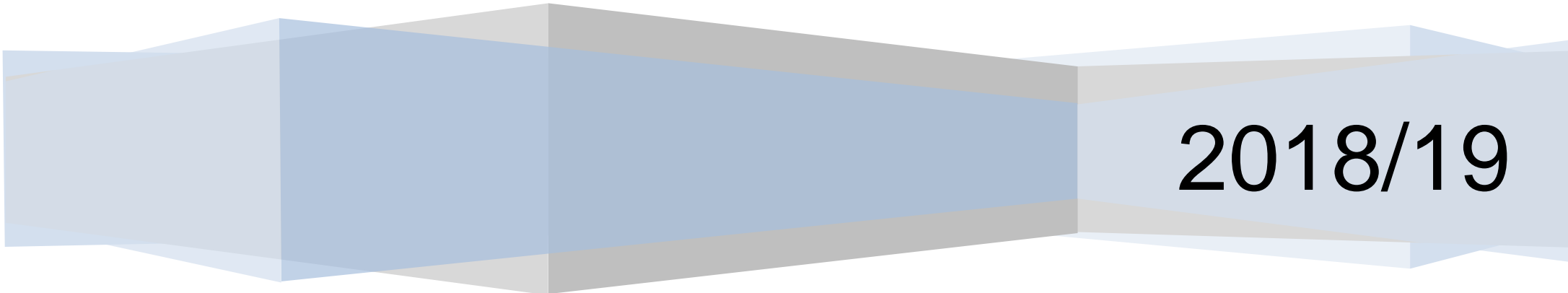




Putting the HEART into Housing

DRAFT Affordable Homes Service Plan



2018/19

Contents

Vision and Aims	2
Mitigating Risk	3
The Housing Service	4
Service Improvement Project/Activity Overview	5
Project/Activity Programme	6
P1 – Greater Cambridge Housing Strategy 2018-2023 [Cwfd].....	7
P2 – Community Impact & Community Safety	8
P3 – Homelessness Mitigation [Cwfd].....	9
P4 – Housing & Planning Policy Review and Updates.....	10
P5 – Greater Cambridge Partnership Housing Investment Plan	11
P6 – Options for New Housing Delivery	12
P7 – Projects to Support the Health and Independence of Older People.....	13
P8 – InTouch Project	14
P9 – Local Housing Company Group Structure and delivery of Cambourne High Street.....	15
Inter-dependency Links	16/17
Project/Activity Plan – Milestones	18

Corporate Long Term Vision and Aims

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

- We will work towards this Vision through the following strategic aims: **Living Well** - Support our Communities to remain in good health whilst continuing to protect the natural and built environment
- **Homes for our future** - Secure the delivery of a wide range of housing to meet the needs of existing and future communities
- **Connected Communities** – Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity
- **An Innovative and Dynamic Organisation** – Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost

Relevant Areas of Focus for the Housing Service from the Corporate Plan 2018-2019

A) Living Well

- 4) Having a planning policy framework that enables new and established communities to be thriving, healthy, safe and attractive places to live
- 5) Finding solutions for people facing homelessness and managing the impacts of welfare reform on our vulnerable residents

B) Homes for our Future

- 3) Increasing the range of housing and tenure options for residents
- 4) Making housing choices available that help to maintain the health and independence of older people
- 5) Continuing to provide safe and high quality council housing, helping to keep our tenants in good health

D) An Innovative and Dynamic Organisation

- 1) Reducing duplication and maximising use of digital technology to make it easier and more convenient for customers to access our services
- 3) Developing a clear strategy for the council to take advantage of commercial and investment opportunities as they arise to ensure continued delivery of services that local people value

Housing Vision and Aims

To be the best housing service by providing good quality housing across all tenures that is accessible to all – that enhances residents' quality of life, their health and wellbeing, that supports economic growth and social opportunities, alongside improved energy security and reduced carbon footprints.

- **Affordable Housing Provision** – To deliver a range of homes that are affordable to all and where people want to live that will support economic growth and economic activity
- **Better Homes** – To improve the living conditions across all tenures, to help make homes more energy efficient and to reduce fuel poverty
- **Making Best Use of Existing Stock** – To promote safe and sustainable communities, ensuring people are living in the right homes at a time that is right for them
- **Securing Housing with Specialist Support** – To promote fully inclusive communities and to work with partners to provide support and assistance to enable independent living
- **Preventing and Tackling Homelessness** – To reduce homelessness through being proactive in preventative measures and ensuring there is sufficient suitable accommodation available to people who are, or who may become homeless
- **Improving housing options and extending choice** – To work in partnership to provide housing advice so that people understand their housing options, help them to sustain their current home or access alternative suitable accommodation
- **Monitoring and Performance** – To provide a housing service that is transparent and accountable, that is developed in consultation with our tenants, partner agencies and the wider public and demonstrates value for money

Mitigating Risk

Potential operational risks to the service are identified at an early stage through the HRA Business Plan Risk Register and Housing Risk Register, which are monitored quarterly by the Housing Services Management Team (HSMT) and Executive Management Team (EMT). High level risks identified will also be included in the Strategic Risk Register for monitoring by CMT and EMT and approval by the Corporate & Customer Services Portfolio Holder. Where service plan projects help to mitigate the risks identified in the Risk Registers, these are noted in the tables below (pages 7-15).

