PLAN FOR HOMES 4 CABINET BRIEFING REPORT

PLYMOUTH CITY COUNCIL

1. EXECUTIVE SUMMARY

1.1 This report launches Plan for Homes 4 which reinforces our overall ambition to deliver a minimum of 5,000 new homes in the city over the next five years.

1.2 Building more homes for both social rent and affordable home ownership is a corporate priority. Plymouth is in the midst of an unprecedented housing crisis and needs more homes to meet our identified housing needs. Building the right homes, in the right place, at the right price, while creating great places to grow up and grow old, is necessary for Plymouth's citizens to thrive. And without a new and improved supply of the right homes, the economic and physical regeneration of the city will be constrained.

1.3 Plan for Homes 4 builds upon the successful Plan for Homes programme which has provided a housing delivery framework for over the past ten years, first launched in November 2013 and refreshed in March 2016. In March 2019 Plan for Homes 3 was updated and extended to 2024.

1.4 Plan for Homes 4 continues the programme and sets out our commitment to enable and directly provide increased delivery of quality new homes, and to support the regeneration, improvement, and energy efficiency of existing homes of all tenures. Working with a range of partners we aim to meet our key housing challenges and provide for a range of housing needs, particularly addressing the increase in homelessness and use of temporary accommodation.

1.5 In addition, we want to work with partners to move towards Net Zero Carbon homes being the standard approach for new housing and will make funding available through the Eco Homes Programme to help meet the extra development costs incurred. Not only will this reduce carbon emissions, but it will also help address fuel poverty in the city.

1.6 Plan for Homes 4 sets out 6 themes of housing activity: affordable housing; market housing; private rented housing; supported and specialist housing; partnerships; with a cross cutting theme of climate action.

1.7 Plan for Homes 4 also identifies 10 key strategic initiatives within these themes, which include a range of housing, planning, and wider corporate service activities to help meet identified housing needs, tackle homelessness, poor housing conditions, and reduce carbon emissions; exploring opportunities for increased delivery, greater innovation, and maximising investment for the homes the city needs.

2.0 BACKGROUND REPORT

2.1 The Plan for Homes programme has provided our housing delivery framework for the past ten years (2013/14 to 2022/23), with an ambition to deliver a rolling programme of 5,000 homes (gross) over the following five years.

2.2 Over that time the Plan for Homes Programme has delivered 7,581 homes of which 1,980 (26%) have been provided as affordable homes (65% rented and 35% low cost home-ownership).

2.3 The Plymouth and South West Devon Joint Local Plan (JLP) seeks to deliver 26,700 new homes by 2034 across the two policy areas of Plymouth and South West Devon. Plymouth's target is for 13,200 of the new homes to be to be built in the Plymouth Local Planning Authority Area including 4,550 new affordable homes. To date we have delivered 6,562 (net) additional dwellings over the period 2014 to 2023 and are currently 622 dwellings ahead of the cumulative target.

2.4 Despite this strong track record, in recent years levels of new and affordable housing delivery in Plymouth have reduced to record low levels due to macroeconomic and local challenges affecting housebuilding. Plymouth faces some local and specific structural challenges due to higher build costs and relatively low housing values in the city, which makes it more difficult to deliver complex, brownfield schemes that involve significant upfront costs, and increases the gap funding required.

2.5 In the last year to 18 months there has been some recovery in affordable housing delivery with a current forecast of around 200 new affordable homes being delivered in 23/24.

2.6 However, our housing needs are increasing as a result of a number of challenges faced in recent times (i.e. Covid, War in Ukraine, rising inflation, cost of living crisis, lack of affordable housing options across all tenures) which have significantly impacted on the housing market and people's ability to meet their housing needs; resulting in a significant increase in both homelessness and the use of temporary accommodation in Plymouth.

2.7 Plymouth Pen Picture – from Plymouth Report

2.8 Plymouth had a population of 264,700 at the 2021 Census. This is estimated to grow to around 273,314 by 2043, a projected increase of 3.3 per cent. There will be a major shift in the population structure of Plymouth over the next 20 years as the proportion of the population aged 75 and over is projected to increase by 60.3%. An ageing population suggests an increasing need for care and support services, and the supply of appropriate housing options are an important aspect in addressing this challenge.

