

Private Sector Housing
Empty Homes Team

Empty Homes Plan

2018-22

Approved 03 July 2019



CORNWALL COUNCIL Private Sector Housing – Empty Homes Team
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NOTE

This document was approved by Cornwall Council’s Economic Growth and Development Directorate Leadership Team on 03 July 2019 as an interim action plan (pending incorporation into a proposed new housing strategy) to assist achievement of the Council’s corporate priority (Homes for Cornwall – Bring empty properties back into use).

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FOREWORD

Cornwall has a housing shortage resulting in affordability and homelessness problems. Empty properties are not the whole answer but we need to ensure that owners are encouraged and where appropriate required to unlock the wasted resource. Tackling them is therefore a Council priority.

The Council has demonstrated commitment through establishment of a dedicated Empty Homes Team plus funding in support. Much has been achieved by the Team, including successful rollout and delivery of our loan scheme, and a substantial number of empty properties have been brought back into use.

In working to bring more empty properties back into use it is imperative that we make best use of available resources, and as part of our continuing commitment this plan outlines how we intend to do that.

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1. INTRODUCTION

- 1.1 A shortage of housing in Cornwall prevents many people from accessing an affordable home. Much has been done to tackle the problem but the potential of empty homes needs to be maximised.
- 1.2 Empty homes are a wasted resource. They can be an eyesore or cause other problems. Bringing them back into use (primarily through advice and assistance to owners but also, if necessary, appropriate enforcement action), and contributing to housing supply, is therefore a Council priority.
- 1.3 This document sets out the current position in Cornwall, plus achievements of the Empty Homes Team. It restates a commitment to tackling the problem, and outlines the working method and focus of the Team along with an action plan.
- 1.4 In essence the plan is to consolidate successful working practices developed by the Empty Homes Team while steadily enhancing service provision. That necessitates prioritisation and a focus on appropriate areas and properties. Consequently, some empty homes will not be tackled unless there are overriding factors.
- 1.5 The plan supports the controlled resolution of most cases through proactive communication and engagement with owners and provision of advice and assistance in order to enable a focus on tackling other prioritised cases. But it has ambitions to enhance service provision, in order to improve performance and increase delivery, through development of new initiatives and enforcement options, including Compulsory Purchase Programme.
- 1.6 The basic plan comprises:
- **Assistance**, including loan scheme;
 - **Enforcement**, including compulsory purchase;
 - **Data Cleansing**, to improve Council Tax database accuracy.

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2. PRIORITIES

EMPTY HOMES PLAN 2018-22 - PRIORITIES	
1	Promotion of available help for empty homes
2	Delivery of Empty Property Loan scheme
3	Proactive engagement with empty home owners
4	Reactive response to empty home reports and complaints
5	Refinement of case management and investigation procedures
6	Improvement of enforcement capabilities, including through development of Empty Homes Toolkit
7	Focus on tackling prioritised empty homes, including complex and difficult to resolve cases
8	Monitoring, reporting and evaluation of performance (against Corporate Performance Indicator for 'number of empty properties brought back into use', plus other Service Plan measures)
9	Enhanced service provision through development of initiatives (Empty Property Loan Scheme) and enforcement options (Compulsory Purchase Programme)
10	Maximise positive impact on New Homes Bonus payment (or other Government incentives), including through data cleansing (improvement in accuracy of Council Tax database) and intervention

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3. AIM & OBJECTIVE

3.1 Essentially, the **aim** of the Plan is:

To maximize existing housing stock by bringing empty homes back into habitable use, thereby contributing to housing supply (including affordable homes where possible) while alleviating adverse effects of problematic properties on neighbouring properties and residents and surrounding areas and communities.

3.2 The **objective**, in working to meet the above aim, is:

To resolve empty home cases through coordinated provision of advice and financial assistance, and, where necessary, appropriate enforcement action.

3.3 For the purpose of this plan and reporting against the Council's Performance Indicator for 'number of empty properties brought back into use', and to reflect Government guidance for completion and return of the annual Council Tax Base form (including number of long-term empty properties), the term (long-term) **empty property** (home) means:

A dwelling which has been empty for longer than six months.

3.4 Essentially, the **focus** of the Empty Homes Team is:

Tackling empty homes with significant potential (particularly for affordable homes, if feasible and viable) in areas where there is evident strategic justification for intervention to enable delivery and help meet housing requirements.

