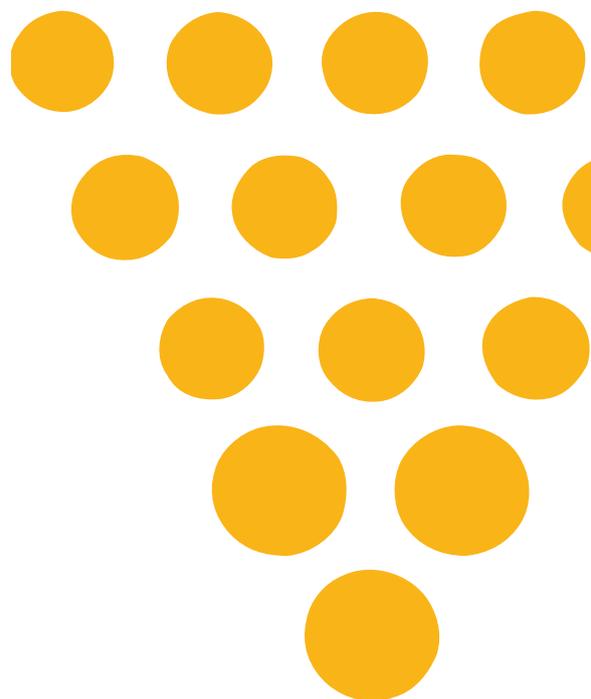




Housing Service Plan

2019-2022 Revision



Housing Service Plan

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Introduction

Our service

In 2018 a 4 year Housing Service Plan was agreed. A year on this document details our achievements during the 1st year of its implementation and sets out our priorities for year 2.

The Housing Service is made up of four teams that deliver a number of statutory duties as well as its role in helping many residents in Cornwall to secure a decent home. The Housing Service leads 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 council-owned homes and provide housing advice services. We enable and commission affordable housing delivery and lead the provision of new homes by the council.

Our core business is:

- **Housing Delivery and 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 development and commissioning of the Council’s programme of new house building, through direct delivery or partnership and support with others
- **Housing Strategy and 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 and other Providers
 - Co-ordinates housing data and intelligence for the service.
- **Cornwall Home Solutions**

- Delivers the Handyperson Service providing help with household maintenance and repairs for people in Cornwall who are over 60 or have a disability
- Provide housing solutions to improve independence, quality of life, health and wellbeing for disabled adults and disabled children & young people.
- Assist disabled adults to relocate to accessible and/or adapted housing appropriate to meet their needs.
- Assist people to adapt their existing homes by offering a design & install service
- Provide advice and assistance with regard to funding adaptations in the home including administration of the Disabled Facilities Grant, Discretionary assistance 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) and is commissioned by the Housing Service
 - 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 partnership with other organisations
 - CHL deliver Gypsy & Traveller Services
 - CHL Business Plan priorities align to the Council and Housing Strategy priorities

Our customers are:

- Residents of Cornwall
- Tenants of Cornwall Council and Housing Development Programme homes
- Developers
- Registered Providers
- Internal and External Stakeholders
- Empty Home Owners
- Private Landlords
- Councillors

Our priorities for Cornwall

The Housing service overall outcome is that, by 2022:

“Cornwall’s residents have significantly improved access to a decent, suitable and secure home that they can afford.”

The 4 year service plan identified 5 priority outcomes that align to the Council Priorities as set out in the table below. These priorities 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.

Progress and achievements in 2018/2019

The provision of first class services to customers and for residents.

As part of its Transformation and Change programme CHL have introduced Scheduler for repairs appointments and begun roll-out of a CRM. There has been significant improvement in repairs satisfaction and response times over the last year.

A service digital improvement plan is in development with a particular focus on mobile working but further work is needed. Preparatory work has been undertaken to develop a housing intelligence function to gain customer insight and inform service development. Customer service improvement 'sprints' have been undertaken across the Service.

- Digital Improvement lead for Housing assigned.
- Customer Promise and feedback arrangements in place for Home Solutions.
- Reviewed and simplified customer correspondence so that it is more accessible and easier to understand.
- Over 70 staff received training in dementia awareness.
- Customer First / CRM scheduler implemented
- New Resident Involvement Strategy through CHL
- Housing research intranet pages developed and analysis to support service plan outcomes.
- Assessment of impact of new Housing Allocations Policy
- New, equitable service charge arrangements introduced

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

A new Private Rented Strategy was approved by the Portfolio-holder at the start of the year and its implementation is progressing well.

