

SELBY DISTRICT COUNCIL

APPENDIX 1



Development Strategy Affordable Housing 2020-2024

Directorate of Corporate Services & Commissioning

July 2020 v 1.0

Review Date: *TBC*



Photo of a development of 13 new homes directly delivered by Selby District Council 2019

Forward by the Leader of the Council and Executive Member for Housing Services

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1. Introduction

- 1.1 As a stock-retaining Local Authority, Selby District Council owns 3000 homes and we take pride in our strong landlord management service. Alongside plans to invest in our existing homes, this strategy sets out the Council's plans for how our commitment to build new Council homes and the support to delivery by Selby and District Housing Trust (S&DHT).
- 1.2 This strategy aims to strengthen and build on the aims for SDC to increase its supply of affordable housing stock through direct development and the support provided to S&DHT introduced in our original Affordable Development Strategy 2013¹ which sets out the benefits to SDC by creating the Trust as an affordable housing delivery vehicle as it provides revenue to SDC.
- 1.3 This strategy is intended to be clear and easy to understand. Where appropriate an action is identified on the right of the page, in a green box, to ensure the strategy is focussed on the objectives we have set and is transparent to readers. An Action Plan is summarised at the end of the Strategy Section of this document.

2. Local Context

- 2.1 SDC welcomed the lifting of the borrowing cap to all Councils in November 2018 enabling us an opportunity to increase direct development of, and continued investment in, social housing and we can now draw down loans from the Public Works Loan Board (PWLB) to 'buy ourselves out' of the current Subsidy system at a fixed rate.
- 2.3 Our aims for and justification for directly delivering affordable homes are also outlined in the following strategies and plans, all of which provide a valuable resource for justifying the direct delivery of affordable housing by the Council and S&DHT and support this Strategy and associated Policy and Procedures;
- SDC Housing Revenue Account Business Plan (HRA BP) 2020-2025² ; *A key document considering the financial viability of our investment in and development of new homes in the short to medium term*
 - SDC Housing Strategy Action Plan³ 2015-21 ; *Links to the Y, NY&ER Housing Strategy and our Rural Housing enabling role*
 - SDC Homelessness and Rough Sleeping Strategy 2020-2025⁴ ; *Key document outlining our aim to end rough sleeping in the district and ensure sufficient effective prevention and support*
 - Strategic Housing Market Assessment 2019 by Hearns Consultants⁵; *Outlines existing and forecast housing demand and changing demographic throughout the district*
 - York, North Yorkshire & East Riding Housing Strategy 2015-21⁶ *Overarching wider district Strategy*
 - SDC Revenue Budget and Capital Programme 2019/20 and Medium-Term Financial Plan⁷
 - SDC Private Housing Assistance Policy 2018-2023; *Outlines how we will address Empty Homes*

¹ <https://www.selby.gov.uk/housing-policies> Housing Development Strategy 2013

² [https://www.selby.gov.uk/housing-policies/HRA BP 2020-2025](https://www.selby.gov.uk/housing-policies/HRA%20BP%202020-2025)

³ <https://www.selby.gov.uk/sites/default/files/Documents/FINAL-SDC-Housing-Strategy-Action-Plan-2015-21.pdf>

⁴ <https://www.selby.gov.uk/sites/default/files/Homeless%20and%20Rough%20Sleeping%20Strategy%202020%20-%202025.pdf>

⁵ <https://www.selby.gov.uk/sites/default/files/SHMA%20Final%20Report%20Feb%202019.pdf>

⁶ [https://www.selby.gov.uk/sites/default/files/Documents/YN&ER Housing Strategy 2015-2021.pdf](https://www.selby.gov.uk/sites/default/files/Documents/YN&ER%20Housing%20Strategy%202015-2021.pdf)

⁷ <https://democracy.selby.gov.uk/documents/s4091/Council%20Budget%20Report%20Final.pdf>

OUR ACTIONS

BUILD THE CAPACITY WITHIN THE HOUSING DEVELOPMENT TEAM TO DELIVER A SUCCESSFUL DEVELOPMENT AND ENABLING PROGRAMME



OUR ACTIONS

REVIEW CORPORATELY ALL COUNCIL LAND OWNERSHIP TO IDENTIFY ANY FURTHER POTENTIAL HOUSING DEVELOPMENT SITES FOR NEW COUNCIL HOUSING



OUR ACTIONS

DEVELOP AND PUBLISH A ROLLING DEVELOPMENT PROGRAMME WITH OUR OBJECTIVE TO ACHIEVE >20 UNITS P.A

This Strategy links to existing strategies

Housing Revenue Account Business Plan
2020-2025

The cover features the 'Access Selby' logo at the top left and the 'SELBY' logo at the top right.

