

Development Strategy 2020 - 2024



Foreword

I am delighted to introduce our Housing Development Strategy for 2020 – 2024. This is the first time East Suffolk has had a strategy of this kind, underlining how important we think it is to improve our residents' quality of life by building new homes. Like many councils across the country, we know that we must adapt our approach to housing development and increase our capacity to meet the undeniable need for new homes in our district. Our Business Plan and Housing Strategy have embraced the drive to provide more affordable homes and this Housing Development Strategy confirms our commitment and approach to building and acquiring properties and land in East Suffolk.

In July 2019, East Suffolk Council unanimously voted to declare a climate emergency. We recognise that development has a major part to play in supporting the Council to achieve its commitments to step up its positive work on environmental issues, to reduce its own carbon emissions and to encourage communities to help fight climate change. This strategy sets out our commitment to provide exemplar affordable housing and encourage other housing providers and developers across East Suffolk and beyond to strive for a greener approach to both existing accommodation and new developments.



Cllr Richard Kerry
Portfolio Holder for Housing

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Introduction and links to the Council's strategies

The objective of this East Suffolk Housing Development Strategy is to meet housing need by providing high quality sustainable housing at affordable rents or sale values and to develop appropriate housing solutions in all areas of East Suffolk which are effective and cost efficient.

Recent changes in Government policy have encouraged councils to build housing, using surpluses within our Housing Revenue Account (HRA) and increased borrowing by lifting the borrowing cap. The HRA Business Plan (2018-48) provides details of the financial implication to the Council with our debt being managed to sustain a new build programme of 50+ new homes each year to help overcome the serious shortage of both general needs and specialist housing in our area. Our current Housing Strategy projects us enabling up to 250 new affordable homes each year to 2023 and clearly states our intention to support development of homes across all tenures to meet the need of our communities across East Suffolk.

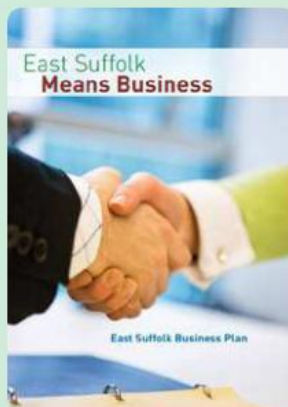
This Housing Development Strategy sets out our general position on developing our own housing for the next 5 years. It considers how we will ensure that we deliver high quality affordable homes in a cost-effective way. The Strategy will form the framework within which East Suffolk will evaluate development opportunities and will inevitably evolve as plans evolve and will be formally reviewed on a biennial basis. The strategy will also support the delivery of the Local Plans. The Local Plan for the former Waveney area was adopted in March 2019 and a new Local Plan for the former Suffolk Coastal area is well advanced.

The strategy is intended to be clear and easy to understand. Where appropriate an action is identified on the right of the page in a blue box. This ensures that the strategy is focussed on the objectives we have set ourselves and is transparent to our readers. The Action Plan is summarised at the end of the document.

In our corporate **Business Plan** we set out a clear vision for East Suffolk to “maintain and sustainably improve the quality of life for everyone growing up in, living in, working in and visiting East Suffolk”.

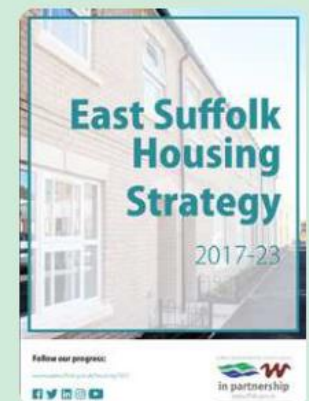
The vision specifically seeks to “.....address some significant local challenges, such as the need for new homes that are affordable and local to our communities....”

This business plan is the driver for the ‘Golden Thread’ of development in East Suffolk.