Risks relevant to Service Plan			
Corporate Risk Register			
STR3 (was STR05)	Failure to meet Housing Need	STR9 (was STR24)	HRA Business Plan
STR5 (was STR15)	Welfare Reform	STR10 (was STR25)	Increase in cost of managing homelessness
STR6 (was STR19)	Demands on services from an ageing population	STR11 (was STR26)	Business Improvement & Efficiency Programme
STR7 (was STR20)	Partnership Working with Cambridgeshire County Council		
Housing Risk Register		HRA Business Plan Risk Register	
HS1	Increase in cost of managing homelessness	BP3	Capital Programme Costs
HS2	Responsive Repairs	BP6	Right To Buy Sales
HS4	HRA Business Plan	BP7	Government Policy Changes
HS5	New Build Strategy	BP10	New Build
HS6	MAPPA & MARAC	BP11	Cost inflation
HS7	Mental Health issues	BP12	Sale of High Value Homes

Housing Service

This service plan covers both strategic housing functions of the Council and also its landlord role. The service plan for Affordable Homes should be read in conjunction with the [Housing Strategy 2012 to 2016](#) (a joint Housing Strategy 2018 to 2023 is currently being drafted) and the [Housing Revenue Account \(HRA\) Business Plan](#).

Monitoring of the Service Plan is completed by our Housing Services Management Team and progress reported in our [Annual Report for Tenants and Leaseholders](#) published in Autumn, as well as up to date information contained in our twice yearly [Tenant and Leaseholder Newsletter](#).

The Housing Service has three primary functions:

- Landlord service - providing housing management and property maintenance services to over 5,750 homes. This also includes housing related support and the management of gypsy & traveller sites.
- Housing strategy and development – providing a strategic lead on housing issues within the District including assessing housing needs, bringing empty homes back into use, performance management and the Council's new build programme. This also includes an enabling role working in partnership with other local authorities and housing associations to deliver new affordable homes within the District and in partnership on strategic sites close to Cambridge City.
- Housing advice and options – providing a homelessness prevention service and to provide accommodation for those in housing need (including those who are already homeless), through a choice based lettings scheme and other housing options. The provision of this service delivers several statutory requirements for the local authority.

Key Stats (note: details can be located from the '[Housing Statistical Information Leaflet](#)')

Housing Stock as of March 2017

General Needs homes = 4179
Supported homes = 1066
Equity Share homes = 348
Leasehold homes = 122 (sold flats)
Total homes managed = 5,715

