

Service Board: Community Services 2023/24 – Q4

1. Summary comments from Service Managers:

Housing Solutions – Q4: Q4 was once again a challenging quarter due to staff absence and very busy with acute interventions for 288 households bringing our annual interventions for 23/24 to 906 and with a significantly reduced team! We have successfully recruited into our new (growth bid) role and replaced a member of the team who left us at the beginning of February; both team members will be in post at the end of April 24. Our focus on early intervention and prevention of homelessness continues; we continued to see a demand in applications for social housing and we are beginning to be able to reduce reliance on B&B. We are moving into 24/25 with an extremely positive outlook.

Community Partnerships & Projects – Q4: The focus of the Homes for Ukraine team is still around supporting guests into private rented accommodation and supporting them within their new homes. Most notably the two guests who have moved into LAHF properties has been very successful. There are still 27 guests/guest families in sponsorship arrangements, down from 36 last quarter. Most of these are currently set to continue long term. The team are helping to support both sponsors and guests to maintain a successful sponsorship arrangement whilst helping those in private rent to navigate DWP, Universal Credit, bill paying, setting up utilities, school registration etc.

A recent Ukraine event (Easter celebrations at Fleet Library) was delivered with excellent attendance and feedback.

The application for the Silver Armed Forces Covenant Employers Award has been submitted and we expect the outcome (to be kept inhouse until the official announcement) in June. All local armed forces events continue to be attended, and we are facilitating partnership working between MoD and army welfare groups within existing organisation in the Here for Hart Working Group. Along with other teams within HDC the CPP team are coordinating support with the local Cadets in line with the expectations of the Silver Award.

In line with our 2024 strategy, and using UKSPF data, we have begun to investigate opportunities to work with other organisations around employment and skills. We intend to relaunch Hart into Employment and have made headway with the initial organisation of employment fairs and an employment and skills resident's newsletter. Discussions are currently ongoing with a local organisation who can provide online training which would also be beneficial to staff members and local businesses.

Within Health and Wellbeing, we are looking into Carer support in particular. Work will focus on understanding the landscape of Carer support within Hart and promoting existing organisations with a view to expanding their reach across the area. As with employment and skills, we will focus on areas we have identified as scoring low in the census data to maximise impact.

Private Sector Housing – Q4: This final quarter saw the team successfully recruit an Empty Homes Officer on an 18 month fixed term contract, funded via a grant from Hampshire County Council, who will work to try and bring empty homes back into use, primarily for Ukrainian households initially but then hopefully local families in housing need in the future. The team have also been dealing with a high number of service requests, especially around damp & mould and overcrowding. A further 15 DFG's were completed, hitting our target of 80 for the year. In addition 3 Prevention Grants were also delivered, resulting in 14 for the year. Our total DFG budget was spent. The team also renewed a further 3 HMO licences (16 in total for the year) and have one application ongoing. The Winter Gypsy & Traveller Count was also completed in January and the figures fed back to central Government.

Housing Strategy & Development – Q4: This quarter we continue to deliver the Local Authority Housing Fund (LAHF) homes working in partnership with DLUHC, Hampshire County Council and VIVID. Several of our Ukrainian guests moved into their new homes and our Afghan family also joined us this quarter. Action Hampshire has secured funding to re-instate the Rural Housing Enabler role in Hampshire and Hart is part of the Steering Group helping to shape the work of the Rural Housing Enabler team and linking it into the rural sites we have in Hart to give added value to those. Work continues to deliver several Rural Exception Sites which are at various stages of the planning process, and we have been busy liaising with developers to discuss the affordable housing provision proposed on S106 sites in the pipeline. We have commenced work on the Heathlands refurbishment project and have been working closely with colleagues in procurement to move this project forward. The Housing Business Support Team have seen an increase in the number of calls, and people applying for affordable housing this quarter and we continue to monitor this and identify ways in which we can best help our customers with their housing queries.

Safer Communities – Q4: We continue to see fewer faults being reported which are often resolved remotely. In line with the Action Plan from the CCTV Review, we will continue to upgrade cameras as and when required and in order of those in most need according to priority location i.e. the highest levels of activity reported against them. The upgrade of the 9 remaining analogue lines to Internet Protocol (IP) lines remains a focus and our maintenance provider are exploring all possible options to progress this. 130 incidents were reported for this period with 30 footage requests for follow up enquiries - all from Police.

