



South
Cambridgeshire
District Council

Putting the HEART into Housing

Affordable Homes Service Plan

2016/17

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Corporate Long Term Vision and Aims

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focusing on the priorities, needs and aspirations of our residents, parishes and businesses.

- **Living Well** - Support our Communities to remain in good health
- **Homes for our future** - Secure the delivery of a wide range of housing to meet the needs of existing and future communities
- **Connected Communities** – Ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity
- **An Innovative and Dynamic Organisation** – adopting a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost

Relevant Corporate objectives for the Housing Service 2016-2021**A) Living Well**

- i) Proactive intervention to improve mental health and emotional wellbeing for all
- ii) Support our residents to stay in good health as they grow older, with access to the services they need
- iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live
- v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity

B) Homes for our Future

- ii) Increase the range of housing and tenure options for residents, including the Right to Build and Starter Homes.
- v) Find solutions for people facing homelessness
- vi) Secure a viable future programme for our Council homes

C) Connected Communities

- i) Deliver the City Deal, investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world leading innovation.
- iii) Continue to sell the South Cambs economic success story, leading strategic partnerships and influencing investment partners in Government and business, both nationally and internationally.

D) An Innovative and Dynamic Organisation

- i) Take forward commercial activities, such as Ermine Street Housing (our ethical lettings company)
- iii) Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs.

Housing Vision and Aims

To be the best housing service by providing good quality housing across all tenures that is accessible to all – that enhances residents' quality of life, their health and wellbeing, that supports economic growth and social opportunities, alongside improved energy security and reduced carbon footprints.

- **Affordable Housing Provision** – To deliver a range of homes that are affordable to all and where people want to live that will support economic growth and economic activity
- **Better Homes** – To improve the living conditions across all tenures, to help make homes more energy efficient and to reduce fuel poverty
- **Making Best Use of Existing Stock** – To promote safe and sustainable communities, ensuring people are living in the right homes at a time that is right for them
- **Securing Housing with Specialist Support** – To promote fully inclusive communities and to work with partners to provide support and assistance to enable independent living
- **Preventing and Tackling Homelessness** – To reduce homelessness through being proactive in preventative measures and ensuring there is sufficient suitable accommodation available to people who are, or who may become homeless
- **Improving housing options and extending choice** – To work in partnership to provide housing advice so that people understand their housing options, help them to sustain their current home or access alternative suitable accommodation
- **Monitoring and Performance** – To provide a housing service that is transparent and accountable, that is developed in consultation with our tenants, partner agencies and the wider public and demonstrates value for money

Mitigating Risk

Potential operational risks to the service are identified at an early stage through the HRA Business Plan Risk Register and Housing Risk Register, which are monitored quarterly by the Housing Services Management Team (HSMT) and Executive Management Team (EMT). High level risks identified will also be included in the Strategic Risk Register for monitoring by EMT and approval by the Corporate & Customer Services Portfolio Holder. Where service plan projects help to mitigate the risks identified in the Risk Registers, these are noted in the tables below (page 7-13).

Risks relevant to Service Plan			
Corporate Risk Register			
STR15	Welfare Reform		STR25 Increase in cost of managing homeless
STR20	Partnership Working with Cambridgeshire Council		STR26 Business Improvement & Efficiency, Working Smarter and Commercialisation Programmes
STR24	HRA Business Plan		HRA Business Plan Risk Register
Housing Risk Register		BP1	Rent Collection
HS11	Increase in numbers in Bed & Breakfast	BP3	Capital Programme Cost
HS14	Responsive Repairs	BP5	Capital Project Management
HS23	Welfare Benefits	BP6	RTB Sales
HS24	HRA Business Plan	BP7	Rent Collection
HS25	New Build Strategy	BP9	Rent Setting
HS27	MAPPA & MARAC	BP10	New Build (capital commitment)
		BP11	Build cost inflation (build & repair)

Housing Service

This service plan covers both strategic housing functions of the Council and also its landlord role. The service plan for Affordable Homes should be read in conjunction with the [Housing Strategy 2012 to 2016](#) and the [Housing Revenue Account \(HRA\) Business Plan](#)

Monitoring of the Service Plan is completed by our Housing Services Management Team and progress reported in our [Annual Report for Tenants and Leaseholders](#) published in Autumn, as well as up to date information contained in our twice yearly [Tenant and Leaseholder Newsletter](#).