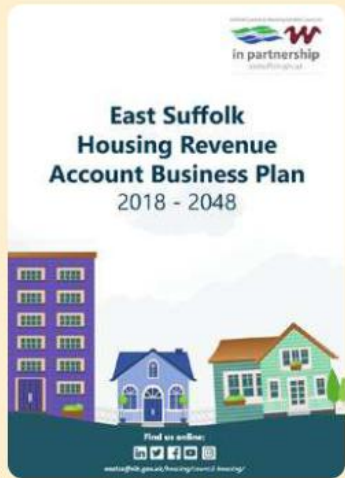


The **Housing Strategy** identified 9 housing priorities of which four are directly relevant to this Strategy, emphasising the importance of new homes:

1. Increase the amount of Council owned affordable housing from 4,479 homes to 5,200 including development on Council-owned and exception site land;
2. Using the strength of our Housing assets to intervene assertively in the delivery of the Lowestoft and Outer Harbour Area Action Plan;
3. Increase the number of affordable homes by 250 units each year;
4. Actively support the broader supply of housing to ensure East Suffolk is the preferred location for private developers and housing associations.



Associated council strategies



Our **HRA Business Plan** is a key document in relation to the development and redevelopment of our housing stock. It considers the financial viability of investment in new homes and the numbers to be developed as well as their locations in the short to medium term.



The Housing Asset Management Strategy (HAMS) considers how our housing stock is managed and the programme of investment linked to the HRA business plan.

Its primary consideration is the investment in our current stock to ensure our housing assets are kept to a good standard. It does also address new development and redevelopment of the housing stock and is therefore directly linked to this Housing Development Strategy.



The Homelessness and Rough Sleeping Strategy outlines our current priorities to prevent and reduce homelessness. This would include actively encouraging more affordable homes being built to house more people.



The Private Sector Housing Strategy focusses on the private sector in our district but refers to joint working with the rest of the Housing Service on bringing long term empty housing into use again and the redevelopment of HMOs in our district which has been successfully trialled in Lowestoft.



The Housing Enabling Strategy considers the corporate approach to enable new development in East Suffolk.

Development objectives

Our purpose: To directly provide, facilitate and enable good quality affordable housing which sustainably meets the current and future needs of local communities throughout East Suffolk.

One of the major challenges facing us is how to increase the supply of affordable homes across our district. Our primary objective is to provide new homes to meet demand. We will, wherever possible, create new homes that are suited to those with needs which are not being met by existing housing or new build. This will be informed by a broad range of evidence including the Council's Housing Register.

In order to provide new homes we need;

- a) land and/or properties
- b) Internal and external resources to undertake a variety of work including pre-construction, legal and valuation work
- c) Contractors and developers to undertake the construction of the new homes

To address the need to grow development capability we have created a new Housing Development Team to co-ordinate work, supported by specialist consultants. We know that the challenge of our commitment to develop new homes and facilitate alternative providers building homes is not yet matched by our internal resource. Further resourcing of the Development Team is recognised as being important to meet the challenging targets set out in the Housing Strategy and HRA Business Plan.

We will aim to maintain a rolling 3-year plan of realistic development opportunities which will include enough sites to meet the HRA Business Plan projection of 50+ units a year. We seek to identify a pipeline of sites looking forward 3 years which will include undertaking strategic reviews of areas where there are significant Council land holdings.

The Council has a corporate responsibility to ensure that it is making best use of its own assets. It is the intention that going forward we will retain land in our ownership and develop homes to add to our housing stock where it is economically and socially viable to do so (although on larger Council owned sites it is likely that only a percentage of the site will be developed for new Council housing.)

Our Actions

1 - Build the capability within the Housing Development Team to deliver a successful development and enabling programme.

2 – Develop and publish a 3-year rolling development programme with an objective of achieving 50+ units p.a.

3 – Review corporately all Council land ownership to identify potential housing development sites for new Council housing.

Environmental Sustainability and Development Outputs

Sustainability and Greener Development

Environmental sustainability is essential in the creation of homes and communities in which people want to live and work. Lowering our carbon footprint will help our tenants save money and deliver lasting environmental, social and economic benefits.

We recognise that our extensive housing stock and new development have a carbon footprint, and can have a significant environmental impact through the consumption of energy and water, the use of transport and materials, and the production of waste. We aim to deliver new development in line with the principles of our Environmental Policy, and the policies included within the new Local Plans. We recognise that providing environmentally friendly homes is only part of the solution; we seek to provide our residents with the right tools to help them understand how to save energy and money.

