly in relation to Parish Plans and the LAA.
- Support other HARAH activity.

- Contribute towards the production of a HARAH Business Plan for future years.
- That the above target outputs and activities be measured for the RHEs working as a team and not against individual workplans, the work of individual RHEs being assigned and supervised by the Senior Rural Housing Enabler.
- An annual report will be produced by the RHE team for the HARAH partners which measures outcomes and achievement of the above target outputs and activity. Target date: May each year

ANNEX E Workplan for the Strategic Housing Officer for HARAH partnership

TBC