

Torbay Housing Enabling Action Plan - Task Matrix Amended Final Draft - 20th Dec 04)

	A	B	C	D	E	F	G	H	I
1		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
2		Objective 1 - Maximise the Provision of Sustainable New Affordable Homes through the Planning System							
3		<p>A. To maximise the number of new affordable homes from sites emerging through the planning process, using a transparent and fair assessment methodology</p> <p>B. To develop a suite of options for those seeking affordable housing to include rented housing, low cost home ownership and other "intermediate" options</p> <p>C. By taking an open and inclusive approach with developers, to minimise resistance and reduce the risk of delays in the provision of affordable housing.</p> <p>D. To deliver the target numbers of affordable housing units over the next 3 years via various mechanisms, as per Appendix 2</p>							
4		Actions							
5	1.1	Set up joint working arrangements between Housing, legal services, Strategic and Environmental Planning Services and Development and Conservation Services and the retained Affordable Housing Negotiator, to review the suitability of sites coming forward and assess the appropriate affordable housing provision/contribution, based on the Council's policies. Where appropriate, to consider the potential for the particular development to provide the required level of affordable housing.	AC, SS, LC, MF	Apr-04	Sept 05?	Hawkcrest Retainer and Torbay staff	Affordable Housing Flow Chart		Informal working arrangements now well established between Hawkcrest and Torbay Staff and can now be formalised by way of regular monitoring by HPTF and PHAG meetings
6	1.2	Set up a system whereby development viability issues are considered by the Affordable Housing Negotiator with appropriate reporting/recommendations to be made to Planning and Housing Officers.	HPTF	Apr-04	Sept 05?	Hawkcrest			Since April 04, viability assessments/negotiations carried (out or in progress) for sites including - The former Dolphin Holiday Park, 231 Torquay Rd Paignton, Hotel Blue Conifer, South Devon College, Royal Seahorse Hotel, Brixham Harbour regeneration scheme

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7		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
8	1.3	Produce a "Developer's Pack" to clarify the Council's aspirations and requirements for affordable housing, as part of the review of Supplementary Planning Guidance	AC/DP/JT		Feb-05	Hawkcrest and Torbay staff	Update of SPG and flow chart after Government PPS is issued		This document should be readily understood and capable of being updated easily as circumstances change - could be in the form of a Power point Presentation and issued on CD?
9	1.4	On larger sites, assign the independent Affordable Housing Negotiator to lead negotiations with developers over affordable housing provision, to include involvement in the formulation of the Section 106 Agreement.	HPTF	Apr-04	Sept 05?	Hawkcrest and Torbay staff			Negotiations being led on a number of the sites referred to under Objective 1, Action 2
10	1.5	Prepare a Contributions Policy Document setting out the various contributions which will be sought, together with the methodology for calculation. This should operate in conjunction with a policy for "pooled" contributions for infrastructure costs. Also consider a protocol for "arbitrating" between competing planning obligations, where site viability constrains the overall amount of contribution available	AC/IW/LU approved by HPTF		May-05				IW preparing document at present - this will lead into the Planning Contributions Policy Document which will be required as part of Local Development Framework. Need to look at contributions from AH props too
11	1.6	Produce an affordable housing flow chart to demonstrate how and when each department gets involved, depending on delivery mechanism	AC/JT/LB		Dec-04		Links to Developers Pack and SPG		This document should include RSLs in terms of how/when they become involved with sites, and how Torbay is notified
12	1.7	Review Supplementary Planning Guidance, particularly in connection with mechanisms for determining the cost/value of affordable housing, and standard requirements for Section 106 Agreements	AC/DP/JT		Apr-05		Link to Devrs pack and Flow Chart		This review has begun and has included an updating of the TCI based mechanism for the calculation of commuted sums. Further work on this will be possible after the issue of the Government's awaited PPS guidance

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13		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
14	1.8	Agree standard planning conditions for RSLs (Partnership Strategy p68 action 4 June 2004) <i>(Note - This existing action may need to be reconsidered in the light of grant to developers and proposals in the draft revised Circular on planning obligations to encourage standard heads of terms/model clauses and unilateral undertakings generally)</i>	HPTF SS/AC		Dec-05		Link to 3 Dragons Research re S106 Good Practice		
15	1.9	Produce a development viability “toolkit” methodology for Planning Officers to help inform calculations over the amount and type of affordable housing to be provided, pursuant to policies H5 and H6 as part of the adopted Torbay Local Plan and as part of the review of SPG	AC/LC/DP		Jun-05				Include simplified methodology for assessment of development viability
16	1.10	Develop proposals to increase the provision of mixed use development opportunities to reduce travel to work times <i>(Partnership Strategy p68 action 5 Dec 2004)</i>	LU/DP/IW/AC		Dec-04				Important to consider how we deal with AH in perpetuity for both RSLs and Developers
17	1.11	Investigate mechanisms for retaining affordable housing in perpetuity where appropriate (Partnership Strategy p68 action 6 amended April 2004)	HPTF and SS/AC		Apr-05				
18	1.12	Investigate new ways of involving the community, including neighbourhood profiling and linked work on ward partnerships using a strategy and research team	HPSG		Jan-06				