Our Community Safety Officer was signed off long term during Q3 and was hoped to return to the team on a phased return in Q4, but this has not happened, but we have had approval for establishment of a second Community Safety Officer which will help the team manage increasing demand and expectation (approved growth bid item). 294 reports have been received over Q4 (179 generated to us automatically by Police and 115 direct contacts) which has been exceptionally high for this time of year. As a result, there has been an unusually high level of early intervention work undertaken with 194 interventions - of which 13 have been formal Warning Letters or Acceptable Behaviour Agreements (ABA). We have also issued 2 Community Protection Warning Letters.

Think Safe went ahead in Q4 welcoming year 6 children from 15 schools who received key safety messages from a range of partners. Feedback from the event was positive and the children were very positively engaged throughout the 4 days of the event running.

The Parking team successfully completed the process of setting in place the Off-Street Parking Order during Q4 which included the required consultation period and then updating all systems/signage for all changes made to go live 18 March 2024. The team has continued to see the trend of increased PCN income through Q4 and has achieved a record breaking £1m+ income generation overall in 2023/24, including the additional income from Farnborough College of Technology. Car park maintenance work commenced in Q4 and the longer-term work required is being planned for. Approval for funding upgrading all remaining ticket machines was achieved in Q4 and the upgrades will take place through 2024/25.

Environmental Promotion – Q4: We have had 3 times the average rainfall with many months being the wettest since records were taken. We expect this to be the wettest winter on record once final figures are in. This has had a dramatic effect of the sites we manage and the ability to deliver key projects. We have agreed carry forwards for all the projects at risk and will be starting works as soon as weather permits. Some sites are wetter than normal but currently we do not need to implement any mitigation measures.

Grass cutting season has started and the team will release a “No Mow May” looking at how Hart supports this activity and how the public can improve their gardens for wildlife. Our Grass Management Strategy [Grassland and Wildflower Strategy | Hart District Council](#) outlines our approach.

We have two new Rangers Tom and John. John will look after Fleet Pond and Elvetham Heath and Tom will look after Edenbrook. We do welcome them to our team.

2. Projects and actions

The table below sets out the service priorities for 2023/24, over and above day to day service delivery with progress in Q4 detailed in the final column.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
1	Development of revised Supporting Communities Plan for 2023-2025	Plan developed with Here for Hart colleagues and published.	March 24	Complete.
2	Delivery of the Supporting Communities Plan via the Here for Hart programme	Delivery against action plan set out in Supporting Communities Plan 2023-2025.	On-going	Complete.
3	Monitoring and reporting on the funded Service Level Agreements (SLA's) with key agencies	Delivery against set outcomes and value for money achieved via SLA's: <ul style="list-style-type: none"> • Citizens Advice, • Hart Voluntary Action, • Fleet Phoenix, • Inclusion Hampshire 	March 2024	Q4 meetings booked, SLA re-signing booked and core grant payments for 24/25 being processed. All grantees have delivered presentations at O&S.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
4	Project Managing the Communities and Place UKSPF project	<p>Delivery of the data mining output.</p> <p>Delivery of the implementation phase.</p>	<p>Jan 2024</p> <p>March 2025</p>	<p>Data mining report completed by deadline.</p> <p>Moved to Implementation (Corporate)</p>
5	Delivering the Refugee Workstream	<p>Delivering the LAHF homes.</p> <p>Prevention of homelessness due to breakdown in hosting arrangements.</p>	<p>November 2023</p> <p>March 2024</p>	<p>5 newbuild properties have been secured by VIVID. Most of the families have moved into these new homes and the Afghan family moved into their home this quarter too.</p> <p>Work continues to secure the remaining 3 homes to complete the LAHF programme.</p>
6	Delivery of the Armed Forces Covenant Duty	<p>Delivery of activities in line with Armed Forces Covenant Duty.</p> <p>Deliver Health & Wellbeing events at Bases and in community locations.</p> <p>Support veterans and armed forces families with employment signposting.</p> <p>Gain Silver 'Employer Recognition Award'.</p>	<p>March 2024</p>	<p>Armed Forces Officer and Armed Forces Champion continue to engage with the Armed Forces including now the Cadets. Events attended include 3 Meet and Greets, 1 Health Fairs and a Remembrance Minute's Silence outside the Council Offices.</p> <p>Silver Award application was submitted in March.</p>

