

Housing Delivery Plan 2008- 11 (Version 4 – 6 August 2008)

1.0 Outcome

The Local Area Agreement (LAA) Delivery Plan is in effect a 3 year Delivery Plan for Priority 4 of the Devon Sustainable Community Strategy (DSCS) 2008 – 2018:

‘Ensuring the availability and balance of appropriate housing’,

...and, the DSCS Strategic Outcome:

'Everyone will have access to housing that is of good quality, is affordable and in an environment where people wish to live. Devon will have sufficient development in the pipeline to respond to projected growth'

2.0 Purpose of the Delivery Plan

The principal of this Plan is to manage and enable significant growth in the supply of new housing, rural and urban, market and affordable, to meet the needs of all sections of our community within the geographical area covered by the New Devon LAA.

This Plan includes an overarching plan setting out the strategic objectives, head-line actions, outputs and outcomes (see Appendix 1 and 2). This forms the framework for the project plans for the two housing themes within the 4th Theme of the LAA which are:

- Housing Theme 1: Increasing Housing delivery, especially at strategically significant cities and towns and their associated new communities. (NI 154 Net Additional Homes)
- Housing Theme 2: Increasing the delivery of affordable housing (Urban and Rural).
Urban affordable housing - NI 155 Total supply of social rent housing and intermediate housing.
Rural affordable housing – Local Indicator

3.0 Background

3.1 Context

This Plan is informed by a number of key national and regional documents identified in the Community Strategy Evidence Base:

<http://www.devonsp.org.uk/sustainablecommunitystrategy/evidencebase.html>

The overall aim of the national and regional strategies and policies is the increase in supply of housing and the creation and maintenance of Sustainable Communities. The draft Regional Spatial Strategy identifies significant projections for population and household growth in the South West.

The Evidence Base identifies that house prices, affordability and a housing shortage are key issues for Devon. This plan sets out how the partners to the LAA will address the considerable challenge of increasing the supply of housing required within the sub region. The Plan recognises that the supply of new housing and access to a decent home underpins equality and exclusion issues, a thriving economy and the making of successful places.

While rising to the challenge identified by national and regional strategies this Plan must also be informed by, and be a positive driver for, local plans and strategies, particularly planning policy as set out in Local Development Frameworks and the Housing Strategies of the local statutory housing and planning authorities.

While this Plan focuses on increasing supply of new housing to meet the needs of all sections of our community it is essential that there are strong links with the LAA Priority Actions that address access to housing for the most vulnerable people within our community and with actions dealing with the management of environmental pressures, the increasing demands on infrastructure and improvements in private sector housing.

This means that the detailed project plans for the two themes need to be informed by the work of other Priority Actions such as LAA27 'Improving Housing Options for homeless and vulnerable clients' to ensure that plans are alive and relevant and that the right mix and type of housing is delivered in the right places.

This Delivery Plan is not a sub regional strategy and it is not intended to replace the range of Local Plans, Strategies and initiatives that already exist. The Plan focuses on areas of work where the LAA can bring additionality to Partners' work. Neither does this Plan address the full range of the strategic housing function of local housing authorities which is much wider in scope than new housing supply. Other aspects of the strategic enabling function, where the LAA can bring additionality are picked up in other the Priority Actions such as LAA27.

The detailed Delivery Plans for the three themes will need to reflect a number of important aspects that influence the delivery of new housing:

- The geographical area covered by this LAA is not necessarily a neat fit with the sub-regional Housing Market Areas that act as drivers for delivery.
- Housing is an economic driver within a market strongly influenced by the adjoining LAA of Plymouth and Torbay.
- The considerable step-change in delivery that is needed requires actions that will continue beyond the 3 year time span of this LAA and need to be seen in the context of a longer term trajectory for increasing supply.
- Changes in the wider economy require the ability to respond quickly and appropriately to those changes.
- The Housing Delivery Chain is complex and lengthy with many variables outside the direct control of partners.
- Delivery will take place at the local level within the statutory planning and housing authority areas.
- Delivery is taking place within a two tier LA structure including the County Council, Exeter City Council and 7 predominantly rural districts.

3.2 Development of this Delivery Plan

The Housing Priorities were initially identified through consultation on the Devon Strategic Partnership's Sustainable Community Strategy.

This Plan reflects the outcome of a range of discussions with Partners and will be further refined through the development of the detailed project plans. It is anticipated that this Plan will be a live document and evolve during the lifetime of the LAA.

Discussions with Partners about the development of the Housing related target and plan include:

- The LAA partnership Steering Group and Lead Coordinators' Group.
- Presentations and/or briefing papers to Devon Strategic Housing Group, the Devon Planning Officers Group, Devon Rural Housing Partnership and Devon Rural Network.
- Electronic consultation with Senior Housing and Planning Officers on the draft Plans.

