Strategic Priority 1: Creating Better Choices

	Responsibility	April 2022- March 2023	2023-24	2024-26
1. Support for people who want to buy a home		X	X	
1. Introduce and monitor take up of a flexible Low-Cost Home Ownership product for people that aspire to home ownership but cannot afford to buy without financial assistance.	Principal Housing Strategy Officer	X	X	
2. Explore the potential of introducing a similar product for properties on the existing housing market.	Principal Housing Strategy Officer		X	
3. Consider how tenants/contract holders who previously had access to the Right to Buy can still purchase a home, freeing up much needed social housing.	Principal Housing Strategy Officer		X	
2. Support for people who own their home		X	X	
1. Utilising the 2022 Local Housing Market Assessment to consider whether there is a need for a product to enable local households to upsize as their families grow, and the type of product that may support this.	Principal Housing Strategy Officer		X	
2. Explore the potential of how financial support can be offered to households that require an extensive adaptation above the maximum grant allowance or where homes cannot be adapted.	Private Sector Housing Manager		X	
3. Support for people who rent a home in the Private Rented Sector		X	X	X
1. Develop a page on the Council's website that provides a central point for links to advice and support for private sector tenants/ contract holders.	Private Sector Housing Manager / Housing Solutions Manager		X	
2. Explore new tools and models such as lease and repair, repair, and sale models to bring empty homes back into use and consider best practice elsewhere.	Private Sector Housing Manager		X	
4. Support for people who live in social housing		X	X	X
1. Research opportunities within Existing stock to undertake extensions and loft conversions to increase the number of bedrooms and convert some homes into flats.	Housing Services Manager	X		
2. Explore options of selling surplus stock to first time buyers or growing households and using the receipt to replace with smaller and larger new homes.	Housing Services Manager	X		
3. Work with social landlords to create a joint repository that updates stock and medical categories for all social housing, allowing the Housing Solutions Team to better match tenants needs with properties.	Senior Practitioner Occupational Therapy / Housing		X	

Action	Lead			
	Strategy Officer			
4. Work with all social landlords to develop consistent standards of service to customers.	Landlord Services Manager		X	X
5. Establish a workstream of the Affordable Homes Partnership to consider actions to mitigate impact of the cost of living crisis on social housing contract holders (explore tenancy support package and develop shared performance indicators across all social landlords to monitor our impact and success).	Principal Housing Strategy Officer / Housing Strategy Officer		X	
6. Develop a robust database of information about council tenants/contract holders to support predictive analytics as a means of identifying forthcoming need and tailoring services, using the make each contact count concept.	Landlord Services Manager		X	
7. Mobilise council housing services into communities through customer hubs and agile working and create more opportunities for tenants and leaseholders to engage through internet-based opportunities to manage their accounts and request repairs.	Housing Services Manager		X	X
8. Create a one-stop service offer for council tenants that enables multiple queries to be dealt with in a single interaction.	Housing Solutions Manager / Supporting People Manager		X	X
9. Develop a protocol of data sharing and pathways dealing with customers with complex needs. By sharing resources and potentially sharing support services, a better service may be developed for complex cases.	Landlord Services Manager / Supporting People Manager		X	X
10. Undertake a review of support services provided by social landlords in the county borough and consider how joint procurement and shared resources could provide a more cost-effective service.	Supporting People Manager		X	
5. Delivering a better offer in later life		**X**	**X**	**X**
1. Establish a workstream of the Affordable Homes Partnership looking at the later living requirements and options to encourage right-sizing.	Principal Housing Strategy Officer / Housing Strategy Officer	X	X	
2. With partners, establish a 'road map' that sets out how we will design and develop a housing offer for older people.	Principal Housing Strategy Officer		X	
3. Compare how the current offer meets what older people tell us they want and where the gaps in provision are.	Principal Housing Strategy Officer		X	

Action	Lead			
4. Set out a framework of investment and partnerships for meeting those gaps, and in particular, the role of social landlords through the Memorandum of Understanding.	Development & Strategy Manager		X	
5. Explore the options to expand the range of services provided by the Home Improvement Agency to maintain independent living for longer.	Private Sector Housing Manager			X
6. Consider whether the 2nd Replacement LDP should have formal requirements for older person provision, linked to site thresholds.	Principal Planner		X	
7. Build on the growth of digital technologies introduced during the Covid-19 pandemic.	Pobl	X	X	X
8. Remodel, redesignate, and redevelop the Council's sheltered accommodation in response to changing needs and aspirations of older tenants and secure the future of these assets.	Housing Services Manager		X	X

