


We are committed to:

**Supporting and investing in our West Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all.**

In practice this means focusing our energies and resources on these strategic priorities:

Growth in West Suffolk's economy for the benefit of all our residents and UK plc	Resilient families and communities that are healthy and active	Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.
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# Investment Strategy

## What does it do?

- Ambitious vision for the towns and rural communities of West Suffolk, set out in our Strategic Plan 2018-2020
- Delivery - £40m capital and £2m revenue investment fund to deliver our Growth agenda
- All our activities and duties are investments in our communities and our places, seeking to create positive returns from all we do.


<b>Investing in our Place and People for inclusive growth</b>	<b>Behaving more commercially, for a blended return</b>	<b>Collaborating to maximise benefit</b>	<b>Making our process and policies work for our communities</b>
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- Bury Eastern Relief Road
- Barley Homes
- Omar Homes, Brandon
- Toggam Solar Farm
- Investing in STEM
- Haverhill LifeLink – Social Prescribing
- Mildenhall Hub
- Temporary accommodation
- Cornhill – Old Post Office
- Western Way



## Introduction

- Government drive for increased housing delivery
  - HDT introduced in NPPF 2018 - West Suffolk performed well against new HDT(Feb 2019)
  - Housing Strategy Dec 2018 – consider Council’s role in increasing rate of housing delivery
  - Already invested additional resources into Growth and Planning – adopting more pro-active approach
  - Market driven – need understanding of what market can/will and cannot/won’t do – barriers?
  - What can we do to increase delivery – clarity re role and opportunities for direct intervention
  - Research – Housing Delivery Plan Summer 2019, Housing Trajectory, West Suffolk Local Plan
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# West Suffolk Housing Strategy 2018-2023



- New strategy adopted December 2019
- Key Priorities:
  1. Plan for housing to meet the needs of current and future generations throughout their lifetimes, that is properly supported by infrastructure, facilities and community networks;
  2. Improve the quality of housing and the local environment for our residents;
  3. Enable people to access suitable and sustainable housing.



# West Suffolk Housing Strategy 2018-2023



## **Priority 1 Plan for housing to meet the needs of current and future generations**

- 1.1 Understanding our local housing market – key challenges for investment and growth
- 1.2 Planning policies that support the delivery of new homes
- 1.3 Increasing the rate of housing delivery
- 1.4 Ensuring the provision of infrastructure needed to support new homes
- 1.5 Building sustainable communities

Housing Delivery Study and Plan, new West Suffolk local Plan, Specialist housing, support for SME builders, Barley Homes (Group) Ltd, co-ordinated approach to infrastructure, Suffolk Design Guide, affordability (Tenancy Strategy), private rented, accessibility regulations.



# West Suffolk Housing Strategy 2018-2023



## **Priority 2 - Improve the quality of housing and the local environment for our residents**

- 2.1 Sustainable homes for disabled, vulnerable and older residents
- 2.2 Bringing homes back into use
- 2.3 Making homes safe in the private sector
- 2.4 Safe and vibrant communities
- 2.5 Improving energy efficiency and addressing fuel poverty

Work with health, social care and housing providers to maintain independence, funding to bring empty homes back into use, HMO licencing, Housing Assistance policy , reduce ASB, Families and Communities Team, energy efficiency advice and funding



# West Suffolk Housing Strategy 2018-2023



## **Priority 3 Enable people to access suitable and sustainable housing**

3.1 Homelessness prevention and reduction

3.2 Housing Allocations

### West Suffolk Homelessness Reduction Strategy 2018-2023

Service focused on preventing or relieving homelessness with effective support services, collaborative working with partners, review lettings policy, accessible housing options service, increase access to private rented sector.

**All actions monitored through Action Plan**

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A photograph of a residential construction site. In the foreground, there are stacks of grey concrete blocks and a blue coiled pipe. In the middle ground, a brick house is under construction, surrounded by extensive scaffolding. A construction worker wearing a white hard hat and a high-visibility vest is standing on a wooden platform within the scaffolding. The background shows the roof trusses of several other houses under construction under a clear blue sky.