The Plan has also been informed by the work of a number of activities and initiatives already underway including:

- The pilot work for the Comprehensive Area Assessment within the South Devon and Dartmoor cluster of Local Authorities.
- The action plans for Devon Strategic Housing Group, Devon Rural Housing Partnership and the North Devon and Exmoor Rural Housing Partnership.
- The working of the sub-regional Strategic Housing Market Assessment Groups

The Plan will be informed by the annual refresh at the end of Year One. Following this refresh will Targets and Actions will be reviewed in order to follow up on the publication of the adopted Regional Spatial Strategy. This will also enable further input from Partners on the direction of travel and detail within the Plan.

4.0 Strategic Objectives and Head- Line Actions

4.1 Strategic Objectives

- 1. For planning and housing policies to facilitate the delivery of housing and the development of successful places**
- 2. To improve the way key partners and stakeholders work together.**
- 3. To make better use of existing resources, particularly land and all housing stock**
- 4. To improve Member and Officer capacity to support delivery and place-making**
- 5. To develop a fit for purpose and accessible evidence base**

4.2 Head- Line Actions

The strategic objectives and head-line actions for both Housing Themes are set out in **Appendix One**. These head-line actions were identified during the consultation process. Detailed, SMART action plans will need to be developed as part of the implementation process, see section 10.0.

5.0 Resources for All Housing Priorities

5.1 Resources for Partnerships

Assistance is given through partners' staff time and resources and contributions to County wide posts such as the Devon Affordable Housing Coordinator and the Rural Housing Enablers.

5.2 Resources for Housing Delivery

Affordable Housing is delivered through a mixed package of funding including capital grant via the National Affordable Housing Programme (NAHP), local authority grant, discounted land and buildings, planning contributions from the developer (s106), Registered Social Landlords income streams and borrowing).

Maximising take-up of the NAHP allocation is a priority of this Plan and, together with the 'match-funding' from other sources (see above), represents a significant inward investment to the local area.

The National Affordable Housing Programme (NAHP) 2008-11 is administered by the Housing Corporation and forms 86% of the Regional Housing Pot. The NAHP is a programme of around £760 million for the South West. The programme has indicative investment targets based on the 13 Housing Market Areas within the South West. Investment comes into Devon through the 4 Housing Market Areas (Plymouth, Torbay, Exeter and Northern Peninsula), see table 1 below.

Table 1. Housing Market Area/Sub-regional Investment

HMA/Sub-Region	Indicative Share of 08/11 AHP		Investment Range
	£m	%	£m
Plymouth (Plymouth, South Hams, West Devon <i>plus Caradon</i>)	87	12	83-91
Exeter (Exeter, Teignbridge, Mid Devon, East Devon)	58	8	55-61
Torbay	29	4	27 -31
Polycentric Devon and Cornwall (Torrige & North Devon <i>plus North Cornwall and West Somerset</i>)	29	4	27-31

Source: The National Affordable Homes Agency. Investment Statement 2008-11 April 2008. South West)

The Housing Corporation, now known as the Homes and Communities Agency also identifies:

- Efficiency targets related to average grant per unit.
- Spatial distribution targets for the South West for 2008-11, for example:
 - Strategically Significant Towns and Cities 60-70% of funding
 - Rural Settlements of less than 3000 population – 2,200 units (for SW for 2008-11)
 - Market Towns (3-10,000 population) – 2,300 units (for SW for 2008-11)
- Tenure Targets – minimum 70% social rent.

5.3 Resources for Planning

Housing and Planning Delivery Grant can also represent an important source of funding to drive the planning work required.

6.0 Indicators and Targets for the Housing Priorities

These indicators and targets are informed by the draft Regional Spatial Strategy (RSS) which sets challenging targets for increasing supply. The targets are built up from individual Statutory Planning and Housing Authority returns and projections.

Partners and GOSW will be reviewing these targets at the annual refresh in light of the targets set out in the adopted RSS.

The year one baseline for targets will be based on 3 year average completion rates for all housing and on 3 year average completion rates for affordable housing with year 3 being 06/07 as the most recent year with confirmed data.

6.1 LAA Priority 23/ National Indicator 154 - Net Additional Homes

6.1.1 Priority 23

'Increasing housing delivery, especially at strategically significant cities and towns and their associated new communities.'

6.1.2 National Indicator 154 – Net Additional Homes

This indicator measures the net increase in dwelling stock over one year.

