

Theme: Housing

Theme Pack for Board: objectives, projects, gaps, resources, dependencies and risks

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Prepared by	Programme Manager (PM)
Status	Draft for Board review
Source meetings	Strategic Planning Workshop (Theme Meeting #1) and Theme Group Meeting #2 (04 Feb 2026)

1. Theme name and agreed objective

Improve housing quality, supply and affordability in Ilfracombe, recognising housing as a driver of health inequalities and service pressures (including education impacts).

2. Context, scope and what success looks like

- Work framed across affordability, quality and supply, across owner-occupied, social housing and the private rented sector (PRS).
- Housing conditions and churn are impacting education outcomes and wider services.
- Quality focus: develop and adopt a Housing Charter aligned with Renters Reform, co-designed so landlords can sign up.
- Supply focus: connect private developers/landlords, community land trust (CLT) work and delivery pipelines; engage/challenge Homes England and Devon & Torbay CCA.

3. Current activity and progress

- Housing Charter (originating from Poverty Truth Commission): continue and embed, with landlords shaping a pragmatic version they can sign up to.
- Healthy Homes model: noted as capital-intensive; success must be evaluated as a housing model and for health outcomes, not only 'another front door'.
- Supply/delivery lines of work: work with private developers/landlords; connect into CLT work; increase delivery; engage/challenge Homes England.
- Specific projects referenced: Slade project (noted alongside NDH) and Slade Valley/pipeline (acknowledged as challenging but must stay connected to the Ilfracombe story).
- System/intelligence: map who is being placed in the town and by whom (drivers and impacts), then align policy/investment constraints accordingly.
- Education impact example raised: 10 children joined Ilfracombe primary in Year 6; around 90% were working below expected standard, affecting school outcomes.
- Governance/resourcing: confirm subgroup structure and membership; ensure communications/reporting routes are in place.
- External engagement: strong call to bring Devon and Torbay CCA and Homes England in more directly; Ilfracombe could be positioned as a coastal pilot.

Project portfolio and tracker

Project / intervention	Purpose / description	Current status	Lead / partners	Next milestone	Dependencies / risks	Measures (headline)
Housing Charter (PRS quality) - PTC-originated	Co-designed charter aligned with Renters Reform; pragmatic	In development	Housing subgroup + PTC link	Draft charter outline and	Landlord engagement; enforcement/incentives	Charter adopted; landlord sign-ups; PRS improvements

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	standards landlords can sign up to; linked to incentives/enforcement levers.			route to adoption		
Healthy Homes model (evaluation focus)	Capital-intensive approach; evaluate housing and health outcomes, not just outputs.	In development	NDC + partners	Agree evaluation approach and success measures	Capital funding; data sharing	Health outcome indicators; tenancy sustainment
Supply pipeline (including Slade / Slade Valley and CLT links)	Keep supply work connected to Ilfracombe story; work with private developers/landlords; connect into CLT work; increase delivery.	Ongoing	Housing subgroup	Refresh pipeline summary and constraints	Planning, funding, land	Units delivered; pipeline milestones
Placement mapping (who is being placed, why, by whom)	Build evidence on placements and impacts on services and education; align policy/investment constraints.	Proposed / in development	Housing subgroup + PM	Initial 'placements picture' evidence pack	Data availability	Evidence pack produced; policy asks defined
External engagement (Homes England and Devon & Torbay CCA)	Position Ilfracombe as a coastal pilot; influence investment and delivery support.	Proposed	Housing subgroup + PM	Engagement plan and 'ask' supported by evidence pack	Partner access; clear proposition	Meetings held; funding/support secured

Gaps, decisions and additional interventions needed

- Confirm subgroup structure and membership (quality/PRS, supply/delivery, intelligence/data) and reporting routes.
- Agree route to adoption for the Housing Charter (including landlord engagement, incentives and enforcement links).
- Produce a Board-ready housing evidence pack: key problems, pipeline, placements picture and priority interventions.

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- Strengthen direct engagement with Devon & Torbay CCA and Homes England (coastal pilot proposition).

5. Resources required

- Partner capacity to convene subgroups and drive outputs (not just discussion).
- Landlord involvement for co-design and adoption of the Housing Charter.
- Data/analysis capacity for placements mapping and evidence pack development.
- Capital and evaluation capability for Healthy Homes and supply pipeline projects.
- Senior engagement time with Devon & Torbay CCA and Homes England for coastal pilot proposition.

Measures and reporting

Measures below combine those explicitly discussed and a small set proposed for Board agreement based on the meeting framing.

Suggested headline measures (for Board agreement):

- PRS quality improvements (charter sign-ups; compliance/improvement actions).
- Placements picture (numbers, reasons, impacts) updated on an agreed cadence.
- Supply pipeline milestones (units delivered, planning milestones, constraints).
- Healthy Homes evaluation outcomes (housing and health indicators).
- External engagement outcomes (CCA/Homes England meetings, funding/support secured).

Dependencies and risk register

Initial risks recorded in the two theme meetings. RAG and mitigations can be refined by the Board.

ID	Risk / dependency	Impact	Likelihood	RAG	Mitigation / action
HOU-1	Subgroup structure unclear leading to slow progress and weak reporting.	Medium	High	Amber	Confirm subgroup membership and outputs; define reporting route and cadence.
HOU-2	Housing Charter not adopted or is seen as unrealistic.	High	Medium	Amber	Co-design with landlords; align with Renters Reform; link to incentives/enforcement.
HOU-3	Placements picture remains unclear reducing ability to	High	Medium	Amber	Prioritise mapping; produce evidence pack; agree data sources and update cycle.

	influence policy and investment.				
HOU-4	External partners (CCA/Homes England) not engaged early enough.	Medium	Medium	Amber	Build clear coastal pilot proposition and 'ask'; engage with evidence pack.

Action log

Action	Owner	Timescale / next date	Notes
Confirm subgroup membership and route to adoption for Housing Charter (with landlord input).	Housing subgroup	Next 60-90 days	Align with Renters Reform; incentives/enforcement levers.
Map placements into the town and produce initial evidence pack (drivers and impacts).	Housing subgroup + PM	Next 90 days	Include education/service impacts.
Develop engagement plan for Devon & Torbay CCA and Homes England (coastal pilot proposition).	Housing subgroup + PM	Next 90 days	Evidence pack to support 'ask'.

6. Programme-wide links and cross-cutting items

- Community safety/ASB is a cross-cutting issue shaping outcomes across themes; ownership and reporting need an explicit decision and measures.
- Coastal Navigators Network (CNN/CNM) integration must be visible, particularly for sector priorities, investment opportunities and partner alignment.
- Campus model and public sector estate strategy must be aligned so service navigation does not duplicate or compete with building-based solutions.

- Poverty Truth Commission (PTC) outcomes should be shown as continuing within One Ilfracombe with clear accountability and lived-experience involvement.
- Communications capacity is a key enabler; Kara Stevens (new Comms Officer) noted as an enabling resource once bedded in.