The Housing Service has three primary functions:

- Landlord service - providing housing management and property maintenance services to over 5,750 homes. This also includes housing related support and the management of gypsy & traveller sites.
- Housing strategy and development – providing a strategic lead on housing issues within the District including assessing housing needs, bringing empty homes back into use, performance management and the Council's new build programme. This also includes an enabling role working in partnership with other local authorities and housing associations to deliver new affordable homes within the District and in partnership on strategic sites close to Cambridge City.
- Housing advice and options – providing a homelessness prevention service and to provide accommodation for those in housing need (including those who are already homeless), through a choice based lettings scheme and other housing options. The provision of this service delivers several statutory requirements for the local authority.

Key Stats (note: details can be located from the '[Housing Statistical Information Leaflet](#)')

Housing Stock as of November 2015

General Needs homes = 4239
Supported homes = 1068
Equity Share homes = 343
Leasehold homes = 111 (sold flats)
Total homes managed = 5,761

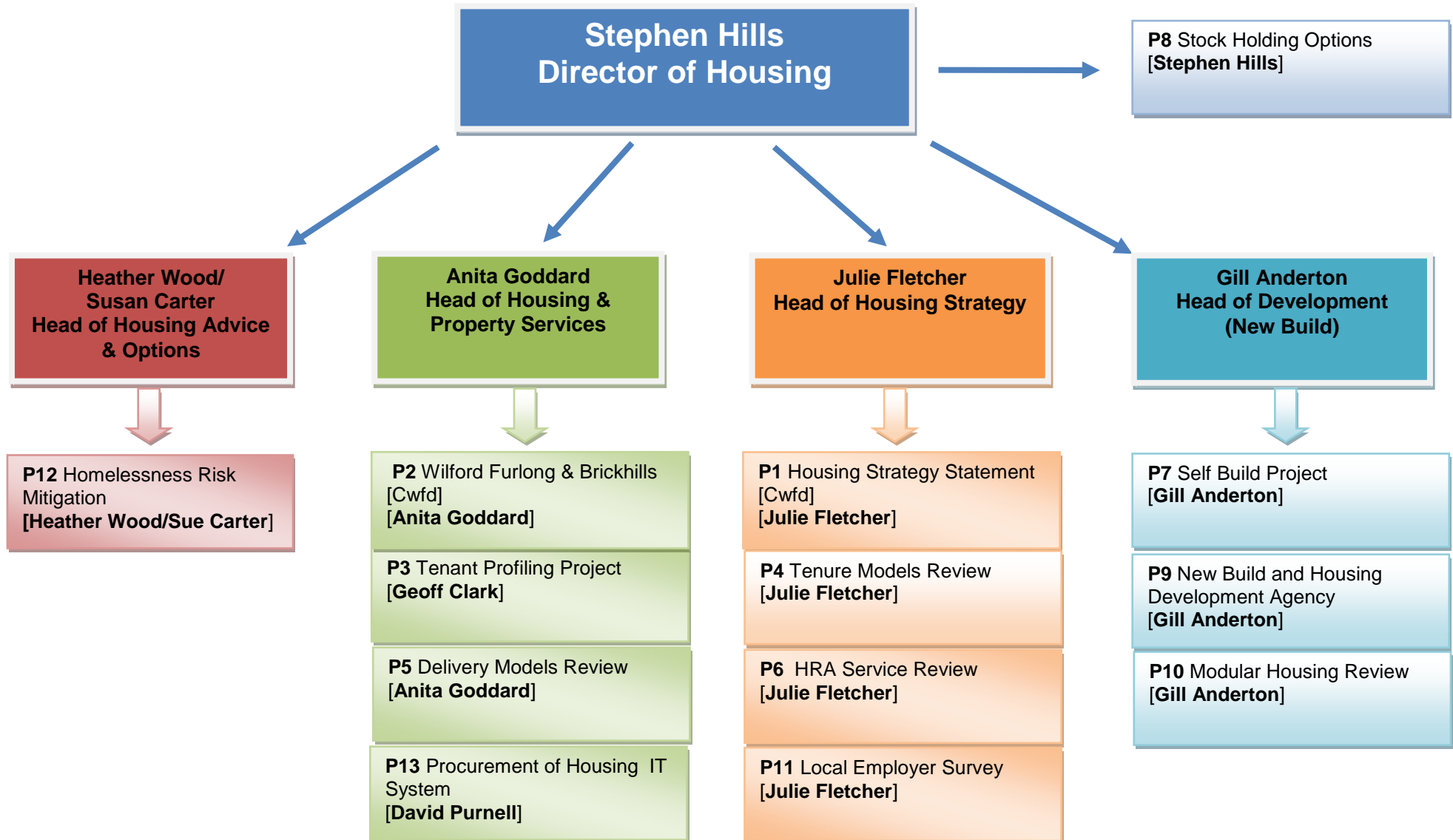
There are also 24 First Time Buyer homes and 28 shared ownership properties