Extended HMO licensing was introduced successfully with early-bird discounts helping to bring in over 250 licensing applications. Comprehensive research on Cornwall's Private Rented is underway which will provide the evidence-base and analysis to consider the potential extension of licensing in the sector and will inform the OSC Inquiry into the sector in 2019/20.

Government has selected Cornwall as one of six Pilot Authorities for compliance with the new energy efficiency and an 'energy efficiency' offer for Landlords is being readied for launch.

- New enforcement policy introduced enabling the successful use of newly available Civil Penalty Notice powers.
- Extended House in Multiple Occupation (HMO) Licensing Scheme introduced doubling the number of Licenced HMOs in Cornwall to 551 – Team selected as monthly employee award winner
- 95% of HMO licences processed within target timescales.
- Increased membership of the CRLS (Cornwall Responsible Landlord's Scheme) to 612 members covering 10 000+ privately rented properties.
- Chosen by BEIS as pilot authority for enforcing minimum energy standards in the PRS.

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

The Homelessness Reduction Act was successfully implemented and performance on prevention and relief is ahead of the emerging national benchmark. Approval and funding was secured for a £40m temporary accommodation portfolio to improve provision, minimise B&B use and reduce cost. Rough-sleeping services have been extended with additional cold-weather and additional short-stay provision is now in place. For the second successive year the annual count showed a reduction in rough-sleeping.

Partners have been engaged in a review of the impact of welfare reform and the Universal Credit roll-out.

- National benchmarking: Cornwall outperforming national benchmark for Quarter 1&2, successful prevention and relief 83% and 71% compared to national 64% and 57%.
- 22% reduction in number of rough sleepers in 2018

- Housing First and STAR projects launched
- Rough sleeper crisis hostel contract agreed
- Complex needs services re-designed and being commissioned.
- Achieving target for no 16/17 year olds in B&B and no families with children in B&B for more than 6 weeks.

Properly meeting the housing and support needs of vulnerable residents

There has been a significant increase in caseload and completions for adaptations and response times have reduced, but remain too long. A number of further improvements are in train including the recruitment of dedicated OTs to Cornwall Home Solutions and the training of staff to act as Trusted Assessors.

The service is working closely with Adults on the social care accommodation project in respect of the extra-care provision through the recruitment of strategic partners and through an exemplar self-development scheme, and to provide other supported and specialist housing.

- Fast-track adaptations process introduced with Adult services.
- Established team presence on community hospital wards.
- Adopted referral links to identify falls and excess cold hazards.
- 10% increase in cases meeting target timescales and keyworker/Trusted Assessor role approved to further improve response times.
- Published as exemplar Council in the “Adapting for Ageing” report.
- 19 households relocated to wheelchair accessible housing
- Commissioning for Homeless complex needs provision under way
- Works underway on transit site for Gypsies & Travellers

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

The Housing Development Programme has gained momentum with major land acquisitions completed and the next schemes in pre-development but increased delivery capacity through the new LLP is critical. The Local Partnerships Review was positive and key actions are being progressed including the production of a

pattern-book approach to improve build cost and delivery. A new client-side and commissioning structure has been recruited.

A programme brief and board has been established to drive delivery of the 1,000 homes target. While the HDP remains most central the HRA programme has been expanded following the lifting of the borrowing cap.

Significant progress has been made in respect of Empty Homes with the headline number reduced by over 400 and £2.5m in extra NHB secured. This will support expansion of the team and implementation of the new Empty Homes Plan in the year ahead.

- Land for over 1,000 homes acquired
- New client Housing Delivery and Development structure approved and recruited
- Approval of £65m HRA investment in new affordable homes
- 87 empty properties brought back into use.
- Empty Homes Team recognised as monthly winner in employee awards
- First supported living scheme has been opened

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

It has become clear that the prospects of a Housing 'devolution' Deal with government are very limited. The focus has been on deepening engagement with Homes England and proposals have been submitted by the council and RP partners to significantly increase affordable housing development.