The net increase in dwelling stock over one year is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions:

6.1.3 Baseline and Target

Baseline	Year 1	Year 2	Year 3
3480	3360	3530	3880

6.2 LAA Priority 26/ National Indicator 155 – Number of Affordable Homes Delivered (Gross)

Priority 26 'Increasing the delivery of affordable housing (Urban and Rural)' has 2 aspects:

- NI 155 for all Affordable Housing and,
- A Local Indicator targeting Rural Affordable Housing

6.2.1 National Indicator 155 - Total supply of social rent housing and intermediate housing.

Baseline and Target

Baseline	Year 1	% of all housing	Year 2	% of all housing	Year 3	% of all housing
550	730	22%	920	26%	1160	30%

6.2.2 Local Indicator for Rural Affordable Housing.

This Local Indicator based on the definition of NI155 applied to settlements of 3000 population or less.

6.2.3 Rural Affordable Housing Baseline and Target

Baseline	Year 1	Year 2	Year 3
80	100	120	140

7.0 Net Additional Homes Overview (National Indicator 154)

7.1 Objective

To increase housing delivery, especially at strategically significant cities and towns and their associated new communities.

7.2 Current Position

Current performance is close to draft RSS targets, however, in recent quarters there has been a downturn in planning permissions. Delivery of the 2 new communities and Growth Points are key to achieving target.

- Since 2004/05 new Devon has exceeded RSS annual supply figures
- However, the pattern of supply has delivered more outside of the Strategically Significant Cities and Towns (SSCTs) than the draft RSS strategy allows for (32% compared to 52%)

7.3 Challenges

- Land supply is constrained by complex plan making processes. Delays and uncertainties in Local Development Frameworks (LDF) process are impacting on land supply in the short to medium term.
- The trajectory for increasing delivery extends beyond the timescale for this LAA e.g. identification of a 5 year land supply
- Some of the key levers to delivery are not in Local Authority control (e.g. Developers' decisions to bring forward sites based on their view of the market)

7.4 Known Risks

- 3 year cycle of LAA means strategic policy change is not likely to be reflected in completion figures
- Current Housing Trajectory from the East of Exeter Growth Point bid and Annual Monitoring Reports suggest about 300 dwellings a year above draft RSS targets but considerable less than the Panel Report which could represent a risk at the annual refresh of the LAA.
- Delays to anticipated starts at New Communities and strategic sites
- Falling Market, developers not bringing identified sites forward for development and sitting on sites with permissions.

8.0 Overview of Affordable Homes Delivered - National Indicator 155

8.1 Objective

To increase the delivery of affordable housing (urban and rural).

8.2 Current Position

Draft RSS (Policy H1) makes provision for 30% of all housing development annually to be for affordable housing. This equates to approximately a 1,000 dwellings per annum in Devon. Recent delivery (measured annually in the Housing Strategy Statistical Appendix (HSSA)) is poor. However, not all the data may be completely captured by the HSSA process – dwellings delivered through the planning system without grant for example. The definition of affordable housing has also changed following publication of PPS3.

While there is significant investment allocated to the Housing Market Areas covered by this LAA, changes in the Housing Market, the 'credit crunch' and the fact that in the past 3 years over 60% of Affordable Housing has been delivered on s106 sites all present considerable challenges to delivery.

8.3 Challenges

- Opportunities to take up the increased investment from the Regional Housing Pot/National Affordable Housing Programme (NAHP) 2008-11 is not being matched by increases in land supply and site availability over the period of this LAA.
- Short term uncertainties in phasing of delivery within larger strategic sites and Strategically Significant Towns and Cities could also impact on affordable housing delivery within the term of this LAA.

8.4 Known Risks

- Sites not coming forward
- Sites with planning permission not being brought forward for development
- Insufficient sites with permission to maximise investment opportunities
- Social Housing Grant (SHG) efficiency targets
- High percentages of Affordable Housing delivered via s106 agreements and Affordable Housing delivery impacted by a down turn in the market
- Viability issues
- Insufficient capacity within Local Authorities
- Access to borrowing for Shared Owners
- Access to Development Finance for RSL partners
- Overly ambitious efficiency targets for SHG in context of pressures on viability and increasing standards (lifetime homes and Code for Sustainable Homes)
- Over delivery in 2007/08 distorting targets

9.0 Priority 26a: Rural Affordable Housing

9.1 Objective

To increase the delivery of rural affordable housing particularly in settlements of less than 3000 population.

9.2 Current Position

The HSSA returns suggest average delivery of affordable housing in settlements under 3000 in the four year period 03/04 to 06/07 has been 76 a year. The average is somewhat skewed by large numbers in South Hams in 2004/05 and 2005/06. The HSSA return will include exceptions sites; affordable housing on allocated sites; windfall and departure sites where affordable housing provision has been negotiated.

The RHE delivery pipeline suggests 187 dwellings are under construction or have planning permission, and planning applications have been made for a further 45. RHE monitoring information suggests around 100 dwellings will be completed after April 2008. Assuming a 10% rate for unimplemented permissions produces a potential yield of 136 dwellings from currently identified sites.

