



Worcester
CITY COUNCIL

COMMUNITIES COMMITTEE

SUPPLEMENTARY AGENDA

Date: Wednesday, 13th March, 2024

Time: 7.00 pm

Venue: The Guildhall

COMMUNITIES COMMITTEE

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If you have any general enquires or queries about this Agenda or require any details of background papers, further documents or information, or to discuss arrangements for the taking of photographs, film, video or sound recording please contact the Lead Officer, Julian Pugh, Democratic Services Administrator, Guildhall, Worcester WR1 2EY. Telephone: 01905 722027 (direct line); E-Mail Address: committeeadministration@worcester.gov.uk.

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**Communities Committee
Wednesday, 13 March 2024**

Members of the Committee:-

Chair: Councillor Jabbar Riaz (L)
Vice-Chair: Councillor Neil Laurenson (G)

Councillor Basharat Ali (L)
Councillor Mohammad Altaf (C)
Councillor Alan Amos (C)
Councillor Katie Collier (G)
Councillor Hannah Cooper (G)

Councillor Jill Desayrah (L)
Councillor Matthew Lamb (L)
Councillor Karen Lawrance (LD)
Councillor Tom Piotrowski (G)

C = Conservative G = Green L = Labour LCo = Labour and Co-operative
LD = Liberal Democrat

AGENDA

**Part 1
(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

8. Worcester City Housing Enabling Strategy 2023-2026 - 6 Month Update Report

Page(s): 1 - 20

Contact Officer: James Beale, Affordable Housing Delivery Manager
Tel: 01905 722406

That the Committee:

1. Notes the contents of this report, and in particular the progress that has been made as outlined within the Housing Enabling Strategy Delivery Plan at Appendix 1; and
2. Notes that a further update report will be presented to this Committee during Autumn 2024.

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Report to: Communities Committee, 13th March 2024

Report of: Corporate Director – Operations, Homes and Communities

Subject: SIX MONTH UPDATE REPORT - WORCESTER CITY HOUSING ENABLING STRATEGY (2023 – 2026)

1. Recommendation

That the Committee:

- 1.1 Notes the contents of this report, and in particular the progress that has been made as outlined within the Housing Enabling Strategy Delivery Plan at Appendix 1; and**
- 1.2 Notes that a further update report will be presented to this Committee during Autumn 2024.**

2. Background

- 2.1 On 8th November 2023, this Committee received its first 6-month update report, following the adoption of the Worcester City Housing Enabling Strategy and Delivery Plan, and the appointment of the Affordable Housing Delivery Manager.
- 2.2 It is recognised that the demand and need for affordable housing in Worcester continues to increase whilst the supply is not increasing at the same rate. To redress this imbalance in the city, a strategic and co-ordinated approach is required to maximise opportunities to deliver more affordable housing.
- 2.3 The Housing Enabling Strategy (HES) sets this strategic framework and focusses on the actions required to support the delivery of additional affordable housing in Worcester. It compliments other regional strategies including the Worcestershire Homelessness and Rough Sleeper Strategy and Worcestershire Housing Strategy. It sets out 8 strategic goals which are set out in the table below.

Strategic Goals	
Goal 1	Maximise affordable housing provision across all development sites where there is a residential use.
Goal 2	Put in place a strategic housing and enabling function that supports the objectives of the HES.

Goal 3	Ensure that corporate objectives and planning policy and practice support the delivery of new affordable homes.
Goal 4	Build strong relationships with key partners leading to deliverable and quantifiable outcomes.
Goal 5	Maximise resources available from the public and private sectors to investment in affordable housing.
Goal 6	Promote and raise awareness of the benefits of affordable housing in the wider social and economic context.
Goal 7	Shape and action the Council's engagement in land promotion activities.
Goal 8	Establish the Council's appetite and explore the opportunities for joint venture working.

2.4 The Delivery Plan is a dynamic document that sets the actions required to deliver the strategy. Some of these actions may be time limited and some on-going. Actions may also be revised to react to changes in housing market.

2.5 This report provides Members with a summary update on progress against the 8 goals of the Delivery Plan, as well as setting out the proposed areas of focus over the forthcoming 6 months. At that point a further update report will be brought back to this Committee. A more detailed assessment against each action is set out in **Appendix 1**.