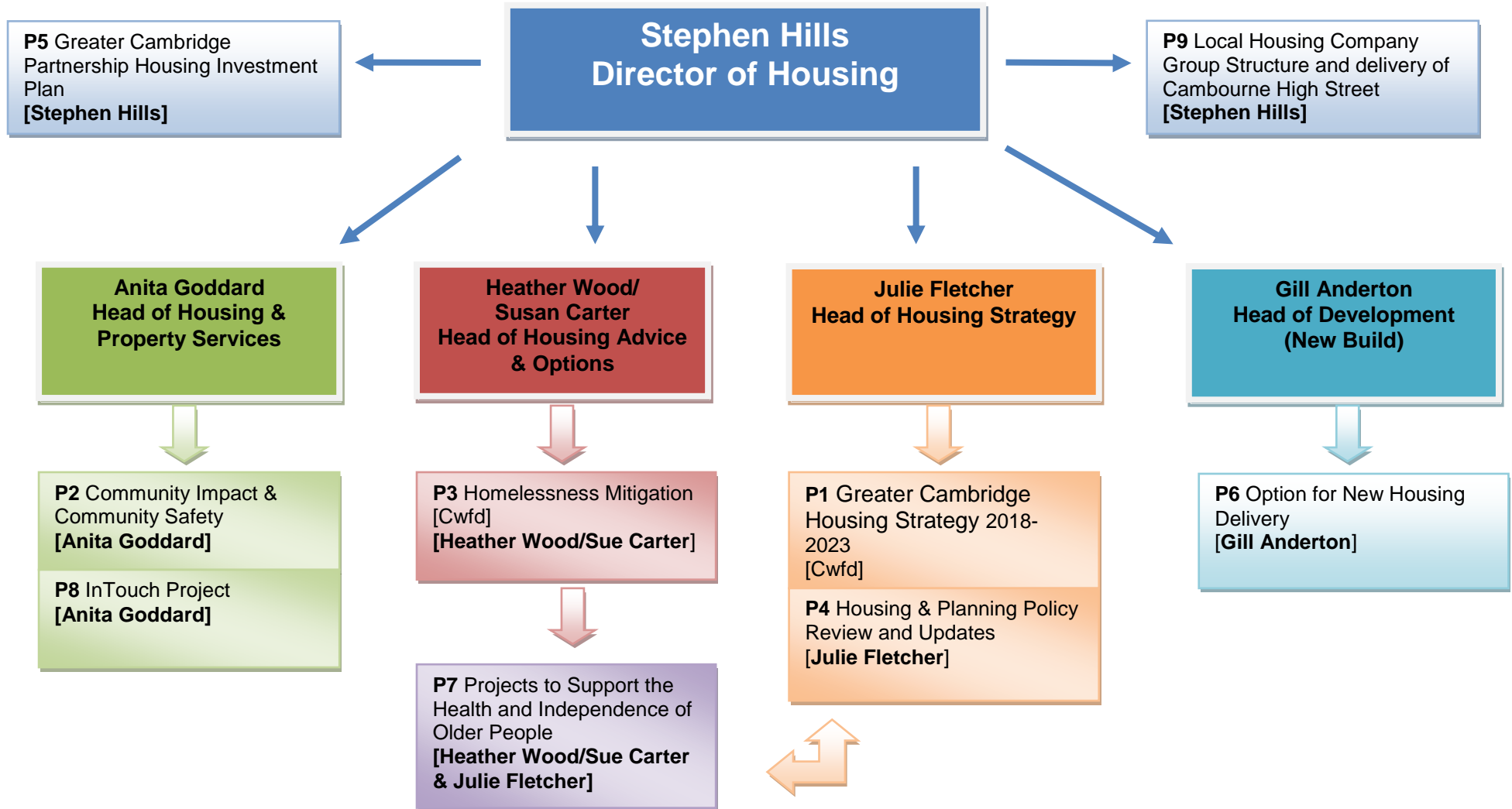
There are also 24 First Time Buyer homes and 28 shared ownership properties

In 2016/17

Total council homes let = 274
Total housing association homes let = 165
Total homes let through Home-Link = 439

Homelessness acceptances = 167
Homes receiving capital works = 3541
Affordable homes built = 152

Service Improvement Project/Activity Overview



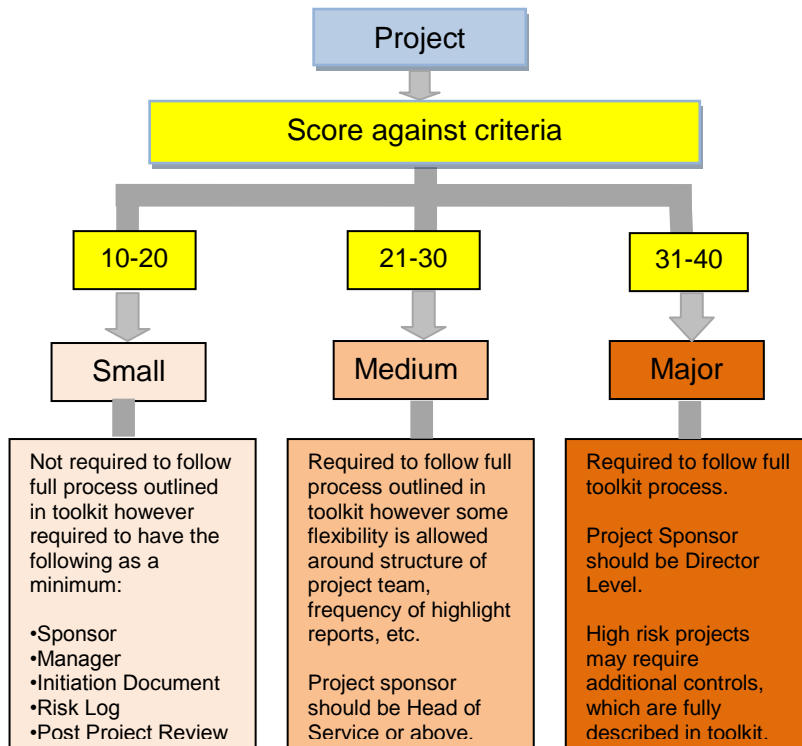
Project/Activity Programme

The following pages set out the programme for each project/activity identified. The prime objective for each and the expected outputs to be completed during the life of the service plan are detailed, alongside agreed timescales. Each project/activity is scored using the corporate project scoring matrix, aligned to the corporate aims and assessed against the social value relating to Value for Money. Projects/Activities are also assessed as to how they help mitigate identified risk from the Risk Registers and if any additional resources are required.

Scoring Projects and Resources

Project scores are based on the level of management that needs to be put in place. The projects are scored against criteria set out in the project management toolkit to give a total score which will indicate whether the project is small, medium or major.

The resource implications for each project within the service plan are identified in the tables below (see pages 7-15).



