



planning advisory service



Housing Delivery Test Action Plan support

Workshop: 1 month to go

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www.local.gov.uk/pas

Welcome and introductions

- Housekeeping and the tech
 - Introductions
 - Who you are
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Agenda

1. Welcomes and Introductions
 2. PAS Presentation on 'Action Plans 1 month to go'
 3. Q and A
 4. Presentation of your Action Plan slides
 5. Discussion, Questions and Next Steps
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HDT recap

The Housing Delivery Test is a % measurement of the number of net homes delivered against the number of homes required, as set out in the relevant strategic policies for the areas covered by the Housing Delivery Test, over a rolling three year period.

Over 95% - No Requirements

Over 85% - Action Plan

Under 85% - Action Plan and Buffer

Under 45% (soon to be 75%) - Action Plan, Buffer and presumption

How to forecast HDT results

Three step proposal:

1. Forecast your rates of delivery
2. Understand your local plan position
3. Guess what is going to happen to LHN

Plug the numbers into the LGA's model, and let it take the strain

HDT Action Plan Process



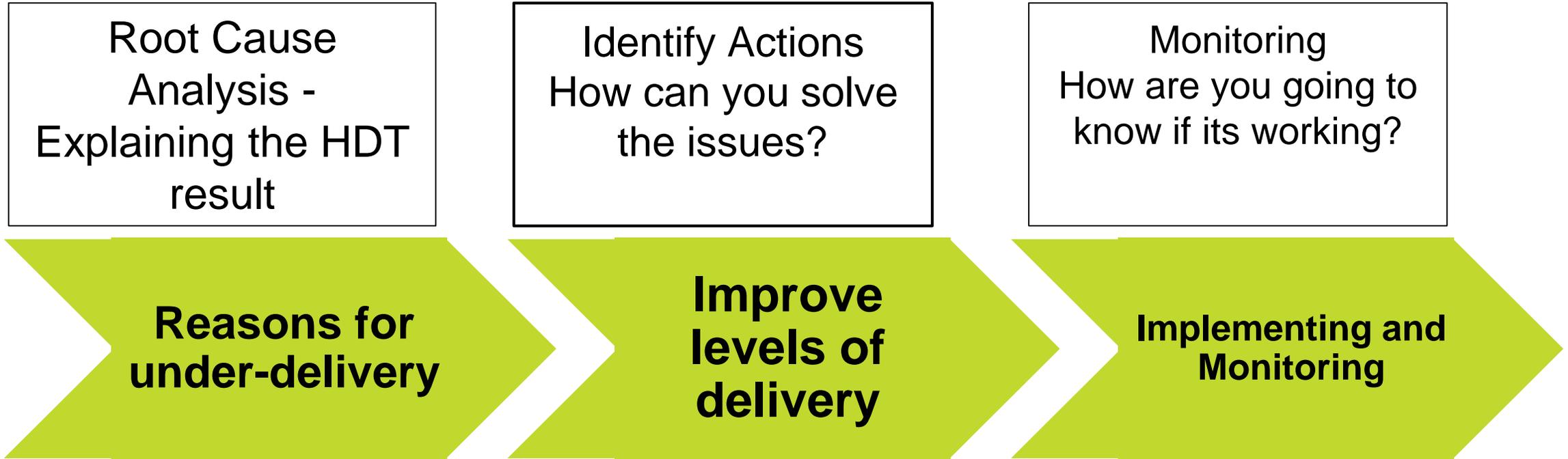
Purpose of today's workshop

- Use the evidence you have gathered **identifying root causes** and move towards, or review, **draft actions**
 - Identify if any **further evidence or actions** that could be assembled/drawn upon
 - Plan the remainder of the process to publish by **13th August**
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Shelly's Top Tips - Action Plans