2.9 The number of people aged 65 or over who are living with a limiting long-term illness is projected to increase from just over 25,000 in 2020 to over 33,000 by 2035, and the number of people aged 65 or over with mobility issues is forecast to increase from 9,000 to just under 12,000. It is therefore critical that the city's housing delivery achieves the best value in terms of housing outcomes whilst meeting a wide range of housing needs such as extra care housing for older people, wheelchair accessible housing, homes for both single people and couples without children, as well as larger family homes.

2.10 Plymouth has approximately 122,813 dwellings. This has increased from 114,543 in 2011. A profile of Plymouth's housing stock, taken from the 2021 Census, shows that Plymouth's housing profile remains significantly different to that of England as a whole and also the South West region. The proportion of detached homes in the city is 11.4 per cent in 2021. This is around half the national figure (22.9 per cent), which given the city's urban character is not unexpected. A third (32.8 per cent) are terraced compared to 23 per cent nationally. Plymouth has a larger proportion of smaller dwelling types and a smaller proportion of larger homes compared to nationally.

2.11 Plymouth has slightly lower levels of overall home ownership than nationally or regionally, with high concentrations of owner occupation in the east of the city and lower levels in the south and west of the city. In comparison with the UK (62.3 per cent), and much of the South West (67.0 per cent), Plymouth has slightly low levels of overall home ownership (58.8 per cent). This is a small decrease from 59.5 per cent in 2011 which mirrors a national trend. The South West region has one of the highest rates of home ownership in the country. 29.5 per cent of households in Plymouth are owned outright which is below the national average (32.8 per cent) while 29.3 per cent are owned with a mortgage, loan or shared ownership, close to the national average of 29.7 per cent).

2.12 In 2022 Plymouth's ratio of median house prices to median residence-based earnings was the highest that it has been since records began with an affordability ratio of 7.53. However, whilst this ratio still remains high, this decreased slightly in 2022 to 7.44. The median house price in Plymouth for the year ending September 2022 was £205,000. This is significantly less than both the South West and England median house price (£295,000 and £275,000 respectively). For Plymouth this is a 43 per cent rise on median house prices since 2012. Levels have stabilised given the increase in Bank of England interest rates which have fed through to the mortgage market.

2.13 There are potentially around 5,400 private rented homes in Plymouth that are of a non-decent standard and non-decent housing is strongly linked to fuel poverty, exposure to hazards or significant disrepair. There are an estimated 16,866 households (13.9 per cent) in fuel poverty (those who cannot afford to keep adequately warm at a reasonable cost, given their income) in the city with rates rising to 24 and 26 per cent in some neighbourhoods. The link between good quality housing and health, life expectancy and educational attainment are well known so a programme to improve existing and develop new homes is crucial in addressing these challenges.

2.14 Private rental accounts for 22.7 per cent of the housing tenure in the city. Recent data indicated the median private rental in the city was £625 with an average private rental price ranging from £400 per calendar month (pcm) for a room in a shared house to £1,050 pcm for a four or more bedroomed house. Private rents in Plymouth have traditionally been significantly lower than the England and South West median monthly average. However, changes in regulations for private landlords has resulted in many smaller landlords choosing to withdraw from the market which has led to an increase in demand for fewer homes and undoubtedly resulted in an increase of rent levels.

2.15 Of the 122,813 dwellings across the city, statistics indicate that around 1 in 5 households rent privately. Of these, estimates suggest that around 23% of these homes are ‘non decent’. Non-decent housing is strongly linked to fuel poverty. A household is classified as being in fuel poverty if the homes Energy Performance Certificate (EPC) rating is Band D or lower and the household’s total disposable income is below the poverty line. In Plymouth there are an estimated 16,866 households in fuel poverty which is slightly above the national figure and higher than the overall South West figure.

2.16 Finally it is notable that in comparison with national averages Plymouth has a high proportion of property in Council Tax bands A and B, and conversely very low numbers of properties in bands F and G.

3.0 Housing Needs

3.1 Our housing needs are increasing, with the latest Devon Home Choice headline figure of total households in need at 8,597 on the Devon Home Choice Register (Jan 24), of which 1351 are in high banding priority need. At the same time the number of available social housing lets has also declined, reducing by 36% over the last 5 years. 874 social housing units let in 2022/23 represents only 4.6% of the total stock and demonstrates the current static nature of the social housing stock in Plymouth. In 2022/23, the number of households in significant need of an affordable home (Band B and C) outstripped supply by 2575.