In 2014/15

Total council homes let = 262
Total housing association homes let = 283
Total homes let through Home-Link = 545

Homelessness acceptances = 86
Homes receiving capital works = 2239
Affordable homes built = 351
Homes fitted with solar panels = 2172

Service Improvement Project/Activity Overview



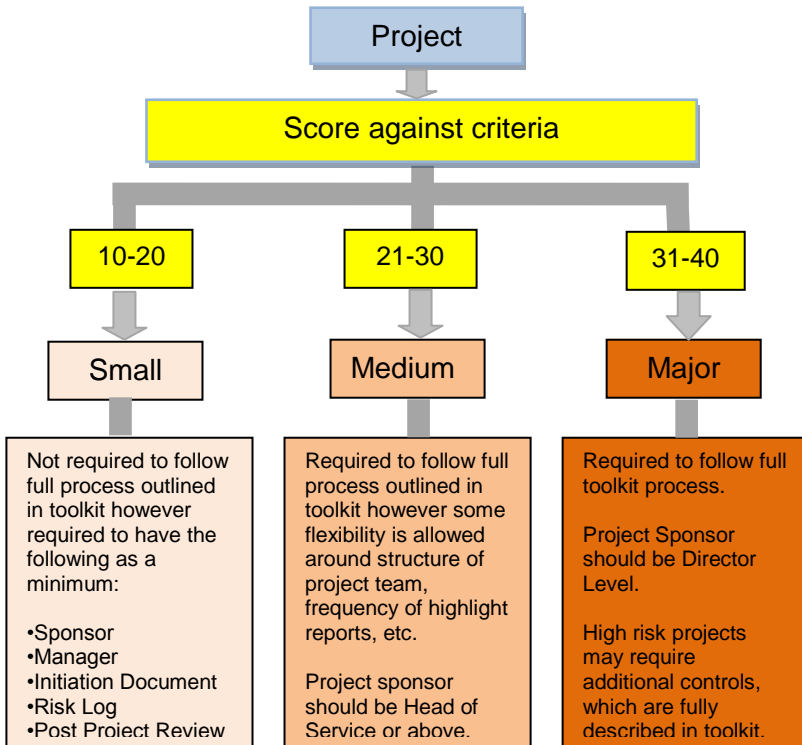
Project/Activity Programme

The following pages set out the programme for each project/activity identified. The prime objective for each and the expected outputs to be completed during the life of the service plan are detailed, alongside agreed timescales. Each project/activity is scored using the corporate project scoring matrix, aligned to the corporate aims and assessed against the social value relating to Value for Money. Projects/Activities are also assessed as to how they help mitigate identified risk from the Risk Registers and if any additional resources are required.

Scoring Projects and Resources

Project scores are based on the level of management that needs to be put in place. The projects are scored against criteria set out in the project management toolkit to give a total score which will indicate whether the project is small, medium or major.

The resource implications for each project within the service plan are identified in the tables below (see pages 7-13).



The service plan for Affordable Homes includes:
4xSmall; 7xMedium and 2xMajor

Value for Money (VFM)

We will achieve our aims in the most efficient manner at the best possible price and be able to demonstrate it.

This will include:

- Doing the right things to meet the aims of Affordable Homes (effectiveness)
- Using our assets in the best way to deliver these aims
- Having the right assets to deliver (asset management)
- Having the right processes in place to deliver (efficiency)
- Achieving the right outcomes – meeting standards (quality) aimed for

To ensure we are a high performing housing service and to help identify areas for improvement, we compare ourselves with other housing organisations using Housemark – see our Annual Core Benchmarking Reports. The Annual Report for 2014/15 highlighted how we provide value for money for our tenants, which was published on our website and inside the Tenant & Leaseholder Magazine. See also the Affordable Homes Value for Money Framework.