3.5 Whilst the focus is on dwellings that are classified for Council Tax purposes as 'long-term empty', that doesn't preclude possible

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consideration and intervention in strategically justified cases where, for example:

- The Council Tax band has been deleted by the Valuation Office Agency (and therefore no Council Tax is payable), for example because a property is in severe disrepair or dereliction; or
- The dwelling is technically classified as a second home or subject to an exemption or discount but is evidently unoccupied or unused and causing problems.

3.6 Further, whilst the focus is on empty dwellings, that doesn't preclude the Empty Homes Team's possible involvement and potential assistance, e.g. through the Council's Empty Property Loan scheme, with non-residential properties which are either approved or proposed (subject to necessary planning permission and other consents) to be converted to residential use.

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4. CONTEXT

4.1 Government policy

4.1.1 **National Planning Policy Framework** (July 2018) advises, at **paragraph 118** of **Section 11 Making effective use of land**, that *"Planning policies and decisions should:...d) promote and support the development of under-utilised land and buildings,..."*; while **Footnote 45** advises that *"As part of this approach, plans and decisions should support efforts to identify and bring back into residential use empty homes and other buildings, supported by the use of compulsory purchase powers where appropriate."*

4.2 Local strategy

4.2.1 Cornwall Council's original **Empty Property Strategy 2010-13** (June 2010) aimed *"to maximise the re-use of empty homes and other buildings and to increase the number of affordable housing opportunities within the County to meet local housing need"*. The focus and priority was on making better use of existing stock, to reduce the requirement to build new homes, while also achieving other associated environmental and community benefits.

4.2.2 The Council's **Housing Investment Plan 2012-2016** (January 2013), including indicated funding to 2022, outlined the Council's intention to make best use of housing resources and tackle empty properties, including through compulsory purchase.

4.2.3 **Our strategy to create a sustainable Cornwall** (January 2016), the Council's over-arching strategy for 2015 - 2019, sets out the aim of *"Creating a prosperous Cornwall that is resilient and resourceful. A place where communities are strong and where the vulnerable are protected."* One of its strategic themes is 'Greater access to essentials for living' which aims to *"enable people to access the services and necessities they require, whatever their*

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incomes and wherever they live”, including by “Increasing the supply of new affordable housing and working with partners, communities and individuals to improve the existing housing stock”.

4.2.4 **Priorities for Cornwall** (June 2017) reinforces the terms of the Council’s strategy and advises that *“We will work with the people of Cornwall...to...create more homes...”*. Stated ‘Aims’ include: *“Ensure everyone can live well and safely together; Create more homes and jobs for residents; Protect and enhance the environment”*. Under the ‘Homes for Cornwall’ priority area, a stated priority is to *“Bring empty properties back into use”*. The priorities are reiterated and supported in the Council’s **2018-2022 Business Plan** (January 2018).

4.2.5 The Council’s **Strategic Housing Framework: Our Strategy for Cornwall 2014-2019** (June 2014, review pending) sets out a vision and plans for housing, including a priority commitment to making sure that everyone in Cornwall has somewhere safe, warm and affordable to live. Its vision is *“to provide homes where people can thrive”*. Desired ‘Outcomes’ include *“...better use of existing housing stock”* and *“...fewer empty properties”*.

STRATEGIC HOUSING FRAMEWORK 2014-2019 - PRIORITIES	
1	<i>Increase supply: Create more balanced communities</i>
2	<i>Meet demand: Where people can find and keep</i>
3	<i>Improve quality: A safe, good quality home</i>
4	<i>The right type: Which is appropriate for them</i>
5	<i>Minimise cost: And which they can afford to live in</i>

4.2.6 The work of the Empty Homes Team is therefore focussed on helping meet fundamental housing-related aims. Reflecting the locational strategy in the **Cornwall Local Plan Strategic Policies 2010-2030** (November 2016), the focus is on empty homes in main settlements where there is evident housing need (particularly

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properties which have potential to provide affordable homes). Empty homes in other settlements and outlying areas have lower priority and may not be considered or tackled unless there are overriding factors.

- 4.2.7 The Council’s original Empty Property Strategy provided the foundation to understand the problem and develop an information base, and also begin to acquire skills required to efficiently and effectively tackle the problem. Following on from the ***Private Rented Sector Strategy 2018-2023*** (July 2018), the plan now is to consolidate and refine processes and procedures and use acquired skills to greater effect.