Sustainability also relates to ensuring that the homes we provide meet a need and we will rely on evidence to support the building of the right homes regarding mix and tenure in the right locations. We will consider not only the environmental impact of any new development but also the health and wellbeing of our tenants who will be living there, together with the positive impact of greener design on people.

Initial feasibility assessments will determine the environmental impact of all potential development opportunities. The Council seeks to support well-designed accommodation which conserve natural resources whilst providing successful residential developments. The building's lifecycle from inception to completion, occupation and beyond will play a key role in the consideration of development opportunities ensuring accommodation is both suitable and sustainable.

The Council seeks to explore the use of greener building technologies both within the construction process and finished properties. We strive to explore innovative design ideas which recognise the benefit of Passive House principles and the value of carbon natural design. The specification of our developments will focus on the benefits of natural light and ventilation, access to open space and well considered orientation and outlook.



Our Actions

4 - Ensure that environmental impacts are taken into account in all initial feasibility assessments on potential development and redevelopment projects.

5 - Investigate energy efficient and sustainable approaches to development and consider options to deliver new housing and individual remodelling projects to achieve carbon neutral or passive house standards where practicable and cost effective to do so.

Environmental Sustainability and Development Outputs

Quality

We seek to provide a high-quality home that meets the needs of our tenants. This is a principal that we have adopted over many years for our existing housing stock that we take a real pride in.

We aim to provide housing that is efficient and affordable to run for the occupants, as well as being easily managed and maintained by ourselves. We have been aware for many years of the issues of fuel poverty for our tenants and will continue to build on the achievements we have made so far in seeking to improve energy efficiency and reduce tenant costs.

Value for Money

It is always important that we can demonstrate in the early stages of planning that any development offers value for money. We will consider the expected 'life' of the housing asset and the likely income and expenditure over that time to achieve value for money. This is important as it ensures that the HRA remains a viable budget for the Housing Service within the Council. A guideline we will follow is a 30-year payback period but we will always consider other social and economic issues that would justify an extended payback period such as ensuring superior quality or environmental sustainability.



New Build

Our Housing Strategy identifies a broad need for new affordable homes for rent. A large proportion of these need to be 1 and 2 bedroom properties, reflecting the large proportion of single people and couples within the existing Council housing stock who may relocate and free up larger properties, creating more efficient use of our properties. To meet need in our district a variety of dwelling types and sizes will be built but the priority will be to provide smaller family houses and accommodation.

We will also seek to provide homes for shared ownership (a form of low-cost home ownership). The Council's Strategic Housing Market Assessment report has identified of all the homes required by 2036 the need for this type of tenure is not insignificant (9% within the former Waveney area and 7% within the former Suffolk Coastal area). Our own shared ownership units will help meet this need and will attract grant funding from Homes England as well as helping to cross subsidise the rented housing being provided by us. We have received funding from Homes England's SOAHP programme (2016-21) to build a small number of shared ownership homes over the next 3 years to 2021 ensuring a range of housing solutions are provided for our local communities.

We will consider acquiring Section 106 new build properties on new developments (a s106 is a legal agreement between the Council and developers linked to planning permissions and can also be known as planning obligations) to help us meet our challenging development objectives, subject to the properties meeting our desired standard and requirements. This has not occurred frequently in the past but it is recognised that housing associations alone have a limited capacity to acquire affordable housing, as well as sometimes being reluctant to invest in the more remote rural parts of the area and smaller schemes. The Council will continue to work closely with housing associations to encourage them to provide new affordable housing in the district. Where commuted sums are received these provide further opportunities for the delivery of affordable housing by the Council or other registered social landlords.

The provision of more homes across the north of the district will be given initial priority as most affordable land opportunities are in the Lowestoft area where an existing management and maintenance structure exists, but we also recognise the need and opportunities to develop in the south of the district to spread our housing stock over the whole district, and extend our management and maintenance services accordingly.



Our Actions

6 - Develop a 3 year indicative programme of shared ownership and shared equity housing across the district and publish it annually.

7 - Consider all developments with S106 new builds to consider viability.