For the service plan, each project/activity is measured against the social value element relating to VFM, this is broken down into four components:

Social and economic benefits

- To individuals and communities

Service Quality

- Consumer benefits to paying customers

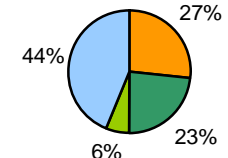
Environmental Benefits



- Quality of neighbourhood; bio-diversity; energy efficiency; etc.

Financial Benefits



- A return (surplus) for reinvestment
- Knock-on benefits to other local services and taxpayer



Overview of social value





P1 Housing Strategy 2016 – 2021 [Cfwd]					
Prime Objective:	To produce an interim statement for the Housing Strategy and work towards a new Housing Strategy for 2017				
Outputs:	<ul style="list-style-type: none"> Draft an interim Statement setting out the Council's achievements from the 2012-16 Strategy and the challenges facing the service in light of Government policy changes. Consult on draft Statement internally, through HSMT and EMT Approval by Cabinet Scoping of Housing Strategy 2017-2021 by March 2017 				
Timescales	Start Date: 01/04/2016	End Date: March 2017	Project Duration: 12 months	Project Score: 12 Small	Corporate Aim(s): A: i) ii) iii) v) B: ii) v) vi) C: i) iii) D: i) iii)
VFM – Social Value Social and Economic Benefits		50%	Strategic direction for affordable housing .		
Service Quality		0%			
Environmental Benefits		0%			
Financial Benefits		50%	Affordability for housing will be a key focus for the Interim Statement, as well as ensuring value for money in service provision and the overall viability of the HRA Business Plan.		
Mitigating Risk:	Interim Statement will identify the key risks and opportunities facing Affordable Homes following changes in Government Policy				
Additional Resources:	None				
P2 Wilford Furlong & Brickhills, Willingham [Cfwd]					
Prime Objective:	To implement second phase of the project to undertake works to improve the energy efficiency of properties at Wilford Furlong/Brickhills, Willingham as identified in the Housing Portfolio Holder Report of March 2016.				
Outputs:	<ul style="list-style-type: none"> Improved energy efficiency of homes Intensive liaison with residents throughout all stages 				
Timescales	Start Date: Jan 2014 (phase 1) April 2016 (phase 2)	End Date: April 2018	Project Duration: 24 months	Project Score: 24 Medium	Corporate Aim(s): A: iii) B: ii)
VFM – Social Value Social and Economic Benefits		10%	Potential lower fuel costs for tenants		
Service Quality		45%	Improved quality of housing for tenants		
Environmental Benefits		45%	Energy efficient homes		
Financial Benefits		0%	N/A		
Mitigating Risk:	Risk BP5 – Capital Project Management				
Additional Resources:	Part time tenant liaison officer x 16 hrs				