The service plan for Affordable Homes includes:
2 x Small; 4 x Medium and 3 x Major

Value for Money (VFM)

We will achieve our aims in the most efficient manner at the best possible price and be able to demonstrate it.

This will include:

- Doing the right things to meet the aims of Affordable Homes (effectiveness)
- Using our assets in the best way to deliver these aims
- Having the right assets to deliver (asset management)
- Having the right processes in place to deliver (efficiency)
- Achieving the right outcomes – meeting standards (quality) aimed for

To ensure we are a high performing housing service and to help identify areas for improvement, we compare ourselves with other housing organisations using HouseMark – see our Annual Core Benchmarking Reports. The Annual Report for 2016/17 highlighted how we provide value for money for our tenants, which was published on our website and inside the Tenant & Leaseholder Magazine. See also the Affordable Homes Value for Money Framework.

For the service plan, each project/activity is evaluated (i.e. it's not a scientific measurement) against the social value element relating to VFM, this is broken down into four components:

Social and economic benefits

- To individuals and communities

Service Quality

- Consumer benefits to paying customers

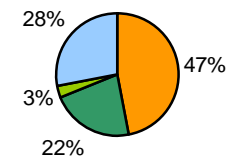
Environmental Benefits

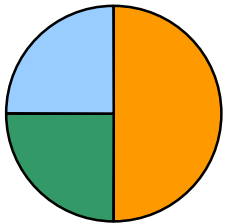
- Quality of neighbourhood; bio-diversity; energy efficiency; etc.

Financial Benefits

- A return (surplus) for reinvestment
- Knock-on benefits to other local services and taxpayer

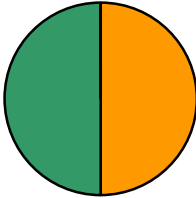
Overview of social value



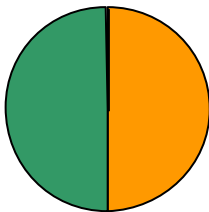
P1 Greater Cambridge Housing Strategy 2018 – 2023 [Cfwd]					
Prime Objective:	To work with Cambridge City Council and the Greater Cambridge Partnership to draft a joint Greater Cambridge Housing Strategy				
Outputs / Business Benefits:	<ul style="list-style-type: none"> • Set up joint working group with Cambridge City Council • Agree timeline and scope of Housing Strategy • Arrange series of workshops as part of consultation on key themes • Draft Housing Strategy for consultation • Publish new joint Greater Cambridge Housing Strategy 				
Timescales	Start Date: [Cfwd]	End Date: July 2018	Project Duration: 12-24 months	Project Score: 22 Medium	Corporate Aim(s): A - 4, 5 B - 3, 4, 5
VFM – Social Value		50%	Strategic direction for affordable housing.		
Social and Economic Benefits		25%	Our ability to provide good quality services that meet the needs of the District will be identified within the Strategy		
Service Quality		0%			
Environmental Benefits		25%	Affordability for housing will be a key focus for the Housing Strategy.		
Financial Benefits					
Mitigating Risk:	<p>The Housing Strategy will identify the key risks and opportunities facing Affordable Homes following changes in Government Policy</p> <p>BP7 - Government Policy Changes</p>				
Additional Resources:	None				


P2 Community impact & community safety					
Prime Objective:	<ul style="list-style-type: none"> • Implementation of Communal Room Review • Health & safety internal review (HRA) 				
Outputs / Business Benefits:	<p><u>Implementation of Communal Room Review</u> There are 41 sheltered housing communal rooms with a range of facilities such as lounges, kitchens, laundries, office space, toilets, and a few guest rooms. They all require maintenance and expense yet they are under-utilised on the whole although some schemes do use them on a regular basis. On the whole they are an asset yet an under-utilised resource for the Council and surrounding communities. In order to manage the communal rooms as an asset it is vital that their investment needs as a structure are known and that their potential role in the community, as well as use by residents is established. From this platform the potential future of the communal rooms can be established</p> <p><u>Health & safety internal review (HRA)</u></p> <ul style="list-style-type: none"> • Recruitment of Asset & Compliance Manager • Complete review of policy & procedures for health & safety, primarily around fire safety by March 2019. • Asset Management Strategy reviewed by March 2019 				
Timescales	Start Date: April 2018	End Date: March 2020	Project Duration: 2 years	Project Score: 28 Medium	Corporate Aim(s): B – 4, 5
VFM – Social Value		25%	Our ability to review social / community hubs to combat loneliness		
Social and Economic Benefits		35%	Potential to improve existing communal rooms and compliance with Health & Safety requirements. AH204 (% tenant satisfaction with responsive repairs) and AH211 (Average re-let days)		
Service Quality		0%			
Environmental Benefits		40%	Potential opportunity to create increased accommodation units		
Financial Benefits					
Mitigating Risk:	STR9 - HRA Business Plan; HS4 - HRA Business Plan;				
Additional Resources:	A project Officer to take forward the review. 1 or 2 days per week are estimated to be required Recruitment of Asset & Compliance Manager				