8 - Potential development sites across the district to be reviewed and negotiations to be carried out following necessary approvals.

9 - Establish effective working relationships with a range of development partners.

Redevelopment and regeneration

Redevelopment and regeneration seeks to provide better quality affordable housing as well as increasing the amount of affordable housing contributing to the objectives of the overarching development programme.

The redevelopment programme can be split into two main areas; stock rationalisation of our existing HRA stock which aims to optimise accommodation which is no longer fit for purpose or underutilised, and the proactive acquisition of redevelopment opportunities within the district to provide additional affordable housing whilst also contributing to the physical and economic regeneration of the district.

Stock Rationalisation

The programme seeks to identify our HRA assets which are underused, unoccupied or less popular. These are collectively known as 'underperforming assets' and takes into account the popularity of the building through Gateway to Homechoice (our shared choice based lettings scheme), the quality and cost of the building to us, and the projected life span of the building.

Assets are reviewed identifying the strengths, weaknesses, opportunities and threats of potential development solutions. Recommendations are evaluated based on their financial, political and social implications to the community.

The programme aims to ensure the longevity of the HRA stock and generate wider financial efficiencies through the forward projection of maintenance, improvements and building lifespan. Rationalisation of stock allows us to repurpose accommodation to ensure we have the right type of housing in the right locations.

Example 1: Staithe Road, Bungay

The Council had experienced long term issues with a large house sub-divided into three flats but with only one occupied. It was decided that the modernisation of the flats may still be difficult to let and therefore a decision was made to revert the building into an original large detached house with parking and two adjacent bedsits to be integrated into the development as well. The property was then placed on the open market to bring a capital receipt to the Council.

Example 2: Avenue Mansions, Lowestoft

This former Retired Living scheme in Lowestoft was a popular scheme but was a large former Victorian hotel that had become difficult to maintain and heat. Residents were sympathetically relocated to areas of their choice and supported in the process. The empty property will be considered for other alternative uses such as specialised housing or prepared for sale on the open market.

Our Actions

10 - Establish the means to monitor and assess existing Council assets and potential acquisition opportunities for redevelopment.

11 - Improve the efficiency of the housing stock. Reduce the level of under-occupation, helping to alleviate the housing burden on the Council.



Redevelopment and regeneration - continued

Proactive Acquisition

Working in partnership with the Council's Economic Development and Regeneration teams we have taken the decision to proactively intervene in the redevelopment of strategic sites within the district. The programme explores housing development opportunities which require the acquisition of property or land and seek to address a wider regeneration aspiration throughout the district. Available assets are reviewed, and business cases are formulated outlining potential opportunities.

The Council remains mindful of the impact of this programme on the private market in terms of private developers, land values and properties prices. The approach to intervene will only be taken where there are additional benefits which can be realised from purchases and there is a wider strategic ambition which can be achieved through this process. Proactive acquisition will provide redevelopment opportunities which may be less financially lucrative to the HRA than other development opportunities, however these proposals will be considered in conjunction with the potential social benefit and wider financial efficiency savings they may deliver to the Council. Such acquisitions will include former Right to Buy purchases on the open market which fit within our portfolio as well as sitting within existing estates etc to minimise maintenance and management costs.

The Private Sector Housing Team is committed to improving the standards of private housing and the acquisition of a property as a sanction is an essential aspect of their current policy. This programme seeks to assist the team with their ambition to remove unsafe or unoccupied properties from the private market whilst also offering a redevelopment opportunity and providing much needed affordable housing.

Our Actions

12 - Deliver a range of accommodation to help our partners meet their statutory responsibilities and reduce the burden on the public purse. This would include a proactive Right to Buy buy-back where appropriate former council housing comes on the market.

13 – Increase the number of units affected or created by the redevelopment programme to 30 per annum by 2021.

Example 1: Former Post Office – Lowestoft

The property and surrounding site was purchased in 2018 by Waveney District Council. The project scope includes the design and delivery of a town centre regeneration development seeking to provide a mixed-use scheme of commercial and residential accommodation.

Demolition of some structures to the rear will be required. The proposed development will require an element of conversion and new build construction. This scheme received approval to the pre-application stage in July 2019.