SDC Revenue Budget and Capital programme
2019/2020 and medium-term financial plan

The cover features the 'Access Selby' logo at the top left and the 'SELBY' logo at the top right.

Homeless and Rough Sleeping Strategy

The cover features the 'Access Selby' logo at the top left and the 'SELBY' logo at the top right.

GL Hearn
Part of Capita Real Estate

Strategic Housing Market Assessment Update

Selby District Council
February 2019

Housing Strategy Action Plan
2015-2021

SELBY DISTRICT MEANS GROWTH
AT THE HEART OF YORKSHIRE

CONNECTIVITY BUSINESS LIFESTYLE SKILLS HOME

SELBY DISTRICT ECONOMIC DEVELOPMENT FRAMEWORK
2017-2022... and beyond

The cover features a collage of images showing people working and a bicycle.

North Yorkshire Empty Property Strategy & Action Plan 2017-2021

The cover features logos for various local authorities: CRANFORTH, EAST RIDING, HAMMILLTON, SELBY, and YORK.

2.4 This Strategy supports the Objectives as outlined in our HRA BP, which are:

Objective 1: To ensure good quality housing within the district which helps meet the needs of our local community.

Objective 2: To provide a first-rate housing management service which makes the best use of our existing stock and listens to our tenants and leaseholders.

Objective 3: To deliver a financially sustainable service which demonstrates value for money and ensures that investment is targeted to Council priorities.

2.5 This Strategy underpins the SDC Housing Revenue Account Business Plan which sets out our aims to develop our own stock and robustly upholds the 6 principles required from a good HRA BP which are;

- Co-regulation 'The Regulatory Framework for Social Housing'
- Financial Viability
- Communication and Governance
- Risk Management
- Asset Management
- Financial and Treasury Management

2.6 As this Strategy complements and builds on the aims of the SDC HRA BP 2020-2025⁸ it is highly recommended reading to be familiar with alongside this document.

Resource

2.7 This strategy has an important role to play in taking forward the strategic objectives from our existing Housing Strategies and Development aims as funding was approved in principle in January 2018 by Executive committee to provide loan funding of up to £1,113,624 to S&DHT to facilitate the purchase of s106 properties in the District (or for the Council to consider purchasing for the Housing Revenue Account from General Fund) and outlined in the 'Housing Development Programme 2017-20'⁹, aiming to deliver a total of 207 units with investment of £10.3m granted in order to fund the remaining 101 units for phase 3.

2.8 The HRA BP outlines our rental income previously paid by the Council to the Government has been replaced with interest only loan payments. This totals around £2.04million per annum reducing to £1.8m p.a from 2021/2022 broadly spread over 30,40 and 50 years, against an estimated rental income of £11.4m (£12.01m including the hostel and garage rent) with operational running costs of 39% (£4.6m at 2019/20).

2.9 The HRA BP sets out the investment requirements for the housing stock and the finances available to commit to our newbuild programme, with this strategy setting out our objectives for how we will deliver the new-build Council homes and the approach we will take and also the support to S&DHT

⁸ [https://www.selby.gov.uk/housing-policies/HRA BP 2020-2025](https://www.selby.gov.uk/housing-policies/HRA%20BP%202020-2025)

⁹ <https://democracy.selby.gov.uk/documents/g284/Public%20reports%20pack%2004th-Jan-2018%2016.00%20Executive.pdf?T=10> Agenda item 8, Report page 79 Title: Housing Development Programme 2017-20

(established to develop homes which benefit the assets finance through the Council and to contribute to successful communities and growth in the local economy).