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
7	Contribute to the delivery of the North Hampshire Community Safety Partnership (CSP) Partnership Plan	<p>Delivery of initiatives in support of key objectives of the CSP Plan.</p> <p>Promotion of crime prevention and safety initiatives through project work.</p> <p>Joint work with the Police on ABC's and CPN's</p>	March 2024	<p>Think Safe: 15 Hart Primary/Junior Schools in attendance over 11-14 March 2024.</p> <p>Monthly newsletter continues to cover current issues and promote reporting of crime, ASB and wider safeguarding issues.</p> <p>13 Formal ASB Warning letters/Acceptable Behaviour Agreements have been issued jointly with Police in response to persistent ASB reports.</p> <p>2 CPWs have been issued.</p>
8	Review Allocations Policy	<p>Full review of allocations Policy to ensure compliance with all new legislation.</p> <p>Take revised Policy (if change is needed) to Cabinet for approval.</p>	March 2024	<p>Carry forward into 24/25 service plan due to staff shortages</p>

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
9	Review Homelessness Out of Hours Provision	Homelessness Out of Office Hours or due Office Closure is reportable and actioned. Fair remuneration for staff involved in delivering the out of hours service. Good value for money service in place.	September 2023	Complete.
10	Ensure we have an active private rented sector, engaging with landlords and hosting landlord events. Delivery of landlord support and tenancy sustainment services	Annual landlord event and bi-annual landlord newsletter	March 2024 and onwards	Complete We remain actively engaged with our landlords and are busy planning for the new year for our next landlord event.
11	Produce an Annual Community Services Update	Publication of an annual update and associated promotion / communication on key outputs	July 2023	Completed and published June 2023.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
12	Establish processes and documentation for First Homes	Setting up a system to process and monitor first homes in the district	March 2024	Initial work commenced but paused due to more urgent priorities for the time being. No sites with First Homes yet and the team will continue to closely monitor the Governments agenda for this housing product. Complete
13	Review the requirements for and establish a new vehicle for recording shared ownership	Review options for the recording of shared ownership need and demand following the closure of the Government agency. Set up a system to record and advertise shared ownership properties for sale within the district.	December 2023	Initial work commenced and an IT system has been reviewed. At present, we believe that there may be enough information provided by each housing association to provide the Council with sufficient housing needs data on shared ownership need and sales without the need for a bespoke IT module. Will be kept under review as this settles down and new ideas and ways of working emerge in the sector. The Hampshire Enablers Network is working on a joint approach to ensure that all Hampshire LA's are requesting the same information in the same format from our RP's and they will share the data with each other.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
14	Delivery of Disabled Facility Grant service	<p>Enabling residents to remain in independent living accommodation (80 DFGs per year).</p> <p>Provision of discretionary Prevention Grants, focused on providing quick solutions to those in urgent need.</p> <p>Promotion of prevention grants.</p>	March 2024	80 DFGs and 14 Prevention Grants completed
15	Review private sector renewal policy in relation to DFG recharges and homeowner loan provision	<p>Benchmark against best practice</p> <p>Explore opportunities for increasing return</p>	March 2024	Decision was made to end homeowner loan provision from April 2024 due to low uptake and savings made. DFG recharges to be applied where criteria is met.
16	Support the delivery of the climate change action plan	Participate in the officer working group	March 2024	On-going
17	Identify biodiversity and climate change offsetting opportunities	Submit a costed plan to Cabinet for the delivery of offsetting “pilot” projects on the ground	March 2024	All site visits undertaken, and “pilot” projects has been costed.
		Submit to Cabinet for approval of the “model” for project and financial delivery	May 2024	This is being developed currently.
		Delivery of “pilot” projects (delivery of the physical works on site)	Sep 2024 to March 2026	Long-term project associated with the previous stages.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
18	Tree Strategy	Produce a Tree Strategy that will benefit sustainability, global warming, carbon and biodiversity	March 2024	Final version of the Tree Strategy to be presented to SLT in April.
		Complete a Tree Planting project as an example of good practice and to support biodiversity and carbon offsetting strategy	March 2024 to 2025	To start Mar 2024.
19	Reduce Operational Carbon Emissions	Install electric vehicle (EV) charging points at Civic Offices	March 2023	Completed March 2023.
20	Develop a Green Grid Framework	Identify opportunities for Green Networks in Hart with key partners Identification of "Phase 2" Green Grid projects.	July 2023	Green Grid Framework has been approved. Action Plan currently being drafted to launch specific projects for implementation through 24/25.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
