

THE STATES OF DELIBERATION
of the
ISLAND OF GUERNSEY

REQUÊTE

Establishment of the Committee *for* Housing

The States are asked to decide:-

Whether, after consideration of the Requête entitled “Establishment of the Committee *for* Housing” dated 1st July, 2024 they are of the opinion:

1. To agree to establish a new principal committee called the Committee *for* Housing, the constitution, mandate and operational functions of which shall be as set out in Appendix 1 to the Requête, and to modify the mandates of the Committee *for the* Environment & Infrastructure, the Committee *for* Employment & Social Security and the Policy & Resources Committee accordingly.
2. To agree that £155,000 is allocated in the 2025 budget to establish the Committee *for* Housing, to accelerate housing delivery through additional resources and to transfer, for the use of the new Committee, the relevant portions of the 2025 budgets of the Committee *for the* Environment & Infrastructure, the Committee *for* Employment & Social Security and the Policy & Resources Committee that are allocated for housing functions for which the new Committee is to be responsible.
3. To agree that these changes will come into effect on July 1st 2025.
4. To agree that a review of the Committee *for* Housing should be undertaken before the end of September 2032, the terms of which will include: a) its mandate, constitution and operational functions b) budget and resources and c) the need for its continuation or dissolution.
5. To direct the preparation of such legislation as may be necessary to give effect to the above decisions.

Rule 4(1) information

- (a) The propositions contribute to the States’ objectives and policy plans by supporting the policy and operational delivery on housing – one of the key Government Work Plan priorities.
- (b) In preparing the proposition, consultation has taken place with external stakeholders, deputies, officers, Treasury, the Committees *for the* Environment & Infrastructure, the Committee *for* Employment & Social Security and the Policy & Resources Committee.

- (c) The propositions have been submitted to His Majesty's Procureur for advice on any legal or constitutional implications.
- (d) The proposals will result in additional costs of up to £155,000 for six months between July 1st and the end of 2025 as outlined in the Preamble.

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Establishment of the Committee *for* Housing

THE HUMBLE PETITION of the undersigned Members of the States of Deliberation SHEWETH THAT:

Preamble

- A. In 2023, the States of Guernsey agreed an updated States Strategic Housing Indicator (the SSHI) that identified a need to build additional 1,565 Affordable and private market units of accommodation between 2023-2027, averaging 313 per year. The SSHI does not yet include the provision for keyworker housing and there is well documented lack of supply for such accommodation, which means the SSHI could be significantly higher. In 2023 only 94 houses were delivered, 30% of the annual indicator. This means that the required average between 2024 and 2027 is now 368. The rate is unlikely to change markedly this year, which means that by 2025, the rate would need to rise to over 450 homes per year to meet the SSHI by 2027. A step-change is required in the States' approach to housing delivery to have any chance of remotely approaching the indicator by 2027. The Requête presents a case for change to the States' approach to the delivery of housing over the next eight years, to be reviewed prior to the election of 2033, because maintaining the status quo will not get us there and we must explore alternative solutions to give us a fighting chance of success.
- B. The requêrants believe that the delivery of the States strategic objectives on housing and the critical need to meet the SSHI can be accelerated from the foundations built this political term by the Committees *for the* Environment & Infrastructure (CfE&I), *for* Employment & Social Security (CfE&SS) and the Policy & Resources Committee (the P&RC) and that better outcomes can be achieved for our community by creating a new principal committee, which will lead to improved delivery, accountability, coordination, resourcing, communication, engagement, scrutiny, long-term planning and political ownership.
- C. As indicated in Rule 54 of the Rules of Procedure, committees may be established and constituted by way of resolution of the States. The establishment of a new principal committee to be responsible for housing will provide an enhanced level of political ownership and accountability and be the central point and voice for issues on housing for industry, government and community. The committee will also be subject to the Rules of Procedure, including the ability to make statements, respond to member questions and appear at Scrutiny hearings. It will have clearer levels of operational and policy ownership, accountability and governance including managing its own budget and resources.

- D. Rule 58 of the Rules of Procedure gives the Policy & Resources Committee (the P&RC) the power to allocate or transfer operational functions between Committees, without the need for further approval of the States, once resolution 1 of the Requête is approved, unless there are certain operational functions that are currently conferred on existing Committees by legislation.