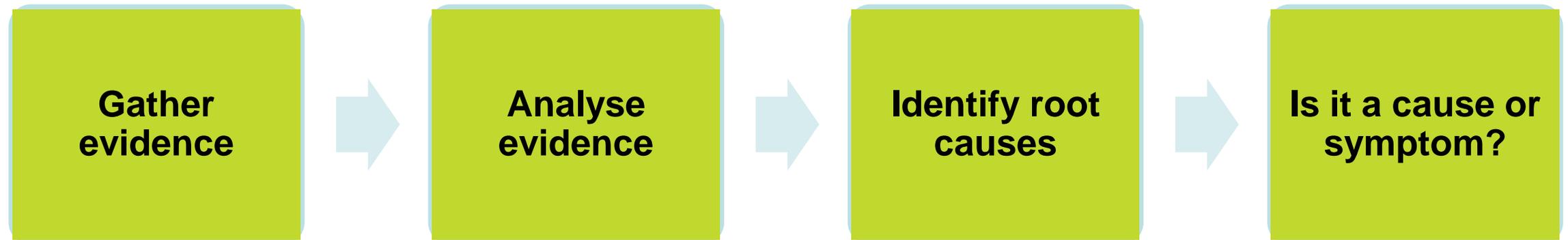
- Concise and easy to read
 - Respond to the 'Wake Up Call' the HDT is
 - Write the action plan for the correct audience
 - Have immediate actions as well as short/medium/long term
 - Look beyond planning
 - Identify key decisions required to deliver the actions
 - Are written for yourselves as a tool to use
-

The HDT Action Plan



Undertaking a Root Cause Analysis

- Process for identifying root causes:



- May not be sequential; if you know the root causes press ahead
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What does the PAS Guidance say

the Action Plan should include a “... root cause analysis to set out **key delivery issues, challenges, problems and weaknesses**, potentially to review issues across **key strategic sites/areas and by development typologies**. This could include commentary relating to the following:

- **The planning context** including local plan status, approach to growth, etc
 - Current housing **supply needs & delivery** rates;
 - The **nature and composition of the local housing market** including for example any quantifiable data in respect of the numbers and types of housing sites;
 - An **overview of the typologies of sites/development activity** across the local area, such as the extent of urban/rural, greenfield/brownfield, town/village development;
 - Issues relating to **development costs, values and viability**;
 - Issues relating to **infrastructure planning**, funding and delivery including the relationship with housing supply”
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Undertaking a Root Cause Analysis

- [PPG](#): *The local planning authority may wish to include an **analysis of under-delivery** considering:*

Reasons for under-delivery	Potential evidence sources
<i>barriers to early commencement after planning permission is granted and whether such sites are delivered within permitted timescales;</i>	AMR, lead-in times and trajectories
<i>barriers to delivery on sites identified as part of the 5 year land supply (including land banking, scheme viability, affordable housing requirements, pre-commencement conditions, lengthy section 106 negotiations, infrastructure and utilities provision, involvement of statutory consultees etc.);</i>	AMR, lead-in times and trajectories
<i>whether sufficient planning permissions are being granted and whether they are determined within statutory time limits;</i>	AMR, PS1/2 returns, development industry engagement

Undertaking a Root Cause Analysis

Reasons for under-delivery	Potential evidence sources
<i>whether the mix of sites identified is proving effective in delivering at the anticipated rate;</i>	AMR
<i>whether proactive pre-planning application discussions are taking place to speed up determination periods;</i>	Development industry engagement
<i>the level of ongoing engagement with key stakeholders (for example, landowners, developers, utility providers and statutory consultees), to identify more land and encourage an increased pace of delivery;</i>	Development industry engagement
<i>whether issues, such as infrastructure or transport for example, could be addressed at a strategic level - within the authority, but also with neighbouring and upper tier authorities where applicable.</i>	Stakeholder engagement

What could you look at

- The policy context.
 - The typologies of site allocated.
 - The types of developers and housebuilders delivering in the district.
 - Looking at issues related to land purchase and development costs, inputs and viability.
 - Looking at allocated sites yet to be submitted or achieve a detailed consent and exploring the reasons why.
 - Reviewing sites with an extant planning permission which have not yet commenced and exploring the reasons why.
 - Analysing approval rates and determination periods of planning applications
 - Analysing the post consent period between consent and construction.
 - Reviewing the number and type of conditions and planning obligations on consented development.
 - Review SHLAA/Phasing Methodology
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From Root Cause Analysis to Actions

- Once you have identified the root causes, there is a need to identify actions
- Proposed framework for presenting root causes:

Root Cause	Evidence	Action
Why has there been under-delivery?	How do we know?	What actions are we proposing to address the problem?