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5. BACKGROUND INFORMATION

5.1 Number of empty homes

5.1.1 Although currently there are around 3000 empty homes in Cornwall, the number is dynamic and fluctuates due to market forces and other factors. Most homes are empty for only a short period, as there is considerable ‘turnover’, with many owners having a reasonable plan of action to bring them back into habitable use. Whilst most homes come back into use without intervention by the Council, a number remain and the Empty Homes Team works to encourage and help owners to unlock their potential. Included is a significant number of persistently empty and complex and difficult to resolve cases which are the focus of enforcement action.

5.1.2 Snapshot figures submitted to Government via annual Council Tax Base form return show a reduction over several years, due to data cleansing (improvements in the accuracy of the Council Tax database) plus other pro-active and reactive work by the Empty Homes Team. However, the consistently high number, continually replenished by turnover, demonstrates a need for controlling action.

NUMBER OF LONG-TERM EMPTY PROPERTIES	
Year	Number
2018	2742
2017	3163
2016	3230
2015	3170
2014	2990
2013	3072
2012	3030
2011	3806
2010	3857

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5.1.3 Considering the number of empty homes as a proportion of the overall number of Council Tax chargeable dwellings, the below table highlights a current gap between Cornwall and England figures. Whilst Cornwall’s characteristics differ significantly from other (particularly more urban) areas, and the reason for the gap is not fully understood, the Council aspires to narrow the gap through improvement in the accuracy of the Council Tax database and intervention. Consequently, *Housing Service Plan 2018-22* includes a corresponding measure for ‘Proportion of empty properties reduced to or below national average’.

PROPORTION OF EMPTY PROPERTIES		
Year	Cornwall	England
2018	1.03%	0.91%
2017	1.20%	0.87%
2016	1.24%	0.85%

5.2 Benefits of bringing empty homes back into use

5.2.1 Maximizing opportunities for the re-use of empty homes helps:

- Increase housing supply, including affordable housing, in areas of need;
- Improve environmental quality in areas and communities affected by the presence of empty homes;
- Support strategies for the economic stability, regeneration/growth, and sustainability of settlements and communities, along with the prudent use of existing resources.

5.2.2 Ensuring the accuracy of the Council Tax database is important as it provides for:

- Better understanding of the empty homes issue;
- Efficient and effective targeting of empty homes;
- Positive impact on New Homes Bonus payment (or future Government Incentives).

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5.3 Barriers to bringing empty homes back into use

5.3.1 In most cases owners have a reasonable plan of action to bring their property back into use. However, others are more complex, and encouraging and facilitating the return to use can be a lengthy and time consuming process. Common barriers include:

- Ownership or other legal issues/disputes;
- Inheritance issues/disputes or probate delays;
- Owner lacks finance for renovation;
- Owner lacks capability to deal with situation;
- Owner in care;
- Saleability or letting problems;
- Owner unwilling to engage or cooperate with the Council.

6. EMPTY HOMES TEAM OPERATION

6.1 Created in 2010, at the time of inception of the Council's Empty Properties Project and original empty property strategy, the Empty Homes Team comprises a group of officers specifically tasked with tackling the empty homes issue. As part of the wider Private Sector Housing function within the Housing service, the Team is focussed on achieving the Performance Indicator for 'number of empty properties brought back into use'. Key tasks include proactive and reactive communication and engagement with empty home owners, including through provision of advice and promotion of available financial assistance (principally the Council's Empty Property Loan scheme), to encourage and enable them to voluntarily bring their properties back into habitable use. Failing cooperation, a range of enforcement options is available and used.

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6.2 Help for empty homes

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 1 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

6.2.1 The Empty Homes Team works to bring empty homes back into use primarily through provision of advice and financial assistance, including referral to appropriate schemes:

- Empty Property Loan scheme;
- Empty Property Matching Service;
- Cornwall Responsible Landlord Scheme;
- Private Sector Leasing scheme;
- Private Lets scheme.

6.2.2 Other measures include:

- Evidence to support empty home owners' applications to HM Revenue & Customs for VAT savings;
- Discretionary FREE pre-application planning advice.