# West Suffolk Housing Delivery Study

4 April 2019

**Turley**

# Structure of the Housing Delivery Study Report

## Part 1: Housing Delivery Assessment

- Overview and trends in past delivery
- Determinants of demand
- Housing trajectory planning

## Part 2: Informing the Housing Delivery Plan

- Recommendations to the Council
  - Informed by stakeholder workshop in November 2018
  - Supporting the delivery of the Housing Strategy
  - Building on positive steps/ investment taken already

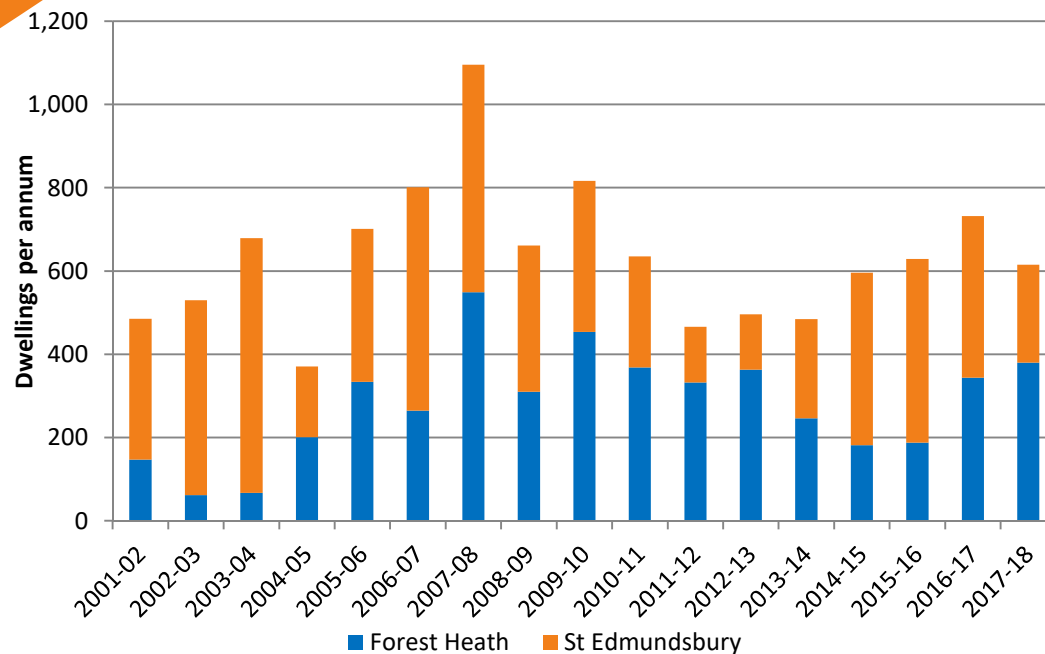


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# Part 1: Housing Delivery Assessment