Three types of Actions

1. Processes or behaviour change (DM, Policy, Cllrs)
 2. Policy & Local Plan - new approaches and seeking land
 3. Corporate delivery and outside planning market influences
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Potential actions

- PPG: Actions to boost delivery could include:
 - Revisiting the **SHLAA/HELAA** to identify potentially suitable and available land for housing, including public sector land and brownfield land
 - **Sub-division** of sites
 - Offer more **pre-application discussions**
 - Use of **Planning Performance Agreements**
 - Carry out a new **Call for Sites**
 - Revisit **site allocation policies**
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Potential actions

- PPG: Actions to boost delivery could include:
 - **Engage regularly with key stakeholders** to obtain up-to-date information on build out of current sites
 - establishing whether certain **applications can be prioritised, conditions simplified or their discharge phased** on approved sites, and standardised conditions reviewed
 - ensuring evidence on a particular site is informed by an understanding of **viability**;
 - considering **compulsory purchase powers** to unlock suitable housing sites
 - using **Brownfield Registers** to grant permission in principle;
 - encouraging the development of **small sites and higher site densities**.
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2019 HDTAP's - lots of actions

2019 what was missing?

- Resource LPA adequately
 - Relax attitudes/policies to free up land
 - Political and public objection
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Good Actions

- improve/adopt local plan
 - improve monitoring process
 - address delays in commencement after planning permission
 - prompt engagement with early stalling site
 - improve planning application process (provide pre-planning application advice; check list and 'model' information)
 - attempt to retain skill and labour force
 - pursue funding (such as HIF)
 - identification of land (launch Call for Sites, update Brownfield site register)
 - Influence the wider housing market
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Recap Shelly's Top Tips - Action Plans

- Concise and easy to read
 - Respond to the 'Wake Up Call' the HDT is
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Monitoring

- Is there a need to improve or better resource the monitoring function?
 - Infrastructure Funding Statements requirement
- Reigate and Banstead a good example

Figure 17 Completions by Size Compared to SHMA Recommendations

	Completions 2017/18	SHMA 2012 Market Housing Recommendation
1 bedroom	17%	40%
2 bedrooms	38%	
3 bedrooms	27%	60%
4+ bedrooms	18%	