Mandate

- E. The Requête seeks to establish and constitute the Committee *for* Housing from the beginning of the next political term, with a constitution, mandate and operational functions as described in Appendix 1. The mandated purpose, responsibilities and operational functions consist of relevant responsibilities for housing, currently set out in the mandates of the CfE&I, the CfE&SS, the P&RC, the wider policy areas identified by the Guernsey Housing Plan, additional mandate points, including consideration of the construction industry capacity, homebuilding financing and planning policy development on homebuilding for the Island Development Plan as well as the operational delivery to ensure Guernsey is able to meet the SSHI for Affordable and private market homebuilding.
- F. The mandate of the Committee *for* Housing will make it clear that it covers all housing policy and not just the policy elements outlined under the mandate of the CfE&I relating to land use, spatial planning and infrastructure. The Committee *for* Housing will have a stronger and larger mandate than the fragmented status quo and it will differ from the function and focus of the former Housing Committee that was dissolved in 2016. Having the housing mandate under one committee will ensure clarity to all stakeholders, internal and external about where the mandates sit, creating one central voice and accountable body for all matters relating to delivery of housing.
- G. The housing mandate that relates to the P&RC is in relation to the Key Worker Accommodation Team, recently transferred to the Strategic Property Unit (the SPU) and previously sat with the CfE&SS. The Key Worker Accommodation Team is responsible for maintaining the States owned keyworker accommodation as well as managing keyworker lists. It was considered that the skills and expertise in property and tenancy management were close to the wider function, mandate and responsibilities of the SPU. Therefore, it is proposed that for consistency, political oversight of this team would transfer to the new Committee *for* Housing and operational delivery will continue to be line-managed by the SPU.
- H. The Development & Planning Authority's (the D&PA) Forward Planning team currently holds the mandate for reviewing and bringing proposals to update the Island Development Plan (the IDP), which is a critical tool for facilitating development and housebuilding while protecting the environment and our heritage. The D&PA's work is informed by policy direction and evidence developed by or in consultation with States Committees. Therefore, the Committee *for* Housing would take the lead on informing and driving policy direction involving any future reviews of the IDP policies with effect on homebuilding.

- I. The day-to-day operational work of the D&PA's Planning and Building Control teams are also important in ensuring timely, responsive and efficient management of planning applications as they come through. It is recommended that the new Committee *for* Housing develops a Service Level Agreement (SLA) with the D&PA focusing on service delivery to ensure Guernsey can meet the SSHI for housebuilding and the Committee *for* Housing work plan once it is developed next political term.
- J. The Committee *for* Housing will be responsible for the delivery of any specialised housing, such as housing for adults with learning disabilities, with the policy continued to be led by the Committee *for* Health and Social Care.
- K. While the States of Guernsey is not responsible for housing policy in Alderney, it is considered beneficial for both islands to work more closely together and to share the insights and knowledge developed over time on housing matters. It is expected that the new Committee *for* Housing would build closer cross-Bailiwick ties, for example, through regular engagement with the newly created Alderney Housing Working Group to facilitate better housing outcomes across the Bailiwick, which have Bailiwick-wide implications for health workers, jobs and the combined economy.
- L. In a similar fashion, the new Committee *for* Housing will own engagement with other political forums available to Guernsey on housing matters, most notably the British-Irish Council Housing Work Sector.

Operational delivery

- M. The new Committee *for* Housing will be expected to develop a more detailed delivery plan about how Guernsey will seek to meet the SSHI currently set at 1,565 accommodation units between 2023-2027. While the SSHI is not meant to be a "target", it is an evidence-based and politically approved indication of the housing needs of our community and the States should have a delivery plan how the indicator will be achieved. In 2023 only 94 houses were built, less than a third of the annual indicator of 313, meaning that the island is already behind the delivery. The delivery against the SSHI is not something that is explicitly addressed by the Guernsey Housing Plan but is deemed important to ensure there is a clear pathway, accountability and monitoring to achieve the required levels of homebuilding.
- N. To support the plan to meet with SSHI, one of the new Committee's focus areas will be on accelerating delivery of the priorities under the Guernsey Housing Plan. This will not only include policy development but operational delivery and oversight of any specific actions, programs and projects that may arise from the policy development stage. This can include the set-up, joint venture partnerships or oversight of any future housing development vehicles, if such were to be established.
- O. While the States of Guernsey cannot control private house building, it can influence and work closer with industry to ensure a joined-up approach to achieving the SSHIs. This will also include structured engagement and collaboration between the new Committee and the various stakeholders including the construction sector,

developers, finance providers, douzaines, landowners, landlords, third sector and community. It is recommended that the new Committee *for* Housing will facilitate such regular engagement and close working through appropriate platforms and establish necessary forums to take the level of engagement further.