Example 2: 560 London Road South – Lowestoft

Close co-operation across the Housing Service has sought to address poor quality HMO properties in our district. Following the success of this substandard HMO coming onto the market and being acquired by us, we have now provided a high quality home to 6 individuals.

The building is managed by a specialist housing partner Solo Housing, which helps single people in the region through supported accommodation and lodgings to enable them to develop skills to gain independence. The investment came from the HRA and the work was undertaken by our Maintenance team.



Land and property acquisition

We expect that the opportunities to source and deliver new housing will be via:

1. Using existing sites within the district – where we own land such as garage sites that have potential to be developed.
2. The acquisition of regeneration sites within our district which would include small infill areas and major strategic sites such as Kirkley Waterfront. .
3. The acquisition of Rural Exceptions Sites if economically viable that would help deliver new homes to remote rural areas in East Suffolk.
4. The acquisition of s106 opportunities with developers and housebuilders in partnership with our registered provider partners.
5. The acquisition of existing dwellings that would provide a value for money option and meet an identified need. We will consider any former RTB property that becomes available where the Council has the first option on repurchase.

Acquiring land

Development provides good value for money if it takes place on Council owned land. As such it is important to also explore the potential of the Council's land holdings to contribute towards improving the supply of new Council housing. However, the Council must consider acquiring land on the open market or by negotiation where practical in order to ensure that homes can be provided where they are needed as our existing land holdings are limited.

Our Housing Strategy and HRA Business Plan recognise the need to develop through the Lake Lothing and Outer Harbour Area in Lowestoft as a means of providing new homes at volume. Housing development is an integral part of the Lowestoft Outer Harbour Area and we recognise the role we must play in building new houses within it. A programme of land acquisition in the area has commenced and will continue. It is projected that a significant proportion of our house building programme will take place here.

RTB buy back

Previous tenants that bought their former council property through RTB are required to give the Council first option in buying their home. This option will be actively considered as a means of adding social housing back into our stock. These types of dwellings are known to us and can be easily managed and maintained.

Garage sites

We have several garage blocks in a poor state of repair due to their age and construction type.

We have a programme of identifying these sites for demolition as either additional parking or for potential development. Our recent new builds have taken place primarily on garage sites though inevitably viable sites are now scarce.



Development considerations

Viability and affordability

To ensure that we can continue to fund the development of Council housing it is important that each scheme has been properly assessed for viability. There must be an acceptable relationship between the cost of delivering the housing, taking all costs into account, and the rental income we will receive. It is necessary to ensure that the impact of each scheme on the HRA Business Plan is calculated and properly understood. The cumulative effect of the development programme must be affordable in the context of the wider HRA Business Plan.

Government policy for affordable housing sets out that the capital cost of affordable housing should largely be met from the rental income it generates. Capital grants to support new building have reduced and the rent charge, set at an 'affordable rent' level, is expected to generate our income. Every new development will be let at an 'Affordable Rent' to assist with the financial viability of the scheme. The aim will also be to ensure that rents fall within Local Housing Allowance levels and larger dwellings in high value areas remain affordable considering the limitations of the welfare system.

Viability and risk

Each project will be assessed to ensure it meets the following criteria:

- That it meets the aims of this Development Strategy and the HRA Business Plan.
- That its financial viability is fully assessed and that the basis on which it can proceed is properly understood.
- That it has been adequately risk assessed. Building homes involves significant risks. It will rarely be possible to eliminate risk though it can be assessed and managed. A high level risk assessment will be carried out ensuring that proposals have a strategic fit with this and other related strategies, particularly in respect to viability. Our corporate risk management processes will be used to mitigate the risk.

The criteria for determining viability considers:

- An expectation that an assessment is based on a 25-30 year life of the asset but we will always give consideration to the need for the type of housing and the impact such a development could have on the local community and economy. These factors could extend the assessment period to a time that politically is regarded as appropriate;
- That all costs and expenses applicable to the scheme, internal or external, should be fully accounted for and charged to the scheme.