## West Suffolk housing delivery

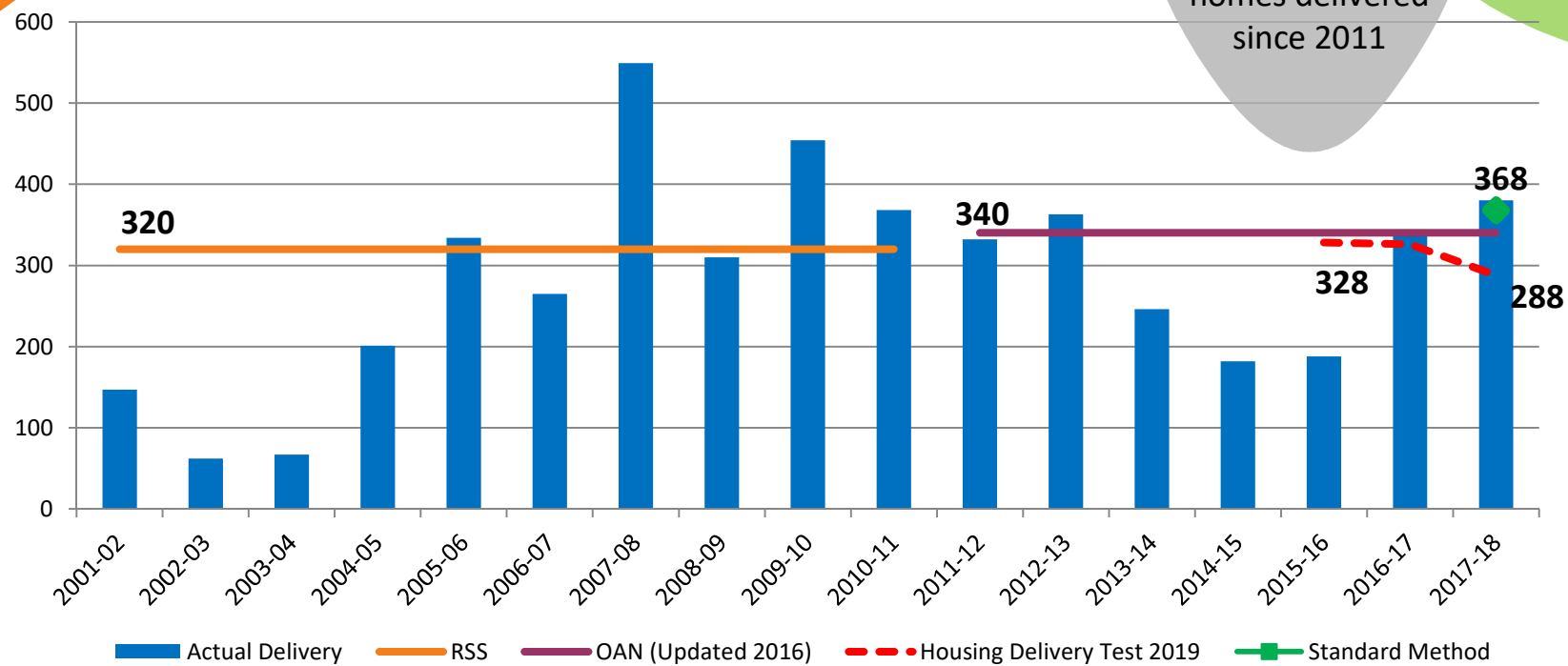


- Average delivery 635 homes per annum
- Relatively stable profile
- Peak 2007/08 (1,095 homes per annum)
- When indexed back to 2001 the rate of delivery has consistently exceeded the national rate
- Also shown that the authorities have demonstrated ability in the past to 'absorb' comparatively high levels of growth when benchmarked against existing stock