Resources and funding

- P. The establishment of a new principal committee is an opportunity to ensure more resources are allocated to drive delivery on housing – with resourcing identified as a priority by the CfE&I and CfE&SS through the consultation process. It is recommended that £155,000 is allocated for the period from July to December 2025 for that purpose. This additional budget would be used to hire or contract two policy officers and a Committee Secretary. The Committee Secretary will provide a new central resource, someone with relevant skills and expertise, to drive the Committee’s mandate thus creating more capacity to drive delivery. Two additional policy officers will be key to the delivery of the Committee’s plans and, in absence of further resourcing requests between now and July 1st by the existing Committees, this investment will be important in achieving the desired objectives.
- Q. It would be expected that any administrative support the Committee *for* Housing will require will be provided through shared resources with other committees, such as the CfE&I and CfE&SS, given, the respective reductions in workload on housing matters. Therefore, the Requête does not seek any additional budget for administrative roles at the point of creation.
- R. A new Committee President post will also be established, which will incur an estimated additional cost of £15,000 per year unless the post is taken by a member who was elected to be a President of another Principal Committee, in which case the additional cost will be zero and the budget can be re-allocated to other pay or non-pay costs of the new Committee.
- S. Non-States members with relevant skills and expertise should also be elected to sit on the Committee. The additional pay costs are based on the current pay ranges and may change following the pay review outcomes. Political and Non-States members can also provide leadership for delivery against different workstreams.
- T. The specific budget and staff resources that are currently being deployed by the CfE&I and CfE&SS on housing matters were outlined in the Committees’ responses to Rule 14 questions published on May 31 2024 and are included in Appendix 2. It would be expected that the budget and FTEs outlined in these responses, as well as any additional budget or resources secured between now and prior to July 1st 2025, would be transferred to the Committee *for* Housing. It is understood that the vast majority of the work undertaken by the newly established Housing & Infrastructure Team under the CfE&I is on housing matters. Therefore, it would be expected that close to full 3 FTEs would be transferred to the Committee for Housing under the Requête resolutions from CfE&I.

- U. Any funding allocated to housing through the Funding & Investment Plan would be available to the new Committee *for* Housing.
- V. Following its establishment, the new Committee *for* Housing will determine more accurately, what further budget and resources, if any, may be needed going forward and the Committee can seek appropriate funding through the 2026 Budget process as well as any future Government Work Plans. It will also better understand, what synergies are available through the creation of the Committee and the amalgamation of the different mandates under one roof. It is recommended that £25k is still ring-fenced to ensure that the new Committee have immediate additional funds to those available above the re-allocated budget from the CfE&I, CfE&SS and P&RC to engage in any policy development and project delivery between July and December 2025, if they deemed it appropriate to do so.
- W. *Table 1: Additional Budget estimate for the Committee for Housing between July and December 2025 on top of budget transfers outlined in Section T.*

£'000	Full year	Six months
Policy officers (contracted or FTE)	150	75
Committee Secretary	90	45
President post	15	7.5
Non-States Members	5	2.5
Additional non-pay budget for policy development and delivery	50	25
Total	310	155

THESE PREMISES CONSIDERED, OUR PETITIONERS humbly pray that the States of Deliberation may be pleased to direct that:

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2. To agree that £155,000 is allocated in the 2025 budget to establish the Committee *for* Housing, to accelerate housing delivery through additional resources and to transfer, for the use of the new Committee, the relevant portions of the 2025 budgets of the Committee *for the* Environment & Infrastructure, the Committee *for* Employment & Social Security and the Policy & Resources Committee that are allocated for housing functions for which the new Committee is to be responsible.
3. To agree that these changes will come into effect on July 1st 2025.
4. To agree that a review of the Committee *for* Housing should be undertaken before

the end of September 2032, the terms of which will include: a) its mandate, constitution and operational functions b) budget and resources and c) the need for its continuation or dissolution.