The current 2008-11 NAHP suggests funding could be available for about 100 affordable dwellings a year in settlements under 3,000 population in Devon.

Monitoring information suggests at April 2007 there were some 1590 dwellings under construction and 2,910 outstanding permissions in largely rural areas [those outside of sub regional and area centres]. It is not known what proportion of these permissions are for affordable housing, but it can be anticipated most will be for open market housing given the small site size of most rural schemes.

9.3 Challenges

- Rural areas face particular problems
- More housing is needed in strategic locations but partners do not want to overlook needs of rural areas, particularly given the rural character of Devon.
- The creation of sustainable communities is not restricted to urban areas and Affordable Housing needs can be as great, if not greater, in rural areas as in urban areas.
- Rural areas often rely on a low skill/low wage economy
- Shortage of housing
- Funding and perceived efficiency of grant levels, achieving more with less grant
- Meeting increasing standards for Code for Sustainable Homes
- Slow development process

9.4 Known Risks

- Rural Affordable Housing has been harder to deliver, taking longer and costing more per unit.
- Funding for the Rural Housing Enabler Programme in the mid to long term.

10.0 Implementing the Plan

10.1 Partnerships and Organisations (see Appendices 3 and 4)

The Housing Theme will have a Lead Officer responsible for the overall Delivery Plan, its monitoring and reporting of progress to the 4th Theme Group, LAA Theme Coordinators Group and ultimately to the Devon Strategic Partnership Delivery Board.

Each Strategic Objective within the Housing Delivery Plan will have a Co-ordinator or Co-ordinators (depending on professional background needed) whose role is to:

- Establish a task group or task groups to carry the work.
- Monitor and report on the work of the task groups to the Housing Theme Coordinator
- Identify any barriers and risks to delivery, gaps in the delivery plan and resourcing issues that need addressing by DSHG, DPOG or DSP Delivery Board
- Manage the delivery of the actions identified using agreed project management processes i.e. to agreed format and timetable

It is anticipated that most of the Coordinators for the Strategic Objectives will be drawn from/make up a Joint Operational Group working with the Housing Theme Lead(s) [Appendix 3: Diagram of partnerships and organisations]. The Joint Operational Group to represent all Partners Authorities, have a mix of Senior Housing and Planning Officers and other co-opted expertise as necessary.

APPENDIX 1: Table of Strategic Objectives and Head- Line Actions

Objective 1	FOR PLANNING AND HOUSING POLICIES TO FACILITATE THE DELIVERY OF HOUSING AND THE DEVELOPMENT OF SUCESSFUL PLACES (OR ...FACILTATE THE DELIVERY OF HOUSING AND PLACE MAKING)
Co-ordinator(s)	tbc
Task Group Members	tbc

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
1a	<u>Local Development Frameworks (LDF)</u> LDFs to be progressed in line with agreed Local Development Schemes	Completed LDFs in line with Local Development Schemes agreed with Government Office	Planning Policy Framework established	ongoing	Existing resources	tbc
1b	<u>Strategic Housing Land Availability Assessments (SHLAAs).</u> Promote a common methodology for SHLAAs. All Partners to have completed a SHLAA by 31 March 2009	Annual review of SHLAAs to incorporate agreed common methodologies. Event reviewing and sharing good practice for SHLAA methodologies & approaches SHLAAs available	Identification of a 5 year readily available supply of land and a potential 15 year land supply within Local Development Frameworks (LDFs)	2008/09	Officer time SHLAA budgets DSHG (Coord. Time & contribution to event)	tbc
1c	<u>Strategic Housing Market Assessments (SHMA)</u> Each SHMA in Devon to develop a	Monitoring frameworks	Clear and consistent	2008/09	Officer time	

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	<p>monitoring framework</p> <p>Each SHMA in Devon to implement a monitoring framework</p> <p>Assess the 2008 ECOTEC recommendations for SHMAs and agree common outcomes for future SHMAs</p> <p>Develop understanding of how SHMAs can best inform policy development, delivery strategies and sub-regional working</p>	<p>adopted with clear links to the Housing Evidence Base</p> <p>Event for Exeter and Torbay Housing Market Area looking at options for implementation of SHMAs. Disseminate report on event.</p>	<p>monitoring frameworks that inform policy development</p> <p>Greater consistency of approach to SHMAs</p>	<p>2009/10</p> <p>2008/09</p> <p>July 2008</p>	<p>SHMA budgets</p> <p>IDeA and DSHG</p>	
1d	<p><u>Policy Development</u></p> <p>Establish a task group(s) to examine current Housing and Planning policies with a view to developing model policies and sharing good practice. This could include Strategic Viability Assessments.</p>	<p>Task group established</p> <p>Areas where model policies are possible identified.</p> <p>Draft model policies.</p>	<p>Partners to have policies that are complementary with one another while still reflecting the needs within local areas.</p>	<p>2008/09</p> <p>2008/09</p> <p>2009/10</p>	<p>Officer time</p>	
1e	<p><u>Public Land Disposal</u></p> <p>Partners to develop protocols for land disposal within their organisations, showing how disposal contribute to Corporate and Sustainable Community Strategy (SCS) objectives.</p>	<p>Adopted Protocols by all Duty to Cooperate Partners</p>	<p>Public assets used to match Corporate and SCS objectives</p> <p>Public Assets used</p>	<p>2009/10</p>	<p>Officer time</p>	