P3 Tenant Profiling Project					
Prime Objective:	To obtain robust and up to date information on the profile of our tenants to enable us to understand the impact of welfare changes and help mitigate any negative impacts. In particular we need to understand who might fit within the over £30k household income category.				
Outputs:	<ul style="list-style-type: none"> Review current tenant profile questionnaire to ensure it captures the information that may be required through change in Government policy Agree format of questionnaire through HSMT Undertake a tenant audit of all current tenants through postal/telephone and direct contact 				
Timescales	Start Date: April 2016	End Date: March 2017	Project Duration: 12 months	Project Score: 25 Medium	Corporate Aim(s): A: i) ii) v) B: ii) vi)
VFM – Social Value Social and Economic Benefits		20%	To gain a better understanding of the social and economic profile of tenants will help to target services more appropriately for the benefit of tenants.		
Service Quality		20%	Having a robust assessment of our tenant profile will enable us to target services more appropriately to meet the needs of tenants.		
Environmental Benefits		5%	Identify areas of concern in terms of fuel poverty		
Financial Benefits		55%	To enable us to understand the potential implications and plan the service in relation to Pay to Stay and other Government changes such as shorter term tenancies. This will help to mitigate the impacts in terms of rent arrears and tenant affordability issues.		
Mitigating Risk:	STR15 – Welfare Reform BP7 – Government Policy Changes STR24/HS24 – HRA Business Plan				
Additional Resources:	The new structure to be implemented in housing management will include a new Community Impact Team that will oversee this work.				
P4 Tenure Models Review					
Prime Objective:	To ensure homes remain affordable for tenants and are not lost from the supply of affordable housing.				
Outputs:	<p>To explore the opportunities for different forms of tenure for Council tenants in light of policy changes such as pay to stay and sale of high value council properties.</p> <ul style="list-style-type: none"> Research the potential for an equity type product that could be made available to Council tenants, including legal and financial advice Provide a breakdown of housing products that are affordable to Council tenants that would form 'options' for consideration at tenancy reviews (which may be reduced to 5 year tenancies) Map this analysis against the information gained from the tenancy audit to understand impact Report findings to Housing Portfolio/Cabinet 				
Timescales	Start Date: August 2016	End Date: March 2017	Project Duration: 8 months	Project Score: 23 Medium	Corporate Aim(s): B: ii) vi) C: iii)
VFM – Social Value Social and Economic Benefits		40%	Economic benefits to tenants to ensure that the policy changes do not impact so greatly on tenants that their homes become unaffordable.		
Service Quality		20%	The potential to offer greater choice to tenants on the opportunities for home ownership		
Environmental Benefits		0%	None		
Financial Benefits		40%	May mitigate impact of sale of high value homes and potential rent arrears from tenants who are above the threshold under Pay to Stay		
Mitigating Risk:	STR15 – Welfare Reform STR24/HS25 – HRA Business Plan STR26 – Working Smarter HS23 – Welfare Benefits BP1 – Rent Collection BP6 – Right to Buy Sales BP7 – Government Policy Changes BP9 – Rent Setting				
Additional Resources:	May require some external legal advice.				

P5 Delivery Model Review					
Prime Objective:	To explore new and efficient ways of delivering core front line services				
Outputs:	<ul style="list-style-type: none"> Consider new partnership models to deliver responsive repairs delivery and other housing management functions Participate in the national CIH Sheltered Housing Review and implement any recommendations identified through this Explore the potential for commercial opportunities , such as tenancy fraud and neighbourhood support Link to the HRA Service Review to help identify savings required of £1M over the next four years Outcomes to be reported to Housing Portfolio Holder 				
Timescales	Start Date: April 2016	End Date: March 2017	Project Duration: 12 months	Project Score: 25 Medium	Corporate Aim(s): B: vi) D: iii)
VFM – Social Value		0%	N/A		
Social & Economic Benefits					
Service Quality		25%	Providing a distribution of expertise across the housing sector and a more joined up approach		
Environmental Benefits		0%	N/A		
Financial Benefits		75%	Potential for cost savings		
Mitigating Risk:	STR24/HS24 – HRA Business Plan STR26 – Business Improvement & Efficiency, Working Smarter and Commercialisation Programmes BP3 – Capital Programme Cost BP11 – Build Cost Inflation				
Additional Resources:	May require some external consultancy advice				
P6 HRA Service Review					
Prime Objective:	Full value for money review of the HRA to ensure maximum efficiency and identify any potential areas for cost savings to help meet the £1M savings required over the next four years of the HRA Business Plan				
Outputs:	<ul style="list-style-type: none"> Work with HouseMark to undertake a full review of the HRA as part of their Business Intelligence Support <ul style="list-style-type: none"> To ensure we are meeting all regulatory and legal requirements To provide external validation To critically challenge our approach, systems and service delivery To identify areas for potential savings Report to Housing Portfolio setting out a framework of improvement recommendations 				
Timescales	Start Date: April 2016	End Date: Sept 2016	Project Duration: 6 months	Project Score: 18 Small	Corporate Aim(s): B: vi)
VFM – Social Value		0%	N/A		
Social and Economic Benefits					
Service Quality		30%	To ensure we are providing a good quality service in comparison to other housing providers		
Environmental Benefits		0%	N/A		
Financial Benefits		70%	To ensure we are providing a cost efficient service within a viable HRA Business Plan		
Mitigating Risk:	STR24/HS24 – HRA Business Plan				
Additional Resources:	Consultancy Costs: £10,000				