3.2 The private rented sector historically provided a supply of lower cost housing options, but that is no longer the case as private rented accommodation has become increasingly expensive and much less available over the last year or so, with landlords either exiting the market or rents being increased to unaffordable levels.

3.3 Homelessness has also increased significantly, and we have been facing unprecedented demand since the Pandemic. Approaches by households concerned about their housing has increased year on year, from 2402 approaches in financial year 2019/20 to 3405 in 22/23 (a 42% increase) and a projected 4300 approaches in 2023/24 (a 79% increase). In the last 9 months we have had an average of 173 homelessness applications per month (30% increase on 2019/2020).

3.4 The impact of the increased demand and reduced access to housing across all tenures means that people are in temporary and supported accommodation for much longer periods and there has been a 158% increase in the demand for temporary accommodation since 2019/20. We have 342 households in temporary accommodation of which 167 are families. In addition, there are a further 181 households in B&B of which 29 are families as existing temporary accommodation becomes silted up. This has created an in-year service budget pressure of £2.4million and demand is forecast to continue to increase, despite notable successes in preventing homelessness by Council teams.

3.5 As of 2nd January 2024 there are 1365 Plymouth households on the Devon Home Choice Register with accessibility needs. Beyond this there are over 600 people waiting for disabled facilities grant adaptations to be completed in their home.

3.6 A Specialist and Supported Housing Needs Assessment is underway. This will support identification of gaps in provision. The scope for the assessment is specific cohorts with support and/or other needs around physical disabilities; learning disabilities and associated conditions; young people; older people; mental health; and homelessness. It will include identification of gaps, contexts and trends to inform the plan for future provision.

4.0 Housing Delivery Challenges

4.1 Overall housing delivery numbers are falling, with a year-on-year decline since 2018/19 due to unprecedented market disruption caused by combination of Brexit, Covid, war in Ukraine, high build cost inflation, increasing interest rates, supply chain challenges, availability of skilled labour etc. Delivery numbers hit rock bottom in 2021/22, although affordable housing numbers are starting to bounce back over the last 2 years.

4.2 Development viability is a major challenge to delivery. Unlocking previously developed brownfield sites in low value areas with high costs is very challenging, resulting in the need for significant subsidy.

Plymouth is heavily reliant on brownfield land for housing delivery whilst neighbouring authorities possess many high value greenfield sites with greater demand.

4.3 Limited capacity results in development being reliant on too few SME contractors / builders, which impacts on supply chains and overall delivery. Also Housing Associations are needing to divert more of their resources away from new development to increasing investment in their existing homes to improve energy efficiency, and tackle poor conditions associated with damp and mould.

4.4 There is a need to unlock the City Centre's future potential as a place people choose to live, focusing on delivering a wide range of homes and an overall diversification of uses. In addition, there is a need for significant investment in homes and placemaking to continue to repurpose and revitalise the city centre to meet the evolving needs and demands of residents.

4.5 Finally there is a need to accelerate an improved housing offer for low and zero carbon new homes and provide energy efficient retrofits of existing homes as well as improve standards, especially of Private Rented Sector homes in Plymouth.

5.0 Plan for Homes – Achievements to Date

5.1 Our housing needs and delivery challenges require a continued credible response. Part of that response has been our Plan for Homes Programme, which has provided a delivery framework for Council action and partnership working, and the activity and achievements below identify many successes.

5.2 Over the full nine financial years of the Plan for Homes Programme we have delivered 7,183 homes of which 1,873 (26%) have been provided as affordable homes.

5.3 Through our existing Plan for Homes Programme we have released 48 council owned sites that are planned to deliver 1,550 new homes of which 1,022 are to be affordable homes (66%) - demonstrating the value of PCC site releases to increase supply of much needed affordable housing. Of these, 28 sites have been completed delivering 1045 homes, of which 627 are affordable (60%).

NB. These figures exclude land at West Park Hill (allocated in the Joint Local Plan for in the order of 400 homes) as the site has not currently been released to the market.

5.4 We have been working in partnership with Plymouth Community Homes to complete the acquisition and refurbishment of 86 vacant ex-MOD homes for affordable family housing This will make a significant contribution to meeting the needs of many families in housing need in the city.

5.5 We have secured £2.485million of Land Release Funding and Brownfield Land Release Funding from Government to help de-risk and gap fund 15 council owned sites.

