

Housing

Service Plan 2018 - 2022

March 2018
(version 0.7)

Introduction by - Jon Lloyd-Owen, Service Director for Housing

The Council's Housing Service was established in April 2017, bringing together existing teams in a new service to provide the leadership and expertise for the Council to make a real difference to the housing conditions and options available to residents in Cornwall.



The Cabinet have identified housing as a key priority, with the creation of a dedicated portfolio-holder for Homes, Councillor Andrew Mitchell, and commitment to a number of key priorities which are set out in the Council's Business Plan 2018-22.

This service plan directly responds to these. It sets out deliberately ambitious objectives and outcomes to be achieved over the next four years, which will significantly improve access for Cornwall's residents to a decent, suitable and secure home that they can afford.

The service plan sets out our key priorities for the next four years and how we will build on our progress and successes this past year to achieve these. To do so we will need the service will need to use all its existing activities and capacities and develop new ones.

As a service we lead the development and implementation of the overarching housing strategy for Cornwall and the partnerships to realise its implementation; we directly provide and commission services for many residents, and help residents remain independent through adapting their homes, and raise standards for private rented tenants. We commission Cornwall Housing who manage the Council-owned homes and provide housing advice services. And this last year we have begun to build new homes for the first time in many years.

The five priority outcomes for the service for the next four years and how they will be achieved are detailed later in the plan. They are:

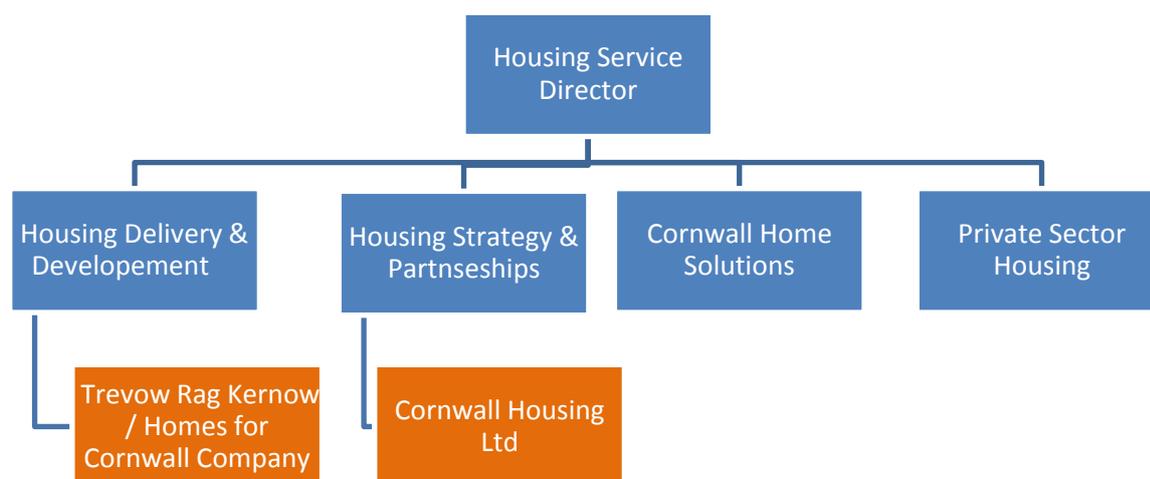
- Provision of first class services to customers and for residents.
- A quality private rented sector that provides decent and secure housing.
- Homelessness is usually prevented with no-one needing to sleep rough.
- Provision of the homes that Cornwall needs, including over 1,000 homes by the Council.
- Leading Cornwall's housing agenda with government and partners to achieve the service plan outcomes.

The service will also need to respond to changes in national housing policy and legislation. Successful implementation of the Homeless Reduction Act, the extension of mandatory licensing, and the roll out of Universal Credit welfare are known challenges over the coming year that this plan addresses. The government's planned Green Paper later this year will raise new issues to be addressed as we move forward.

Our Service

The Housing Service is made up of several service areas that deliver a number of statutory duties as well as its role in helping many residents in Cornwall to secure a decent home: by commissioning new housing, by adapting people's homes to meet their changing needs and by raising standards in the private rented sector. The service also works closely with Cornwall Housing Ltd who manage and maintain the Council owned homes and provide housing advice services.

Structure



What do we do?