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	Develop registers of land held by public bodies and Duty to Cooperate partners at key locations.	Register of public land at ket locations	to maximise inward investment from the National Affordable Housing programme			
1g	<u>Section 106 Agreements</u> Develop a suite of standard s106 clauses for Affordable Housing	Suite of clauses that can be downloaded from a central web site	More consistent framework for negotiations on housing delivery on s106 sites	2008/09	Officer time	
1h	<u>Responses to changes in the Housing Market</u> Set up mechanisms to monitor market changes to inform policy development and commissioning practice. Link this work to the Housing Evidence Base. Task Group to develop and share strategies developed by Partners in response to the current down turn in the market. Task Group to identify opportunities for joint responses to Homes and Community Agency initiatives to tackle the down turn in the market e.g. the National Clearing House Initiative.	Affordable Housing Delivery Forum (AHDF) seminar looking at responses to the market Strategies posted to web site (password protected)	Policies and strategies that are sufficiently flexible in order to respond to changes in the market Partners using all available tools and mechanisms to meet Housing demand	Jan 2009 ongoing	Officer time Some initiatives may require additional funding (to be identified)	tbc

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
1i	Develop a model 'Departures' procedures based on good practice to be adopted by Partner Authorities	Model Departures Policy available	Greater consistency in approach by Partners Authorities Accelerated land supply	2008/09	Officer time	tbc
1j	<u>Sustainable Construction</u> Establish links with Partner Organisations such as Devon Sustainable Building Initiative, with relevant expertise in Sustainable Construction in order to: <ul style="list-style-type: none"> • Promote good practice • Identify funding sources • Improve understanding of: <ul style="list-style-type: none"> ○ policy requirements ○ costs of implementing the CSH ○ technologies/design issues 		Joint working to achieve the highest level of sustainable construction		tbc	tbc
1k	<u>Rural Affordable Housing</u> a. Establish a rolling 5 year pipeline of developments for Rural Affordable Housing in settlements of 3000 population or less. b. Adopt DRHP's draft Outputs and Outcomes matrix identifying detailed	Five year programme on DSHG and CCD websites Outputs and Outcomes Matrix	Increased delivery of rural affordable housing Improved monitoring of Delivery process.	Ongoing 2008/09	Officer/Rural Housing Enabler (RHE) time Existing	Devon Rural Housing Partnership DRHP

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
1k	targets for the RHE programme linked to stages within the development process.				Resources	
	c. Develop a 'model policy' to inform Partner Authorities' policies for the identification of Rural Exception sites	Model exception site policy	More consistency in policy across Devon	2008/09	Officer time	DRHP & Devon Planning Officer Group (POG)
	d. Develop a protocol for the procedures and steps required in bringing forward rural exception sites	Protocol	More consistency in practice, sharing of good practice and wider understanding by all stakeholders of the processes involved.	2009/10	Officer/RHE time	DRHP & POG
	e. Develop a good practice 'guidance' or 'resource' for engagement of rural communities that can be used to inform how partners engage with rural communities, improve community awareness, reduce barriers to delivery and be a means to share innovative ideas/initiatives e.g. Mentor Communities.	The 'guidance' to be available as a live tool on DSHG and CCD web sites for both communities and Partners organisations to access	Improved engagement with rural communities and increased support for rural affordable housing projects	Ongoing	Officer/RHE time	
			Better understanding by communities of how they can engage, what resources and support is available and potential benefits to their community	2008/09		
	f. Disseminate findings from the work	Final report and				

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	of the Umbrella Community Land Trust project g. Disseminate findings from the 'Identification of Sustainable Rural Communities Toolkit'	recommendations disseminated Toolkit and report on pilots disseminated	Better understanding of the contribution of Community Land Trusts and their support needs Better understanding of how Housing Investment could support the sustainability of communities	2008/09		

Objective 2	To improve the way key partners and stakeholders work together.
Co-ordinator(s)	tbc
Task Group Members	tbc

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
2a	<u>Annual Forum</u> Hold an Annual Forum with key decision makers and leaders within key stakeholder organisations, to agree direction	Annual Forum and Forum report, including amendments to Delivery Plan if required	Greater understanding and ownership of the Delivery Plan.	Oct 2008	DSHG Funding	DSHG

