

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/JB	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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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

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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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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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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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	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

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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