Housing Delivery & Development



- Strategic direction for affordable housing delivery Investment.
- Identifying innovative delivery and funding solutions
- Meeting ambitious housing delivery targets. Investing and maximising land to build new homes
- Lead the delivery of the Council's programme of new house building, through direct delivery or partnership and support with other

Housing Strategy & Partnerships



- Leads on the Council Housing Strategy, setting and monitoring the strategic housing priorities for Cornwall and its Partners.
- Enables effective Housing related Partnerships across Cornwall.
- Commissioning the delivery of housing services through Cornwall Housing Ltd.
- Co-ordinates Housing data and intelligence for the service.

Cornwall Home Solutions



- Deliver services to support the needs of people of 60, and all ages with disabilities in need of housing with care and support.
- Provide housing solutions to improve independence, quality of life, health and wellbeing.
- Assist people to relocate, adapt their existing homes through the application of the Disabled Facilities Grant, Accessible Homes Assistance grants and interest free loans.

Private Sector Housing



- Improving the quality of private sector housing through;
 - **Prevention** – supporting landlords in providing good quality accommodation by the provision of advice Cornwall Responsible Landlord Scheme
 - **Enforcement** – identify and tackle “rogue” criminal activity in the sector.
- Returning long term empty properties back in to use

Cornwall Housing Ltd



- Cornwall Housing Ltd (CHL) is the Council's Arm's Length Management Organisation (ALMO).
- CHL are responsible for the management and maintenance of Cornwall Council's housing stock.
- CHL Provide the Housing Options and Advice Service with the focus on prevention and administer the Homechoice Scheme
- CHL manage the delivery of the Council Homelessness and Rough Sleeper Strategy actions in partners
- CHL Business Plan priorities align to the Council and Housing Strategy priorities.

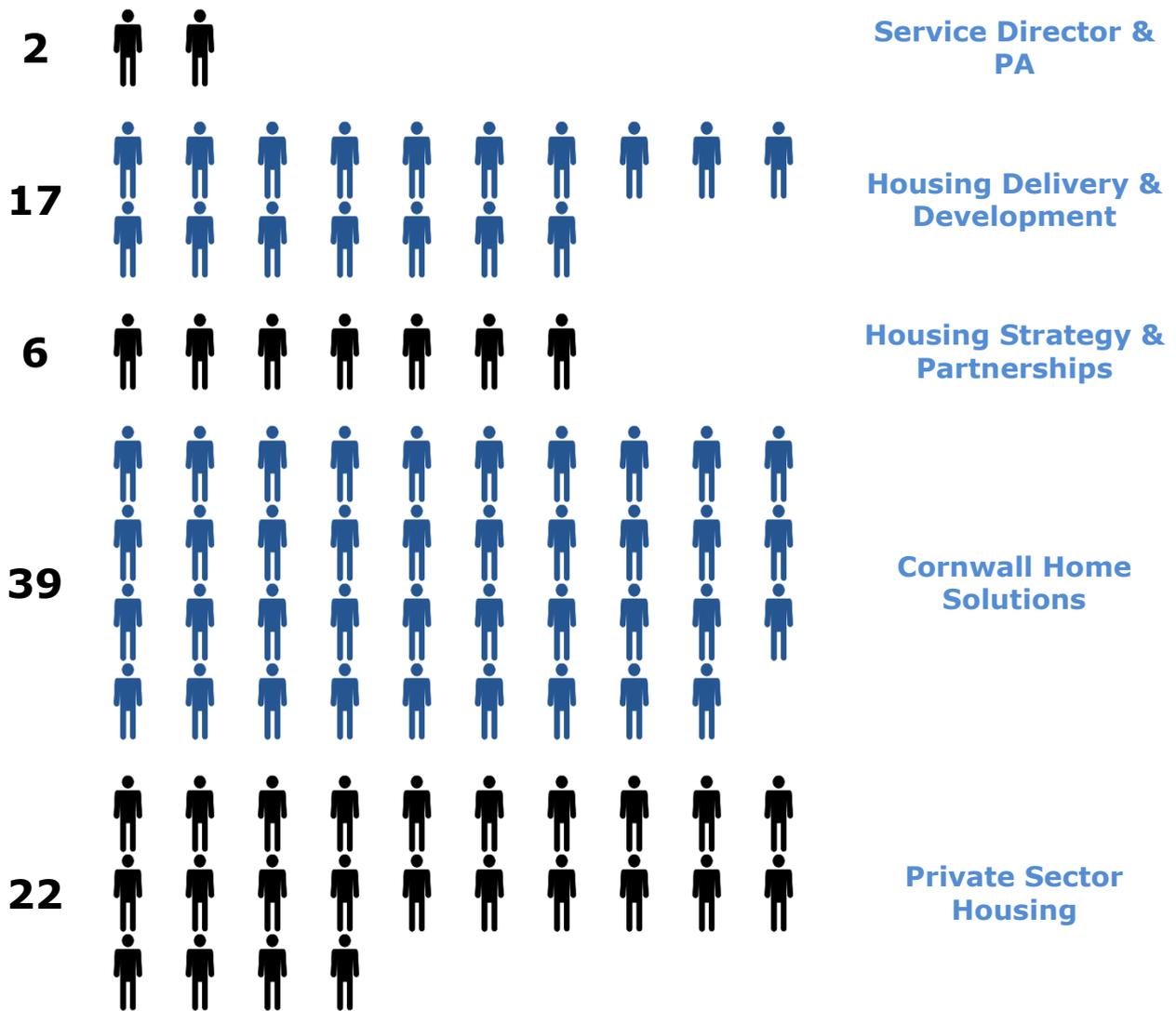
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- A Council-owned company to own, manage and maintain the new market and affordable rented homes developed by the Council