21	Delivery of Hart Green Grid East	Installation of signage through to Hartland Park.	March 2024	Location plan completed. Manufactures ready to produce and install All landowners' agreements received. Awaiting Section 115 agreement from HCC for installation of signs on Highways section of the route.
		Working with HCC and St Edwards on provision of temporary crossing of Bramshot Lane	December 2023	St Edwards have invoiced for the works, completed at the end of December.
		HCC to develop: A3013 Cove Road crossing; Southwood Lane, cattle grid bypass improvements; pavement and drainage improvements.	September 2024	HCC pushing for safety exemption with 'ruralification' of paths and crossing. Vegetation works put back until autumn to give time to sort all issues and get final go ahead.
22	Delivery of (Phase 2) Ecological Mitigation works at Fleet Pond	Approve updated project plan with proposed financial strategy	May 2023	Completed.
		Tender Phase 2 to develop a costed strategy for approval	March 2024	Tender process closed, no suitable applications. Awaiting baseline survey to inform updated tender.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
				This will be revised in next years' Service Plan to reflect a revised approach.
		Costed Strategy Completed Draft Presented to O&S Cabinet approval	December 2024	Will be delivered after costed strategy.
23	Delivery of agreed works at Edenbrook Country Park	Review and agree programme for delivery of works	March 2024	Work on the new Bike track and skills area has started. Launch event has been planned for 16 th May 24. Sunsail for has been installed, and calisthenics equipment ordered ready for installation in May 24.
24	SANGs Adoption	Progress adoptions at the following sites: <ul style="list-style-type: none"> • Moulsham Lane • Poulters Meadow • Hawley Park Farm • Edenbrook extension (Grove Farm) 	March 2024 and ongoing	<ul style="list-style-type: none"> • Moulsham Lane; SLT decision to adopt or not required as maintenance period due to be completed in June. Numerous works have been undertaken to address outstanding issues. Planning enforcement keeping pressure on Bellway Homes. • Poulters Meadow; Continued visits with the developer and planning to sort the issues remaining to complete the SANG. Revised drawings to be submitted to planning and

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
				<p>works to be undertaken accordingly to complete the SANG.</p> <ul style="list-style-type: none"> • Hawley Park Farm; have returned second set of ownership plans as they were wrong again in terms of the site boundary. Can not adopt until this is sorted. Planning enforcement keeping pressure on Crest Nicholson. • Grove Farm; Adoption on hold until extension planning matters are completed and all associated works done.
25	Review of concession opportunities	Agree new strategy for delivery at Project Board	July 2023	Completed. There will now be a low-key approach to this. Tenders will be submitted for small concessionary facilities.
		Concessions to be operational	March 2024	Licence has been agreed for a concessions van at Bramshot Farm Country Park. Will be operational Summer 24.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
26	Closed Cemeteries	Minimum standard of maintenance that is Biodiversity and Carbon Friendly	July 2023	Completed. We have agreed a proposed standard. <ul style="list-style-type: none"> • Long grass cut twice a year. • Hedges cut once year. • Paths strimmed once a month. • Headstones checked on rotation very 5 years. 2 of 4 have volunteer activity now to keep them maintained.
		Legal process to hand areas over to Parishes considered with options	July 2023	Legal has considered this and we are not able to hand over the responsibility. Considered closed.
27	Countryside Vision	Aspirations and priorities for the future of the countryside service to deliver the best service possible to our customers and to enhance and protect biodiversity	Nov 2023	Completed December 2023.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
28	Grounds & Street Care Audit	Mapping Grounds Maintenance areas to develop a schedule of rates with biodiversity and carbon footprint considered	August 2025	S151 has identified a resource in next year's budget to undertake the mapping work required
		Investigate options in the delivery of contracted services for consideration	August 2024	Initial internal conversations have started – SLT now reviewing along with other contracts.
		Investigate options of carbon friendly fuels and electrification of vehicles and equipment.	March 2024	Complete
		Investigate a digital recording system for trees and site H&S	June 2023	Completed. Have located an app that is available for our phones and tablets. Waiting on IT to install.
29	Countryside Policy review	Review all Policies relating to open spaces and ecology and identify any gaps. Proposals for filling gaps in policy will be prioritised and brought to Project Board for approval	March 2023 to 2025	On going. Initial information gathering started. Approach on how to manage being agreed.
30	Car Park Maintenance	Develop and implement car park planned maintenance programme	November 2023	Car park maintenance work identified as needed has commenced and a budget has been secured to support.