Partnership working between the service and council and RP Partners is good and developing, and better integration of this with the Council's wider partnership structure is being progressed.

- Successful Housing & Construction Conference held
- Homes England CME consortium proposal submitted
- Cornwall's Capacity to Deliver Inquiry completed
- Memorandum of Understanding (MOU) agreed and signed with health and social care partners and implementation group launched

Corporate Performance Indicators – 2018/19

The Housing Service under the Homes Portfolio has 4 Corporate Performance Indicators.

	Performance indicator	2018/19 target	2018/19 actual	RAG
1	Number of new empty properties brought back to use	60	87	G
	The target was achieved through a range of interventions informed in the latter part of the year by the approaches under the new Empty Homes Plan			
2	% Successful homeless preventions and relief outcomes	35%	74%	G
	Successful implementation of the Homeless Reduction Act. The original target was provisional as there was no previous basis. The actual performance is better than the national benchmark position.			
3	Number of new homes provided by Council – starts on site	210	191	R
	The target was not met primarily because the pre-construction period for the next HDP scheme at Maudlin Farm has been longer than expected with the house-builder framework being used for the first time.			
4	Number of new homes provided by the Council - completions	140	133	A
	The target was not fully met because of delays on the HDP Pilot schemes.			

The year ahead 2019/2020

The priorities set out in the Housing Service Plan 2018-22 remain valid. Revisions have been made to specific objectives and where these have been achieved or need to be made relevant to changed circumstances. Key milestones and measures have similarly been updated for 2019/20 and beyond.

The EG&D Directorate Plan has set out key goals and the contribution to these is also identified in the following section.

The Housing Service Plan's overall outcome remains unchanged: That by 2022 Cornwall's residents will 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

** Indicates rolled over from Year 1*

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
	Provision of first-class services to customers and for residents	Develop and implement a digital improvement plan for the service Delivery of the Customer Promise	Improved online access and services for customers ; increased service efficiency including through mobile-working	* Digital improvement plan devised and implementation underway

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
<p>Communicate better with our communities</p> <p>Directorate Goals:</p>		<p>Establish customer and residents feedback/satisfaction mechanisms across Housing services</p>	<p>Improved customer and resident satisfaction and service-learning</p>	<p>Mobile-working for front-line staff in operation</p> <p>Customer Promise and feedback arrangements implemented across all service areas</p>
<p>Improve Internal and External Communication</p> <p>Work together and improve intelligence sharing to produce key policy and strategy</p>	<p>Provision of first class services to Council tenants</p>	<p>Updated management agreement to deliver VFM services and excellent customer satisfaction</p> <p>Review progress of Scheduler and CRM module and consider customer journey.</p> <p>Review of complaints management</p> <p>Transform and improve the delivery of the repairs & Maintenance programme</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>New Management Agreement and commissioning plan introduced</p> <p>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</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
				and % of appointments met
	Establish housing intelligence function	<p>Develop webpages to address FOI demand, and make housing data and intelligence more widely available.</p> <p>Tailor Housing Intelligence Improvement Plan to meet Service Plan priorities.</p>	<p>To gain customer insight and housing market understanding to inform service priorities and development</p> <p>Customers able to self-serve where possible</p>	Updated housing data and intelligence pages for public and corporate use.

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)

** Indicates rolled over from Year 1*

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
 <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>Risk-based HMO intervention programme developed and implemented</p> <p>Proactively investigate and tackle those who have unlawfully failed to licence their properties</p> <p>Commissioned research on Private rented sector completed and reported</p> <p>Member led Inquiry on the PRS in Cornwall supported and completed</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
		<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>Those looking to rent choose a property run by a CRLS member.</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>Consultation and decision on implementation of extended licensing scheme(s)</p> <p>CRLS development and information programme produced and implemented</p> <p>Undertake review of Fixed Penalty notices to ensure a reasonable and consistent approach is being taken.</p> <p>Deliver BEIS funded 12 month pilot (with Trading Standards) on enforcement and compliance with energy efficiency regulations.</p> <p>Year 3 to 4</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
				Fuel Poverty in Private rented sector progressively reduced to national average Year 4 ¼ of private rented sector covered by CRLS