3. Affordable Housing Market context since the adoption of the Housing Enabling Strategy

3.1 The Housing Enabling Strategy and its Delivery Plan was approved by Communities Committee on 15th March 2023. The research to support the Strategy was carried out by Ark Consultants in the previous year and was reflective of the market context at the time. Since then, the affordable housing market has changed due to macro-economic pressures, which are outlined below.

3.2 Over the last year, the delivery appetite and capacity of our traditional Registered Provider (RP) partners has diminished. Construction inflation has been high, which has led to increased build contract prices for developing RPs. There is also a risk of contractor and subcontractor insolvencies, leading to increased insurance costs. Thirdly the cost of financing has increased for RPs because of increased interest rates feeding through to bank lending.

3.3 RPs have also more recently focussed investment on their existing stock partly due to the regulatory drivers on damp and mould, fire safety and energy efficiency. These costs of maintenance and improvement have also been subject to inflationary pressures.

- 3.4 All these cost pressures have necessitated reviews of RP business plans often leading to a reduced capacity for development programmes. According to market intelligence obtained, many RPs are not acquiring planning obligation (s106) affordable units from housebuilders and are focusing solely on grant funded units. RPs seem to require a minimum number of dwellings for site development to benefit from economies of scale in relation to fixed costs and overheads. RPs operating locally are also reluctant to consider apartment style development, which often present the main opportunity within a constrained city boundary.
- 3.5 The result of this is that the traditional RP delivery model as the blueprint for increasing affordable housing delivery needs to be reconsidered. This is particularly stark in Worcester given the profile of opportunities within the city. The assessment of alternative delivery models is currently taking place and delivery proposals will be presented to this Committee at a future date.

4. Delivery

- 4.1 Section four of the report will outline progress against the Delivery Plan goals, focussing on the last six months.

Goal 1	Maximise affordable housing provision across all development sites where there is a residential use.
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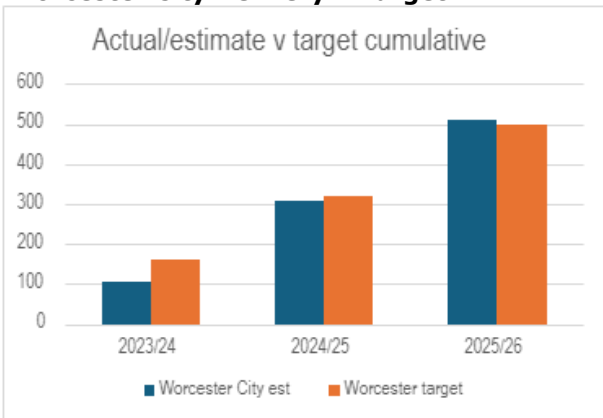
- 4.2 Goal 1 is the headline goal for the Strategy and its Delivery Plan, as it sets the targets for the delivery of affordable housing during the lifetime of the Strategy. An ambitious and challenging target has been set of delivering 1,100 homes across the 3 years of the strategy comprising of 500 homes within the Worcester City and a further 600 homes across the urban extension sites governed by the Housing Accord (where the Council has nomination rights).
- 4.3 For 2023/24, a combined target of 360 homes was set for delivery across the city and urban extension sites. It is anticipated that circa 200 affordable housing units will be completed. Of these, 105 within the city have been completed to date. A further 40 units at Broomhall Way have been completed, but there are outstanding highways work which has delayed the handover of these units until 2024/25. It is projected that 92 affordable units will be delivered in the urban extension sites in 2023/24 with 87 already complete.
- 4.4 Although delivery numbers for 2023/24 will be short of target, the table below illustrates an upward progression in delivery of affordable housing units compared to the previous 5 years. A detailed breakdown of delivery in 2023/24 is included at **Appendix 2**.

Affordable housing delivery (2018/19 to 2023/24)

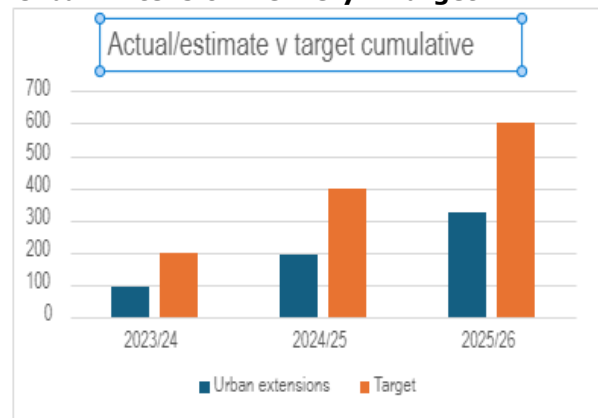
Year	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19
Outturn Worcester City	105 (forecast)	87	148	109	44	101
Outturn Urban Extension	92 (forecast)	99	4	40	112	0
Total	197	186	152	149	156	101