Schemes will be evaluated on the basis that they can be considered financially viable if all the viability parameters are achieved at an Affordable Rent level. Those projects that meet this test will be recommended to our Cabinet to progress. Each project will be developed in accordance with the Council's rules.

Our Actions

14 - To develop a scheme viability assessment process to be applied to all proposed new developments in the district.

Resources

Core housing investment

The core funding to support this Development Strategy will come from the HRA. The funding available is detailed in the HRA Business Plan 2018-48 identifying redevelopment funding of £55.9m over 30 years and new development funding of £227.3m over the same period. Our new homes programme within the HRA is budgeted to deliver 257 new affordable homes by 2022/23. In 2017/18 we built 65 new homes. This will be reviewed each time the Business Plan is updated. If we wish to borrow additional funds over the life of the Business Plan there is scope for greater numbers of new build and redevelopments to our stock throughout the district.



Other Housing Investment

We have other resources available for affordable housing provision such as planning obligations and capital receipts arising from RTB sales. Current Government policy allows councils to retain 100% of the RTB receipts provided they are reinvested in new homes within a 3-year period. Our approach is to fully utilise this opportunity to bring additional resource to fund new homes. Other resources for affordable housing may be used to support council house building or affordable housing provided through a Registered Provider such as accessing grant from Homes England or receiving S106 funding. This is estimated to make up 25% of our funding (£52m) over 30 years.

Staffing

As identified earlier in this strategy, investment in staffing is recognised as key in relation to our capacity to deliver on our challenging development targets as well as expanding upon the capabilities within our workforce.

We recognise that we need to make a long-term commitment to development and enabling to ensure our objective of building more homes is achieved.

Our Actions

15 - Review of 3-year development pipeline to be considered in relation to budgeted finances within HRA Business Plan and to inform the next business plan review.

Partnerships, communications and tenant involvement

Partnerships

We have strong established links with Registered Providers who make a significant contribution to housing supply in our area. It is important that this continues and we intend to work alongside our partners and envisage a complimentary approach to the delivery of affordable homes.

This Development Strategy adopts a position of ensuring an element of competition between Registered Providers to deliver affordable homes via Section 106 planning obligations to ensure a viable market for developers in our area. We are prepared to compete ourselves with our partners where it appears there is low interest in a development.

Where opportunities arise with other public bodies such as the County Council, Ministry of Defence and Homes England to acquire land or work on joint development opportunities we will investigate these opportunities.

Communication and Tenant Involvement

It is important that decisions are made in an open, transparent and accountable way. It is also essential that they are made promptly so that progress is maintained. Consultation and involvement is very important but it cannot entirely dictate when, where and how decisions are made.

Many of the projects being considered will be close to existing housing. We are very aware that building more homes will bring changes but if done in a sensitive way and to a high standard there is no reason why this should not be acceptable. All our developments will be the subject to some degree of public consultation prior to finalising any plans and submitting a planning application. Engaging parish and town councils will form a key part of our consultation process.

Where our tenants are directly affected by redevelopment, we will discuss proposals early in the process, outline their housing options and support them in making a choice. The aim will be to enable households to stay within their community if they wish. Households will be given a management priority to move, either permanently or temporarily, to suitable housing in an area of their choice. In many cases they will be offered the opportunity of returning to one of the new properties. In most cases tenants who must move will be entitled to compensation.

Residents of the new homes will have the opportunity to feed back after living in the homes for 12 months. This will enable us to consider any improvements in subsequent projects. Our use of HRA funds is limited to our housing projects, but where there is a need for community improvements such as open space or play equipment, we will give this consideration.

Our Actions

16 - Introduce a 12 month follow-up survey on all new developments and redevelopments to identify issues and learning to inform future developments.

Design and procurement

Development process and design

New developments will need to meet high standards of design and create environments that are attractive, useable and durable. We want to leave a lasting and positive legacy from the Council house building programme of distinctive and well thought of homes that are also easily managed and maintained.

All new schemes should comply with East Suffolk Council's Design Policy and East Suffolk Council's material specification.

The challenge of climate change means measures to minimise carbon emissions, promote renewable energy and manage water effectively should be an integral part of design solutions. We seek to improve energy efficiency and meet current modern standards and provide new homes that meet these standards where it is feasible to do so within the constraints of site layout, orientation and financial viability. Refer to the Development Outputs section (page 8).