- 2.10 The Revenue Budget and Capital Programme 2019/20 and Medium-Term Financial Plan agreed in February 2019, identified £3.6m in S106 affordable housing commuted sums. These must be spent on affordable homes to avoid expiration and repayment to developers.

Evidence of Affordable Housing Need

- 2.11 In February 2019 the Strategic Housing Market Needs Assessment (SHMA) highlighted the requirement of affordable housing in Selby District and calculated the net need for affordable housing, including social rented housing, intermediate rented housing and low cost home ownership housing products for an annual need for 134 units per annum.
- 2.12 The SHMA finds the housing need should comprise:
- Affordable rented
 - 43/44% to be 2 beds
 - 28-30% 1 beds
 - 25-27% 3 beds
 - 2% 4 beds
- 2.13 There is also an identified lack of supported housing in the district so are considering the possibility of building, or partnering with the County Council, to provide additional supported accommodation within the district, as outlined in our HRA BP.

3. The Objectives

- 3.1 Selby District Council is committed to build new Council Homes with the Housing, Planning and Development services underpinning these 3 delivery objectives, outlined in the HRA BP, which will sustain the HRA into the future and provide additional affordable housing throughout the district:
- Take a planned approach to development which provides value for money while maximising supply
 - Improve our property standards even further by increasing our investment programme. This will see us go beyond national standards and deliver real value for money for our tenants.
 - Increase the supply of social and affordable homes in the district via direct development. Modelling in the SDC HRA business plan would see the Council, in partnership with the Housing Trust; build almost 600 new properties over the next 30 years.
 - Commit to the Government's 'one-for-one' replacement policy, which on average would see the Council build or acquire 20 new properties a year, replacing at the current rate we lose stock through the right to buy.
- 3.2 To meet these key objectives this strategy commits to:
- Develop homes which meet the needs of households.

ACTION

Proactively buy back where appropriate former council housing comes onto the market.

- Where garages and parking bays are to be removed, we will talk to those affected and where possible offer an alternative vacant garage nearby.
- Where it may become necessary to decant or relocate households, they will be given priority to move, either permanently or temporarily, to suitable housing in an area of their choice. In many cases where practical, they will be offered the opportunity of returning to one of the new properties. In most cases tenants who move as part of a new development, will be entitled to compensation.
- Have regard to the “Older Person's Housing and Accommodation” and commit to increase the supply of economically viable and requirements for specialist housing options, as outlined in the SHMA and the HRA BP.
- Recognise fuel poverty and rising energy prices affect the affordability of running a household. New homes will be built to the highest affordable energy efficient standards to mitigate the likely rises in energy prices over the lifetime of new homes.
- Sensitivity to local context as Selby District is varied in its character, so new homes should embody a sense of place which is derived from local context and in terms of layout, scale, form, and materials.
- New developments will be designed to create safe, attractive, accessible environments and where appropriate they should look for opportunities to enhance the public realm.
- Develop a standard post-occupancy satisfaction survey and benchmark this data appropriately as residents of the new homes will have the opportunity to provide feedback after living in homes for 9-12 months to enable the Council to consider any improvements necessary and include them in subsequent projects (see Appendix)
- Work in partnership with a consultative forum of tenants and leaseholders to set standards

Sensitive lettings that give priority to local connection cascade.

- 3.3 New lettings will be open to those registered on the North Yorkshire Home-choice (or future allocation system SDC enters into) and the Council may also develop a local lettings plan to make sure that allocations to new build properties create balanced and sustainable communities.

Equality and diversity

- 3.4 The Council has experience and commitment to equality, diversity and community cohesion, we will work closely with local stakeholders and local partners to identify key priorities locally and ensure the new homes we develop meet the needs and aspirations of the diverse communities in which we work.

Resource and Rigorous business planning

- 3.5 The core funding to support this new build strategy will come from the HRA BP which outlines a total of £10 million overall has been budgeted for new development over the period of this strategy.
- 3.6 The Council’s existing housing development and acquisitions programme is set out in the Council’s capital programme¹⁰, approved in February 2019.