Resources

86 Cornwall Council Housing Staff

During the life of this service plan there is a commitment to invest in service resource to enable the delivery of our priorities and maintain value for money for our customers and the residents of Cornwall.



430 Cornwall Housing Ltd staff

Budget

	Original Budget 2018/19 £	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
Homelessness Prevention	(200,000)	(2,000)	52,000	52,000
Homechoice Partnership	10,000	10,000	10,000	10,000
Accom County wide	3,000	3,000	3,000	3,000
Leasehold Dwelling	(512,000)	(579,000)	(633,000)	(633,000)
Housing CHL Commissioned	(699,000)	(568,000)	(568,000)	(568,000)
Housing Mgt Suppt Servs	538,000	408,000	388,000	385,000
Housing Strategy Team	3,042,000	3,025,000	3,019,000	3,028,000
Leasehold Dwelling PAS	18,000	18,000	18,000	18,000
Affordable Housing	466,000	470,000	480,000	477,000
Private Sector Housing	779,000	762,000	775,000	775,000
Home Solutions	690,000	692,000	701,000	692,000
Head of Delivery and Development	106,000	107,000	129,000	135,000
Housing	5,639,000	5,482,000	5,510,000	5,510,000
Housing Service Budget Totals	4,940,000	4,914,000	4,942,000	4,942,000

Work Force Planning

2017/2018 was the first year of a single Housing Service Delivery function within Cornwall Council. During this time a Housing Senior Leadership Team has been established and has directed, managed and monitored Service Delivery throughout the year. In July all staff were invited to a housing staff conference. It provided an opportunity for the teams to meet each other and better understand the work we all do. The feedback from staff was very positive and that the day had been very informative and gave them a real understanding of the wider role of the service and where we can work together and improve.

There is still further work to be undertaken to align our resources to deliver our priorities over the next four year period and to achieve a fully integrated and resilient Housing workforce. This will be developed into a Housing Service Workforce Plan during the first quarter of 18/19.

The focus over the next four years will be;

- Establishing the Housing Development & Delivery Client Team
- Maximising available resources and obtaining additional resource to build capacity for business improvement and support functions

- Team building and relationship building
- Collaboration across teams and Cornwall Housing
- Skills Gap Analysis
- Succession Planning

What have we achieved in 17/18?

Below are some examples of our Service achievements during 2017/2018

Providing homes

- Cornwall Land Initiative delivered 88 new homes
- Commencement of Housing Delivery Programme developments at Bodmin and Tolvaddon
- 528 completed new Affordable houses facilitated
- 82 Accessible and Adaptable dwelling completions
- Acquisition of supported living units in St Clare and Porthpean
- Delivery of Gypsy & Traveller site at South Treviddo
- Planning consent for new Homeless Hostel with support contract agreed

Reducing homelessness

- Rough Sleeper Reduction Strategy launched
- New Homechoice policy and system implemented

Meeting the needs of vulnerable residents

- Completed 747 disabled adaptations
- Supported 42 households to relocate to suitable accessible homes
- Assisted 1,300 older people with small repairs and home improvements
- 19 clients supported with discharge from hospital

Improving private rented housing

- 260 Enforcement notices served in the Private Sector
- 200 Category 1 and 2 hazards removed;
- 47 HMO Management Regulation breach letters sent
- 5 successful prosecutions covering 14 offences

- 305 Licensed House of Multiple Occupation
- 1 enforced sale of problematic empty property.
- 35 empty properties brought back into use.
- Increased membership of the Cornwall Responsible Landlords Scheme, 305 members covering 4526 properties including 260 HMOs.