5.6 We have secured revenue funding to support work on opportunities to unlock brownfield and development land. We have also worked with Homes England and our Plymouth Housing Development Partnership (PHDP) to secure Affordable Housing Programme investment between 2015/16 to 2022/23 of around £50m.

5.7 385 long term empty properties (over 6 months empty) have been brought back into occupation, and we currently have a range of enforcement cases using Compulsory Purchase Order powers as well as financial assistance loans being pursued.

5.8 Working in partnership with Plymouth Housing Development Partnership members, the Council is supporting the continuation of large-scale estate regeneration projects for the transformation of priority neighbourhoods with around £450m investment to support delivery of 2,924 new homes at three key locations.

5.9 Devonport's regeneration programme is almost complete (circa 600 demolitions replaced by 1,500 new homes) and continuing the significant estate regeneration of North Prospect by Plymouth Community Homes (800 demolitions replaced by around 1,100 new homes) completing March 2024.

5.10 Regeneration at Barne Barton has commenced on both the Clarion Housing and Sanctuary Housing regeneration sites. Planning permissions have been granted for 328 replacement homes, and works are now progressing well.

5.11 Delivering innovation, schemes include Service Veterans Self Build, Passivhaus – low carbon affordable housing, Extra Care housing, RentPlus, bungalows and accessible housing, plus plans for Energiesprong net zero carbon model working with Plymouth Energy Community Homes and Livewest .

5.12 Partnership working with Homes England and DLUHC on interventions for bringing homes into the city centre and seeking to create the right conditions and confidence for the private sector to invest and deliver the wider regeneration of the city centre.

5.13 Co-ordination of the Plymouth Housing Development Partnership, a key delivery vehicle of 11 developing Housing Associations in the city, with a focus on affordable housing and regeneration priorities. We have established two bespoke Housing Partnership Agreements with PCH and Livewest to lever in increased investment for new affordable homes in the city.

5.14 We have allocated £1.5m and identified six site opportunities that could deliver our Eco Homes Programme commitment of 250 new low carbon / net zero carbon homes, including a first Net Zero Carbon Energiesprong project at Kings Tamerton for 70 affordable homes.

5.15 Veterans Housing is being delivered at Stirling House, the first homes completed which has seen nine service veterans in housing need involved in the construction of 25 self-contained affordable homes to rent, with up to 12 of the homes to be lived in by the veterans themselves. The scheme is due to complete by end of March 24.

5.16 We are building well designed sustainable homes as a Council for first time in 40 years. Our pilot scheme will complete Spring 2024, with plans to develop a pipeline of future sites to drive improvements in the standard and sustainability of new homes of all tenures. Also, at Douglass House we have directly delivered two specialist bungalows for adults with learning disabilities.

6.0 Plan for Homes 4 – Accelerating Existing Activity

6.1 Despite our strong track record of achievement we need to do more.

Plan for Homes 4 sets out our next stage of delivery as it seeks to continue and accelerate existing activity as set out below, as well as bring forward new initiatives to focus action on achieving our overall ambition to deliver a minimum of 5,000 new homes in the city over the next five years.

6.2 Delivering the existing housing pipeline of sites - this is a key focus moving forward as we have seen a downward trend in delivery over past 4-5 years. We are currently working on 45 pipeline sites, many of them in collaboration with PHDP partners, that are a combination of Plan for Homes sites and developer led sites that could deliver 3,082 homes of which 1,888 would be affordable (61%) in the coming years.

6.3 Development of land at West Park Hill - We are accelerating work for the delivery of this Council owned site. We are currently master planning the site for circa 450 homes (subject to planning) with a vision for the development a fringe city neighbourhood designed around energy efficient homes in a fantastic landscape. A place focussed on community, ecology and sustainable living. We will be submitting a planning application by October 2024 and exploring options for Council led direct delivery at the site.

6.4 Deliver and review our existing Housing Partnership Agreements - Both agreements with PCH and Livewest are currently in delivery, and we are on track to deliver the target total of 750 affordable homes despite the difficult nature of many of the schemes. We will review both partnerships when they expire.

6.5 Develop and deliver an Eco Homes Programme

We have allocated £1.5m under Plan for Homes 3, with a commitment to deliver 250 new low and net zero carbon affordable homes. We have identified a number of sites to support this initiative and will work with partners to make the transition towards all future homes being low and net zero carbon, helping address fuel poverty and minimise the impact of the cost-of-living crisis.