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	focusing on the LAA Delivery Plan.		Consensus on the direction of the Housing and Planning Partnerships			
2b	<p><u>Managing the Delivery Plan</u> Set up a joint Housing and Planning Operational Group (JOG) to prepare, refine, manage, monitor and review this Delivery Plan.</p> <p>Clarify links between DSP, the Joint Housing and Planning Operational Group (JOG) DSHG and POG (including reporting and communication).</p> <p>Develop detailed Project Plans for each high level action</p> <ul style="list-style-type: none"> Establish regular reporting arrangements on milestones for all Actions within this Delivery Plan and progress against the National Indicator Targets, together with commentary. 	<p>Housing and Planning Representatives from each Partners Authority appointed to the JOG</p> <p>Terms of Reference for the Joint Operational Group Agreed</p> <p>Amend Terms of Reference for DSHG/POG and approve the Partnership 'Memorandum of Agreement'.</p> <p>Detailed Project Plans drafted and approved.</p> <p>Monitoring Framework agreed with DSP and Partners</p>	<p>Clear governance arrangements</p> <p>Efficient and transparent process for monitoring and managing the delivery of agreed actions</p>	2008/09	Officer time	Housing Theme Co-ordinator and the Joint Housing and Planning Operational Group

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
2c	<p><u>The Rural Housing Enabler (RHE) Programme</u> Secure mid term funding for RHE programme and establish the framework for long term funding</p> <p>Develop a Service Level Agreement for North Devon and Exmoor and Devon Rural Housing Partnerships.</p>	<p>Funding in place</p> <p>Service Level Agreements (SLA) agreed for North Devon and Exmoor and Devon Rural Housing Partnerships.</p>	<p>Independent advice and support for rural communities in the delivery of affordable housing</p> <p>Clarity about Partners' roles, contributions and clear outputs and outcomes from the programme</p>	<p>2008/09</p> <p>2008/09</p>	<p>DCC funds for mid – term(agreed)</p> <p>Annual LA contributions of £5000 minimum per partner (tbc for 9/10 and 10/11)</p> <p>Registered Social Landlords contributions (tbc)</p>	<p>DRHP/ Peter Harding (CCD) and Mary Ridgway (DSHG)</p>
2d	<p><u>Stakeholder Engagement and Communication</u></p> <p>Development and implementation of engagement plan for targeted engagement with the Development Industry and Registered Social Landlords through regular meetings and briefings. <u>Examples:</u> Review engagement with Intermediate Housing Providers and discuss with them how they can contribute to delivery.</p> <p>Identify options for follow up to the</p>	<p>Engagement Plan</p>	<p>Greater understand of role and benefit of LAA and how it can help tackle barriers to delivery.</p>	<p>ongoing</p>	<p>Officer time</p> <p>Funding for events/briefings/targeted research</p>	<p>Housing Theme Co-ordinator and the Joint Housing and Planning Operational Group</p>

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	Business in the Community Landowners event. Promote good practice in internal communication between Public Sector Departments and between organisations					

Objective 3	To make best use of existing land and housing stock
Co-ordinator(s)	tbc
Task Group Members	tbc

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
3a	A coordinated approach to the implantation of the Devon wide Choice Base Letting scheme.	Devon wide CBL system operational in each Partner Authority	Transparent, consistent, equitable allocation of Affordable Housing to applicants in accordance with statutory requirements. To improve access to housing for all groups particularly	By 31.3.10	CLG grant LA existing budgets	

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
			vulnerable client groups. To improve the choice of housing.			
3b	Scope potential of for sub-regional down-sizing initiative	Scoping report with recommendations and identification of good practice. Project Proposal(s)	Reduced levels of under occupation	2009/10	Officer Time Pooled resources for implementation of agreed initiatives.	

Objective 4	To improve Member and Officer capacity to support delivery and place-making
Co-ordinator(s)	tbc
Task Group Members	tbc

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
4a	<u>Identify Needs</u> Identify gaps in current capacity and capabilities.	Report to JOG/DSHG/POG	Improved understanding of training and capacity building requirements	2008/09	Officer time Pooled Funding to commission work	
4b	<u>Respond to Need</u> Develop and deliver training courses to meet training needs identified to date and identified in the 'gap report':	2 LAA promoted training courses/year	Sufficient capacity to deliver the scale of growth and change		Officer Time Existing training	