Priorities

The Housing Service Plan has been designed to maximise the contribution of the service to the Council's Business Plan priorities. The service will contribute to the achievement of the Business Plan aims in helping:

- To ensure everyone can live well and safely together
- To create more homes and jobs for residents

Our five priority areas are:



The Housing Service and this Plan is central to the delivery of the Homes for Cornwall priorities, but will also contribute to other priority areas: Healthy Cornwall and Democratic Cornwall.

The Housing Service's overall priority outcome is that, by 2022:

Cornwall's residents have significantly improved access to a decent, suitable and secure home that they can afford

To achieve this the Housing Service Plan has five main priority outcomes:

Provision of first class services to customers and for residents.

The Housing service both provides directly and commissions services to customers and impacts both directly and indirectly on a significant proportion of Cornwall's residents and communities. A quarter of those who responded to the recent Residents Survey expressed dissatisfaction with the housing services they receive.

We will assure the implementation of CHL's improvement plan to improve services to Council tenants. Across the services we provide we will, through improved customer insight, feedback and service developments and improvements improve quality and value for money so that services are among the best in the country and enjoy high levels of customer and resident satisfaction.



A quality private rented sector that provides decent and secure housing.

A fifth of households in Cornwall live in the private rented sector. While much of the accommodation is of a reasonable standard and well-managed, some of it is not. Residents typically have limited security and rents are high.

Through a new Private Rented sector strategy we will take a comprehensive approach to improving standards in the sector through increased engagement with responsible landlords and with tenants, through extended licensing – particularly of shared accommodation and the use of new enforcement powers and penalties. We will also provide and promote exemplary market rented housing with security through our Housing Development Programme.

Homelessness is usually prevented with no-one needing to sleep rough.

Housing shortages, high rents and low incomes mean many residents struggle to find or keep a suitable home with the risk of homelessness, and for some rooflessness results.

With the introduction of the Homelessness Reduction Act, our approach will be to provide advice and assistance to prevent homelessness whenever possible, and to help residents find suitable accommodation themselves. We will increase options and access, in part through acquiring our own portfolio of rented properties with much reduced use of emergency and temporary accommodation.

Properly meeting the housing and support needs of vulnerable **residents**. Some residents need specialist housing or support to meet their needs. Working with Adult Social Care we will develop or commission Extra-care and specialist housing, and reduce reliance on expensive residential care. We will reform supported housing provision with increased emphasis on floating support and tenancy sustainment.

Provision of the homes that Cornwall needs, including over 1,000 homes by the Council.

Cornwall needs more homes to buy and rent and the Residents' Survey identified the provision of more affordable homes as a priority.

We will by 2021 provide 1,000 new mixed-tenure homes to meet a wide range of housing need and demand through our development programmes, and aim to become the number one provider of affordable homes in the country.

Leading Cornwall's housing agenda with government and partners to achieve the service plan outcomes.

The contribution of the widest range of partners, and the support of government is essential to achieving the Council's housing priorities. The service will on behalf of the Council lead and develop partnerships with Registered Providers and the private and third sector to achieve these aims and the outcomes set out in this service plan.



Overall Outcome:

Cornwall's residents have significantly improved access to a decent, suitable and secure home that they can afford

Priority Outcomes

Outcome: Provision of first class services to customers and for residents

Measure: Customer and Resident satisfaction

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
<p>Democratic Cornwall</p>  <p>Communicate better with our communities</p>	Provision of first-class services to customers and for residents	<p>Develop and implement a digital improvement plan for the service</p> <p>Delivery of the Customer Promise</p> <p>Establish customer and residents feedback/satisfaction mechanisms across Housing services</p>	<p>Improved online access and services for customers ; increased service efficiency including through mobile-working</p> <p>Improved customer and resident satisfaction and service-learning</p>	<p>Year 1</p> <p>Digital improvement plan devised and implementation underway; Mobile-working for front-line staff in operation</p> <p>Customer Promise and feedback arrangements implemented</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
	Provision of first class services to Council tenants	<p>Implementation of the Customer First project within the Transformation & Change Programme; Implement CRM to improve the customer journey.</p> <p>Transform and improve the delivery of the repairs & Maintenance programme</p> <p>Deliver Scheduler, and associated technology, to allow tenants to make repairs appointments at first call</p>	<p>Improved customer service and satisfaction including 'right first time' approach</p> <p>Achieve an upper quartile performing repairs and maintenance service.</p>	<p>Year 1 Customer First / CRM & Scheduler implemented</p> <p>Year 2 Upper quartile customer satisfaction achieved and sustained</p> <p>Upper quartile performance of repairs and maintenance service achieved and sustained</p> <p>Year 1-4 Ratio of emergency to repair appointments and % of appointments met</p>
	Establish housing intelligence function	Develop a flexible and dynamic housing data and intelligence tool	To gain customer insight and housing market understanding to inform service priorities and development	Year 1 Design and establish data/intelligence tool