6.6 Continue to bring long term empty homes back into use and prevent others becoming empty.

We will continue actions to tackle long term empty homes through a combination of enforcement action and financial assistance to continue our strong track record of bringing empty homes back into occupation to help meet our housing pressures, and regenerate neighbourhoods. Further we will work with landlords, agents and tenants to prevent properties falling into disrepair.

7.0 Plan for Homes 4 – The Next Stage of Delivery

7.1 We need to move onto the next stage of delivery. Plan for Homes 4 currently sets out six housing themes under which new housing initiatives and action are identified and will be developed: affordable housing; market housing; private rented housing; partnerships; supported and specialist housing; with a cross cutting theme of climate action.

7.2 The themes and initiatives will allow us the flexibility to respond to local and national policy and funding opportunities. Our initiatives will be modular and scalable in ambition, to be developed and delivered in partnership with key delivery and funding partners.

7.3 In addition we will consider the findings of a recent review we have undertaken on best practice of Local Authority housing delivery elsewhere in the UK, as we develop a detailed delivery plan setting out actions to deliver our initiatives within 6 months of the launch of Plan for Homes 4.

7.4 Ten Key Strategic Initiatives

	Key Strategic Initiatives	Suggested Actions
1.	**Increase and accelerate the delivery of new homes**	Deliver the existing housing pipeline of sites. Develop a direct delivery programme Accelerate delivery West Park Hill / Register Office. Continually review surplus council land and corporate property for housing opportunities
2.	**Reduce Homelessness and its impacts**	Deliver Property Acquisition's Strategy Re-provide Raglan Court Deliver SHAP & LAHF funding pots Homelessness Prevention
3.	**Improve the condition and energy efficiency of the existing housing stock.**	Retrofit of social and other housing tenures Improve cold damp homes and tackle health impacts Bring long term empty homes back into use and prevent others becoming empty.
4.	**Maximise inward investment in new and affordable housing**	Explore re-establishing the HRA Establish a site acquisition fund Establish a development infrastructure fund
5.	**Deliver projects to meet specialist and supported priority housing needs**	Identifying and prioritising our specialist and supported housing needs Deliver Disabled Facilities Grants Develop a new veterans housing programme
6.	**Provide increased housing choices in the City Centre**	Develop and Deliver a City Centre Delivery Plan with our partners
7.	**Deliver more low carbon and net zero carbon new build homes**	Deliver eco-homes programme
8.	**Support the delivery of estate regeneration priorities**	Complete the redevelopment of North Prospect, Barne Barton, and other new regeneration priorities. Carry out evaluation of existing projects to learn lessons for future proposals.
9.	**To drive a high quality private rented sector and tackle bad landlords**	Use financial assistance and enforcement powers to address challenges in the sector
10.	**Ensure we have effective partnerships to deliver this plan**	PHDP & RP Partnership Agreements Plymouth Alliance

		THRIVE South West Landlords Association

7.5 Specific New Actions to Support the Delivery of the Strategic Initiatives

In addition to the above, Plan for Homes 4 will also target new interventions to help meet the housing needs of the city, as follows:

7.5.1 Property Acquisition Strategy – following approval by Cabinet on 11th December 2023, we are taking immediate action to acquire up to 57 properties to use as temporary housing for homeless households as an alternative to Bed & Breakfast and other forms of unsatisfactory and expensive temporary accommodation. This will improve the quality of accommodation whilst reducing significant costs to the Council. In addition, we are also exploring opportunities to acquire existing residential blocks that can be re-purposed for temporary accommodation use.

7.5.2 City Centre Delivery Plan – we are working with our partners to develop agreed priorities and funding with the aim to repopulate the city centre. The aim is to create the right conditions and confidence for the private sector to also invest and deliver the wider regeneration of the city centre, as well as opportunities for Registered Providers to shape placemaking and ensure an appropriate range and mix of housing tenures are delivered.

7.5.3 Raglan Court – plans are progressing to replace the existing obsolete homeless facility with purpose built quality temporary accommodation for homeless families, working with a partner Registered Provider we aim to re-provide 30 new units of temporary accommodation for homeless households.

7.5.4 Register Office – we will accelerate activity to bring forward a mixed tenure housing development as part of our plans to increase the Council's role in the direct delivery of quality new homes across the city.