- 4.5 The graphs below outline the delivery to date (actual) and the estimated delivery of affordable housing (blue column) against the targets (orange column) as set out in the Delivery Plan.
- 4.6 The delivery target for affordable units to be completed in Worcester City is 500 over the 3 years of the strategy and forecasts indicate that this number is likely to be exceeded (**Worcester City Delivery v Target**).
- 4.7 In contrast a significant deficit is forecasted against a target figure of 600 affordable units within the urban extension sites over the 3 years of the strategy (**Urban Extension Delivery v Target**). This results in a forecasted deficit against the overall target of 1100 affordable units set out in the Delivery Plan (**Total Delivery (Worcester City & Urban Extension) v Target**).
- 4.8 It is positive to note that the Council is likely to exceed its target of affordable housing completions within the city over the 3-year life of the strategy, where it has the greatest influence. It should also be noted that these estimates do not account for any further interventions that the Council will seek to make between now and the end of the strategy to increase supply.

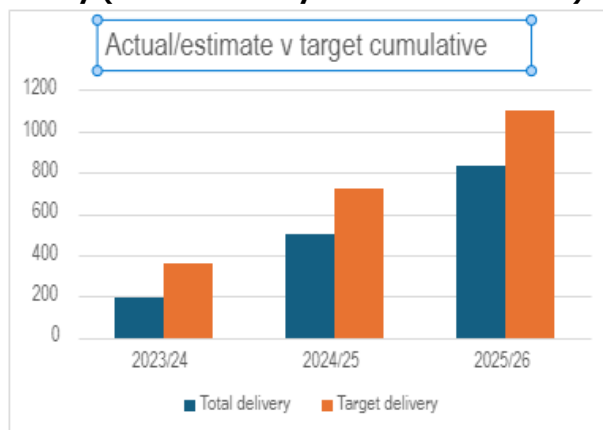
Worcester City Delivery v Target



Urban Extension Delivery v Target



Total delivery (Worcester City & Urban Extension) v Target



Goal 2

Put in place a strategic housing and enabling function that supports the objectives of the HES.

4.9 In respect of Goal 2, an Affordable Housing Delivery Manager has now been appointed and the postholder is leading on delivery of the programme, including the authoring of related reports.

4.10 The key focus of the enabling team, which consists of the Affordable Housing Delivery Manager and the Housing Solutions and Enabling Officer, over the next 6 months is as follows:

- Continue to work with traditional partners and funding bodies to progress and maximise on-going projects
- Work with neighbouring local authorities to negotiate affordable housing on strategic sites identified through the South Worcestershire Development Plan (urban extension)
- Review and initiate alternative delivery models
- Progress actions within the Worcestershire Housing Strategy
- Develop delivery partnerships with key worker employers.

Goal 3	Ensure that corporate objectives and planning policy and practice support the delivery of new affordable homes.
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4.11 In response to Goal 3 the Affordable Housing Development Group has now been re-established, meets monthly and has representation from services across the council. This includes planning, housing, finance, property and legal. Site opportunities across the city are brought forward to discuss options and to seek a collaborative approach to enabling and supporting delivery.

4.12 The Worcestershire Housing Strategy was adopted by Full Council on 26th September 2023. The development of a Worcester City Action Plan is on-going. This will feature the delivery of affordable housing as a key priority. A joint Housing Strategy workshop took place on 1st February. Two workstreams have been created and officers from the Council will support these to bring forward innovative housing solutions linking to health outcomes and wider welfare issues.

4.13 The South Worcestershire Development Plan Review was submitted on 27th September 2023 to the Secretary of State for independent examination with Planning Inspectors appointed on 10th October 2023. This will involve the identification of new sites, growth targets and a new Supplementary Planning Document for Affordable Housing.