5. To direct the preparation of such legislation as may be necessary to give effect to the above decisions.

AND YOUR PETITIONERS WILL EVER PRAY

GUERNSEY

This 1st day of July 2024

Deputy A Kazantseva-Miller

Deputy P Ferbrache

Deputy M Leadbeater

Deputy D Mahoney

Deputy N Moakes

Deputy C Meerveld

Deputy V Oliver

Appendix 1

Mandate of the Committee *for* Housing

Constitution

A President and four members who shall be members of the States: provided that neither the President nor any member of the Committee *for* Housing shall be the President or a member of the Policy & Resources Committee or the President of the Scrutiny Management Committee; and up to two non-voting members appointed by the Committee who shall not be members of the States.

Purpose

To enable community wellbeing and economic prosperity by ensuring all people living in Guernsey will have access to a range of good quality housing that is affordable, secure, energy efficient and adequate for their needs.

Responsibilities – Policy, Advisory & General

To advise the States and to develop and implement policies on matters relating to its purpose, including:

1. delivery plans to enable Guernsey to meet the States Strategic Housing Indicator;
2. affordable housing delivery through the Affordable Housing Development Programme;
3. private market supply, including incentives and penalties in respect of housing development;
4. private rental sector;
5. market niches – including keyworkers, first-time buyers, emergency housing and homelessness;
6. social rental housing;
7. intermediate housing;
8. keyworker housing;
9. the States' relationship with housing associations;
10. delivery of specialised housing;
11. open market housing;

12. planning policy affecting housing in relation to the Island Development Plan;
13. housing needs data including development and update of housing indicators and Island housing stock condition;
14. construction sector capacity;
15. homebuilding financing;
16. general housing policy;

To exercise powers and perform duties conferred on the Committee by extant States' resolutions, including those resolutions or parts of resolutions which relate to matters for the time being within the mandate of the Committee *for* Housing and which, immediately before 1st July, 2025, conferred functions on the Committee *for the* Environment & Infrastructure, the Committee *for* Employment & Social Security and the Policy & Resources Committee (in relation to keyworker housing administration).

Operational functions

To deliver or oversee the delivery of, and to be accountable to the States for, any operational functions conferred on the Committee by way of extant legislation or resolutions of the States or which may be allocated to the mandates of Committees of the States in Annex Two.

Operational Functions

(for inclusion in Annex Two to the Mandates of Committees of the States)

Committee for Housing – Operational Functions

The Committee for Housing shall deliver or oversee the delivery of –

- a) Operational functions relating to -
 1. The Guernsey Housing Plan
 2. Affordable Housing Programme
 3. Management and maintenance of States-owned social rented housing
 4. Administration of key worker accommodation lists
 5. Management and maintenance of States-owned key worker housing
 6. Administration of social rental allocation and waiting lists

7. Administration of the Open Market Housing Register
 8. Development and updates to the States Strategic Housing Indicator
 9. Oversight of joint-ventures, public-private partnership or any States delivery vehicles on housing
- b) Any other operational functions relating to housing for which the Committee *for* Environment & Infrastructure, the Committee *for* Employment and Social Security and Policy & Resources committees were responsible for delivering or overseeing immediately before 1st July 2025.

Appendix 2

2024-20

RESPONSE TO QUESTIONS PURSUANT TO RULE 14 OF THE RULES OF PROCEDURE

From	President, Committee for Employment & Social Security AND President, Committee for the Environment & Infrastructure
To	Deputy Sasha Kazantseva-Miller
Subject	Housing
Date of response	31 May 2024

Question 1:

What was the Committee's annual budget allocation to support its mandate on housing for each of the years between 2020 and 2024?

Response:

Committee for Employment & Social Security

Budget £'000s	2024	2023	2022	2021	2020
Tenancy	703	672	641	613	614
Maintenance	6,409	6,080	5,788	5,761	5,989
Strategy	250	306	347	388	277
Grants	327	330	314	297	294
Total £'000s	7,689	7,388	7,090	7,059	7,174

In addition to the above, the Committee for Employment & Social Security has been allocated £8m from the Minor Capital Programme for the period 2021-2024 for the routine replacement of roofs, windows, doors, drainage, kitchens, bathrooms, etc. This includes 1 FTE Capital Projects Officer. A further £0.865m was also made available following the closure of the Corporate Housing Programme for similar routine capital expenditure.