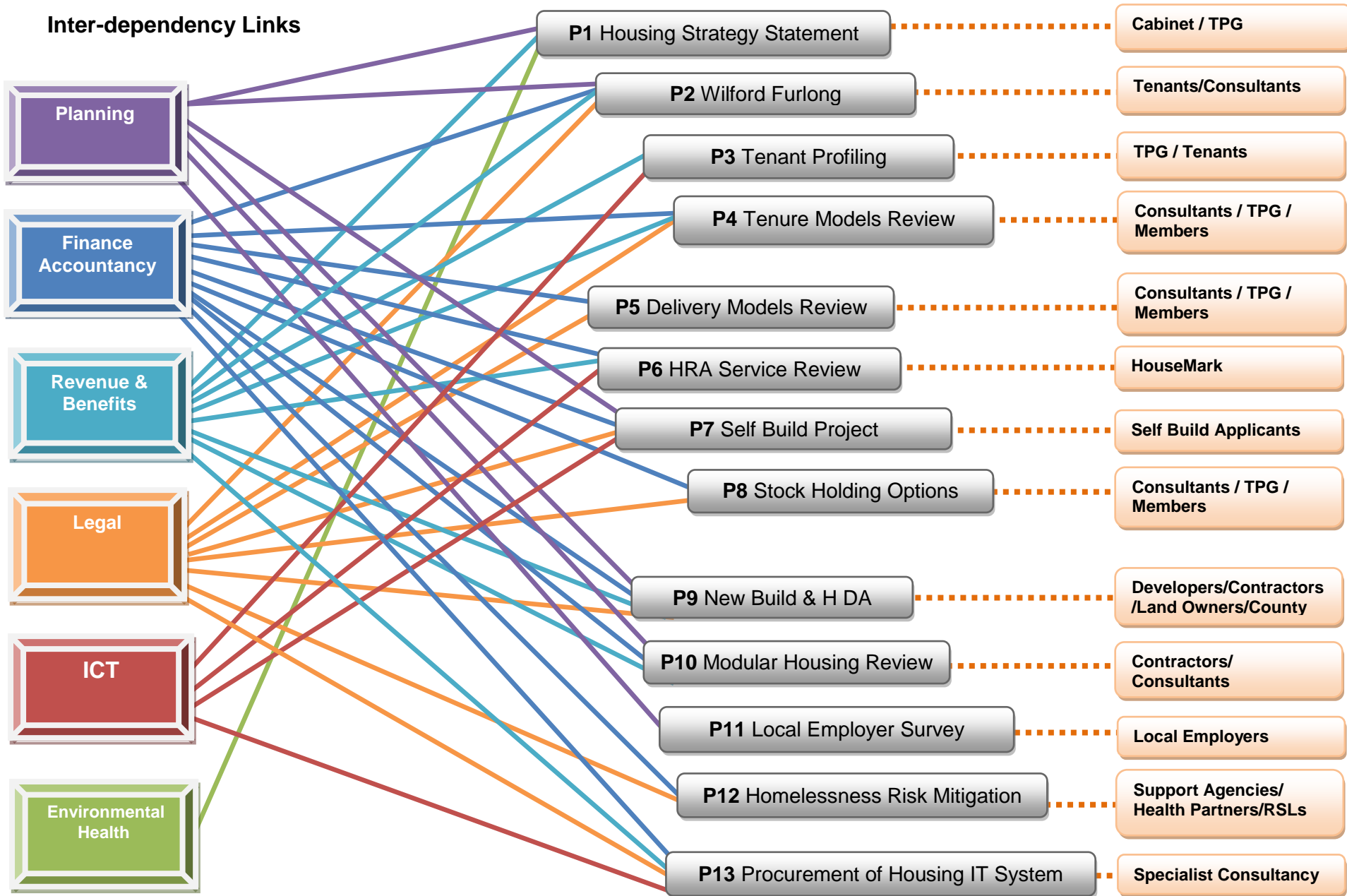
P7 Self Build Project					
Prime Objective:	To comply with the new statutory requirement to promote self build and provide a self sustaining sub regional service, as well as maximising HRA assets where there is the potential for self build plots				
Outputs:	<ul style="list-style-type: none"> Business Plan for Self Build to be approved by Cabinet for the expansion of the self build project sub regionally Compile a list of potential sites for self build development as a follow up to the land appraisal carried out in 2011 Self Build Project Officer to undertake site appraisals, work up planning applications and parcel land for sale as self build plots Any Larger sites identified to be considered for potential modular housing pilot/affordable housing development 				
Timescales	Start Date: April 2016	End Date: April 2017	Project Duration: 12 months	Project Score: 30 Medium	Corporate Aim(s): B: ii) vi)
VFM – Social Value		15%	Opportunity for those interested in self build to purchase 'ready to go' sites. Provision of additional housing supply		
Social & Economic Benefits		15%	Offering a tailor made service for those wishing to self build/custom build		
Service Quality		10%	Opportunities for innovative design in sustainability and eco homes		
Environmental Benefits		60%	To realise a capital receipt from the sale of HRA land that can be used to improve current housing stock or provide additional affordable housing. Potential to generate income through services offered sub regionally		
Financial Benefits					
Mitigating Risk:	STR24/HS24 – HRA Business Plan STR26 – Business Improvement & Efficiency, Working Smarter & Commercialisation Programme HS25/BP10 – New Build Strategy				
Additional Resources:	To be considered by Cabinet as part of the overall Business Plan for Self Build				
P8 Stock holding Options					
Prime Objective:	Complete a feasibility study on the options to help mitigate the impacts from the potential sale of high value Council properties				
Outputs:	<ul style="list-style-type: none"> Commission expert consultancy to investigate the options for selling high value council properties to a third party Explore options to providing alternative models of housing that is affordable to residents within the intermediate market Cabinet to consider recommendations following feasibility study 				
Timescales	Start Date: March 2016	End Date: May 2016	Project Duration: 3 months	Project Score: 29 Medium	Corporate Aim(s): A: iii) B: ii) v) vi) C: iii)
VFM – Social Value		70%	Increase in the supply of intermediate type housing that is affordable to residents on average incomes. Mitigating the loss of Council affordable housing as best as possible.		
Social & Economic Benefits		0%	N/A		
Service Quality		0%	N/A		
Environmental Benefits		30%	Potential for long term benefits to the Council as well as cost savings through negating the need for estate agency fees and guaranteed income		
Financial Benefits					
Risk:	STR15 – Welfare Reform STR24/HS24 – HRA Business Plan STR25 – Increase in cost of managing homeless STR26 – Business Improvement & Efficiency, Working Smarter & Commercialisation Programme HS11 – Increase in nos in Bed & Breakfast HS23 – Welfare Benefits BP7 – Government Policy Changes				
Additional Resources:	Commission Consultancy – up to £5,000				