	Project / action	Expected Outcomes	Target Completion Date	Q4 Outturn
31	Litter Enforcement	<p>Investigate viability of bringing Litter Enforcement service inhouse and produce options paper for consideration</p> <p>Consider options for enhancing fly-tipping prevention and enforcement</p>	March 2024	<p>Given EHDC withdrawal, options being considered for alternative provision</p> <p>Options for enhancing fly-tipping prevention is with Place Services and is subject (in part) to task and finish group review.</p>
32	Review of CCTV	<p>Following the transfer of the service to Runnymede, a review of camera provision across the district, including placement, quality and support of parish council CCTV</p>	December 2023	<p>CCTV Review Action Plan has been agreed and work will continue into 2024/25, including continued programme of replacing cameras in order to update assets.</p>

3. Performance indicators and targets

KPI	Description	Annual Target	Q1 Figures	Q2 Figures	Q3 Figures	Q4 Figures
1	Number of Households given advice to across the quarter	<i>INFO ONLY</i>	197	213	208	288
2	Number of households prevented or relived from becoming homeless	<i>50% of all formal presentations</i>	9	4	4	10
3	Number of families in B&B for more than 6 weeks	<i>zero</i>	0	1	0	0
4	Number housed in to the PRS (cumulative)	30	13	26	43	58
5	Number of gross affordable homes delivered (cumulative)	100	24	108	184	216
6	% Disabled Facilities Grant spent against budget (cumulative)	100%	35%	58%	84%	101%
7	No. of DFGs and Prevention Grants completed	80	31	23	22	18
8	Community Trigger reviews to be carried out	1	1	0	1	0

KPI	Description	Annual Target	Q1 Figures	Q2 Figures	Q3 Figures	Q4 Figures
9	Community Events attended to promote service accessibility, across Community	6	4	3	4	4
10	Number of “Green Flags Awards” held	4	5	5	5	5
11	% Countryside major sites with current Management Plan	90%	60% as at Q1	60% as at Q2	80% as at Q3	80% as at Q4
12	Number of Service requests for Grounds and Street Cleansing Services	1800	365	386	385	425 (1561 for the year)
13	Provide system resilience levels of above 98% per calendar year for the CCTV control room system. The measurements will be hourly downtime as a % over 365 days	0	<i>The CCTV control room has had zero system downtime – replacement cameras needed are due to be installed in next Quarter.</i>	<i>5 cameras were replaced in July and 5 more are currently on order for installation in October 23.</i>	<i>5 further cameras were replaced in October 2023 and the last outstanding camera was replaced in December 2023. Upgrade of 9 remaining analogue lines</i>	<i>The CCTV control room has had zero system downtime. Upgrade of 9 analogue is still being investigated.</i>

KPI	Description	Annual Target	Q1 Figures	Q2 Figures	Q3 Figures	Q4 Figures
					<i>is now being progressed.</i>	
14	To provide monthly reports, to include the following: <ul style="list-style-type: none"> breakdown of incidents per camera camera faults identified 		115	119	97	130
			17	7	5	2
15	Report requests for footage, by whom and in what locations		<i>1 Licensing – Fleet Road, Fleet</i>	<i>25 across a range of locations – mostly (24) from Police</i>	<i>46 across a range of locations – all from Police</i>	<i>30 across a range of locations – all from Police</i>

4. Quarter Four: Key Challenges and Achievements

Challenges

- Delivery of the LAHF programme, working with VIVID
- Increased demand and staffing challenges.
- Recruitment in several teams
- Significant increase in lack of PRS, having to rely on B&B.
- Weather is impacting service delivery on countryside sites.