Committee for the Environment & Infrastructure

Budget £'000s	2024	2023	2022	2021	2020
Strategy	95*	0	0	0	0
Total £'000s	95	0	0	0	0

* Note: The Housing & Infrastructure team was established w.e.f. 2024 and actuals currently exceed the budget allocation which is pending additional funding (the shortfall is covered by re-prioritisation of budgets elsewhere in the Committee)

While co-ordination of this work programme is managed by the Head of Housing & Infrastructure and the Housing and Infrastructure Team under the direction of the Director of Infrastructure & Environment for the Committee for the Environment & Infrastructure, a

number of the workstreams are undertaken either completely or partially by resource outside of the Housing & Infrastructure Team drawing on skills and expertise from across the Organisation. Although these are not members of the Housing and Infrastructure Team, they are a resource that must also be counted in progressing the delivery of these workstreams. This resource includes, for example, the Director of Infrastructure & Environment, Treasury Officers, Policy Support Officers (working on private rental sector standards), the Director of Environmental Health & Pollution Regulation (working on the development of legislation for minimum housing standards), States Property Services officers and the Conservation & Design Officer (working on the energy efficiency of buildings).

Question 2:

What has the FTE count in the Committee's budget been for staff working on housing for each of the years between 2020 and 2024?

Response:

Introduction

Figures are set out below. Please note that the Committee *for the Environment & Infrastructure's* 'Housing and Infrastructure Strategy Team' was only formally established at the end of 2023. As explained in Question 1, before that date, a range of work was carried out by officers across a number of workstreams and in addition, officers working on housing strategy (which is within the mandate of the Committee *for the Environment & Infrastructure*) were recorded within the Committee *for Employment & Social Security's* headcount as they were also working on housing matters falling within that latter Committee's mandate, such as the provision of Affordable Housing.

When the Housing and Infrastructure Strategy Team was established responsibility for the three officers (two existing FTEs and one new FTE) transferred to the Committee *for the Environment & Infrastructure*.

Committee *for Employment & Social Security*

Budget FTEs	2024	2023	2022	2021	2020
Tenancy	14.43	12.29	12.09	12.09	11.28
Maintenance (Property Management)	11.00	11.00	11.00	11.00	11.00
Strategy	1.00**	3.42	3.34~	3.34~	3.35
FTEs	26.43	26.71	26.43	26.43	25.63

** Note: The 1 FTE allocated to 'Strategy' under the Committee *for Employment & Social Security* for 2024 refers to the role of 'Operational Support Officer – Housing' which spans both the Maintenance and Tenancy Teams providing both with operational support as well as assisting with relevant policy development and statistical reporting.

~ Note: Additional temporary resource was deployed to Housing Strategy in 2021 and 2022 - +1 FTE during Q3 2021, +2 FTE in Q4 2021 and +1 FTE March to May 2022.

Committee for the Environment & Infrastructure

<u>Budget FTEs</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>
Housing & Infrastructure Strategy Team	3.00	0	0	0	0
FTEs	3.00	0	0	0	0

Note: As explained in the answer to question 1, prior to this date there were a number of officers working across the States involved in supporting the development of housing policy work.

Question 3:

Are there any vacancies in staff numbers supporting housing today and if so how many?

Response:

Committee for Employment & Social Security

The Property Management Team, which has responsibility for maintaining States owned social housing stock, currently has one vacancy.

The Tenancy Management Team, which has responsibility for tenancy management for States owned social housing properties and for managing the single-gateway social rental housing waiting list, currently has one vacancy for a Tenancy Management Assistant.

Committee for the Environment & Infrastructure

The Housing & Infrastructure Team, which has responsibility for delivering the Affordable Housing Development Programme and housing strategy (i.e. the Guernsey Housing Plan), currently has no vacancies.

Question 4:

Have other resources, not accounted for in questions 1-2, been deployed for delivering against its mandate on housing?

Response:

Committee for Employment & Social Security

Senior Officers, principally the Director of Operations – Social Security & Inclusion and the Committee Secretary, are also engaged in Housing-related matters as part of their broader roles. This is not accounted for in the Committee for Employment & Social Security's Housing budget (as set out in the answer to question 1) or the Housing staff complement (as set out in the answer to question 2).