Priority 2: Creating Great Places to Live

	Responsibility	April 2022-March 2023	2023-24	2024-26
1. Rebalancing our markets			X	
1. Develop the housing priorities across Caerphilly that set out detailed housing requirements in markets where we know there are gaps in supply through co-production to reflect the ambitions of local people.	Principal Housing Strategy Officer/Supporting People Manager		X	
2. Develop detailed guidance on the requirement for housing throughout the borough (type, size, tenure etc.) for investors and promote them through the developer forum.	Planning Services Manager		X	
2. Repurposing town centres		X	X	
1. Develop a series of place plans, setting out housing led priorities, potential number of homes, delivery models, various tenures, and identify potential sites.	Development & Strategy Manager	X	X	
2. Explore the potential of creating a new build rental offer, potentially focused on our town centres but also as part of the offer in other locations.	Development & Strategy Manager		X	
3. Supporting good quality places and design				X
1. Develop Caerphilly Placemaking Principals to use in planning with the Placemaking Charter to ensure we consider relevant placemaking design elements in the development of good quality places	Placemaking and Building Conservation Officer		X	X
2. Explore the potential benefits of developing a Caerphilly Supplementary Planning Document setting out local requirements for Place and Place based Solutions.	Placemaking and Building Conservation Officer		X	X
4. Meeting Zero carbon targets, promoting innovation and exemplary design		X	X	X
1. Explore options to use Modern Methods of Construction (MMC) to help develop at scale and pace, reduce energy consumption, mitigate the effects of climate change and support the foundational and circular economies.	Development & Strategy Manager	X	X	
2. Develop a decarbonisation working group to explore best practice and share resources to fund pilots and research via the Affordable Homes Partnership.	Head of Asset Maintenance and Repairs	X	X	X
3. Develop an education package for residents/tenants to best utilise their current home and 'retrofitted' home. This could also apply to tenants/residents of new build net zero carbon homes.	Development & Strategy Manager / Head of Asset Maintenance and Repairs		X	

Priority 3: Creating Healthy Homes & Vibrant Communities

	Responsibility	April 2022-March 2023	2023-24	2024-26
1. Our commitment to Caerphilly Cares		X	X	
1. Alongside social landlords, the Council will promote, participate and support Caerphilly Cares and signpost residents through our day-to-day contact, encompassing the Caerphilly Cares model into 'business as usual'.	Housing Services Manager / Caerphilly Cares Manager	X	X	
2. Establish a 'programme of contact', identifying where and how we can engage customers with Caerphilly Cares.	Housing Services Manager / Caerphilly Cares Manager		X	
3. Explore how housing, health, and social services can strengthen their partnership, share data, and improve outcomes for local people.	Housing Services Manager		X	
2. Supporting energy efficiency and affordable warmth		X	X	X
1. Provide advice to people about energy efficiency saving measures to reduce household expenditure.	Private Sector Housing Manager / Rents Manager	X	X	X
2. Invest a further £101.2m in Council homes, over the next 5 years to maintain the housing stock including the PAMS programme, sheltered housing remodelling, large scale voids, adaptations, and one-off projects.	Head of Asset Maintenance and Repairs	X	X	X
3. A Caerphilly home and neighbourhood health index		X	X	
1. Hold a Placemaking event with partners that enables wider conversations to be held about what makes a healthy neighbourhood. Develop a Caerphilly set of standards that partners can sign up to.	Placemaking and Building Conservation Officer	X	X	X
2. Develop a Caerphilly Placemaking Design Guideline that partners can use for new developments.	Placemaking and Building Conservation Officer	X	X	