6.2.3 Further information is available in the Empty Homes Team's suite of advisory leaflets, including:

- *'Help for empty properties'*;
- *'Empty property loan'*;
- *'Empty property matching service'*;
- *'Empty properties – Less taxing!'*.

6.3 Empty Property Loan scheme

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 2 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

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- 6.3.1 Principal among the Council’s range of assistance is its loan scheme, and since inception in 2012 over £2.3 million has been invested to directly enable over 100 residential units.
- 6.3.2 The loan scheme is a short-term, low interest option providing funding for necessary repairs and renovation to make an empty property habitable and saleable. The loan is secured by a legal charge on the property, with repayment achieved through its sale.
- 6.3.3 Further information is available in the Council’s ‘*Empty property loan scheme*’ leaflet.

6.4 Empty Property Matching Service

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 2 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

- 6.4.1 Launched in December 2017, the Empty Property Matching Service is a promotional tool aimed at introducing owners of empty homes and potential buyers through an online resource.
- 6.4.2 Further information is available in the Council’s ‘*Empty property matching service*’ leaflet.

6.5 Proactive communication and engagement

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 3 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

- 6.5.1 The Empty Homes Team works proactively to resolve empty homes cases. This is achieved through promotion of available advice and assistance and appropriate follow-up action, including investigation and progression to enforcement if necessary.

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6.6 Reactive response

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 4 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

6.6.1 In addition to proactive work the Empty Homes Team also reactively responds to reports and complaints about empty homes, and cases are investigated and progressed as indicated in the following sections.

6.7 Working method and focus

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 5, 7 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

6.7.1 Essentially, the working method aims to facilitate controlled resolution of empty homes cases primarily through proactive communication and engagement with owners in order to enable a focus on tackling prioritised empty homes, including complex and difficult to resolve cases.

6.7.2 Due to its large geographical area and the high number of empty homes distributed across Cornwall, and reflecting the locational strategy of the *Cornwall Local Plan Strategic Policies 2010-2030*, to facilitate efficient and effective use of resources the focus is on the most appropriate areas and properties, i.e. suitable settlements where there is evident housing need (particularly properties which have potential to provide affordable homes or meet other specific requirements). Empty homes in other settlements and outlying areas generally have lower priority and may not be considered or tackled unless there are overriding factors.

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- 6.7.3 Owners of all empty homes will initially be contacted about the property’s status and circumstances plus intentions for reuse, and to advise about available help. Responses will be followed up as appropriate, including referral to suitable schemes. In cases where no response is received, and/or it is apparent that the owner has no reasonable plan of action, its priority will be determined by assessment of the circumstances and scoring against a series of factors. Except where there are extenuating circumstances which preclude further action, high priority cases will be actively pursued and potential enforcement options appraised and progressed as necessary and appropriate. Depending on the circumstances, lower priority cases may be monitored and periodically reviewed or closed as appropriate, and may not be pursued further unless there are overriding factors which necessitate action.
- 6.7.4 In circumstances where concerns are raised about the condition of a property but it is not within the remit of or a priority for the Empty Homes Team, referral will be made to other relevant service/s for consideration and action as appropriate.

6.8 Enforcement

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 6, 7 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

- 6.8.1 In an effort to avoid formal enforcement action, the Empty Homes Team will first seek to communicate and engage with the owner of empty home to offer advice and assistance and encourage and enable them to bring it back into habitable use through voluntary cooperation and identification of an agreeable solution. However, should cooperation not be forthcoming, and the owner does not demonstrate a reasonable plan of action and timescale, the Council will, where appropriate, intervene and use relevant enforcement powers, e.g. enforced sale or compulsory purchase, to ensure a

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satisfactory outcome, i.e. improvement in the condition and re-use of the property.

6.9 Enforcement options

Contributes towards achievement of:
EMPTY HOMES PLAN - Priority 6, 7 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

6.9.1 A range of statutory powers and potential enforcement options are available, including:

- Enforced sale;
- Compulsory purchase;
- Empty Dwelling Management Order;
- Other legislative provisions.

6.9.2 Enforced sale

In suitable cases the Law of Property Act 1925 (section 103) enables the Council to demand payment of an outstanding debt secured by a legal charge on an empty property, for instance relating to incurred expenses of 'works in default' carried out following non-compliance with an enforcement notice. If payment remains outstanding after the specified period, the Council has power to sell the property and recover its debt from the proceeds. Debts such as Council Tax arrears are also potentially recoverable by enforced sale, albeit via a court process, and the Empty Homes Team supports Revenues colleagues in pursuing empty homes with payment arrears to help recover the debt and bring about a change of ownership and ultimately reuse of the property. Enforced sale has already been utilised by the Council in key cases.