ACTION

Increase the number of units affected or created by the redevelopment programme to at least 30 per annum by 2021/22

¹⁰ <https://democracy.selby.gov.uk/documents/s4091/Council%20Budget%20Report%20Final.pdf>

- 3.7 There is a clear distinction to be made between financial viability and the impact on the SDC HRA BP and for each scheme is properly assessed for viability and its contribution to the business. This provides a value for money assessment in some instances which are greater than pure return on investment.
- 3.8 It is not necessary to pre-determine for each scheme to meet particular criteria, however it is necessary to ensure the impact of each scheme is calculated and the cumulative effect of the programme and acquisitions are affordable in the context of the wider HRA BP.

Full benefits and risk assessment for each scheme

- 3.9 Executive Committee will take decisions necessary to implement the new build development programme and Full Council will review the development programme on an annual basis.
- 3.10 Head of Operational Services will approve the development appraisal parameters and business plan assumptions annually for the development programme and devolve responsibility to the Housing and Environmental Health Manager to project manage the delivery process.
- 3.11 Each project will need to be assessed to ensure:
- It meets the aims of this Development Strategy, and
 - The benefits and risks of the scheme are fully assessed.
- 3.12 It will rarely be possible to fully eliminate risk, although it can be assessed and managed. At a high level, the risk management of developments will be carried out by ensuring the proposals have a strategic fit with this Development Strategy.
- 3.13 The Council's corporate risk management processes will be used to mitigate detailed risk and ensure projects are progressed in a logical sequence to ensure the Council is not exposed to unnecessary risk.

Adopting strong principles of value for money

- 3.14 While maintaining the high quality and design standards the Council is committed to delivering, the new build programme will aim to minimise the net cost of new developments.
- 3.15 As the Council progresses with its development programme it will continue to add to and strengthen its internal skills and knowledge base. Investing in and developing the in-house Development team will provide the Council with officers capable of managing large-scale projects, while achieving value for money.

Giving high importance to procurement and legal procedures

- 3.26 The Council will ensure all procurement for services and contracts is conducted in accordance with the contract and financial procedure rules contained in its constitution, and with European Union procurement regulations under the Public Contracts Regulations.
- 3.27 It is important companies employed by the Council, either directly or indirectly (e.g. through lead consultants), comply with the Council's policies on data protection, modern slavery, equality and

diversity policies and the approach to procurement will be kept under review and amended as necessary to comply with future changes in procurement.

Exploring innovative ways of funding new developments

- 3.29 In addition to the planned investment from the HRA BP, income in the form of grant subsidy, residual Right to Buy receipts and S106 Affordable Housing off-site contributions, the Council is committed to seeking other appropriate funding opportunities, within a risk management framework, to support the Council's development programme.
- 3.30 This could be, for example, leasing surplus Council-owned land, or funding through cross-subsidy by building for sale, or other models of affordable housing including shared ownership. Other opportunities through joint venture approaches may present themselves over the lifespan of this strategy and will be explored where they support the Council's affordable housing development programme.
- 3.31 Seeking opportunities for additional funding is considered sound commercial activity to ensure the financial health of the Council's ambitions within the HRA BP, in the event any of the assumptions in the Business Plan have to be amended due to external factors, for example, the effects of Covid19 may result in business plans prepared even a year ago will have to be revisited, fundamentally rewritten, to factor in loss of rent, increased rent arrears, the wider societal cost around increased unemployment and challenges around tenant sustainability. Although SDC will bear in mind large scale infrastructure investment can be key to economic recovery as seen after the 2008 financial market crash.
- 3.32 Such activity will be carefully monitored by the Housing and Environmental Health Manager and reported to the Head of Operational Services and also, where additional development opportunities may be explored, these will be considered on a site-by-site basis.

Being forward looking in obtaining planning permissions

- 3.33 The SDC Development Team and Development Surveyors must have a close working relationship with both planning and building control as a close partnership is considered essential to the future success of this strategy.
- 3.34 In order to build new homes the Council must first obtain planning permission in the same way as any other developer.
- 3.35 Obtaining planning permission requires site investigation, community consultation, design work and cost appraisal. The Development Surveyor will do this (See Policy and Procedure attached).
- 3.36 The 'Rural Exception Site Policy' supports the development of affordable housing in rural areas where there is evidence of housing need. There continues to be a need for sensitive affordable development to keep our rural communities vibrant and sustainable. This strategy commits to providing new homes in rural communities.