4.14 A needs assessment for the provision of temporary accommodation has been undertaken. Additional units of temporary accommodation have been acquired to provide additional council owned accommodation, namely Sheffield Close (2 bed house), and Park Street (7 x 1 bed units, 1 x 2 bed unit). This adds to existing council units at Bromyard Road and 4 x 3 bed roomed houses leased from Platform Housing, as well as accommodation provided by external partners. Once the council's portfolio is fully operational, we will further review whether there is sufficient accommodation to meet future needs.

Goal 4	Build strong relationships with key partners leading to deliverable and quantifiable outcomes.
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- 4.15 Goal 4 has seen a new Registered Provider Liaison Group being established meeting quarterly. This group discusses opportunities for the delivery of affordable housing in Worcester as well as exploring opportunities for collaboration, identifying barriers to delivery and how these may be overcome.
- 4.16 Through these liaison meetings, the strategic priority of the Council surrounding the delivery of affordable housing has been clearly outlined and has helped to inform partners of the challenges and barriers to increased provision and development within the city. Challenges include the lack of land opportunity, the scale of sites that are available as well as their level of complexity, and the operational challenges surrounding the management of high density and medium/ high rise developments. The challenges have increased more recently.
- 4.17 Individual meetings have also been held between the Corporate Director of Operations, Homes and Communities, the Head of Homes and Communities and senior leadership with key Registered Providers to further explore opportunities to increase the development and delivery of affordable housing. This has been continued by the Affordable Housing Delivery Manager and Strategic Housing (Enabling) Officer.

Goal 5	Maximise resources available from the public and private sectors to investment in affordable housing.
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- 4.18 Progress with Goal 5 has included regular meetings being held with officers from across the council with the Department for Levelling Up, Homes and Communities (DHLUC) and Homes England. These meetings provide an opportunity for officers to articulate the growing demand for affordable housing within the city, the current shortfall in supply and the challenges being faced in delivery. As a result of this engagement, Homes England have identified Worcester as a priority delivery area for the Affordable Homes Programme.
- 4.19 Recently meetings have been held with investors surrounding key development sites within the city to outline the role of the authority in supporting and enabling delivery of affordable housing.

Goal 6	Promote and raise awareness of the benefits of affordable housing in the wider social and economic context.
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- 4.20 For Goal 6 proactive steps have been taken to directly engage with key stakeholders involved in the delivery of affordable housing. This includes Registered Providers, developers, and Government Departments. More recently officers have engaged with recently formed institutional investment backed Registered Providers.
- 4.21 Further actions include the development of a communication strategy and market engagement hub for stakeholders whereby key information surrounding housing need, funding arrangement and development opportunities can be promoted. This is currently progressing through a refresh of the housing development/affordable housing sections of the Council's website which will provide the conduit for information sharing.

Goal 7	Shape and action the Council's engagement in land promotion activities.
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- 4.22 Progress with Goal 7 will be challenging as there are limited available land options within the city. There are wider regeneration options identified within the city centre masterplan, but these will take some time and capacity to bring forward. Future options are also dependent upon future Government capital funding programmes. Consideration will be given as to whether firmed up delivery plans to support the masterplan will place the Council in a more advantageous position to attract capital funding.
- 4.23 Due to the contextual considerations set out in section 3, a review of possible alternative delivery models will be carried out to inform whether a business case may be developed for consideration by this Committee at a future date.

Goal 8	Establish the Council's appetite and explore the opportunities for joint venture working.
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- 4.24 Given the current market situation, there is a risk that there will be limited appetite for joint ventures from traditional RP partners. The council's position is compromised by its lack of land and/or capital to bring to the table. Joint venture vehicles involving the public sector are usually structured around the public sector partner bringing land or capital to facilitate land assembly. Private sectors partners bring development and construction expertise.
- 4.25 Recently officers have engaged with recently formed investment backed Registered Providers and have discussions planned with Build to Rent providers.
- 4.26 Officers have also been engaging with NHS Trusts to explore how the council could facilitate the accommodation needs of their incoming staff.

5. Future Actions

- 5.1 It is recognised that many of the actions assigned to the Delivery Plan were developed prior to the macro-economic context within which affordable housing is currently delivered.
- 5.2 In order to progress affordable housing delivery the council must understand that profile and scale of opportunities that present themselves in the city will not necessarily dovetail with the development priorities of our traditional RP partners.
- 5.3 It is important that we review our traditional approaches to delivery and officers will be working to consider alternative approaches to affordable housing delivery, which will include delivery by way of partnership and direct delivery by the council. There are current options actively being explored which will facilitate additional delivery. Recommended options will be brought before the relevant committees as and when developed.
- 5.4 Officers will be working with colleagues in Wychavon District Council and Malvern Hills District Council on the affordable housing allocations for the Worcester City on

the strategic site allocations identified within the emerging South Worcestershire Development Plan. Officers will be participating in the two workstreams originating from the Worcestershire Housing Strategy.