Committee for the Environment & Infrastructure

The 28 workstreams set out in the Guernsey Housing Plan are cross-committee and represent a co-ordination of all strategic workstreams that are ongoing or pending across the organisation.

As explained in the answer to question 1, while co-ordination of this work programme is managed by the Head of Housing & Infrastructure a number of workstreams have been undertaken either completely or partially by resource outside the Housing & Infrastructure Team.

Question 5:

How much has the committee spent on external advice and consultants for housing matters for each of the years between 2020 and 2024?

Response:

Committee for Employment & Social Security

The Committee for Employment & Social Security has spent approximately £180,000 on external advice and consultancy services in respect of housing matters over the five-year period from 2020 to 2024.

In 2021, the Committee for Employment & Social Security appointed ARK Consultancy to undertake two reviews of Housing:

- 1) An operational review of the Guernsey Housing Association and States Housing focusing on the operational parameters of both, their performance in meeting their service delivery objectives, identifying areas for improvement, and reviewing the funding, staffing and governance models in place.

- 2) A review into the strategic provision of Affordable Housing in Guernsey, including reviewing the current housing association structure in place and how this could be adjusted to improve service delivery in meeting the requirements of Islanders. This review also considered the merits, or otherwise, of a transfer of the States of Guernsey housing stock to a housing association(s).

In February 2022, the Committee *for* Employment & Social Security commissioned Savills to undertake a stock condition survey and RICS Red Book Valuation of the States' social rental housing for the purpose of evaluating whether the Housing service (tenancy management/property management/key worker accommodation service) and social housing stock should be transferred to the Guernsey Housing Association (GHA).

In May 2021, the Committee *for* Employment & Social Security commissioned Brittain Hadley Partnership (BHP) to undertake a condition survey and options appraisal to evaluate the merits of potential external refurbishment of the Pre de L'Aumone Estate. This work, which was completed in March 2023, also included additional investigations and inspections by structural engineers CBL Consulting. In March 2024, the Policy & Resources Committee provided its support to continue exploring options for external refurbishment works at Pre de L'Aumone. This decision followed, and was made in the context of, the decision not to proceed with the stock transfer.

Committee *for* the Environment & Infrastructure

The Committee *for* the Environment & Infrastructure has spent approximately £110,000 on external advice and consultancy services in respect of housing matters over the five-year period from 2020 to 2024.

- 1) 2022 – arc4 was commissioned to undertake a review of Guernsey's housing market to fully understand the market problems, why they have occurred, their impact, ideas on what could be done to tackle them and how action should be prioritised. This review helped inform the development of the Guernsey Housing Plan.
- 2) 2024 – arc4 was commissioned to consider mechanisms to incentivise private market development, including housing delivery vehicles, establishment of a build to rent scheme and proposals to encourage rightsizing of the Island's housing stock.

Question 6:

How much additional funding has the Committee been able to secure in total through the Government Work Plan or other avenues to support its mandate concerning housing above the business-as-usual spend?

Response:

Committee for Employment & Social Security

The Affordable Housing Development Programme (AHDP) is funded, in part, by capital grants from the States. £36m of capital funding has been secured for the AHDP. Grant funding for specific developments requires approval by the Committee for Employment & Social Security and the Policy & Resources Committee.

The Policy & Resources Committee has approved a 'pre-commitment' of c.£2.5m of the 2025-2028 minor capital budget for housing stock refurbishment to support the delivery of part of the Pre de L'Aumone pilot scheme. Approval was also given to a pilot tender exercise to reach firm costs ensuring that there is clear separation of the work package into two distinct projects (the routine refurbishment work and the enhancement works) within the procurement approach. Individual funding requests are required for each of the two projects within the pilot. Once firm costs are known, these funding requests are to be made to the Minor Capital Management Board initially, before seeking the Policy & Resources Committee's endorsement prior to contract award.

Committee for the Environment & Infrastructure

In relation to housing strategy and the delivery of the Committee for the Environment & Infrastructure's Guernsey Housing Plan, £210,000 has been secured through the Funding & Investment Plan and supported through the Government Work Plan. This fully-resourced funding request is for the appointment of consultants to support the delivery of specific workstreams in the Guernsey Housing Plan up to the 2025 General Election.