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

** Indicates rolled over from Year 1*

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
  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>Produce and implement Welfare Reform (UC) Mitigation Plan</p> <p>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	2019/20 Milestones and measures (except where stated)
	<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>Most homelessness prevented</p> <p>Improved access and sustainment in the private rented sector for those at risk of homelessness</p>	<p>Implementation of action plan from MHCLG review to achieve Gold Standard Challenge.</p> <p>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>Review of Allocations Policy completed and policy changes approved</p>
	<p>To reduce rough-sleeping</p>	<p>Mainstream and maintain the services offered through the Rough Sleeper Reduction Strategy</p>	<p>Identify the needs of rough sleepers to inform future commissioning</p>	<p>Strategic review of Rough Sleeping commissioning and provision</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
		<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 complex needs to leave the streets permanently</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>New Homelessness Strategy approved.</p> <p>Complex needs services recommissioned.</p> <p>Implementation of Rough Sleeper Initiative projects</p> <p>Making Every Adult Matter (MEAM) begins work with first cohort</p> <p>Year 4 Rough Sleeper Numbers have reduced to below the national average (by population)</p>
	<p>To minimise Temporary Accommodation use</p> <p>To improve access and tenancy sustainment in the private rented sector.</p>	<p>Devise and implement a plan to provide an appropriate temporary accommodation portfolio</p>	<p>Use of emergency and temporary accommodation is minimised</p>	<p>Implement PRA Project to acquire first 100 units of PRS for TA purposes</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
		<p>Acquisition of a private rented portfolio across Cornwall to prevent and discharge homelessness.</p> <p>Develop an offer for private landlords to improve access and sustainment for those who are homeless or threatened with homeless</p>	<p>Homelessness prevented or resolved through direct Council provision</p> <p>Homelessness prevented or resolved through increased Private rented access</p>	<p>Work with private landlords to establish a PRS offer.</p> <p>Empty property grant/loan linked to nomination rights devised and launched.</p> <p>Years 2-4 Year on year reduction in TA use, and increased private rented access/discharge</p>

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

Measure:

Reduce the need for admission to care homes for older people

** Indicates rolled over from Year 1*

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
 <p>Better health for everyone</p> <p>Protect and improve the lives of vulnerable adults</p> <p>Provide care for hospital leavers (less time in hospital)</p>	<p>Offer an integrated solution with Health & Social Care reducing delayed transfers of care and preventing avoidable admissions to hospital & care homes</p>	<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><i>* Adopted pathway for discharge in partnership with Health & Social Care</i></p> <p>Revise referral links with Health & Social Care colleagues re falls and excess cold hazards</p> <p>Year 2-4 Provision of additional wheelchair accessible homes</p>
	<p>Reduce response times for major adaptations to support customer's welfare and wellbeing</p>	<p>Deliver on action plan to reduce response times for major adaptations across all tenures</p>	<p>Adaptations provided when needed</p>	<p><i>* Response times for major adaptations - 90% to meet timescales</i></p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
Fewer children living in poverty				Recognised as an upper quartile performer nationally by April 2020
	Deliver a range of housing solutions to enable people to adapt, repair, improve their homes or relocate to a new home	<p>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</p> <p>To have a clear understanding of the need for accessible homes including wheelchair accessible homes to meet the needs of disabled people</p> <p>Develop with customers a new independent living service model linking with the potential of Independent Living Centres (ILCs) & the Government's review of DFGs</p>	The homes of disabled, older & vulnerable people are comfortable, healthy and safe and they enjoy improved customer service and choice.	<p>*Implement new shared Adaptations policy.</p> <p>Conclude delivery options appraisal</p> <p>Assessment completed on need for accessible homes across all tenures</p> <p>Funding & project team established to deliver new service delivery model</p> <p>Year 3 New service delivery model implemented</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
	Develop strategic plan and provision for housing for vulnerable adults	<p>Develop strategic plan for housing options and provision for elderly, disabled and vulnerable people</p> <p>Lead cross-council and partner strategic assessment of supported housing needs and provision and commissioning</p> <p>Work with ASC to re-commission support and accommodation for homeless people with complex needs</p>	Accommodation provided for older, disabled and vulnerable people that provides appropriate support and tenancy sustainment	<p>Strategic plan for provision for vulnerable people completed.</p> <p>Commissioning for homeless with complex needs is concluded and new contracts are in place and operational.</p>
	We will deliver good services and decent quality accommodation options for Gypsies and Travellers	<p>Develop an agreed standard of pitch and site provision, for regeneration of CHL leased sites</p> <p>Develop and implement new management arrangements with CHL for the CHL leased sites</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>Complete Transit site</p> <p>Agree and implement investment plan for CHL Leased sites</p> <p>Agree strategic approach to G&T Site provision</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
		Develop and implement a strategic approach for delivery of new G&T site provision across Cornwall		<p>Year 2-4</p> <p>Increased site provision including Transit and Emergency provision</p> <p>Reduced incidents of reported unauthorised encampments</p>