- 5.5 A report will be presented to this committee during Autumn 2024 to further update Members on progress against the strategy and delivery plan.

Ward(s): All

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Background Papers: Appendix 1- Worcester Housing Enabling Delivery Plan
Appendix 2- Detail of anticipated 2023/24 delivery of Affordable Housing

Appendix 1 Housing Enabling Strategy Delivery Plan 2023 - 2026

Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
Goal 1	Maximise affordable housing provision across all development sites where there is a residential use.				
1A	Deliver 1100 affordable homes in the lifetime of this Strategy.	JB/DaR	Apr 23	Mar 26	197 to date
1B	Delivery 500 Worcester City boundaries	JB/DaR	Apr 23	Mar 26	105 to date
1C	Delivery 600 in Wider Worcester Area	JB/DaR	Apr 23	Mar 26	92 to date
1D	Delivery 360 homes in 2023/24 (including the urban extensions).	JB/DaR	Apr 23	Mar 24	197
1F	Work with the County Council to develop an agreed approach to affordable housing provision on the Shrub Hill development site.	KM	Apr 23	June 24	This is on track. Understand that a development partner will be sought through competitive tender in Spring. Council input as a planning authority. On track.
1G	Engage at an early stage in relation to strategic sites to ensure maximising affordable housing delivery.	DaR/HM/JP	Apr 23	Mar 26	This is on-going. WCC Planners and enablers effectively liaise with sub-regional partners. On-going
Goal 2	Put in place a strategic housing and enabling function that supports the objectives of the Housing Enabling Strategy.				
2A	Review current roles/skill sets and reporting lines within the enabling and housing strategy functions.	TM	Apr 23	May 23	Complete

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Appendix 1
Agenda Item 8

Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
2B	Define clearly both the housing strategy and the housing enabling functions/roles specifically focusing on the need for early intervention in potential schemes and the unlocking of sites.	TM	Apr 23	Jun 23	Complete
2C	Design the job roles and identify any additional budgetary requirements.	TM	Apr 23	July 23	Complete
2D	Undertake recruitment exercise addressing identified skill gaps.	TM	Jul 23	Sept 23	Complete
2E	Establish a brief for the appointment of a retained specialist external advisor and undertake recruitment exercise.	TM	Apr 23	Jun 23	Delete goal.
Goal 3	Ensure that corporate objectives and planning policy and practice support the delivery of new affordable homes.				
3A	Review the City Plan and other existing and emerging strategies to ensure that there is effective consistency and 'read across' between strategies to optimise affordable housing delivery. Propose amendments.	JB	Apr 23	Mar 24	The City Plan states under Stronger and Connected Communities: Increase the number of affordable homes built. City Centre Masterplan builds upon City Plan and references affordable housing as a priority. Complete
3B	Adopt Worcestershire County Housing Strategy.	TM/JB	July 23	Sept 23	County wide launch in February 2024. 2 workstreams where WCC officers are represented. Complete
3C	Review, amend and approve the Asset Disposal Policy and associated processes to ensure that all assets that are declared surplus to requirements go immediately to the options appraisal process. (see Action 3D).	KM/JB	Aug 23	Jan 24	Asset Management Plan (AMP) supports affordable housing deliver through SA2 2022 Action 7, SA3 2022 Action 11, SA5 2019 Action 17. Complete
3D	Design an option appraisal methodology to identify constraints and opportunities (including viability, planning and location) to assess the suitability of council assets, which are surplus to requirements, to support the prioritising of affordable housing delivery.	KM/JB	Oct 23	Dec 23	Action 11 of the AMP states the AHWG will oversee the investigation of Council sites for development potential. The AMP lists Council owned sites which we are reviewing and bringing options to the AHWG. Complete

Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
3E	Once an asset is approved for use as affordable housing, design a detailed process to ensure that the repurpose/development is progressed in an efficient and timely manner; with suitable gateways and approval milestones in place.	KM/JB	Oct 23	Dec 23	This is through the AHWG. Process in place. Complete
3F	Review the Asset Disposal Policy with a view to obtaining agreement that the council will consider disposing of assets at less than market value (having taken suitable legal and regulatory advice) where there is the potential to maximise affordable housing delivery.	KM/JB	Jan 24	Feb 24	This needs to be progressed. New target date proposed June 24.
3G	Establish a policy reflecting the council's approach to the use of compulsory purchase orders.	KM/JB	Jan 24	Mar 24	3G and 3H are missing a first stage in that there needs to be an assessment of land availability outside of public ownership. We then need to assess the Council's appetite for land acquisition in principle. New target date proposed June 24.
3H	Establish a policy reflecting the council's approach to land acquisition.	KM/JB	Jan 24	Mar 24	Subject to wider review of Strategy. New target date proposed June 24.
3I	Keep under review affordable housing needs data, including waiting list trends. (checking that housing need is not being masked by processes for assessing and recording applications for the waiting list).	JB	Apr 23	Mar 26	Annual review of the LAHS return to establish need. Update of affordable housing need (SHMA) through SWDP review. On-going
3J	Establish a process for monitoring delivery against identified need requirements.	JB	Apr 24	June 24	This is in progress. Use of LAHS return stats. On-track
3K	Draw up and agree terms of reference and delegations, including attendance and decision-making powers for the Affordable Housing Development Group Ensure the role of the Affordable Housing Development Group is defined in the process in Action 3D.	JB	Apr 23	June 23	Complete

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Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
3L	Review the contract with the existing planning viability consultant, to assess success in maximising the amount of affordable housing provided where planning applicants are proposing a reduction of affordable on viability grounds.	JB, DuR, KM		June 24	All viability valuers should be following RICS guidance. Review with Planning and Property. Pending
3M	Depending on the outcome of Action 3L , establish a brief and undertake a commissioning process to appoint a suitable consultant.	JB, DuR, KM		June 24	See above
3N	Implement agreed measures based on the developed business case to increase the supply of temporary accommodation.	TM, RB	May 23	Mar 24	On-going . Review to June 24
3O	Review with Sanctuary HA the successes and lessons learnt from the development of the Sansome Walk scheme and report to relevant teams.	DaR	Jan 24	Mar 24	Contracts just signed. Initiate 'lessons learned' review prior to yearend. New target date proposed Jun 24. Pending
Goal 4	Build strong relationships with key partners leading to deliverable and quantifiable outcomes.				
4A	Draw up and agree terms of reference, including the definition of an agreed purpose, for the Registered Provider Liaison Group.	LG/TM	Apr 23	June 23	Complete
4B	Explore with RP partners their requirements from the Council in order to enable to assist them in speeding up delivery of affordable housing. In addition establish how RP's can support the Council (including through investment and use of their resources) to increase affordable housing supply.	JB	Apr 23	Mar 24	This is taking place on an on-going basis. RPs are not proactive in the market at the moment and are reviewing growth strategies due to business plan constraints. A broader review of partnerships is required which includes smaller third sector organisations and private providers. Subject to review, revise target date to July 24
4C	Focus on developing strong strategic relationships with two affordable housing providers, identified based on the ARK research and starting with Sanctuary Housing Association and Rooftop Housing Association. See Actions 4C and 4D .	JB	Apr 23	Mar 24	This needs to be reviewed in light of comments in 4B. On-going