Taking a pro-active approach to acquiring land

- 3.37 The Council will maximise opportunities to make use of land which is already held for housing purposes. To allow the Council to meet its targets for delivery, it will also be important to explore the potential of acquiring other land.
- 3.38 The Council will pursue opportunities to acquire surplus public land as a priority from other public bodies such as the Government; the National Health Service; the Police, Fire and Ambulance Services; Ministry of Defence; etc.

ACTION

Consider all developments
S106 new builds to consider
viability

Working in partnership

- 3.39 The Council has established links with Registered Providers which make a significant contribution to housing supply in the District. It is important this continues' and it is not the Council's intention to compete with Housing Associations. Therefore, the Council intends to work alongside our partners and envisages a complimentary approach to the delivery of affordable homes.
- 3.40 Housing associations will continue to provide a vital role in delivering the affordable homes through S106 planning obligations and other opportunities brought to, and identified by them, such as Package Deals. In addition, they will supply intermediate tenure schemes, such as shared ownership, low cost homes ownership and in some cases market properties where this supports other affordable housing provision.
- 3.41 Where a developer has an obligation to provide affordable homes under a S106 planning obligation, the Council will always encourage them to work with a Housing Association in the first instance.
- 3.42 The Council is concerned about the impact of the lack of affordable housing on the health of rural communities, and our rural district has lost a large percentage of Council housing not always appropriately replaced by RP Sec106 newer build affordable housing. Rural housing problems are often unrecognised because people living in rural areas are used to finding their own solutions, so rural need is often hidden or shifted outside the area. The Council has employed a Rural Housing Enabler (RHE), who works proactively to identify housing need in rural areas and engage with communities to develop housing solutions designed specifically with rural communities in mind.

Ensuring site-appropriate tenure mix

- 3.43 The Council is committed to developing new affordable homes at social rent as the main priority. The high number of households on the housing register highlights the high demand for this tenure.
- 3.44 Intermediate rent, low cost home ownership and shared ownership will in some cases make developments more financially viable and meet the varying housing need in the District. Therefore, these tenures will be considered on a site-by-site basis.
- 3.45 Market rent, shared equity and private sale may be appropriate on larger sites where the inclusion of some of these units may be needed to make a scheme financially viable , all within the existing SDC Affordable Housing Strategy parameters.

4. Standards for Selby District Council and S&DHT Affordable Homes Development

Energy and sustainability

- 4.1 Government has recently commissioned an independent review into the supply of affordable housing in England, part of which will consider the implications of moving to deliver 80% in carbon savings in the production of new homes by 2050, including the role of off-site manufacture and modern methods of construction.
- 4.2 The Council is committed to meeting and exceeding (where financially viable), the minimum energy and efficiency standards for affordable housing. This commitment will be kept throughout the lifespan of this strategy, irrespective of any design standard changes proposed by the Government.
- 4.3 The Council is committed to meeting energy and sustainability standards by adopting a “Fabric First” approach. This approach focuses on the thermal efficiency of the building fabric, by providing a highly insulated timber frame and ‘A rated’ glazing. This approach reduces the amount of energy required to run a home, and therefore provides households with security against future energy price rises and fuel poverty.
- 4.4 Renewable energy will be incorporated into future developments, including rainwater harvesting, photovoltaic and solar thermal technology where appropriate. The requirement for renewables will be lower on the Council’s developments, as the insulated building fabric of new homes will require less energy (including renewables) to run. Whilst renewables provide energy for minimal cost, they do require on-going maintenance (which can be expensive).

Space and safety

- 4.5 The Government’s NPPF and nationally described space standard are the current recognised size standards for new affordable homes and the Council will maintain or exceed the minimum NPPF standards across all of its future development schemes.
- 4.6 In order to develop new homes that are safe and secure, the Council will consult with Police and the Fire Service, throughout the duration of the development. This will ensure that completed homes meet the requirements of the Building Regulations and the Police Service’s Secure by Design standards.