Monitoring

Figure 24 Designation of New Permissions

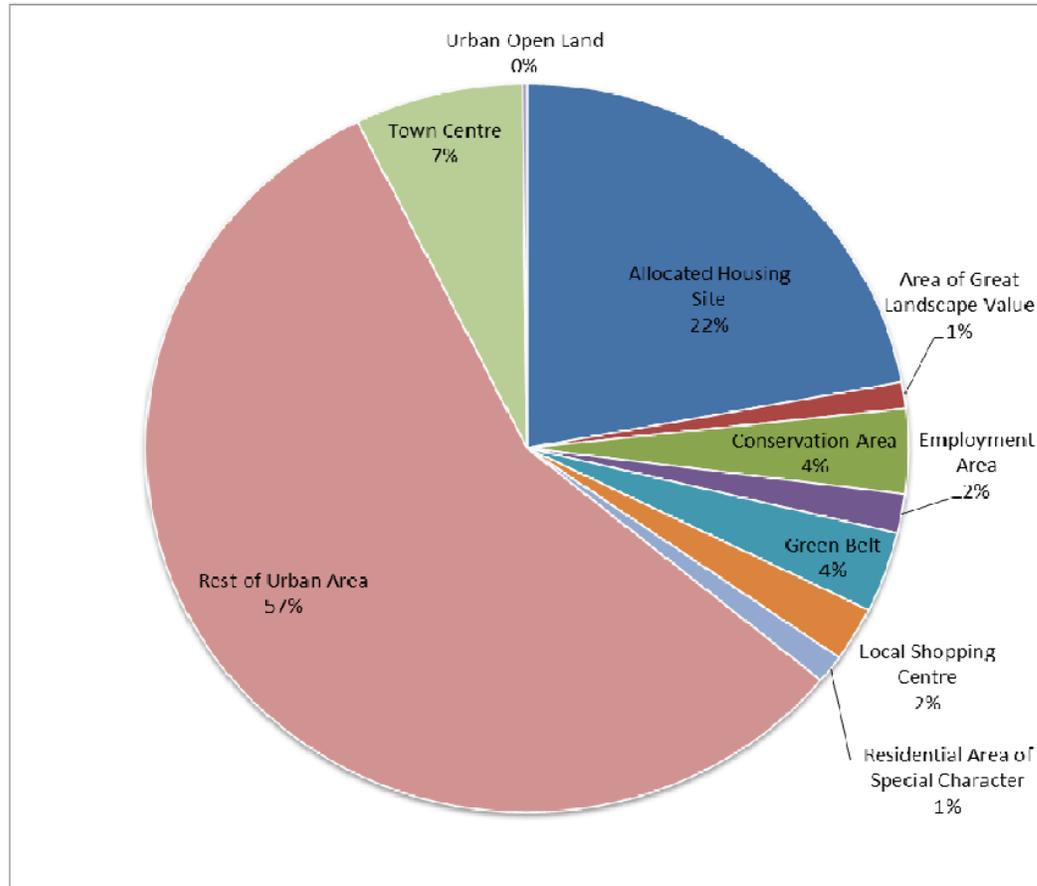
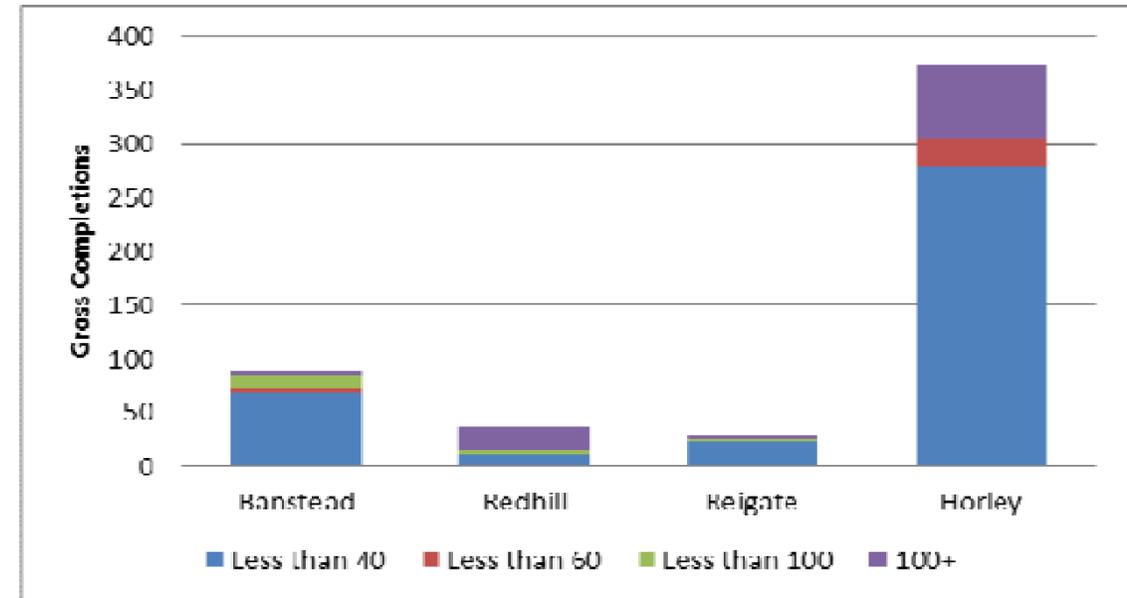


Figure 13 Density of Completions

	Less than 40dph	40-60dph	60-100dph	More than 100dph
Number of Units	382	31	15	102
Percentage (%)	72.1%	5.8%	2.8%	19.2%

Figure 14 Density of Completions by Borough Area



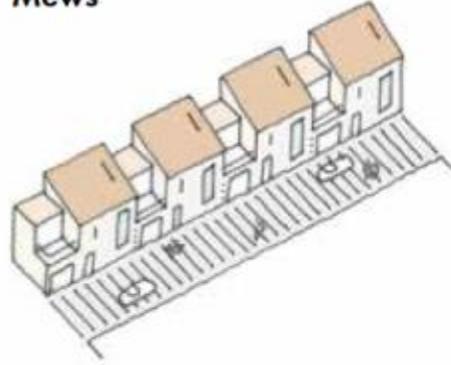
Is the answer diversity of supply?