# Forest Heath delivery vs. planned targets

**85%**  
of planned  
homes delivered  
since 2011

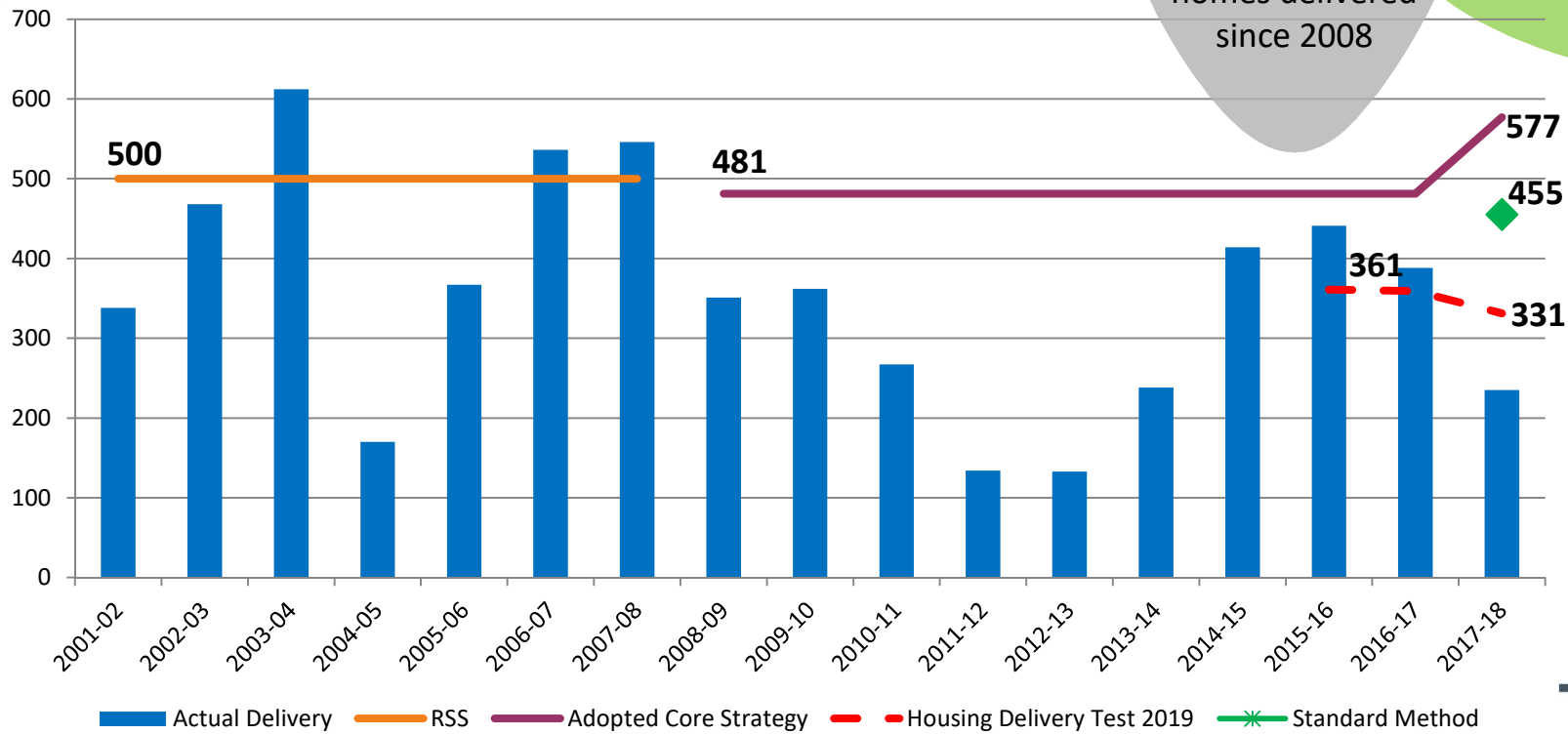
**100%**  
against 2019  
Housing Delivery  
Test



# St Edmundsbury delivery vs. planned targets

**60%**  
of planned homes delivered  
since 2008

**106%**  
against 2019  
Housing Delivery  
Test

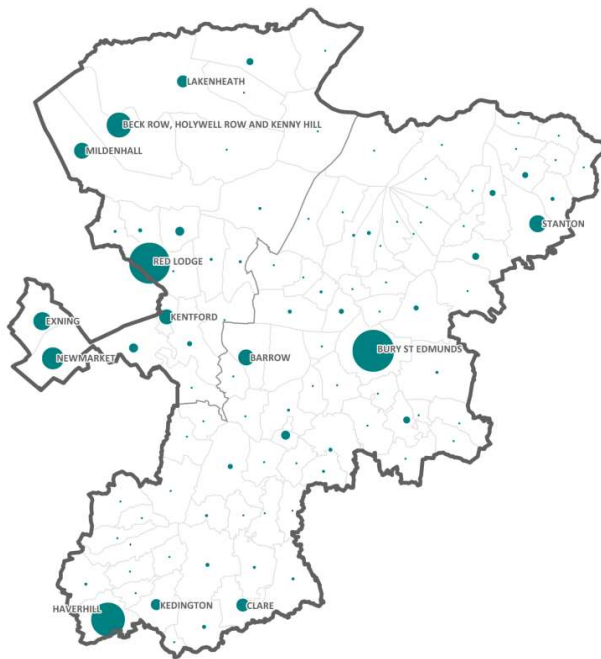


## Profile of delivery

### Research looked in detail at profile: size of sites, tenure, greenfield/brownfield

- Authorities have been successful in delivering important share of affordable housing
  - Across West Suffolk, 32% of housing delivered on sites larger than 10 dwellings since 2012 has been affordable
- Sites of all sizes have contributed to supply
  - Larger sites account for majority but smaller sites (<10 dwellings) account for 30% of overall supply
- Larger sites tended to be delivered by national housebuilders but strong representation of local / regional housebuilders
- Relative even split of brownfield/ greenfield. Highest delivery achieved where brownfield sites matched or exceeded supply on greenfield sites

# Spatial distribution of Delivery



Between 2012 and 2018, the parishes delivering the most dwellings...