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.

** Indicates rolled over from Year 1*

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
 <p>Directorate Goals: Provide 1,000 council homes and mitigate the housing crisis</p> <p>Develop a new community at Langarth</p>		<p>Recruit to new development and delivery structure to provide client capacity</p> <p>Implementation of the Housing Development Programme (HDP) as part of the Investment Programme.</p> <p>Improve the quality and reduce the cost of development</p> <p>Delivery of Cornwall Land Initiative (CLI1) and approval and implementation of Cornwall Land Initiative (CLI2)</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</p>	<p>*Housing client development team established</p> <p>Client – Treveth LLP commissioning arrangements established and operational</p> <p>Housing development pattern-book and specification agreed</p> <p>CLI2 business case approved and delivery partner procured</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
<p>Facilitate the Investment Programme</p> <p>Foster Place-shaping and improve the quality of development</p> <p>Bring empty properties back into use</p>		<p>Develop and Implement, with Adults, the Social Care Accommodation (Extra Care and Supported Living) Programme</p> <p>Acquisition of affordable and open market housing</p> <p>Secure funding and extend Community Homes Programme</p>	<p>use and cost of residential care</p> <p>First new homes and infrastructure provided at Langarth</p> <p>Community-led housing schemes developed</p>	<p>Years 1-4</p> <p>Minimum of 1,000 homes provided across programmes</p>
<p>Support Land Trusts and other providers to deliver homes</p>	<p>Establish an Off-site Housing Manufacturing Facility in Cornwall</p>	<p>Determine and implement the most appropriate delivery mechanism for an Offsite Housing Manufacturing Facility in Cornwall.</p>	<p>The creation of an off-site manufacturing facility to build homes to supply the Council's build programmes</p> <p>Provide associated training and employment.</p>	<p>Determine business model and seek approval through Council.</p> <p>Year 3</p> <p>Implementation of the business case to establish a facility</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
	Achievement of the Local Plan Housing Targets for Cornwall	<p>Build positive relationships with the development industry to encourage quality and delivery</p> <p>Facilitate increased delivery by SME developers</p> <p>Strategic land and infrastructure interventions to unlock stalled sites</p>	<p>Delivery of a sufficient amount of new homes to meet Cornwall's housing need.</p> <p>Maintain the integrity of the Cornwall Local Plan and ensure sustainable development in the right locations in a timely fashion.</p>	<p>Years 2-4 Between 2,670 and 3,000 new homes built per annum.</p>
	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	<p>Year 1-4 Minimum of 800 new affordable homes per annum.</p> <p>5% of new development built to wheelchair accessible (M4 (3)) standards</p> <p>Year 2-4</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
				<p>Leading provider of affordable homes nationally</p>
	HRA Development Programme	<p>To maximise the council's direct contribution to affordable homes provision.</p> <p>Infill development on existing sites to utilise land effectively and meet housing need.</p> <p>Regeneration of appropriate housing estate(s).</p>	Additional and replacement affordable housing provided on existing estates.	<p>Expanded HRA Development programme devised and approved</p> <p>HRA estate/land study completed to identify infill development opportunities</p> <p>Estate regeneration scheme designed and planning submitted</p> <p>Estate regeneration programme developed</p> <p>Year 3 Estate regeneration start on site</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
	Bring long term empty properties back into use	<p>Implementation of the Empty Homes Plan, including new CPO Programme to tackle the wasted resource of long-term empty properties.</p> <p>Offer a service matching the owners of empty properties with buyers</p> <p>Stop empty properties blighting neighbourhoods by effective use of enforcement powers</p>	<p>Homes returned to use to meet residents' housing needs</p> <p>Local areas improved</p>	<p>CPO programme team established and programme commenced.</p> <p>Year 2-4 Proportion of long-term empty properties reduced to or below national 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