P3 Homelessness Mitigation					
Prime Objective:	To ensure the Council understands and monitors the risks of increasing homelessness following policy changes in welfare reform, the spending review, Housing and Planning Act and the Homeless Reduction Act				
Outputs / Business Benefits:	<ul style="list-style-type: none"> • Prepare for implementation of the Homeless Reduction Act, including an increase in staffing, staff/ member training and review of procedures. • Work with partners as part of the Trailblazer bid. • Review of homelessness in the district and agree an action plan from this, covering temporary accommodation, homelessness prevention options. • Publish a new homeless strategy • Monitor impact of recent welfare reforms and those planned for the future in terms of impact on the service including impact on supported accommodation such as homeless hostels, following changes to social rents. • Increase the number of properties under the Shire Homes Lettings PSL scheme 				
Timescales	Start Date: [Cwfd]	End Date: June 2019	Project Duration: >18 months	Project Score: 31 Major	Corporate Aim(s): A - 5
VFM – Social Value		30%	To ensure the most vulnerable residents are supported to avoid homelessness wherever possible KPIs: Households in temporary accommodation, number of households helped to prevent homelessness		
Social and Economic Benefits		30%	Providing a service targeted at assisting those most vulnerable who are faced with homelessness		
Service Quality		0%	N/A		
Environmental Benefits		40%	To ensure the impacts of policy changes do not have an adverse affect on the general fund in the requirement to house those assessed as homeless in bed & breakfast accommodation. KPI: Bed and Breakfast costs		
Financial Benefits					
Mitigating Risk:	STR5 – Welfare Reform; STR10 – Increase in cost of managing homelessness; HS1 – Increase in cost of maintaining homelessness; HS6 - MAPPA & MARAC; HS7 Mental Health Issues				
Additional Resources:	Potential for increased staff resources if homelessness increases significantly due to impact of new policies or legislation				


P4 Housing & Planning Policy Review and Updates					
Prime Objective:	To have up to date policies in relation to housing following the adoption of the Local Plan and Greater Cambridge Housing Strategy				
Outputs / Business Benefits:	<p>Working closely with Planning Policy on the following policies/strategies:</p> <ul style="list-style-type: none"> • Review of the Affordable Housing SPD (Supplementary Planning Document) • Standardising format for S.106 Agreements in terms of affordable housing • New SPD on Self Build/Custom Build • Greater Cambridge Self Build Growth Strategy (new) • Community-led development Strategy (new) • Review Empty Homes Strategy 				
Timescales	Start Date: Feb 2018	End Date: March 2019	Project Duration: 12-24 months	Project Score: 25 Medium	Corporate Aim(s): A - 4 B – 3, 4
VFM – Social Value Social & Economic Benefits		50%	Providing a clear strategic direction for housing.		
Service Quality		50%	Our ability to provide good quality services that meet the needs of the District will be identified through the strategies, which will be enforced through robust and clear policy direction. This will enable residents, developers and key stakeholders to understand the Council's objectives, how these will be implemented, providing clear guidance where necessary.		
Environmental Benefits		0%			
Financial Benefits		0%			
Mitigating Risk:	<p>To ensure we are compliant with relevant legislation and have the policies in place to deliver the Council's objectives for housing.</p> <p>STR3 - Failure to meet Housing Need; STR9 - HRA Business Plan; HS4 - HRA Business Plan; HS5 - New Build Strategy; BP7 - Government Policy Changes; BP10 - New Build</p>				
Additional Resources:	None				

P5 Greater Cambridge Partnership Housing Investment Plan					
Prime Objective:	Work with Greater Cambridge Partnership (GCP) to provide detail for 10-50 million investment proposal for key worker housing				
Outputs / Business Benefits:	<ul style="list-style-type: none"> • Successful business case to DCLG Dec 2018 • Identification of delivery partners and land opportunities 				
Timescales	Start Date: April 2018	End Date: March 2019	Project Duration: 1 year	Project Score: 43 Major	Corporate Aim(s): B-3
VFM – Social Value		60%	Providing additional keyworker housing that is affordable to a targeted workforce that will support local economic growth.		
Social & Economic Benefits		0%			
Service Quality		20%	Provide homes nearer to people’s work to reduce travel		
Environmental Benefits		20%	Extra Council Tax; New Build Bonus and increased Business rates		
Financial Benefits					
Mitigating Risk:	STR3 - Failure to meet Housing Need; BP7 – Government Policy Changes				
Additional Resources:	Working with current SCDC and GCP resources				