- In Forest Heath:
  - Red Lodge: 615 homes
  - Beck Row: 262 homes
  - Newmarket: 212 homes
  - Exning: 148 homes
- And in St Edmundsbury:
  - Bury St Edmunds: 654 homes
  - Haverhill: 444 homes
  - Stanton: 128 homes
  - Barrow: 121

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# Unpicking the delivery of sites

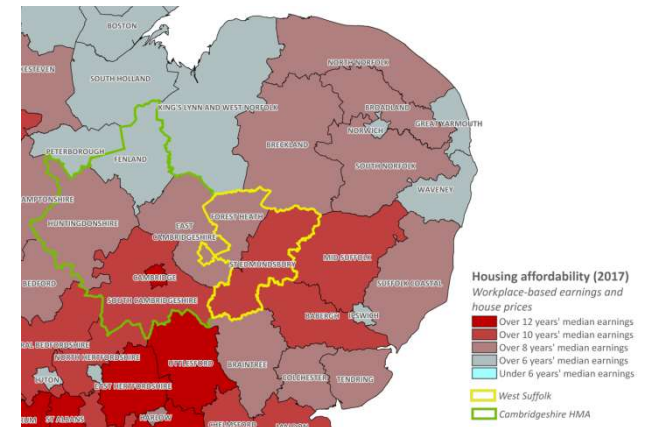
## Research considered and benchmarked local: build-out-rates, lead-in-times and lapse rates

- Average annual rates of delivery on larger sites (>50 dwellings) across West Suffolk were broadly in line with national house-builder average (45dpa)
  - Wide range identified 21 to 63 dpa across West Suffolk
  - Maximum built out on a single site was 112 dwellings per annum (Red Lodge 3 housebuilders / outlets)
  - Smaller sites as would be expected provide less homes in a year – often building out in a single year
- Lead-in times for the larger sites are also broadly in line with national averages
  - By contrast sites of less than 100 homes in West Suffolk showed quicker lead-in times than national benchmarks
- Little evidence of planning permissions lapsing on larger sites – consistent with national evidence
  - Some examples on smaller sites but comparatively rate with limited impact on overall supply

# Understanding demand drivers

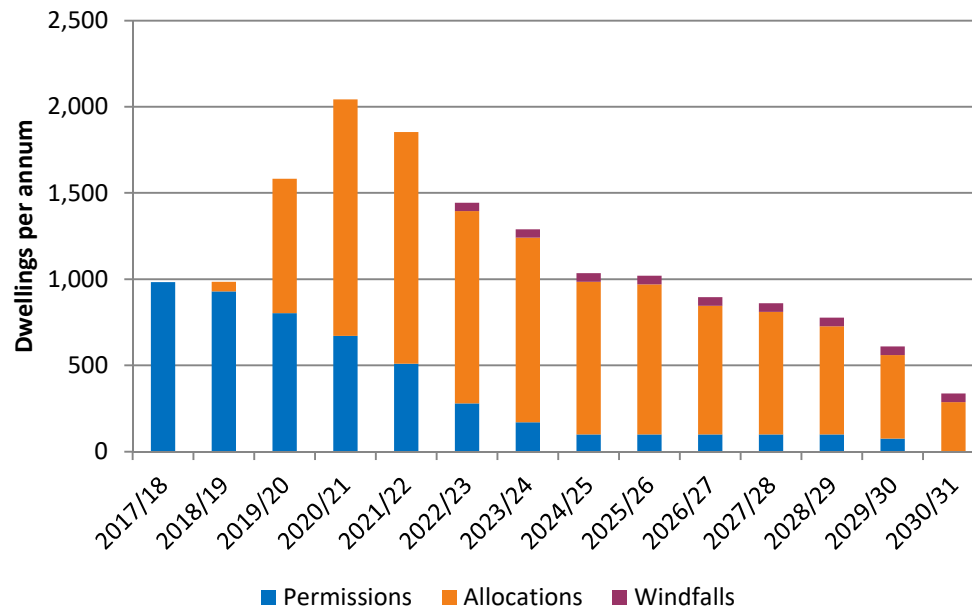
## Considered national, sub-regional and local drivers of demand for housing