** Indicates rolled over from Year 1*

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
 <p>Democratic Cornwall</p> <p>To seek further devolution from Whitehall to Cornwall and within the Duchy</p> <p>Directorate Goal: Shape the regional and national agenda – making it relevant to Cornwall Council</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>Secure flexibilities and funding from Government / Homes England to achieve Cornwall’s Housing Objectives.</p>	<p>Increased and improved delivery of housing and infrastructure and place-making.</p>	<p>Homes England partnership (CME) funding agreement for council and RP partners secured</p>
		<p>Develop approach to health, housing and social care integration</p>	<p>Improved health, welfare outcomes and cross-service effectiveness</p>	<p>MOU implemented and benefits of integrated approach promoted</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>Cornwall Strategic Housing Group established</p> <p>New Housing Strategy developed and partnership conference held</p>

Cornwall Council Priority	Our Service Priorities	Our Objectives	Our Outcomes	2019/20 Milestones and measures (except where stated)
		To develop and implement plans to increase housing delivery and services capacity within Cornwall	Training and employment opportunities and increased capacity to deliver outcomes.	OSC Capacity to Delivery Inquiry proposals developed and actioned
Be part of a coordinated response to climate change		<p>To improve energy efficiency and renewable energy generation in existing homes</p> <p>To end use of fossil fuels and provide for energy efficiency and renewable in new homes built and commissioned</p>	Reduced net energy consumption and carbon emissions	<p>Costed energy efficiency & retrofit asset improvement plan produced for existing council homes</p> <p>Energy efficiency and carbon emission standards developed for council commissioned and developed homes</p>

Corporate Performance Indicators – 2019/20

Performance indicator		2019/20	2020/21	2021/22
1	Number of new empty properties brought back to use	123	160	200
2	% Successful homeless preventions	78%	TBC	TBC
3	Number of new homes provided by Council – starts on site	400	700	550
4	Number of new homes provided by the Council - completions	190	530	500

Delivering the Plan

Workforce Development and Service Improvement

The successful delivery of the objectives set out in this plan in 2019/20, and in subsequent years, depends upon building the skills and expertise of staff within the service and supporting these with specialist expertise and insight.

A number of initiatives are underway or planned within the Service or the Directorate and will be developed during the year and these are outlined below.

Initiative	Outline
Extended Leadership Team Development	A programme of 2-3 monthly sessions to develop leadership skills and cross-service collaboration with the Housing and CHL leadership teams
Service Transformation	Commissioning (internal or external) transformation programme/project support and skills development
Apprenticeship expansion	Promotion and enrolment of staff to in-service apprenticeships and recruitment of a further national graduate trainee
Career Grade Introduction	Establishing career grades to encourage professional development
Mentoring	Develop with HR mentoring arrangements – both within service/directorate and outside
Shadowing	Opportunities for staff to gain insight into other roles within service and directorate
Policy and Strategy Collaboration	Developing a cross-directorate policy/strategy group to ‘join-up’ thinking and activity
Intelligence and Analysis Collaboration	Building a cross-directorate intelligence network to inform service development and improvement

Key Risks

There is a number of risks that may impact on the delivery of the service plan objectives and achievement of the key milestones and measures and these are outlined below. Individual objectives may also be exposed to specific additional risks.

Risk	Mitigation
Lack of expertise	Workforce development – specialist training, increased collaborative working internally and externally
Lack of capacity	Cross-service and directorate working/resource-pooling. Increased project-centred working. Wider partnership working with sector
Legislative and Funding changes	Increased engagement with Ministry and Homes England to anticipate policy and priority developments and position for funding opportunities; develop bidding capacity
Lack of alignment with Partners	Establish Strategic Housing Group and strengthen relationship to Housing CEs group. Extensive partner engagement in Homelessness and Housing strategy development
Housing down-turn (prices/rents/development)	Limited exposure to short-term risk in own programmes. Readiness to be counter-cyclical
BREXIT – Increased homelessness/service pressures	Communications plan for private rented market. Contingency to increase CHL resourcing. Business continuity planning for Service and CHL

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