P9 New build and Housing Development Agency (H DA) [Cwfd]					
Prime Objective:	Work with Cambridge City to launch new Housing Development Agency to increase delivery of housing				
Outputs:	<ul style="list-style-type: none"> Establishment of the H DA, including governance arrangements and transfer of staff Work with County Council to bring forward County sites for development Project manage current SCDC sites identified, i.e. Swavesey, Foxton, Linton and Gamlingay Agree pipeline of schemes to be funded by the HRA/commuted sums for Council new build to be progressed through the H DA 				
Timescales	Start Date: Jan 2015	End Date: Dec 2016	Project Duration: 23 months	Project Score: 31 Major	Corporate Aim(s): A: iii) B: ii) v) C: i) iii) D: i) iii)
VFM – Social Value		35%	Provision of additional affordable housing		
Social and Economic Benefits		20%	Improving systems to help bring forward sites more quickly		
Service Quality		10%	Energy efficient homes		
Environmental Benefits		35%	Potential for increased rental income from additional homes and leverage of additional funding through City Deal. Fee structured system should reduce overhead costs.		
Financial Benefits					
Mitigating Risk:	STR20 – Partnership Working with Cambridgeshire County Council STR26 – Business Improvement & Efficiency, Working Smarter and Commercialisation Programme HS25 – New Build Strategy				
Additional Resources:	None – to be met through the H DA.				
P10 Modular Housing Review					
Prime Objective:	Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable				
Outputs:	<ul style="list-style-type: none"> Investigate the options for modular constructed housing – meeting with suppliers, etc. Identify a potential site for a pilot project Work with planning colleagues to overcome any initial barriers Through the H DA work up a scheme appraisal for the pilot Report to Portfolio Holder on the outcome of the feasibility study 				
Timescales	Start Date: April 2016	End Date: March 2017	Project Duration: 12 months	Project Score: 21 Medium	Corporate Aim(s): A: iii) B: ii) v) vi) C: i) iii)
VFM – Social Value		25%	Increase in the supply of affordable housing. Lower running costs for upkeep of housing.		
Social & Economic Benefits		25%	A faster and innovative approach to the delivery of affordable housing		
Service Quality		25%	Innovation in the provision of highly sustainable and eco friendly homes		
Environmental Benefits		25%	Lower construction costs than standard housing building products		
Financial Benefits					
Mitigating Risk:	STR26 – Business Improvement & Efficiency, Working Smarter HS25/BP10 – New Build Strategy				
Additional Resources:	N/A – Project to be taken forward by the H DA and met within existing new build budget/commuted sums				