- Comparatively contained local market demand profile
  - Over half of people moving within West Suffolk (2011 Census)
  - Potential risk of lower interest from national house-builders
- Important wider relationships
  - Cambridge HMA – comparative affordability / housing market pressures / strong connections
    - Current generation of Plan propose significant step up in delivery, Cambridge already showing notable increase
  - East and North
    - More limited market competition
    - Less evidence of planned boosting of housing
  - London – links to both with 5% of movers into St Edmundsbury, connectivity and value



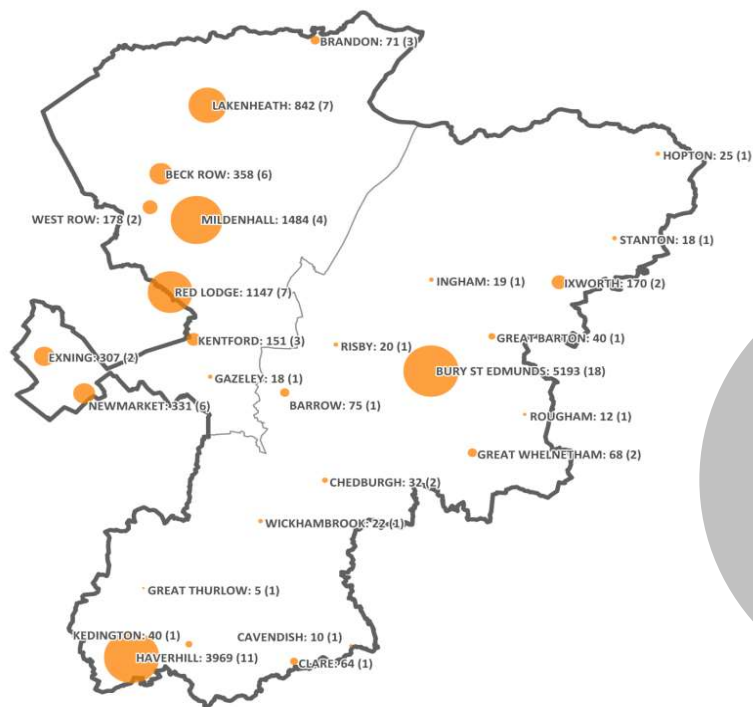
# Components of the pipeline (Housing Trajectory)

## Pipeline supply of 15,715 homes across West Suffolk between 2017 and 2031



- Larger sites assumed to make a progressively larger contribution over next 10 years -
- Allocations expected to significantly contribute by 2019/20
- Permissions represent key source of short-term supply
  - ...but fewer permissions were completed in 2017/18 than anticipated

# Distribution of trajectory



## Homes in Trajectory (2017 - 2031)

Total and number of sites



**66%**

of the trajectory located in either Red Lodge, Bury St Edmunds or Haverhill

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**33%**

in Bury St Edmunds (289 dpa until 2031)

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## Part 2: Informing the Delivery Plan: Recommendations

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# Approach

## **Acknowledge significant progress made to date:**

- Pro-active delivery focussed approach already adopted
- New Housing Strategy published in December 2018 – states commitment to deliver
- Investment in additional staff in Development Management and staff to perform Growth and Housing Enabler Role / Barley Homes
- NPPF compliant Plans (adopted/ close to adoption)
- Started new Joint Plan (Revised NPPF)

## **Consider:**

- Implications of Part 1 analysis – strengths / weaknesses etc...
- Best practice
- Local stakeholder inputs
- National studies e.g. Letwin
- Emerging / new methods of construction