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6.9.3 Compulsory purchase

In suitable cases the Council can acquire an empty property under various legislative provisions, including: Housing Act 1985 (Section 17); Town and Country Planning Act 1990 (Section 226); and Planning (Listed Buildings and Conservation Areas) Act 1990 (Section 47). It could then sell or transfer the property or retain and develop it. This action is a last resort once other options have failed to persuade an owner to cooperate by bringing an empty home back into use.

6.9.4 The Council's ***Constitution – Scheme of Delegation*** (section 5.2) specifically provides that the use of compulsory purchase powers is not delegated to any officer of the Council and shall only be exercised by the Cabinet.

6.9.5 Funding for the Council's Empty Properties Project includes capital and revenue elements to support compulsory purchase, and a programme, for utilization in suitable cases, is being developed as part of this plan.

6.9.6 Empty Dwelling Management Order

Under the Housing Act 2004 (Part 4, Chapter 2, sections 132-138) the Council can apply to the Residential Property Tribunal for an Empty Dwelling Management Order (EDMO) to be made. Ownership is not changed but an EDMO allows the Council to take over the management of an empty property. Costs incurred in improving the property, plus ongoing repair and management costs, are recoverable from rental income. An EDMO has not been made to date but development of a procedure is an option.

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6.9.7 Other legislative provisions

Dependent upon the issues, various other notice provisions are available, including:

- Housing Act 2004:
 - Part 1, Chapter 2, sections 11-19 – Improvement notices;
- Anti-social Behaviour, Crime and Policing Act 2014:
 - Section 43 - Power to issue [community protection] notice
- Town and Country Planning Act 1990:
 - Section 215 - Power to require proper maintenance of land;
- Planning (Listed Buildings and Conservation Areas) Act 1990:
 - Section 54 - Urgent works to preserve unoccupied listed buildings;
 - Section 48 - Repairs notice as preliminary to acquisition under section 47;
- Building Act 1984:
 - Section 77 - Dangerous building;
 - Section 78 - Dangerous building – emergency measures;
 - Section 79 - Ruinous and dilapidated buildings and neglected sites;
- Environmental Protection Act 1990:
 - Section 80 - Summary proceedings [abatement notice] for statutory nuisances;
- Local Government (Miscellaneous Provisions) Act 1982:
 - Section 29 - Protection of buildings;
- Prevention of Damage by Pests Act 1949:
 - Section 4 – Power of local authority to require action.

6.10 Joint working & partnerships

6.10.1 Joint working with other services and teams is sometimes necessary, and dependent on the proposed enforcement route may be key and therefore will need to be considered and arranged.

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7. PERFORMANCE

Contributes towards achievement of: EMPTY HOMES PLAN - Priority 8 STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3
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7.1 Number of empty homes brought back into use

7.1.1 From inception of the Council’s Empty Properties Project in September 2010 to 31 March 2019, 1153 empty properties were brought back into use through intervention by the Empty Homes Team.

7.2 Target

7.2.1 Reflecting ambitions to increase delivery and improve performance, Housing Service Plan 2018-22 includes a measure (basis for the corporate Key Performance Indicator) to bring 570 empty properties back into use.

TARGET		
Number of empty properties brought back into use		
Per year	2018/19	60
	2019/20	150 (cumulative 210)
	2020/21	160 (cumulative 370)
	2021/22	200 (cumulative 570)
Plan period 2018-22 TOTAL		570

7.3 Reporting and evaluation

7.3.1 Performance against the Council’s corporate Key Performance Indicator for ‘*number of empty properties brought back into use*’ is

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reported quarterly based on recorded reasons for closure of cases following intervention by the Empty Homes Team.

7.3.2 Quarterly performance and annual evaluation reports are produced and demonstrate a significant ongoing benefit from the Empty Homes Team’s work in terms of:

- Resolution of empty property cases;
- Improvement in the accuracy of the Council Tax database;
- Positive impact on New Homes Bonus payment.