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Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
4D	Engage with the senior leadership (Director of Development) at Sanctuary Housing Association to build on the liaison outcomes and specific suggestions in the ARK report including exploring regeneration opportunities in Worcester city centre.	LG/TM	Apr 23	Dec 23	Complete
4E	Engage with either Rooftop's Development Director or Chief Executive to consider the added value suggestions for additional grant support for a specific site in Worcester and how this could evolve into a wider special relationship on new homes development.	LG/TM	Apr 23	Dec 23	Complete
4F	Meet with Malvern and Wychavon district councils focused on developing a more structured approach to maximising affordable housing delivery in the SWDP including how shared services arrangements for enabling are structured.	JB/DuR/DaR	Apr 23	Mar 24	This is on-going. New assessment of respective housing need to inform respective allocations on urban extension sites. Revise target to Sept 24
4G	Linked to goal 2, ensure that WCC has the capacity to fully represent WCC's interests and support delivery of affordable housing on the SWDP sites.	TM	Apr 23	Dec 23	New enabling team in place. Complete
4H	Establish a working group with SWDP partners/WCC colleagues to put in place a new Affordable Housing Supplementary Planning Document.	JB/DuR/DaR	Apr 24	Mar 25	This will occur following adoption of the SWDP. On track
Goal 5	Maximise resources available from both the public and private sectors to invest in affordable housing.				
5A	Engage with Government agencies (Homes England and DHLUC) at both strategic and operational level through regular meetings/dialogue.	JB/DaR/DuR/KM	Apr 23	Mar 26	Meetings are held with Homes England every two months. Specific meetings with DHLUC regarding the LAF programme. On-going
5B	Clearly identify the "funding ask" in relation to affordable housing and articulate this to Government agencies.	JB/KM	July 23	Mar 24	This is on-going. Approach on a site by site basis through Continuous Market Engagement. Revise target to on-going
5C	Develop a better standard of engagement and understanding of the One Public Estate in relation to affordable housing.	KM	Sept 23	Mar 24	No sites suitable for OPE December bid round, which is the last. Delete target
5D	Develop a compelling offer focusing on how WCC's enabling role will add value and instil confidence in partners to enable them to invest in	TM/JB/DaR	Sept 23	Mar 24	Under further consideration considering changed market dynamics. Note that the

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Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
	Worcester. This could include assisting with pump priming/gap funding where this enables the increased delivery of affordable housing.				Council does have the capital budget to facilitate. Revise to Sept 24
Goal 6	Promote and raise awareness of the benefits of affordable housing in the wider social and economic context.				
6A	Work with colleagues in the Corporate Communication Team to formulate a Communication Strategy associated with the Housing Enabling Strategy which identifies target audiences, the most effective means and timeliness of communication.	DaR	Apr 24	Mar 25	Through website review. On track
6B	Develop an effective market intelligence/information hub for stakeholders in the affordable housing delivery sphere (to include strategic priorities, information on housing need, funding support available and on the development of planning frameworks and infrastructure development).	JB	Apr 25	Mar 26	Link to 3I. On track
6C	Attend relevant meetings to ensure engagement and understanding of the implementation of the City Centre Master Plan. Ensuring that affordable housing has a key role and demonstrate its ability to attract investment and create diverse communities.	CLT	Apr 23	Mar 26	This needs to be led corporately. On-going
6D	Undertake research to establish and promote how affordable housing can be a successful element of city and town centre regeneration.	JB	Nov 23	Mar 24	Lack of appetite from traditional partners. Review of delivery options and partners. Revise target to Sept 24
Goal 7	Shape and action the Council's engagement in land promotion activities.				
7A	Undertake a scoping event to establish a view of what a pro-active land promotion role would look like for WCC. This should cover agreeing the scope of a centralised land promotion function, how it could/should connect with linked council functions, who leads it (for example, is it quasi-independent led by the council, what resources can partners input and how might these be shared?)	JB	Oct 24	Dec 24	Current development context doesn't support this approach. Tied in with review of delivery partner options as set out in report. On-going

Strategic Objective	Action	Lead	Timescale		
			Start	Finish	2023/24
7B	Explore the options with the Registered Provider Liaison Group, establishing which partners are willing to develop ideas and explore the options further.	LG/JB	Jan 25	June 25	Traditional partners are focussed on large scale opportunities. This will continue. Need to develop new partnerships to maximise bespoke and city centre opportunities. On-going
7C	Develop a business case and establish the budgetary requirements for the land promotion activity, including which organisations are best placed to invest in this activity.		Jan 25	June 25	See 7A
7D	Explore and establish appropriate leadership and governance arrangements, to ensure accountability.		Jan 25	June 25	See 7A
7E	Consider the resource required to enable the tasks in Actions 7A - to 7D to take place, bringing in third party expertise to drive these activities forward.		Jan 25	June 25	See 7A
Goal 8	Establish the Council's appetite and explore the opportunities for joint venture working.				
8A	Explore opportunities in relation to individual sites where the council owns land or where acquisition of land would aid development and increase the supply of affordable housing.	JB/DaR	Apr 23	Mar 26	On-going. Liverpool Road feasibility design being undertaken at risk by 3 rd party. On-going
8B	Put in place a process for assessing, evaluating and approving any joint venture opportunities that are presented by third parties, including examining and determining the council's approach to risk.	JB/DaR	July 23	Sept 23	On-going
8C	Explore the options with the Registered Provider Liaison Group.		July 23	Sept 23	On-going

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Appendix 2- Details of affordable housing delivery**Current year 2023/2024****Worcester City delivery**

The table below sets out the delivery of affordable housing within the City of Worcester for quarters 1, 2 and 3 of the 2023/24 financial year, and the current forecast for completions expected in Quarter 4. Note this assumes the delivery of Broomhall Way in 2023/24, which is at risk of slippage to 2024/25 as explained in paragraph 3.