Procurement and legal

- 4.7 The Council has Contract Standing Orders and Financial Regulations¹¹, which set out the rules and procedures that the Council will use when purchasing services, supplies and works and these high value contracts will always be procured in line with the Council’s adopted Contract Standing Orders.
- 4.8 Under EU legislation all contracts from the public sector which are valued above a certain threshold must be published in the Official Journal of the European Union (OJEU, formerly the OJEC¹²). The legislation covers organisations and projects which receive public money. As a current member of the European Union, the United Kingdom is bound by these regulations. Should European Procurement rules change in the future the Council will comply with the new legislative requirements and any other UK procurement regulations in force.

¹¹ <https://www.selby.gov.uk/constitution-council>

¹² <https://www.trackerintelligence.com/resources/procurement-news/new-eu-public-procurement-thresholds-available/>

- 4.9 Companies employed by the Council are required to comply with the Council's various corporate policies, including data protection, modern slavery, equality and diversity.
- 4.10 The Council has, or will procure, specialist legal advice to challenge and defend any claims against or from contractors in the event of a legal challenge on construction contracts given the level of variables involved in constructing new homes.

Governance

- 4.11 Executive Committee is ultimately responsible for the development programme and will approve the major parts of the programme, principally:
- the decision to acquire and develop on sites,
 - the approval of scheme budgets and
 - the contract award.
- 4.12 The Head of Operational Services will take responsibility for the delivery of the in-house affordable development programme. The role of the group is defined in the terms of reference and will be reviewed annually. The project board will comprise the following members:
- Leader of the Council
 - Deputy Leader and Lead Executive Member for Place Shaping
 - Director of Corporate Services & Commissioning
 - Head of Operational Services
 - Head of Economic Development and Regeneration
 - Housing and Environmental Service Manager

ACTION

Establish effective working relationships with a range of development partners

Development Project Management

- 4.13 The Council will follow the Chartered Institute of Building (CIOB) Code of Practice for Project Management for Construction and Development¹³. The templates and methods recommended by the CIOB are employed by the Council in the operation of its development service and can be found within the Procedures attached on page 21 and at Appendices 1-6.
- 4.14 The Council has developed an Affordable Housing Development Procedure 2020 (see page 23) to be used in conjunction with the CIOB practices to deliver a high-quality development service, support to officers and consistency.

Customer Service

- 4.15 All contractors working for the Council in the development of new homes will be expected to sign up to the Considerate Constructors Scheme¹⁴(CCS). Each development will be benchmarked against national scores, so experiences can be used to improve the Council's scores in the future.
- 4.16 As part of the CCS, all contractors will be required to have a customer representative to act as a contact point for customers reporting site issues. This will serve to minimise the impact of future development on local people.

¹³ <https://www.ciob.org/>

¹⁴ <https://www.ccscheme.org.uk/>

- 4.17 The Council will use a standard post-occupancy satisfaction survey and benchmark this data appropriately. Residents of the new homes will have the opportunity to feedback after living in homes for 12 months. This will enable the Council to consider any improvements in subsequent projects (see Appendix 5 of the Procedure Document, attached).
- 4.18 The Council will employ an in-house Clerk of Works, who in conjunction with the Development Surveyor will undertake a rigorous “snagging” process upon the practical completion of all developments. This will be used to remedy the majority of defects that could arise.
- 4.19 All future developments will be under warranty via a mainstream insurance provider (NHBC, Zurich, LABC etc.). Defects that arise outside the initial snagging period will be handled via this insurance policy. Contractors will provide the Council with a Parent Company Guarantee and component collateral warranties, which can be used for any major defects that may arise on developments in the future.

New business

- 4.20 The Council has identified an active land bank on which it can develop new homes over the term of this strategy. This strategy commits the Council to maintaining the development pipeline and to put the Council in a strong position to bid for any future funding which may be available for the development of new homes.
- 4.21 Land acquisitions will always be accompanied by a ‘valuation’ or ‘statement of good value’ prepared by the Councils Property Team, to ensure public money is being used to acquire land at best price.
- 4.22 The Council will acquire land from a combination of sources including from its own assets, the private market, through partnership working, joint ventures and potentially via S106 opportunities.

Staffing

- 4.23 This Strategy has already identified the requirement to employ a Clerk of Works (4.18) to ensure continued quality and assurance and 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.
- 4.24 We recognise we need to make a long-term commitment to development and enabling to ensure our objective of building more homes is achieved.