P11 Local Employer Survey					
Prime Objective:	To understand the type/cost of housing needed to maintain the workforce of local employers in South Cambs and the City				
Outputs:	<ul style="list-style-type: none"> • Draft questionnaire to send to all local employers • Identify local employers to send out questionnaire to • Analyse results • Compare information with other studies, such as work undertaken by Cambridge Ahead • Report findings to Housing Portfolio Holder that will inform future intermediate/affordable models for housing 				
Timescales	Start Date: April 2016	End Date: Oct 2016	Project Duration: 7 months	Project Score: 17 Small	Corporate Aim(s): B: ii) C: i) iii) D: iii)
VFM – Social Value Social & Economic Benefits		60%	A better understanding of the needs of the District in terms of housing provision for the workforce required to sustain a vibrant local economy which will feed into housing delivery.		
Service Quality		25%	Providing targeted housing to meet the needs of the District’s workforce		
Environmental Benefits		0%	N/A		
Financial Benefits		15%	Potential to unlock funding through local employers to help secure housing to meet the needs of their workforce		
Mitigating Risk:	STR15 – Welfare Reform HS23 – Welfare Benefits HS25 New Build Strategy				
Additional Resources:	None – survey work to be completed in house.				
P12 Homelessness Risk Mitigation					
Prime Objective:	To ensure the Council understands and monitors the risks presented to homelessness following policy changes in welfare reform, the spending review and the Housing & Planning Bill				
Outputs:	<ul style="list-style-type: none"> • Review the Private Sector Leasing Scheme • Review supply and demand of temporary accommodation provision • Monitor potential impacts on supported accommodation, such as the homeless hostel, following changes to social rents • Monitor the accessibility of affordable housing for those in highest need as new tenure products, such as Starter Homes, progress • Review the options available for prevention • Review the current eligibility criteria for HomeLink in light of a diminishing supply of affordable housing • Publish new Homelessness Strategy 				
Timescales	Start Date: April 2016	End Date: April 2017	Project Duration: 12 months	Project Score: 20 Small	Corporate Aim(s): A: i) iii) v) B: v)
VFM – Social Value Social & Economic Benefits		30%	To ensure the most vulnerable residents are supported to avoid homelessness wherever possible		
Service Quality		30%	Providing a service targeted at assisting those most vulnerable who are faced with homelessness		
Environmental Benefits		0%	N/A		
Financial Benefits		40%	To ensure the impacts of policy changes do not have an adverse affect on the general fund in the requirement to house those assessed as homeless in bed & breakfast accommodation		
Mitigating Risk:	STR15 – Welfare Reform STR25 – Increase in cost of managing homelessness HS23 – Welfare Benefits HS11 – Increase in numbers in Bed & Breakfast HS27 MAPPA & MARAC				
Additional Resources:	Potential for increase staff resource if homelessness increases significantly due to welfare reform and other policy changes.				

P13 Procurement of Housing IT System					
Prime Objective:	To undertake a procurement exercise for a fully integrated housing IT System				
Outputs:	<ul style="list-style-type: none"> • Appoint Project Manager from 3C ICT and establish project group • Review Hardware • Review requirements across the housing functions • Review options of software available on the market • Work up Tender Specification • Go out to Tender • Select preferred contractor 				
Timescales	Start Date: Feb 2016	End Date: 2018	Project Duration: 18 - 24 months	Project Score: 32 - Major	Corporate Aim(s): D: iii)
VFM – Social Value Social and Economic Benefits		0%	N/A		
Service Quality		50%	Improved access to information and integrated systems		
Environmental Benefits		0%	N/A		
Financial Benefits		50%	Potential for cost savings		
Mitigating Risk:	STR20 – Partnership working, STR24/HS24 – Business Plan, STR26 – Business Improvement, BP1/ BP7 – Rent collection,				
Additional Resources:	Some additional resources may be required in terms of specialist consultancy advice				

Inter-dependency Links



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