Strategic Priority 4: Delivering New Homes

	Responsibility	April 2022-March 2023	2023-24	2024-26
1. Improving the current process for planning applications			X	
1. Undertake a procedural review of planning applications to establish blockages with stakeholders. It is proposed to include applicant experiences as a tool for learning and improving the process and to explore the potential for an internal development team approach.	Planning Services Manager		X	
2. Explore the use of Planning Performance Agreements, which encourage joint working and provide an efficient and transparent process for determining large and/or complex planning applications.	Planning Services Manager / Development Manager		X	
3. Promoting an 'Open for Business' approach		X	X	X
1. Establish the requirements of an online resource for developers and social landlords working with the Housing Stakeholder Group.	Principal Planner			X
2. Develop an online tool to help developers of all types navigate and understand the housing development process, and the evidence base of need and demand in Caerphilly.	Principal Planner			X
3. Develop an online resource with all up to date evidence, planning policies, delivery mechanisms, funding, land opportunities, and key contacts at the Council.	Principal Planner			X
4. Promote widely to developers and social landlords including support and training sessions.	Principal Planner			X
5. Explore the potential to develop a policy complaint process through our planning system, where schemes that meet local need, as set out in our evidence base, can achieve approved planning status through a streamlined mechanism.	Planning Services Manager		X	
6. Deliver a Housing Expo. Review best practice and hold a 'call for new models' competition, develop new approaches and models to delivery.	Development & Strategy Manager		X	
3. Building a healthy supply of land for new homes.		**X**	**X**	
1. Undertake a review of all of the land and estate within the Council's control to identify additional housing land and site supply options over the short, medium, and longer term. This process should consider creative ways in which services use of existing sites can be reconfigured to release additional housing land. Possible initiatives could include: • Understanding what land is held by the county borough and how that is best used, and how partnerships could be developed to bring sites forward with a focus on sharing knowledge and resources. • Combining Council land with that of other public bodies to create more attractive portfolios. • Considering co-location with other public agencies and subsequent site disposal where the location of the provision of services is flexible. • Considering the relocation of services from high value sites which may have significant redevelopment potential for new homes and jobs services to other locations (North). It is recognised that Council Services do still need to remain public facing and are in accessible, sustainable locations. This should be the primary driver. • Identifying the opportunities to create sites (through purchase and demolition of buildings), redesignating land use from employment to housing (particularly in town centres), selling assets, employing Compulsory Purchase Orders (where ownership of land is hampering growth in the county borough.). • Maximising opportunities from the Strategic Sites Acquisition Fund to enable local authorities to acquire land in local town centres in order to revitalise centres. This may see increased footfall as a result of the increased propensity to work from home (for some or all of the time), rather than commute to larger cities. • Undertaking cyclical review of estate assets (e.g. every three years) in the light of changing service delivery priorities.	Development Manager	X	X	

4. Developing an affordable housing prospectus			X	X
1. Update Affordable Housing Supplementary Planning Guidance: • Affordable housing tenure type need – this should include social or affordable rent, Build to Rent models, and various forms of intermediate home ownership models. • Affordable housing tenure size need – this should be specific to the various types of tenure type. Any additional requirements for particular tenure sizes or types of affordable housing within particular areas of the county borough should be covered. • Affordable housing requirements and requirements for greenfield sites, taking into consideration the opportunity to maximise delivery of social housing. • The Council's approach to and requirements for brownfield and smaller sites which offers realistic but ambitious requirements to maximise genuinely affordable housing. • The Council's affordable housing requirements for developments of different types of specialist housing needs accommodation, for example older persons residential accommodation. • The Council's expectations of space standards and disabled adapted/adaptable properties. • The Council's approach to developers who are submitting alternatives to Section 106 provision on site, including provision off-site or cash in lieu. • The Council's requirements with regard to the setting and controlling of affordable rent levels and cost of affordable home ownership at initial and subsequent lettings/disposals. • Any additional eligibility criteria for affordable homes. • How and where the Council will spend s106 payments received in lieu of on-site provision. • Evidence for both affordable rent and sale requirements, and to establish what is 'truly affordable' for local people. • Establishing the requirement of assessing the accessibility of new affordable housing. The Affordable Housing Prospectus should consider the opportunity to develop on site provision of affordable housing that is underpinned by both viability and current provision, increasing the opportunity to rebalance tenure across the county borough. This will require: • A robust evidence base that sets out locations for onsite provision and locations where commuted sums will be the preferred option. • A robust and detailed commuted sums policy. • A review and widening of the potential opportunities to deploy commuted sums funding taking advantage of best practice elsewhere. • Establish a process and priority policy for investing funding from the Commuted Sums funding pot and invite applications.	Principal Planner/Principal Housing Strategy Officer		X	X
5. Driving innovation and collaboration through the Memorandum of Understanding		X	X	
1. Produce 5-year affordable delivery targets for each social landlord for discussion with the Affordable Homes Partnership.	Development & Strategy Manager	X		
2. Explore opportunities to promote the effective the use of existing social housing stock.	Landlord Services Manager		X	
6. The Council as developer, facilitator and investor in the delivery of new homes and affordable housing		X	X	
1. Develop a 5-10 year Development Strategy for the Council which sets out: • The Council's vision and objectives for the delivery of new-build Council homes, and the approach the Council will take to ensure new Council homes contribute to successful communities and growth in the local economy. • A protocol for partnership working between the Council and stakeholders to develop new homes. • Delivery targets for affordable housing. • Delivery targets for market housing.	Development & Strategy Manager	X		