5. Forward Planning – Redevelopment, Regeneration and Rationalisation

- 5.1 The progress on our existing Housing Development Programme has been slower than intended due to organisational restructure resulting in lengthy vacant posts but nevertheless is aimed at making our own assets work through investment to support the development of market led housing on various Council owned sites, already identified, examples include Brayton, Barlby,

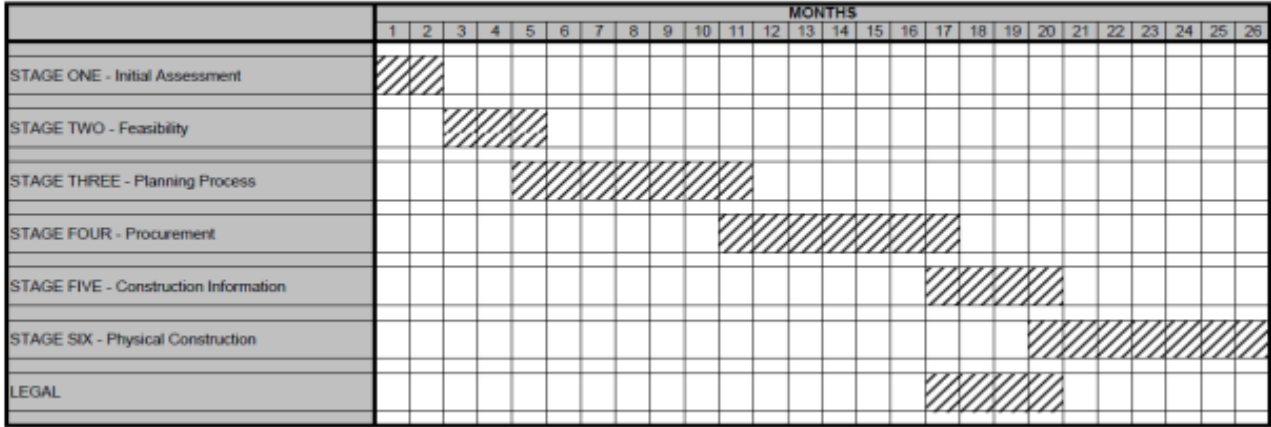
ACTION

Monitor and review existing council assets and potential acquisition opportunities for redevelopment.

Barlow, Brotherton, Burn, Burton Salmon, Byram, Camblesforth, Eggborough, Selby, Tadcaster and Whitley.

5.2 Below is the typical development timeline for a small stand alone scheme.

Typical Development Programme for a Small Stand Alone Site



THIS SECTION NEEDS MORE WORK, CONSIDER INSERTING THE PHASE 3 HOUSING DEVELOPMENT PROGRAMME STILL TO BE COMMENCED (AND ANY PHASE 4?)

DRAFT



DRAFT

6. Development Strategy Affordable Housing Action Plan

- 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 20+ units p.a.
- 3 Review corporately all Council land ownership to identify potential housing development sites for new Council housing.
- 4 Consider all developments with S106 new builds to consider viability.
- 5 Potential development sites across the district to be reviewed and negotiations to be carried out following necessary approvals.
- 6 Establish effective working relationships with a range of development partners.
- 7 Establish the means to monitor and assess existing Council assets and potential acquisition opportunities for redevelopment.
- 8 Improve the efficiency of the housing stock. Reduce the level of under-occupation, helping to alleviate the housing burden on the Council.
- 9 Establish the relationship between the Council and the S&DHT and how decisions will be made as to which vehicle is the most suitable company to deliver affordable housing to rent.
- 10 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.
- 11 Increase the number of units affected or created by the redevelopment programme to >20 per annum by 2021.
- 12 To develop a scheme viability assessment process to be applied to all proposed new developments in the district.
- 13 Review of 5-year development pipeline to be considered in relation to budgeted finances within HRA Business Plan and to inform the next business plan review.
- 14 Introduce a 12 month follow-up survey on all new developments and redevelopments to identify issues and learning to inform future developments.
- 15 Produce a Policy to support this Action plan (attached)
- 16 Produce a Procedures Guide to support the strategy (attached)