Outcome: A quality private rented sector that provides decent and secure housing.

Measures:

Percentage of PRS properties that meet decency standard

Number of properties that cost less to heat as a result of our investment (all tenures but sub-set for PRS)

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
 <p>- Improved standards in the private rented sector (PRS)</p> <p>- Reducing fuel poverty</p>	<p>To improve property conditions and management in the private rented sector</p> <p>To reduce fuel poverty in the private rented sector</p>	<p>Implement the new 2018-23 Private Rented Sector Strategy</p> <p>Deliver a high quality extended mandatory HMO licensing service</p> <p>Implement new licensing schemes where they are needed most to improve standards</p> <p>Build the Cornwall Responsible Landlord Scheme (CRLS) to a level where it positively affects the sector</p>	<p>Decency standard largely met in the sector</p> <p>Licensed shared homes are safe to live in</p> <p>Tenants suffering from poor conditions are helped quickly and effectively.</p> <p>The worst landlords are prevented from renting homes.</p> <p>Those looking to rent choose a property run by a CRLS member.</p>	<p>Year 1</p> <p>New Enforcement policy and fixed penalty regime introduced</p> <p>Extended HMO Licensing introduced</p> <p>Research and consultation on extended licensing completed</p> <p>Decency measures/benchmark set</p> <p>Year 2</p> <p>Extended licensing schemes introduced where required</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
		<p>Provide high-quality market rented homes with low running costs and security of tenure across Cornwall</p> <p>Develop and implement a plan to improve energy efficiency and reduce fuel poverty (working closely with Public Health colleagues) and to assist landlords to comply with new energy efficiency regulations.</p> <p>Identify key links between housing & health and deliver initiatives to maximise health benefits in the private rented sector</p>	<p>Direct provision of decent and secure market rented homes for local residents, providing an exemplar to the wider PRS market.</p> <p>Energy efficiency in the PRS improved and fuel poverty reduced.</p> <p>Decent properties available to rent retained to meet housing needs</p> <p>Health benefits maximised through improved conditions in PRS</p>	<p>Year 4 ¼ of sector covered by CRLS</p> <p>Year 1 Chosen by BEIS as pilot authority for PRS energy efficiency</p> <p>Energy efficiency 'offer' launched</p> <p>Health and Housing Calculator introduced to track benefits</p> <p>Year 2 to 4 Fuel Poverty in Private rented sector progressively reduced to national average</p>



Outcome: Homelessness is usually prevented with no-one needing to sleep rough.

Key Measures

Number of Homeless Preventions (and Prevention as a proportion of total homelessness cases)

Number of rough-sleepers

Reduction in number of children living in poverty whose families benefit from our services