Action	Lead			
• Delivery models and mechanisms for investment in the market. • Opportunities to create new development opportunities through council stock option appraisals. • Funding and resources. • Standards and quality.				
2. Develop a delivery toolkit for the Council to facilitate and invest in specific housing sites including: • The Council delivering non-viable sites in areas where the market has stalled and intervention is necessary to support wider area regeneration. • Researching opportunities about potential demand and the type of property that should be provided, and the levels of rent that would provide housing options for key workers. Consider the delivery models to achieve it.	Development & Strategy Manager		X	
7. Bringing empty homes back into use		X		
• Bringing empty homes back into use by: • Develop a web-based presence to provide advice and support to owners and landlords.	Private Sector Housing Manager	X		
• Continue to identify former Council-owned properties which were sold under the Right to Buy process and acquire them utilising government grant to bring them back into use as social housing, helping the Council to meet housing need.	Principal Housing Strategy Officer	X	X	X
8. Maximising social value, foundational economy and circular economy opportunities		X	X	X
1. Be an active partner in the Cardiff Capital Region partnership "Housing Plus" strategy, in which added value benefits such as training, construction, apprenticeships, energy resilience, and job creation are clearly set out and adopted.	Development & Strategy Manager	X	X	X

Priority 5: Supporting Specialist Housing Needs

	Responsibility	April 2022-March 2023	2023-24	2024-26
1. Develop a specialist accommodation prospectus		**X**	**X**	
1. Update the needs assessment to develop a baseline position for individuals requiring specialist accommodation.	Supporting People Manager		X	
2. Using the evidence, prepare a specialist accommodation prospectus to engage with the market and commission new accommodation, focusing on: • maximising the number of people with a specialist need living in their own home with whom they choose to live with; • expanding the range and choice of housing, care, and support services, providing more choice and control over their lives; and • setting out the partners that need to engage with this agenda and plan to achieve this such as Housing Support Services and Private Landlords.	Supporting People Manager		X	
3. Undertake an accommodation assessment review approached from an 'Invest to Save' model to define the most appropriate use of our existing accommodation. Options may include remodelling and decommissioning, and new schemes may be commissioned.	Supporting People Manager		X	
4. Develop an Accommodation Options Group to create individual pathways for people that require specialist accommodation.	Supporting People Manager	X		
5. Develop a data sharing protocol with all partners to strengthen knowledge and support services and make the best use of accommodation.	Supporting People Manager	X		
2. Develop a longer-term delivery strategy		**X**	**X**	
1. Work with social landlords and market providers to strengthen our evidence about the type of specialist accommodation required in Caerphilly.	Supporting People Manager	X		
2. Set out funding and delivery models for move on accommodation, and develop better supported housing schemes including: • Clusters of units in individual locations for individuals with learning disabilities and mental health challenges. • High quality, professionally managed co-living schemes with individual kitchens and bathrooms but some communal space to manage private and shared living. • Purpose-based flats with support and training for individuals using substances and alcohol. • Individual 1-bed move on accommodation pepper potted throughout the county borough. • Opportunities for home ownership for people with long term disabilities.	Supporting People Manager		X	
3. Preventing homelessness and rough sleeping		**X**	**X**	
1. Develop and implement a Rapid Rehousing Transition Plan: • Review our evidence to identify anticipated demand for services both now and over the next five years. • Identify the requirement for permanent housing, the complexity of that requirement and, where possible, make inclusion in the new build development programme. • Consider the likely location and type of accommodation and support required. • Map the quantity, quality, and location of temporary housing across the county borough. • Identify the resources we will require.	Housing Solutions Manager	X		
2. Research and build an evidence base on what contributes to the root cause of rough sleeping and create a tailored response of support and accommodation.	Housing Solutions Manager		X	

3. Research the scale and potential options to support and reduce sofa surfing, as well the demand for Housing Related Support Provision and gaps in supply.	Housing Solutions Manager		X	
4. Improving Service delivery		**X**		
1. Review how we make initial assessments on our responsibilities for homeless households so that we can respond more effectively by assessing people's requirements more quickly. This allows the Council to focus on more preventative support by signposting people to advice and assistance, where that is required, and focusing our resources on those people who need to be offered accommodation.	Housing Solutions Manager	X		
5. Increasing the provision of accommodation		**X**	**X**	
1. Explore the opportunities that the Private Rented Sector can offer to provide solutions for people who are in housing need.	Housing Solutions Manager		X	
2. Explore the potential to expand the scale of Caerphilly Keys.	Housing Solutions Manager	X		
3. Establish a workstream of the Affordable Homes Partnership to explore the requirement for temporary accommodation and mechanisms for delivery.	Housing Solutions Manager / Principal Housing Strategy Officer		X	