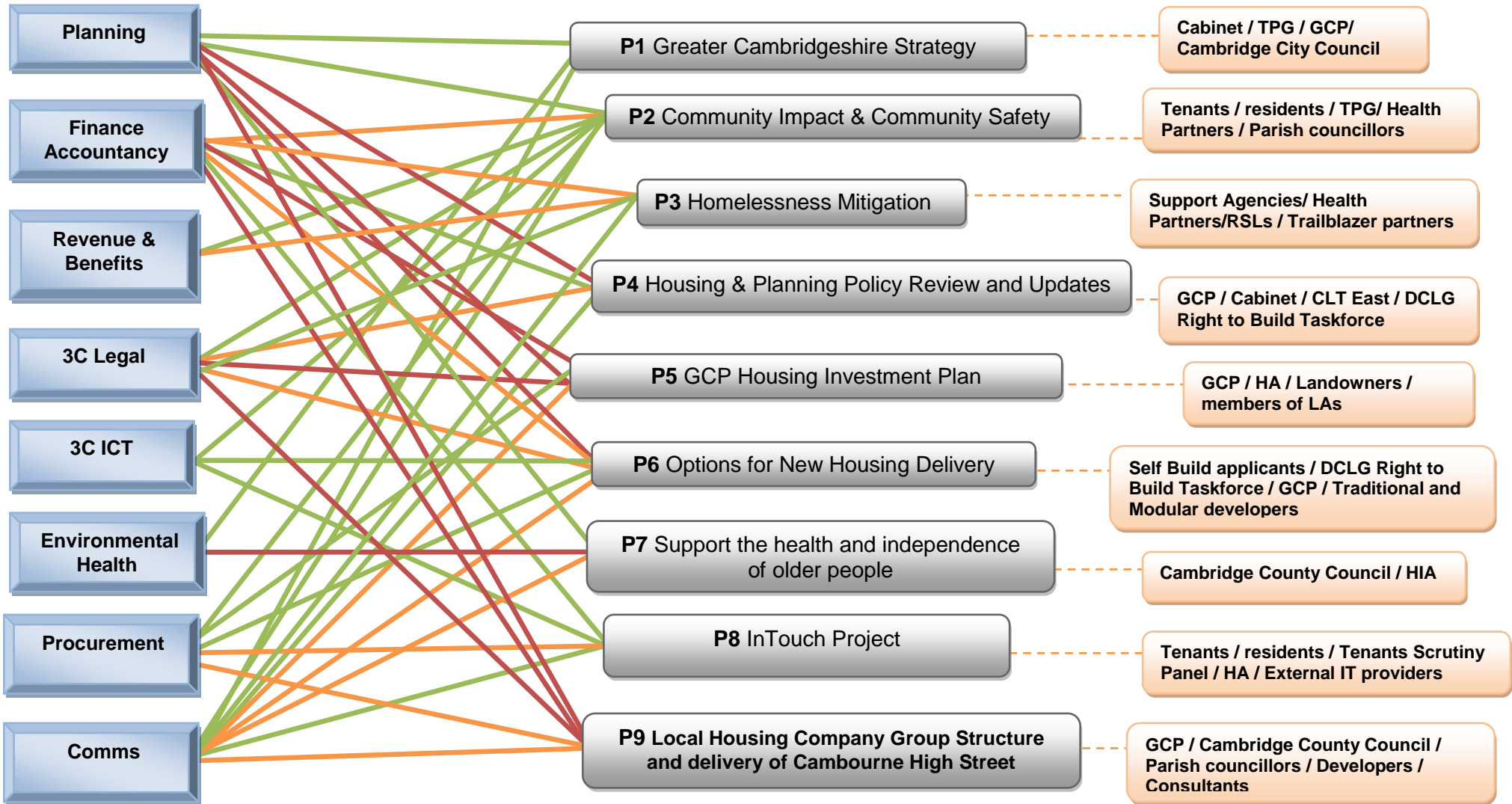
P6 Options for new housing delivery					
Prime Objective:	<ul style="list-style-type: none"> To continue to deliver council new build affordable homes using the development new build budget approved through the HRA Business Plan and MTFS. To comply with the new statutory requirement to promote self build and provide a self sustaining sub regional service, as well as maximising HRA assets where there is the potential for self build plots To begin a project to explore modular construction 				
Outputs / Business Benefits:	<ul style="list-style-type: none"> Pipeline of 106 Council homes identified in the pipeline up to 2021 (<i>budget-setting report identified a pipeline of 106 properties?</i>) Ensure that sufficient Right to Buy receipts are set against the new build spend to ensure no funds are returned to the Treasury as unspent by the rolling 3 year deadline Sale of first HRA owned permissioned plot, with 7 further permissioned plots to be marketed by Q1 2018 and further 10 plots at option appraisal or Pre App stage Self Build Development Officer in post start March 2018 Modular 'proof of concept' project underway STP. Funding for infrastructure secured from Greater Cambridgeshire Partnership EU bid underway for small pilot modular scheme for Temporary Accommodation on council land. EU funding as part of wider northern Europe bid to research benefits of modular. Capital funding 50/50 between SCDC and private investors Continue to promote and grant fund community led development, working in partnership with Cambridge City and CLT East 				
Timescales	Start Date: April 2018	End Date: Dec 2021	Project Duration: 3.5 years	Project Score: 30 Medium	Corporate Aim(s): B-3
VFM – Social Value Social & Economic Benefits		50%	Create new affordable housing. Increase funding for same with self build capital receipt Opportunity for those interested in self build to purchase 'ready to go' sites. Provision of additional housing supply		
Service Quality		10%	Offering a basket of new housing options including affordable rent, shared ownership, shared equity (for downsizers), self build/custom build and community group builds		
Environmental Benefits		10%	Opportunities for innovative design in sustainability and eco homes		
Financial Benefits		30%	Ensure that sufficient Right to Buy receipts are set against the new build spend to ensure no funds are returned to the Treasury as unspent by the rolling 3 year deadline Ensure steady spend of commuted sums into new build programme to support shared equity products To realise a capital receipt from the sale of HRA land that can be used to improve current housing stock or provide additional affordable housing.		
Mitigating Risk:	STR3 - Failure to meet Housing Need; STR9 - HRA Business Plan ; HS4 - HRA Business Plan; HS5 - New Build Strategy; BP6 - Right To Buy Sales; BP7 - Government Policy Changes; BP10 - New Build;				
Additional Resources:	Approved Self Build business case allows for the recruitment of a P/T Project Management Support Officer to maintain systems and curate and administrate the self build register(s). A programme of circa 200 new council new build homes across the next 3-4 years over a number of smaller sites requires an additional Development Project Officer or graduate trainee to ensure successful project management across a wide district. This will be the subject of a separate business case in Q2 2018/19				