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
  -Reduction in number of children living in poverty	<p>Working with our partners to understand and mitigate the impacts of welfare reform.</p>	<p>Develop the evidence base and implement a plan across the Council and partner agencies to mitigate the impacts of welfare reform.</p> <p>Lead a coordinated response to the roll-out of Universal Credit, including the impact on access and tenancy sustainment in the private rented and social housing sectors.</p> <p>Provide a clear 'offer' to support households affected by welfare reform into education, training and employment.</p>	<p>Fewer households across Cornwall who are placed at risk of poverty and/or homelessness due to welfare reform</p> <p>More residents in employment, education or training; more social housing tenants in employment or training and with increased incomes.</p>	<p>Year 1 Quarterly Welfare Reform Dashboard is implemented</p> <p>Baseline understanding of impact of UC rollout</p> <p>Years 2-4 Reduce the number of Council tenants and residents who are reliant on welfare benefits through provision of education, training and employment opportunities.</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
	<p>To prevent homelessness</p> <p>To successfully implement the Homelessness Reduction Act</p>	<p>Reform the housing options service to provide one centred on prevention and assisted self-service and that successfully relieves homelessness where prevention is unsuccessful.</p> <p>Review Housing Options service and agree future service development plan</p>	<p>Legal compliance with the Prevention and Relief duties within the HRAct</p> <p>Most homelessness prevented</p> <p>Improved access and sustainment in the private rented sector for those at risk of homelessness</p>	<p>Year 1 Establish the national benchmarking position and align with best practice</p> <p>Year 2 To achieve prevention in at least 50% of all accepted cases to whom we owe a prevention duty</p> <p>Review of Housing options service completed</p>
	<p>To reduce rough-sleeping</p>	<p>Mainstream and maintain the services offered through the Rough Sleeper Reduction Strategy</p> <p>Extend accommodation provision and options including 'Housing First' provision in required locations</p> <p>Develop and commission responsive services to support those with multiple and</p>	<p>Progressive reduction in the number of rough sleepers</p> <p>Ensure that nobody has to sleep rough on the streets in Cornwall</p>	<p>Year 1 Complex needs services redesigned and recommissioned</p> <p>Year 2 Agreed plan that identifies funding or refocuses service delivery to ensure that Rough Sleeper Reduction services are sustained</p>



Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
		complex needs to leave the streets permanently		from 2020/21 Year 4 Rough Sleeper Numbers have reduced to below the national average (by population)
	To minimise Temporary Accommodation use To improve access and tenancy sustainment in the private rented sector.	Devise and implement a plan to provide an appropriate temporary accommodation portfolio Acquisition of a private rented portfolio across Cornwall to prevent and discharge homelessness. Develop an offer for private landlords to improve access and sustainment for those who are homeless or threatened with homeless	Use of emergency and temporary accommodation is minimised Homelessness prevented or resolved through direct Council provision Homelessness prevented or resolved through increased Private rented access	Year 1 Feasibility study for the acquisition of a private rented portfolio for temporary accommodation and move-on Acquisition programme underway by Q3. Work with private landlords to establish a PRS offer completed. Years 2-4 Year on year reduction in TA use, and increased private rented

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	Milestones and measures
				access/discharge

Outcome: Properly meeting the housing and support needs of vulnerable residents.

Measure:

Reduce the need for admission to care homes for older people

Cornwall Council Priority How we align to the Council's Business Plan	Our Service Priorities Individual PDS's will be aligned to these priorities	Our Objectives What we want to do at a high level	Our Outcomes What we aim to achieve	Milestones and measures By when / other measures and targets
 <p>-Better health for everyone</p> <p>-Protect and improve the lives of vulnerable adults</p>	Offer an integrated solution with Health & Social Care reducing delayed transfers of care and preventing avoidable admissions to hospital & care homes	<p>Design and implement discharge pathway and accelerated service</p> <p>Design and implement prevention service and referral arrangements</p> <p>Provide more wheelchair accessible homes to enable discharge/move-on</p>	<p>Reduced admissions to hospital or care homes and delayed transfers of care</p> <p>More wheelchair accessible units as move on accommodation to support discharge & rehabilitation</p>	<p>Year 1</p> <p>Adopted pathway for discharge in partnership with Health & Social Care</p> <p>Adopted referral links with health colleagues to identify falls and excess cold hazards</p> <p>Year 2-4</p> <p>Provision of additional wheelchair accessible homes</p>

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-Provide care for hospital leavers (less time in hospital) -Fewer children living in poverty	Reduce response times for major adaptations to support customer's welfare and wellbeing	Deliver on action plan to reduce response times for major adaptations across all tenures	Adaptations provided when needed	Year 1 Response times for major adaptations reduced by 50% from Q3, 2018 Year 2 - 4 Recognised as an upper quartile performer nationally by April 2019
	Deliver a range of housing solutions to enable people to adapt, repair, improve their homes or relocate to a new home	To deliver a shared framework for CHS and CHL to deliver a range of support and assistance for older and disabled people of all ages; and to appraise shared service delivery options To have a clear understanding of the need for accessible homes including wheelchair accessible homes to meet the needs of disabled people	The homes of disabled, older & vulnerable people are comfortable, healthy and safe and they enjoy improved customer service and choice.	Year 1 Implement new shared policy and conclude delivery options appraisal Assessment completed on need for accessible homes across all tenures Business Case completed to inform future delivery model for independent living services