Through direct control of the development process, the Council will seek to promote Corporate Social Responsibility by including provisions in contracts to add value to the local community such as the promotion of employment opportunities and apprenticeships. This added value will assist the Council in meeting the targets of its East Suffolk Business Plan objectives.



Procurement and implementation

The Council will ensure that procurement of all development services (consultants and contractors) takes place in accordance with its Contracts and Financial Procedure Rules and legal requirements.

We are mindful of the benefits of working with local companies that have a good track record of delivering similar schemes and can contribute to the local economy by their own approaches to procurement, employment and training.

It is important that companies employed by us, either directly or indirectly (for example through lead consultants), will comply with our published policies.

We will seek to use framework agreements or have otherwise preselected contractors in accordance with our Contracts Procedure Rules. Given the value of the construction element for each development, the building contracts will usually be let by way of formal competitive tender, however there will be exceptions to this specifically with regards to land and build projects and off the shelf purchase agreements with housebuilders.

Our Actions

17 - Produce a Procedures Guide to support the strategy

Housing Development Strategy Action Plan

Action Ref	Action Description
1	Build the capability within the Housing Development Team to deliver a successful development and enabling programme.
2	Develop and publish a 3-year rolling development programme with an objective of achieving 50+ units p.a.
3	Review corporately all Council land ownership to identify potential housing development sites for new Council housing.
4	Ensure that environmental impacts are taken into account in all initial feasibility assessments on potential development and redevelopment projects.
5	Investigate energy efficient and sustainable approaches to development and consider options to deliver new housing and individual remodelling projects to achieve carbon neutral or passive house standards where practicable and cost effective to do so.
6	Develop a 3 year indicative programme of shared ownership and shared equity housing across the district and publish it annually.
7	Consider all developments with S106 new builds to consider viability.
8	Potential development sites across the district to be reviewed and negotiations to be carried out following necessary approvals.
9	Establish effective working relationships with a range of development partners.
10	Establish the means to monitor and assess existing Council assets and potential acquisition opportunities for redevelopment.
11	Improve the efficiency of the housing stock. Reduce the level of under-occupation, helping to alleviate the housing burden on the Council.
12	Deliver a range of accommodation to help our partners meet their statutory responsibilities and reduce the burden on the public purse. This would include a proactive Right to Buy buy-back where appropriate former council housing comes on the market.
13	Increase the number of units affected or created by the redevelopment programme to 30 per annum by 2021.
14	To develop a scheme viability assessment process to be applied to all proposed new developments in the district.
15	Review of 3-year development pipeline to be considered in relation to budgeted finances within HRA Business Plan and to inform the next business plan review.
16	Introduce a 12 month follow-up survey on all new developments and redevelopments to identify issues and learning to inform future developments.
17	Produce a Procedures Guide to support the strategy

Glossary

Term	Definition
Affordable Housing	<p>housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of the following definitions:</p> <p>a) Affordable housing for rent: meets all of the following conditions: (a) the rent is set in accordance with the Government's rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges where applicable); (b) the landlord is a registered provider, except where it is included as part of a Build to Rent scheme (in which case the landlord need not be a registered provider); and (c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision. For Build to Rent schemes affordable housing for rent is expected to be the normal form of affordable housing provision (and, in this context, is known as Affordable Private Rent).</p> <p>b) Starter homes: is as specified in Sections 2 and 3 of the Housing and Planning Act 2016 and any secondary legislation made under these sections. The definition of a starter home should reflect the meaning set out in statute and any such secondary legislation at the time of plan-preparation or decision-making. Where secondary legislation has the effect of limiting a household's eligibility to purchase a starter home to those with a particular maximum level of household income, those restrictions should be used.</p> <p>c) Discounted market sales housing: is that sold at a discount of at least 20% below local market value. Eligibility is determined with regard to local incomes and local house prices. Provisions should be in place to ensure housing remains at a discount for future eligible households.</p> <p>d) Other affordable routes to home ownership: is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes shared ownership, relevant equity loans, other low cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent). Where public grant funding is provided, there should be provisions for the homes to remain at an affordable price for future eligible households, or for any receipts to be recycled for alternative affordable housing provision, or refunded to Government or the relevant authority specified in the funding agreement.</p>
Affordable Homes Programme	Investment Programme to support development of new affordable homes by Government appointed Homes England
Affordable Rent	See Affordable Housing
Commuted Sums	Capital sums from private developers held by LA's for supporting new affordable housing developments in lieu of providing affordable housing on site
Compulsory Purchase Order (CPO)	An order issued by the government or a local authority to acquire land or buildings for public interest purposes. For example, for the construction of a major road or the redevelopment of certain brownfield sites.