7.5.5 Consider Developing a Housing Market Recovery Plan – we will consider and introduce planning led initiatives to unlock delivery of new open market and affordable homes on stalled housing sites across the city to help get Plymouth building again.

7.5.6 Explore Re-establishing the Housing Revenue Account – we will explore the potential for an HRA to add support to our ambition to develop, acquire and fund new affordable homes to meet identified housing needs.

7.5.7 Establish Site Acquisition Fund – key to supporting building the future pipeline of housing delivery we will look to establish a fund for strategic site acquisitions. We will explore jointly establishing such a fund with key partners, including housing led regeneration and placemaking as part of City Centre Delivery Plan.

7.5.8 Establish Infrastructure Fund – we will establish an infrastructure fund in recognition of the need for pre-development funding to provide the necessary infrastructure to help unlock stalled sites, particularly brownfield land in low value areas.

7.5.9 Deliver Single Homelessness Accommodation Programme (SHAP) and Local Authority Housing Fund (LAHF) – working with partners on a range of acquisition and refurbishment projects to help address homelessness and temporary accommodation needs, as well as provide suitable accommodation for refugees in the city.

7.5.10 Establish Housing Partnership Agreements no.3 & 4 – building upon the success of our two existing Housing Partnership Agreements, we will seek to establish two further agreements with Registered Provider partners to maximise investment and delivery in the city, with a focus on homeless provision and city centre living.

7.5.11 Review and relaunch the Plymouth Housing Development Partnership (PHDP) – the PHDP is our key housing delivery vehicle in the city, particularly for the provision of affordable housing and estate regeneration. We will undertake a collective review of the PHDP to ensure we continue to have the right partners working to meet our identified needs whilst seeking to maximise proactive working and investment in the city.

7.5.12 Develop a new Veterans Housing Programme - we will work with local service veteran's groups and through the Military Covenant to identify their housing and support needs and how best to meet identified needs. We want to do more, building upon the success of the award-winning Nelson Project and soon to complete Stirling House project, in terms of providing more social value through construction skills and training, employment opportunities and rehousing.

7.5.13 Develop a programme to meet identified supported and specialist housing needs – we will ensure a better understanding of the housing needs of households requiring specialist and supported housing, through considering the findings of supported housing needs assessments and continued cross departmental working to ensure new provision to meet urgent unmet needs.

7.5.14 Develop a Direct Delivery Programme – we will establish an agreed pipeline of sites and funding to support a programme of direct housing delivery by the Council. We are building the first Council built homes for 40 years at Broadland Gardens, with a commitment to quality design, build and living. The development is entirely gas free with homes heated and powered through renewable and low carbon technologies. We intend to use this pilot as a springboard to developing a larger pipeline of Council built homes; this aligns with our consideration of re-establishing our Housing Revenue Account.

7.5.15 Complete Further Strategic Land and Corporate Property Reviews - including 13 sites already identified with a new focus on looking at surplus PCC Estate, including at Raglan Court, Colwill Lodge, The Vines and Douglass House.

7.5.16 Support delivery of New Estate Regeneration priorities – partnership working with Registered Providers to continue our track record of supporting estate regeneration, tackling obsolete housing conditions and improving housing choices in priority neighbourhoods. To include completing final phase 4 at North Prospect and overall post regeneration evaluation and support the continuation of delivery at sites in Barne Barton.

7.5.17 Tackle Private Rented Sector issues – everyone should have access to a decent home free from hazards, excess cold and significant disrepair. We will work strategically with key city partners (landlords, agents and tenants) to implement a solution focused approach, to improve the stock condition through training, access to advice and information and where necessary utilising enforcement tools.

7.5.18 Improving existing housing stock – increase housing sector condition related intelligence through strategic partnership engagement then work collectively to support landlords to make improvements and/or secure grants for retrofitting decarbonisation measures or disabled adaptations in social homes and the private housing sector. We will also seek to progress heat network connections in heat network zones to displace the use of natural gas in new housing developments.

8.0 Next Steps

8.1 Once Cabinet has approved the Plan for Homes 4 proposals, we will work collaboratively across the key Council teams to turn the 10 strategic initiatives and the specific actions into a detailed delivery plan, with timescales set against each item. This plan will need to remain flexible to reflect any new sources of funding secured, opportunities as they arise and new challenges that may emerge.

8.2 The progress of the Delivery Plan will be monitored by the Cabinet Member for Housing, Co-operative Development and Communities and relevant officers in high level, regular meetings.