Cornwall Council Priority How we align to the Council's Business Plan	Our Service Priorities Individual PDS's will be aligned to these priorities	Our Objectives What we want to do at a high level	Our Outcomes What we aim to achieve	Milestones and measures By when / other measures and targets
		Develop with customers a new independent living service model linking with the potential of Independent Living Centres (ILCs) & the Government's review of DFGs		Year 2 -4 Funding & project team established to deliver new service delivery model Year 3 (2020/21) New service delivery model implemented Provision of accessible and wheelchair accessible housing is identified as a strategic priority within the Local Plan
	Develop strategic plan and provision for housing for vulnerable adults	Develop strategic plan for housing options and provision for elderly, disabled and vulnerable people Lead cross-council and partner strategic assessment of supported housing needs and provision	Accommodation provided for older, disabled and vulnerable people that provides appropriate support and tenancy sustainment	Year 1 Strategic plan for provision for vulnerable people completed. Developed and agreed supported housing operating model



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		<p>Improve our commissioning links with other Services and Public Sector agencies and look at integrated budgets and outcomes for the commissioning process</p> <p>Work with ASC to re-commission support and accommodation for homeless people with complex needs</p>		<p>Commissioning for homeless with complex needs is concluded and new contracts are in place and operational.</p> <p>Completion of first group of supported housing schemes</p>
	<p>We will deliver good services and decent quality accommodation options for Gypsies and Travellers</p>	<p>Develop an agreed standard of pitch and site provision, accompanied by an investment plan, for regeneration of CHL leased sites</p> <p>Develop and implement new management arrangements with CHL for the CHL leased sites</p> <p>Develop and implement a strategic approach for delivery of new G&T site provision</p>	<p>G&T provision will be extended to better meet the needs of that community.</p> <p>G&T sites will deliver services to high standards, developed with G&T residents</p>	<p>Year 1</p> <p>CHL site Investment Plan and programme agreed and implementation underway</p> <p>Year 2-4</p> <p>Increased number in site provision including Transit and Emergency provision</p> <p>Reduced incidents of reported unauthorised</p>



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		across Cornwall		encampments
	To better meet the housing needs of young people	To develop clear pathways for young people aged 18-21 enable them to access affordable accommodation suitable to their needs	Young people are provided with advice and support to meet their housing needs and prevent rough sleeping	Year 1 Detailed Business Plans for options are completed, costed and agreed Year 2-4 Proposals are implemented and clear pathways for young people aged 18-21 exist and are operational



Outcome: Provision of the homes that Cornwall needs, including over 1,000 homes by the Council

Measures:

Homes provided by the Council

Total number of new homes provided in Cornwall

Number of long-term empty properties brought back into use.

Cornwall Council Priority How we align to the Council's Business Plan	Our Service Priorities Individual PDS's will be aligned to these priorities	Our Objectives What we want to do at a high level	Our Outcomes What we aim to achieve	Milestones and measures By when / other measures and targets
 <p>-Provide 1,000 council homes</p> <p>-Bring empty properties back into use</p> <p>-Support Land Trusts and</p>		<p>Recruit to new development and delivery structure to provide client capacity</p> <p>Implementation of the Housing Development Programme (HDP)</p> <p>Delivery of Cornwall Land Initiative (CLI1) and approval and implementation of Cornwall Land Initiative (CLI2)</p> <p>Develop and Implement the Social Care Accommodation (Extra Care and Supported Living) Programme</p>	<p>New quality homes of different tenures provided to meet identified and future need</p> <p>Acquisitions of new homes from the private sector to unlock stalled development sites.</p> <p>Improved housing options for elderly and other client groups and reduced use and cost of residential care</p>	<p>Years 1-4 Minimum of 1,000 homes provided across programmes</p> <p>Year 1 Housing client development team established</p> <p>HDP sites pipeline substantially acquired</p> <p>CLI2 business case approved and delivery partner procured</p>

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other providers to deliver homes		Acquisition of affordable and open market housing Devise and establish development delivery function/arrangements Secure funding and extend Community Homes Programme	Community-led housing schemes developed	Year 2 Development delivery function/arrangements operational
	Establish an Off-site Housing Manufacturing Facility in Cornwall	Determine and implement the most appropriate delivery mechanism for an Offsite Housing Manufacturing Facility in Cornwall.	The creation of an off-site manufacturing facility to build homes to supply the Council's build programmes Provide associated training and employment.	Year 1 Determine business model and seek approval through Council. Year 2 Implementation of the business case to establish a facility
	Achievement of the Local Plan Housing Targets for Cornwall	Build positive relationships with the development industry to encourage quality and delivery	Delivery of a sufficient amount of new homes to meet Cornwall's housing need.	Years 1-4 Between 2,670 and 3,000 new homes built per annum.