Term	Definition
Ministry of Housing, Communities and Local Government (Formerly DCLG)	UK Government department whose responsibilities include local government and housing
Design Statement	A design statement can be made at a pre-planning application stage by a developer, indicating the design principles upon which a proposal is to be based. It may also be submitted in support of a planning application.
Development	Development is defined under the 1990 Town and Country Planning Act as “the carrying out of building, engineering, mining or other operation in, on, over or under land, or the making of any material change in the use of any building or other land.” Most forms of development require planning permission (see also “permitted development”).
Disabled Facilities Grant	Disabled Facilities Grant Grants administered by the Council to help meet the costs of adapting a property
Homes England (formerly the Homes and Communities Agency (HCA))	Homes England is the non-departmental public body that funds new affordable housing in England. It was founded on 1 January 2018 to replace the Homes and Communities Agency (HCA).
Housing Association	A non-profit organization that rents houses and flats to people on low incomes or with particular needs.
Housing Revenue Account	A ring fenced account held by local authorities funded by rents to provide landlord services
Housing Revenue Account Self Financing	A system for financing council housing introduced in April 2012 that replaced the Housing Revenue Account subsidy System
Infill development	The development of a relatively small gap between existing buildings with new housing.
Intermediate Housing	Homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition in the National Planning Policy Framework such as starter homes, discounted market sale housing and other affordable routes to homeownership (NPPF)
Listed Building Consent	Consent required for the demolition, in whole or in part of a listed building, or for any works of alteration or extension that would affect the character of the building.

Term	Definition
Local Plan	A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies, or a combination of the two.
National Planning Policy Framework	Sets out governments planning policies for England
Neighbourhood Plans	A plan prepared by a parish council or a neighbourhood forum for a particular neighbourhood area (made under the Planning and Compulsory Act 2004)
Right to Buy	A scheme in which qualifying tenants are entitled to purchase their homes at a heavily discounted price
Rural Exception Sites	Small sites used for affordable housing in perpetuity where sites would not normally be used for housing. Rural exception sites seek to address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. A proportion of market homes may be allowed on the site at the local planning authority's discretion, for example where essential to enable the delivery of affordable units without grant funding.
Section 106 Agreements	Section 106 is part of the Town & Country Planning Act 1990. Agreements under it cover requirements of developers as part of planning permissions. These are agreed in the planning application process, to provide contributions (usually financial) to develop facilities/amenities for the local community (e.g. education, open space affordable housing)
Self Build	Housing built by an individual, a group of individuals, or persons working with or for them, to be occupied by that individual. Such housing can be either market or affordable housing. A legal definition, for the purpose of applying the Self-build and Custom Housebuilding Act 2015 (as amended), is contained in section 1(A1) and (A2) of that Act.
Social Rented	Social rented housing is affordable. Social rents are pegged to local incomes to keep rents affordable. Changes to social rents – whether up or down – are controlled by central government. Social rents are lower than so-called 'affordable' rents which are set at up to 80% of the market rate.
Special Needs Housing	Housing to meet the needs of groups of people who may be disadvantaged, such as the elderly, the disabled, students, young single people, rough sleepers, the homeless, those needing hostel accommodation, key workers, travellers and occupiers of mobile homes and houseboats.
Staircasing	Buying more of the equity in your leasehold/shared ownership property normally can staircase to 100% unless in a exempted area
Supplementary Planning Document (SPD)	Documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.