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	<p>Scope potential for joint commissioning and delivery of training.</p> <p>Identify links with SW LIFT 'Local Economy Programme', I&DEA, DCTN, CIH, RTPi and NHF programmes.</p>	<p>Report to JOG/DSHG/POG</p> <p>Identification of practical ways the work of these agencies and organisation can support the work of the Housing theme</p>	<p>required.</p> <p>Leadership to drive the changes required to make the step change in delivery</p>	2008/09	<p>budgets</p> <p>DSHG resources</p>	
4c	<p><u>Staff Development</u></p> <p>Identify Officer development opportunities e.g. in leadership, mentoring, career planning, peer support, housing and planning education and CPD.</p> <p>Support a minimum of 1 Housing Apprenticeship posts/year (from existing or new staff)</p>	<p>All key staff to have a career development plan.</p> <p>An increase in staff with recognised Housing and Planning qualifications.</p> <p>An increase in the take up of CPD related training Devon and Cornwall Training Network and other relevant training courses.</p> <p>Key staff identified for leadership training</p> <p>Housing apprentices in place</p>	<p>Sufficient capacity to deliver the scale of growth and change required.</p> <p>Leadership to drive the changes required to make the step change in delivery</p> <p>Improved access to the Housing Profession</p>	<p>2009/10</p> <p>2010/11</p> <p>Annual</p> <p>2008/09</p>		

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
4d	Improve signposting and awareness of training and CPD opportunities. Improve availability of CPD credits from training.	New page for Training and Career development on DSHG website.	Continuous Professional Development CPD embedded in organisational cultures	2008/09		
4e	Confirm mid-term funding for the Affordable Housing Co-ordinator and Homelessness Co-ordinator Posts	Funding in place	Improved partnership working	2008/09		

Objective 5	To develop a fit for purpose and accessible evidence base
Co-ordinator(s)	tbc
Task Group Members	tbc

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
5a	<u>The Evidence Base</u> Review existing Evidence Base, including data sources, information on community preferences and performance information Identify evidence needed and available.	An evidence base that is user friendly and robust Process for collecting and	Access to a common set of data that can be regularly updated and which can inform our understanding of housing needs and	ongoing		

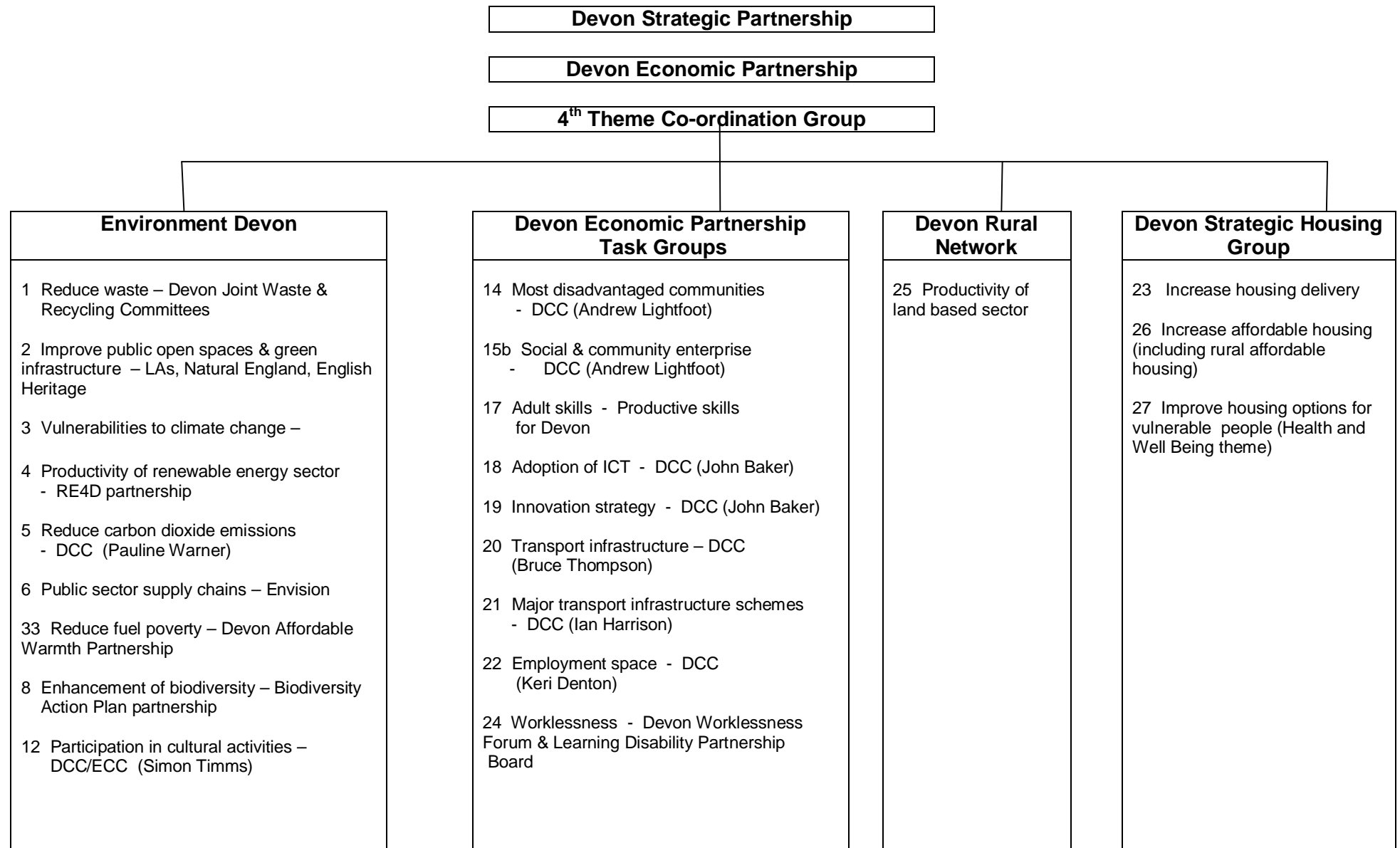
Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
	<p>Clarify links with the DSP Resource Hub, LAA Monitoring Framework teams, DCC Corporate Intelligence team and Partners staff responsible for data collections and monitoring reports</p> <p>Set up a central, web based Evidence Base.</p>	<p>managing Evidence Agreed</p> <p>Updated Evidence Base on central web site</p>	<p>changing demographics of all client groups, particularly vulnerable clients.</p> <p>Efficient collection and communication of evidence</p>			
5b	<p><u>Data</u></p> <p>Agree consistent definitions and interpretations for key data within the Evidence Base informing targets.</p>	<p>Consistent definitions and improved comparability of data</p>	<p>Clear and Consistent Housing Evidence Base with clear links to DSP Resource Hub where required</p>			
5c	<p><u>Performance Information</u></p> <p>Identify performance benchmarks for the delivery of housing and affordable housing to enable comparison between Partners and performance of Devon against other areas.</p> <p>Monitor take up of funding from the National Affordable Housing Programme (NAHP), identify performance benchmarks. Identify barriers to delivery and take-up of Homes and Community Agency funding.</p>	<p>Performance Benchmarks agreed and in place</p>	<p>Improved performance.</p> <p>Maximising take-up of external funding.</p>			