- *“I conclude that if either the major house builders themselves, or others, were to offer much more housing of **varying types, designs and tenures (and, indeed, more distinct settings, landscapes and street-scapes) on the large sites... then the overall absorption rates – and hence the overall build out rates – could be substantially accelerated**”*
 - Letwin (2018) Independent Review of Build Out Rates - Draft Analysis
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Encourage more housing of varying types

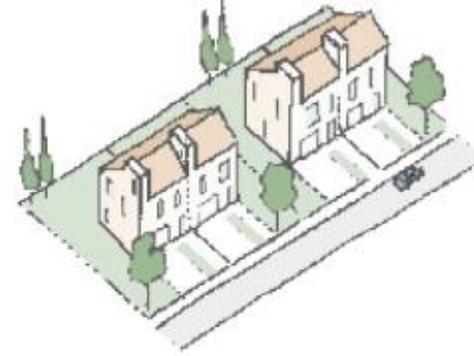
- Harlow and Gilston Garden Town Design Guide (November 2018)

Mews



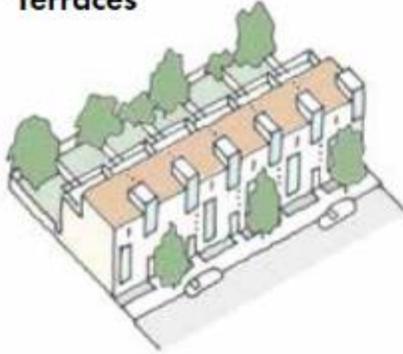
Intimate, low-rise style, with private front doors alternating with garage doors. Flexible options to cater to a variety of changing household sizes, needs and lifestyles. Smaller average plot sizes can therefore achieve intermediary to high densities.

Semi-detached



Paired dwellings of typically two to three storeys, set back from the street and suburban in character. Off-street parking with strong visual links to front, side and rear gardens. Adaptable to changing needs and lifestyles, particularly that of a family.

Terraces



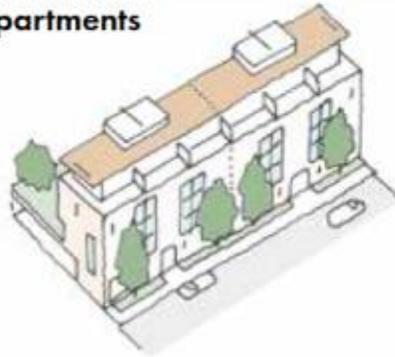
Typically one to four storeys terraces can be converted into flats or remain as individual houses, allowing for variation in unit types along any given street. All the while maintaining the desired street condition with well defined fronts and backs.

Large family homes



Typically two to three storeys on large plots with generous and safe outdoor private amenity space. Good connections to communal or doorstep play space. Private garage spaces can be appropriate but should be adaptable for conversion, as should loft spaces.

Terraced apartments



Terraced apartments can cater to many needs. Lower-levels can form maisonettes with private entrances or shops; whilst upper level apartments can have private terraces and balconies. Can achieve high densities and can vary in scale to suit local context.

Local centres



Local centres provide opportunities for apartment perimeter blocks. High densities and a critical mass can be achieved with shops at ground levels to create active fronts. Suitable in urban contexts.



Housing of various types

“Missing Middle Housing is a range of multi-unit or clustered housing types — compatible in scale with detached single-family homes — that help meet the growing demand for walkable urban living.”

Source: <https://missingmiddlehousing.com/>

Is there a trade off between deliverability and 'sustainability'?

Less deliverable
(slower build out
rate)?

More sustainable
(assumed
infrastructure
provision)?

Larger sites, e.g.
new settlements,
major urban
extensions

Striking a balance
in terms of mix of
allocated sites?

More deliverable
(faster build out
rate)?

Less sustainable
(infrastructure less
easy to secure)?

Smaller sites, e.g.
dispersal, smaller
town and village
extensions

Next steps

- Each officer:
 - How are you taking your action plan forward?
 - Are you consulting with relevant stakeholders (including internally)?
 - Sign-off route?
 - How will you monitor the action plan?
 - Q&A
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Coffee Break



Exercise 1 – evidence gathering progress

- Go round the virtual room:
 1. Lessons to my younger self - what key messages for developing your action plan would you tell yourself in February
 2. How is your Action Plan addressing the impacts of Covid 19 on delivery and recovery in the future?
 3. What's left to do? What do you need to achieve before the action plan deadline in August?
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Exercise 2 - Potential actions

- Go round the virtual room:
 1. Any other actions?
 2. Role of Local Development Orders / CRtB / S&CB/ support for Community Land Trusts?
 3. Role of developer (and landowner) forums?
 4. Difficult internal discussions (DM, Housing, Cllrs)?
 5. HDT Action Plans - Useful or Pointless?
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