## Recommendations...

### Actions for the Council in a Housing Enabler Role...

- Step 1: Forward Planning of Housing Delivery
  - Step 2: Development Management and Planning
  - Step 3: Co-ordination of Infrastructure Investment
  - Step 4: Increasing the Diversity of Housing Delivery
  - Step 5: Local Authority Investment in Land and Development
- Suggestions regarding phased implementation of outcomes (short/ medium/ long) to build on existing progress

# 1. Forward Planning of Housing Delivery

## Strong foundations and existing / enhanced staff resources

Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes
<ul style="list-style-type: none"><li>- Reflect evidence from the Housing Delivery Study (Part 1) in future trajectory planning.</li><li>- Ensure continuity of team and embed continuous learning culture</li></ul>	<ul style="list-style-type: none"><li>- Establish enhanced mechanisms for sharing best practice and intelligence from all involved in delivery (housebuilders, Suffolk/Cambridgeshire authorities etc...)</li><li>- Explore if functions can be shared/ joint resource or team</li></ul>	<ul style="list-style-type: none"><li>- Contribute to national policy debates to ensure guidance/ policy is supportive of local issues</li><li>- Capture best practice nationally (RTPI, HBF etc...)</li><li>- Investment in data capture systems, reduce time and elevate consistency</li></ul>



## 2. Development Management and Planning

### Pro-active support to enable growth of the SME housebuilder sector in West Suffolk

Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes
<ul style="list-style-type: none"><li>- Re-establishment of a developers' forum (existing one not met in recent years)</li><li>- Embrace the need to ensure flexibility in planned provision for housing in the joint plan – safeguarded land</li></ul>	<ul style="list-style-type: none"><li>- Work proactively to identify a wide variety of small sites in emerging West Suffolk Local Plan – to include settlements lower down the hierarchy</li><li>- Pro-active steps (Barley Homes) to engage with local contractors to build capacity, understand issues</li></ul>	<ul style="list-style-type: none"><li>- Explore, in conjunction with SME builders, whether there are actions that WSC could take that would help SME builders to scale-up their operation</li></ul>

### 3. Co-ordination of Infrastructure Investment

Building on the benefits of a joint Council to make money go further

Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes
<ul style="list-style-type: none"><li>- Use identified staff resource in the Growth Team to start work to establish more effective protocols for prioritising infrastructure investment and clarity regarding lead responsibility</li><li>- Refine and build trust between different parties</li></ul>	<ul style="list-style-type: none"><li>- Work with the LEP and Housing and Finance Institute (HFI) to see if lessons from recent pilot scheme with SE LEP and Anglia LEPs are applicable / can be rolled out</li><li>- Nominated senior lead role to broker agreements</li></ul>	<ul style="list-style-type: none"><li>- Manage and monitor programme of investment</li><li>- Ongoing funding security – Solution finding to identified likely ‘gaps’ with key stakeholders (Homes England, County Council, LEP etc...)</li></ul>

## 4. Increasing the Diversity of Housing Delivery

### Broader action to widen the tenure and type of new homes delivered in West Suffolk

Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes
<ul style="list-style-type: none"><li>- Continue to maintain and develop relationships with Registered Providers / Housing Associations and private developers with different development models to the mainstream housebuilders</li></ul>	<ul style="list-style-type: none"><li>- Follow up with organisations with different funding and development models for delivering new homes</li><li>- Look at bespoke product to cater for housing for households aged 50+. Pilot to be explored for delivery.</li></ul>	<ul style="list-style-type: none"><li>- Explore with these organisations whether there are actions that West Suffolk Council could take that would encourage them to pilot new schemes in West Suffolk.</li></ul>

## 5. Local Authority Investment in Land and Development

### Initial exploration of the Council playing a more active role in enabling development

Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes
<ul style="list-style-type: none"><li>- Internal discussions regarding the appetite for risk within the Council</li><li>- Agree long-term future of Barley Homes</li></ul>	<ul style="list-style-type: none"><li>- Continue to explore partnership arrangements with other Partners e.g. Homes England to explore public sector land holding opportunities</li></ul>	<ul style="list-style-type: none"><li>- Draw up mechanisms to identify funding streams to invest in purchasing land where considered appropriate</li></ul>



# West Suffolk Housing Delivery Study Questions and Comments

4 April 2019

**Turley**