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		Facilitate increased delivery by SME developers Strategic land and infrastructure interventions to unlock stalled sites	Maintain the integrity of the Cornwall Local Plan and ensure sustainable development in the right locations in a timely fashion.	
	Increase the amount and quality of affordable housing stock in Cornwall	Maximise the delivery of new, quality affordable homes through s106, commissioned and self-development	Leading provider nationally of affordable homes to meet housing needs in Cornwall	Minimum of 800 new affordable homes per annum. 5% of new development built to wheelchair accessible (M4 (3)) standards Year 4 Leading provider of affordable homes nationally
	HRA Development Programme	Regeneration of appropriate housing estate(s).	Estate regeneration and infill development underway to provide replacement and additional homes.	Year 2 Estate regeneration designed, planning permission granted



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		Infill development on existing sites to utilise land effectively and meet housing need.		Estate regeneration programme developed First infill schemes on site Year 3 Estate regeneration start on site Year 4 130 new HRA homes delivered
	Bring long term empty properties back into use	Agree and implement an Empty Homes Plan, including new loan, grant, enforcement and acquisition measures, to tackle the wasted resource of long-term empty properties. Offer a service matching the owners of empty properties with buyers Stop empty properties blighting neighbourhoods by effective	Homes returned to use to meet residents' housing needs Local areas improved	Year 1 Empty Property Plan agreed and operational Years 1-4 360 properties brought back into use through council intervention Year 4 Proportion of long-term empty properties reduced to or below national



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		<p>use of enforcement powers</p> <p>Lead project to cleanse Council Tax data and increase NHB funding</p>	<p>Funding released to invest in services for residents</p>	<p>average</p>



Outcome: Leading Cornwall's housing agenda with government and partners to achieve the service plan outcomes.

Measures:

Government devolution of housing funding and powers to Cornwall

Cornwall Council Priority How we align to the Council's Business Plan	Our Service Priorities Individual PDS's will be aligned to these priorities	Our Objectives What we want to do at a high level	Our Outcomes What we aim to achieve	Milestones and measures By when / other measures and targets
 <p>Democratic Cornwall</p> <p>To seek further devolution from Whitehall to Cornwall and within the Duchy</p>	<p>To Lead the Housing Agenda with Government.</p> <p>Working with partners to achieve the Council Business Plan and Housing Service plan outcomes.</p>	<p>Negotiate devolved delivery funding agreement with Government and implement</p> <p>Contribute to Council devolution submission and negotiation to secure additional powers and freedom</p>	<p>Devolved housing powers, policy freedom and funding enabling Cornwall's housing objectives to be achieved.</p> <p>Increased and improved delivery of housing and infrastructure and place-making.</p>	<p>Year 1 Devolved funding secured</p>
		<p>Develop approach to health, housing and social care integration</p>	<p>Improved health, welfare outcomes and cross-service effectiveness</p>	<p>Year 1 MOU agreed with health and social care partners</p>
		<p>Establish and lead partnership arrangements with housing partners, private, third sector and other stakeholders</p>	<p>To align objectives and resources to maximise achievement of service plan outcomes.</p>	<p>Year 1 New partnership infrastructure agreed and operational</p>

				Housing Conference Held Year 2 New Housing Strategy developed
		Working with EG&D colleagues to analyse supply and skill constraints and develop and implement plans to increase housing delivery and services capacity within Cornwall	Training and employment opportunities and increased capacity to deliver outcomes.	Year 2 Building Capacity plan agreed

What might stop us?

During the development of our Service Plan we have identified Strategic Risks that may stop us delivering our Service Priorities and Objectives. It is important that we understand these risks so that we are able to plan to reduce the likelihood and impact of them on our service delivery. Our Service Leadership Team reviews the Strategic Risks in line with our Integrated Performance Reporting and ensure that mitigating actions are in place.

High Level Risks;

- Lack of resources in term of capacity, expertise and evidence based data to deliver more complex statutory duties / projects and realise income potential
- Legaslative and Funding changes increasing demand for services and funding cuts resulting in further pressure on already stretched services
- Impacts of Welfare reform
- Site availability and suitability for development
- Partner relationships – lack of alignment and commitment