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8. SERVICE ENHANCEMENT

Contributes towards achievement of:

EMPTY HOMES PLAN - Priority 2, 6, 7, 9 & 10
STRATEGIC HOUSING FRAMEWORK – Priorities 1 & 3

8.1 The Empty Homes Team will continue to refine its processes and procedures, and monitor best practice at other local authorities, in order to develop the approach set out in this plan.

8.2 Empty Property Loan scheme

8.2.1 Review and development of existing Empty Property Loan scheme to:

- Improve appeal and flexibility, and increase delivery;
- Secure appropriate affordable housing provision within suitable development proposals.

8.3 Compulsory Purchase Programme

8.3.1 Compulsory Purchase Orders are an enforcement tool which could be utilized in suitable cases in order to help meet housing supply and also resolve local concerns about the impact of empty properties. To enhance the Empty Homes Team’s enforcement and delivery capabilities, and following allocation of necessary capital and revenue funding, a Compulsory Purchase Programme is being developed as a mechanism for effective larger scale intervention and delivery. Guided by the **Housing Asset Management: Acquisitions Policy**, it is anticipated that the programme will provide opportunity to bring suitable empty homes back into use, potentially as part of the Council’s following property portfolios:

- **Housing Revenue Account (HRA)** portfolio of housing stock to meet general and specific housing needs;
- **Private Rented Accommodation (PRA)** project portfolio of properties to meet temporary accommodation needs.

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Where properties are not considered suitable for retention by the Council a range of other options are potentially available and would be appraised on a case-by-case basis, including:

- Refurbishment and sale on the open market;
- Sale or transfer to Community Land Trust or similar body.

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9. INCOME & FUNDING

Contributes towards achievement of:

EMPTY HOMES PLAN - Priority 10
STRATEGIC HOUSING FRAMEWORK – Priority 1

9.1 New Homes Bonus

9.1.1 Through New Homes Bonus (NHB), the Government financially rewards local authorities that tackle long-term empty (LTE) properties. Intervention by the Empty Homes Team, through data cleansing and other proactive and reactive work, has a positive impact on the NHB payment received by the Council. This has amounted to approximately £20 million since inception of the Council's Empty Properties Project in 2010, a proportion of which has been redirected towards funding for the Council's Empty Properties Project.

9.2 Approved funding

9.2.1 Revolving capital programme funding for the Empty Properties Project (including for existing Empty Property Loan scheme and emerging Compulsory Purchase Programme) stems from the Council's Housing Investment Plan. More recently, additional revenue funding, to expand the Empty Homes Team and support implementation of the Compulsory Purchase Programme, has been allocated via the Council's budget process in order to help meet the Cabinet's *Homes for Cornwall* priority.

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10. ACTION PLAN

EMPTY HOMES PLAN 2018-22 – ACTION PLAN					
	Year				Plan Priority
	2018/19	2019/20	2020/21	2021/22	
Promotion of available help for empty homes					1, 10
Delivery of Empty Property Loan scheme					2, 10
Proactive engagement with empty home owners					3, 10
Reactive response to empty home reports and complaints					4, 10
Refinement of case management and investigation procedures					5, 7 & 10
Improvement of enforcement capabilities					6, 7 & 10
Development of Empty Property Toolkit					6, 7 & 10
Performance monitoring (quarterly report)					8
Performance evaluation (annual report)					8
Development (changes) of Empty Property Loan Scheme					2, 9, 10
Development (new products) of Empty Property Loan scheme					2, 9, 10
Development of Compulsory Purchase Programme					6, 7, 9, 10
Improvement in accuracy of Council Tax database					10

KEY	
Development	
Implementation	

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11. PERFORMANCE MEASURES

EMPTY HOMES PLAN 2018-22 – PERFORMANCE MEASURES (over 4 year plan period)
570 empty properties brought back into use
100 residential units directly enabled through Empty Property Loan scheme

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CONTACT DETAILS

For further information about this document or available assistance please contact:

Empty Homes Team

Tel: **01726 223600**

Email: **emptyhomes@cornwall.gov.uk**

Website: **www.cornwall.gov.uk/emptyproperties**

Private Sector Housing
Housing
Economic Growth and Development
Cornwall Council

If you would like this information in another format please contact:

Cornwall Council
County Hall
Treyew Road
Truro TR1 3AY

Telephone: **0300 1234 100**

Email: **enquiries@cornwall.gov.uk**

www.cornwall.gov.uk