Affordable Housing Delivered/Committed within the City of Worcester in 2023/24

Site	RP	Q1 to Q2	Q3	Q4
University Park Drive Phase 2 (Bromyard Road)	Stonewater	No delivery	30	67
Broomhall Way	Rooftop	No Delivery	0	40
Total New Homes				107
LAHF Bridging unit for Afghans	Platform	No Delivery	0	1
LAHF units Ukrainian	Platform	No Delivery	0	4
TOTAL incl. LAHF			30	112

Stonewater have advised that the handovers at University Park Drive are progressing monthly and the contractor Vistry is ahead of schedule on the site so 97 units out of 120 on the scheme will complete in this financial year, and the remaining units will complete in 2024/25 Q1.

At present, we expect to secure 40 units at Broomhall Way with Rooftop by the end of 2023/24. Rooftop have advised that s278 and s38 highways approval are delayed and liaison between developer and the Worcestershire County Council is underway to resolve this as soon as possible. It is possible that the first phase of Broomhall Way may slip into 2024/25 if delays are incurred.

Urban Extension Delivery

The following table shows the completions of new affordable housing within the Wider Worcester Area (WWA) of the current South Worcestershire Development Plan (SWDP). These sites are urban extensions of Worcester City into parts of Wychavon and Malvern Hills which are contiguous with the City Boundary. Due to the cross-boundary nature of development, a proportion of units are allocated to meet Worcester's housing need.

Affordable Housing Delivered/Committed on the Urban Extensions of the Wider Worcester Area for Worcester City's Needs.

	RP	Q1	Q2	Q3	Q4	TOTAL
Swinesherd Way Phase 3A	Platform	34				34
Swinesherd Way Phase 3A (additionality)	Citizen				14	14
Earls Court Farm Phase 1 Redrow	Walsall Housing Group				18	18
West Worcester Phase 1	Bromford		19			19
Earls Court Farm Phase 1 Taylor Wimpey	Platform				26	26
Swinesherd Way Phase 3B	Citizen			5		5
Swinesherd Way Phase 3B First Homes	Persimmon Homes			2		2
TOTAL		34	19	7	58	118

Within the urban extension sites, 59 properties were delivered between Q1 to Q3 on large S106 sites at Whittington and West Worcester. A further 52 homes are due to complete within the urban extensions in Q4. There include completions at Whittington and Earls Court Farm. There is a level of additionality to be provided (this refers to units secured over and above the planning requirement) by Citizen at Whittington.

The following tables show the types and tenure of affordable housing which has been delivered or is forecast to deliver over 2023/24.

Tenures of Affordable Housing which is to be delivered 2023/24

Location	Social Rent	Affordable Rent	Shared Ownership	Rent to Buy	First Homes	TOTAL
Worcester City Sites	51	27	59	4	0	142
Urban Extension Sites	76	0	40	0	2	118
TOTAL	127	27	99	4	2	260

A range of affordable tenures have been delivered both in the city and on the urban extensions. 46% of completed affordable dwellings were delivered as social rented and affordable rented housing. Shared ownership properties accounted for 38% of all new affordable properties built. We have also delivered our first

properties for Rent to Buy and First Homes to diversify opportunities for residents of the city.

There has been strong delivery of family sized housing with 2 to 4 bedrooms on both city sites and within the urban extensions. These will contribute to meeting our main demand from both register and transfer applicants. This will also lead to opportunities for further moves within existing stock thus having strong benefits for the overall affordable housing supply. New 1 bed and 2 bed bungalows and ground floor flats built as part of the new supply have wet rooms and have been designed to be accessible to those with mobility issues.

Number of Bedrooms of Affordable Housing to be delivered 2023/24

Location	1 Bed	2 Bed	3 Bed	4+ Bed	TOTAL
Worcester City Sites	12	55	62	13	142
Urban Extension Sites	15	55	37	11	118
TOTAL	27	110	98	24	260

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