P7 Projects to support the health and independence of older people					
Prime Objective:	Making housing choices available that help to maintain the health and independence of older people				
Outputs / Business Benefits:	<ul style="list-style-type: none"> • Participate in the Northstowe Healthy Towns research project on the older people's housing, care and support needs in Greater Cambridge • Work with the County Council and other key stakeholders to publish an Older People's Accommodation Strategy • Complete an Extra Care Position Statement by March 2019 • Publish a county-wide DFG Policy by July 2018 • Ensure that the floating visiting support service is sustainable for the future following revenue cuts • Complete County's pilot of the Housing Options for Older People (HOOP) project within South Cambridgeshire • Ensure future sustainability and performance improvement of the HIA Shared Service 				
Timescales	Start Date: April 2018	End Date: March 2019	Project Duration: 12 months	Project Score: 17 Small	Corporate Aim(s): B - 4
VFM – Social Value Social and Economic Benefits		75%	Strategic direction for the provision of older people's housing and continuation of preventative measures to ensure older people can remain healthy and independent		
Service Quality		25%	Improving the service quality in relation to the Home Improvement Agency and allocation of the DFG budget.		
Environmental Benefits		0%			
Financial Benefits		0%			
Mitigating Risk:	STR6 - Demands on services from an ageing population; STR7- Partnership Working with Cambridgeshire County Council				
Additional Resources:	Any additional resource already identified within budgets or through external funding.				

P8 InTouch Project					
Prime Objective:	To take forward the Digital Inclusion Strategy within Housing Services. The strategy will be reviewed and relaunched as a campaign to run for a year with a dedicated project team. The team will work with colleagues across the Council to ensure that it dovetails with corporate work and initiatives. The project will link intrinsically with financial inclusion, communications and loneliness. The Tenants Scrutiny Review team are starting a review of the communications that are sent out to residents. The work from this team will feed into the In-Touch (IT) project. The project team will seek to work with appropriate external agencies such as housing associations and external providers with IT communication solutions.				
Outputs / Business Benefits:	Increased digital communication from residents. Greater connectivity that tackles financial inclusion and loneliness				
Timescales	Start Date: April 2018	End Date: March 2019	Project Duration: 12 months	Project Score: 20 Small	Corporate Aim(s): D-1
VFM – Social Value Social and Economic Benefits		40%	Strategy to identify opportunities for tenants to improve on-line skills so that they can access better deals, etc. on-line. [measured through number of tenants supported with IT training and the number of digital champions enrolled]		
Service Quality		20%	Residents will have a greater ability to influence housing policy and service delivery		
Environmental Benefits		20%	Carbon footprints of the Council and residents will be reduced through being able to access housing services on line. [Increase in number of on-line transactions]		
Financial Benefits		20%	Residents will be able to save money through improved on-line skills and opportunities. Number of on-line transactions should reduce number of direct enquiries and postal costs, etc.		
Mitigating Risk:	Universal Credit will be rolled out in October 2018 which is a significant risk to the HRA Business Plan. STR9 - HRA Business Plan; STR11 - Business Improvement & Efficiency Programme; HS4 - HRA Business Plan				
Additional Resources:	Two members of staff will be dedicated to the project from existing resources. Resources will be required to be ring fenced from the existing Resident Involvement budget.				