Key achievements

- Submission of evidence for the Armed Forces Covenant Silver Award.
- Secured rented affordable housing for several Ukrainian families, and one Afghan family.
- Recruitment!
- Reduced B&B usage despite increase in approaches.
- Reallocating workload to ensure the UKSPF project moves forward within tight timelines.
- Successful delivery of Think Safe to 15 Hart Primary and Junior Schools – Hart remains one of only two Hampshire districts to still be delivering this programme.
- Successful implementation of the Off-Street Parking Order 2024.
- Completion of the Car Park Maintenance Report and commencement of identified immediate work required.
-

Looking forward to Quarter One 2024/25: Key Deliverables

- Use data from the UKSPF data mining project to scope and deliver the Supporting Communities Plan.
- Deliver Job Fairs across several locations.
- Continuing to progress the LAHF project and securing a further 3 homes.
- Continue working with 4 Parish Councils and RP's in bringing forward Rural Exception Sites with affordable housing
- Continuing work on reviewing the housing allocations policy.
- Construction of Bike Track extension and Skills Area at Edenbrook Country Park completed.
- Installation of equipment for Teen Health Area at Edenbrook Country Park.
- Concession licences will be awarded for Bramshot Farm.
- Completion of Trees Strategy.
- Green Grid signposted to Hartland Park SANGs.

5. Risk Assessment – Key risks are identified below

A detailed service risk assessment has been completed and is reviewed on a quarterly basis. This helps inform the Hart District Council Corporate Risk Register which is reported to Overview & Scrutiny Committee on a quarterly basis.

Top 3 risks from Corporate Risk Register.

Description	Residual rating	Impact	Source of Risk	Controls in place
Influx of refugees and evacuees that the council has a duty or responsibility to support and accommodate	9	Impact on staff resources and pressure to provide accommodation - financial impact. Also impact on local communities.	Government policy / war	We would need gov funding to control this risk.
Loss of MHCLG Homelessness Grant. HPG is secure till 2025 but unknown after that	9	Loss of income to deliver homelessness prevention services and fund emergency accommodation. Negative financial impact on budgets	Changes in government policy	Key staff are on establishment. Funding confirmed for 24/25 Some EMR to provide a buffer.
Withdrawal or reduction in funding for DFGs	6	Reduced ability to assist residents in need	Changes in gov funding regime or HCC distribution formula	Ensuring we spend allocations year on year Underspend from previous years has been moved to earmarked reserves to be used if we have future reductions

Glossary of Terms

<u>Term</u>	<u>Meaning</u>
ASB	Anti-Social Behaviour
CCE	Child Criminal Exploitation
CSE	Child Sexual Exploitation
CCTV	Closed Circuit Television
CPN	Community Protection Notices
CPP	Community Partnerships and Projects
CPW	Community Protection Warning
CSP	Community Safety Partnership
DA	Domestic Abuse
DFG	Disabled Facilities Grant
DHP	Discretionary Housing Payments
DPT	District Patrolling Team (Police 999 Response)
EHDC	East Hampshire District Council
EMR	Earmarked Reserves
EV	Electric Vehicles
FCOT	Farnborough College of Technology
HCC	Hampshire County Council
HUG	Home Upgrade Grant
ICB	Integrated Care Board (NHS)
JD	Job Description
JE	Job Evaluation
KPIs	Key Performance Indicators
LAHF	Local Authority Housing Fund
MHCLG	Ministry of Housing Communities and Local Government

NPT	Neighbourhood Policing Team
PRS	Private Rental Sector
SLAs	Service Level Agreements
UKSPF	UK Shared Prosperity Fund