Ref	Headline Action (s)	Output(s)	Outcome(s)	Time	Resource	Lead
5d	<p><u>Community Preference</u></p> <p>Scope the range of consultation and feedback data available e.g. LSP consultation events, MORI poll, place survey, tenant satisfaction surveys</p> <p>Identify community preference data required for the Evidence Base .</p>	<p>Report and Recommendations on community preference data to be included in the Evidence Base and regularly updated</p>	<p>Improved understanding of Community Needs and Priorities</p> <p>Use of the information to inform policy and actions</p>			
5e	<p><u>Rural Affordable Housing</u></p> <p>Review and simplify the current Rural Housing Needs Survey</p> <p>Identify and agreed the number of HNS to be completed by the Rural Housing Enablers</p> <p>Exmoor and North Devon and the Devon Rural Affordable Housing Partnerships to adopt the same format for monitoring outcomes and outputs for the rural housing programme.</p>	<p>Revised HNS adopted</p> <p>Housing Needs Reports published in line with agreed RHE targets</p> <p>Rural Affordable Housing 'Outcomes and Outputs' matrix adopted.</p>	<p>An increase in HNS and their analysis and greater participation levels.</p>	2008/09	Existing resources	DRHP

APPENDIX 2: Glossary of Abbreviations

Abbreviation	Term
AMR	Annual Monitoring Report (Planning)
CLT	Choice Based Lettings
POG	Devon Planning Officer Group
DSP	Devon Strategic Partnership
DSHG	Devon Strategic Housing Group
DRHP	Devon Rural Housing Partnership
GOSW	Government Office for the South West
HC	Housing Corporation
HCA	Homes and Community Agency
HPJOG	Housing and Planning Joint Operations Group
HSSA	Housing Strategy Statistical Appendix
LDFs	Local Development Frameworks
NAHP	National Affordable Housing Programme
NI	National Indicator
PPS3	Planning Policy Statement 3
RHE	Rural Housing Enabler
s106	Section 106 Agreements
SHG	Social Housing Grant
SHLAAs	Strategic Housing Land Availability Assessments
SHMA	Strategic Housing Market Assessments
SSCT	Strategically Significant Cities and Towns
SCS	Sustainable Community Strategy
SMART	Specific, Measurable, Achievable, Resourced and Timed.
uCLT	Umbrella Community Land Trust project

Appendix 3: '4TH Theme' COMMUNICATION STRUCTURE



Appendix 4: Diagram of Housing and Planning Partnerships and Organisations