P9 Local Housing Company Group Structure and delivery of Cambourne High Street					
Prime Objective:	To establish a Local Housing Company Group Structure in order to take forward development opportunities (outside of the Housing Revenue Account), such as Cambourne High Street to accelerate delivery of homes.				
Outputs / Business Benefits:	<ul style="list-style-type: none"> Group structure to be established by December 2018 subject to business case and Council approval. Work in partnership with developer and stakeholders to bring forward planning application for retail and residential units for Cambourne High Street by December 2018 Seek grant funding from the Greater Cambridge Partnership for infrastructure funding required to widen the High Street. 				
Timescales	Start Date: August 2017	End Date: March 2019	Project Duration: 24 months	Project Score: 35 - Major	Corporate Aim(s): B3, D-3
VFM – Social Value		60%	Ensuring Cambourne High Street is a vibrant centre to meet the needs of a growing community and that it provides a range of housing options for those priced out of the housing market.		
Social and Economic Benefits		0%			
Service Quality		0%			
Environmental Benefits		40%	Establishment of a Company Group Structure will ensure that the Council is able to accelerate the delivery of housing where opportunities arise, providing financial benefits through long term rental streams.		
Financial Benefits					
Mitigating Risk:	STR3 – Failure to meet Housing Need				
Additional Resources:	Additional resource identified within the Budget 2018/19 for a Housing Delivery & Innovations Manager Additional financial resource of £50k approved by Cabinet in February 2018 for feasibility and design work. Funding being sought from Greater Cambridge Partnership				

Inter-dependency Links & Resource Impact



	Low Resource Impact		Medium Resource Impact		High Resource Impact
--	---------------------	--	------------------------	--	----------------------

Inter-dependency Links & Resource Impact

Key:

	Low Resource Impact		Medium Resource Impact		High Resource Impact	Blank	No Resource Impact
--	---------------------	--	------------------------	--	----------------------	-------	--------------------

N°.	Project Type	Planning	Finance Accountancy	Revenues & Benefits	3C Legal	3C ICT	Environmental Health	Procurement	Comms	Other	Partners	Other Stakeholders
P1	Greater Cambridgeshire Strategy 2018-2023 [Cwfd]	Consultee					Consultee		Publicise consultation	TPG Cabinet	Cambridge City Council GCP	
P2	Community Impact & Community Safety	Planning permission / Compliance with building regulations/	Approval	Service charges	Advice on communal room leases	Review of current system re data storage		Internal advice	Publication o outcome of review	Tenants, Residents TPG Parish Councillors	Health Partners	
P3	Homelessness Mitigation [Cwfd]		New burdens funding, flexible homelessness support grant/ TA costs & staff increase budget	Homelessness prevention and Welfare Reform	Potential challenges for discussions made under new regulations				National publication re new Act		Health Partners Trailblazer partners	Support Agencies/ RSLs
P4	Housing & Planning Policy Review and Updates	Mainly planning led establish working group	Support/advice in developing any financial implications for policy		Consultee to draft policies				Publicise new policies		GCP / Cabinet	CLT East / DCLG Right to Build Taskforce
P5	Greater Cambridgeshire Partnership Housing Investment Plan	Land / building opportunities	Investment programme / Business Plan		Legal advice			Developers	Publication of outcome		GCP	HA / Landowners / members of LAs
P6	Options for New Housing Delivery	Impact on staff resources for pre app advice for new developments	Verification on financial appraisal & budget monitoring		Legal advice re modular / self build schemes	Implementatio n of self build register		Developers	Publicise modular demonstration units Completion / progress of schemes		GCP	Self Build applicants / DCLG Right to Build Taskforce / Traditional and Modular developers
P7	Projects to support the health and independence of older people	Consultee					Strong links for Health & wellbeing projects		Publication re research project		Cambridge County Council	
P8	InTouch Project		Advice & Support			Advice & Support		External IT providers	Publication of outcome	Tenant Scrutiny Panel / Tenants / Residents		Housing Associations / External IT providers
P9	Local Housing Company Group Structure and delivery of Cambourne High Street	Planning permission	Advice & Support			Advice & Support		Advice & Support	Publication of outcome / feasibility	Parish Councillors	GCP / Cambridge County Council	Developer / Consultant

Project/Activity Plan – Milestones

N°.	Project Type	April 2018	May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	March 2019	Carried Fwd.
P1	Greater Cambridgeshire Strategy 2018-2023 [Cwfd]													
P2	Community Impact & Community Safety													
P3	Homelessness Mitigation [Cwfd]													
P4	Housing & Planning Policy Review and Updates													
P5	Greater Cambridgeshire Partnership Housing Investment Plan													
P6	Options for New Housing Delivery													
P7	Projects to support the health and independence of older people													
P8	InTouch Project													
P9	Local Housing Company Group Structure and delivery of Cambourne High Street													