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19		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
20		Objective 2 - Develop a Proactive and Strategic Approach to land and funding for affordable housing development							
21		resources" for affordable housing. B. To operate in a strategic and co-ordinated manner to minimise duplication and target resources in the most effective way possible C. In conjunction with the Tobay Private Sector Strategy, create a strategic approach to development that will: i). Make best use of existing stock (including RSL stock) and its overall condition in Torbay ii). Revisit Torbay's approach to regeneration and renewal to ensure an integrated approach with the Private Sector iii). Increase involvement from the Private Sector i.e. Developers and Landowners							
22		Actions							
23	2.1	Conduct a review of the Council's landholdings and opportunities for linked development with the Riviera Housing Trust land	AC/JT/GM/PR		Jan-05				Review of potential sites undertaken in conjunction with Estates Dept, and financial modelling exercise conducted. Report taken to the Corporate Asset Management Team. Review of RHT/Torbay linked sites commenced. Need to decide way forward
24	2.2	Carry out an exercise to establish the identity of the major landowners in Torbay and liaise with them over land availability for affordable housing	LU/JT/AC		Mar-05				
25	2.3	Develop proactive land finding mechanisms, which could include investigating remodelling/change of use of existing buildings	LU/AC		Mar-05		Link with 2.2, and Empty Homes Strategy?		

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26		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
27	2.4	Produce 2 and 10 year development plans based on Council and other site opportunities	HP Devt Group		Jul-04				Plans produced - and act as mechanism for registering sites - need to be updated at each quarterly meeting
28	2.5	Consider and consult on options for a revised site and grant distribution system for preferred partners, which maximises our ability to cross subsidise between tenures to minimise grant input, takes into account Government expectations over provision of affordable housing through planning, the availability of Housing Corporation grant and Council Policies	AC/LU		Dec-04				Options to be drawn up in consultation with the Housing Corporation and discussed with the Development Group.
29	2.6	Map Recycled Grant Funds available for Torbay and develop a disposal policy (As per Partnership Strategy p66 action 3 - April 2004)	Development Group and JT/LU		Apr-05				
30	2.7	Consider a partner RSL development consortium approach to appropriate sites	LU/JT/AC		Feb-05				Before HC bid round
31	2.8	Continue to develop links with the Torbay Development Agency, with particular regard to regeneration projects	LU to meet Richard Morgan		Dec-04				
32	2.9	Explore the feasibility of using commuted sums funded by S106 sites to provide private sector solutions for "move on" accommodation, including "Private Finance Initiative" Projects.	DP, Legal Services and LU		Sep-05		Review of SPG		

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33		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
34		Objective 3 - Support Effective Co-ordination of the Torbay Housing Partnership Development Group							
35		A. Maximise affordable housing within Torbay through a closer relationship between the Private and Public Sector. B. Increase funding opportunities and make the best use of the funds available. C. Create a strategic approach to development that will: i) Make the best use of existing stock and its overall condition in Torbay ii) Revisit Torbay's approach to regeneration and renewal to ensure an integrated approach with the private sector iii) Increase involvement from the private sector i.e. developers and landowners							
36		Actions							
37	3.1	Establish Vision and formal terms of reference for the Development Group	HPTF		Mar-05				
38	3.2	Agree targets for the delivery of affordable housing by various mechanisms over the Local Plan Period	JT/LU/Dev Group		Sep-04		In Appendix 2		
39	3.3	Review the Housing Enabling Action Plan Task Matrix every 3 months	At Dev Group meetings quarterly		Dec-04				Quarterly review - at next Devt Group Meeting
40	3.4	Review the role of developers and investigate collaborative ways of working with the Development Group (Amended from The Partnership Strategy p68 action 2 Dec 2004)	JT/LU/Dev Group		Dec-04				Developers were involved with the 2 Annual Conferences - should there be more involvement?

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41		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
42		Objective 4 - Ensure Focussed Monitoring of Affordable Housing Enabling Activity							
43		A. To ensure consistent and targeted monitoring of enabling performance by housing and planning officers in a co-ordinated way. B. To increase the profile of affordable housing by including it as a key element to be monitored in wider Council performance indicators							
44		Actions							
45	4.1	Establish a Microsoft Access based database to assess key data, with training as required <i>(Note - this could link to/be included within the S106 data base held by Torbay Finance Department)</i>	JT/LB		Dec-04				
46	4.2	Capture allocation, tenure and house size data by location sub set of database, linking as appropriate to any neighbourhood profiling exercises being carried out	LB/JT		Dec-04				Meeting held to discuss and agree parameters for data collection
47	4.3	Progress updates centrally to be accessed by both Housing and Planning Officers to prevent duplication and improve retrieval	LB/JT		Dec-04				
48	4.4	Link to a spreadsheet monitoring the source and use of commuted sums from developers within defined timescales	JT/LB		Dec-04				Note - Finance Dept have monitoring spreadsheet which can be used (Lynette Royce)

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49		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
50		<i>Objective 5 - Enable Capacity Building and Skills Transfer within Torbay Council and across the Torbay Housing Partnership</i>							
51		A. To increase the development skills and enabling capacity of the Housing Services, Legal and Planning Teams generally. B. To support and assist the newly forming Housing Services Team in order to maximise outcomes. C. To conduct appropriate training for members and officers on affordable housing issues							
52		Actions							
53	5.1	Produce the Housing Enabling Action Plan and work with officers to monitor outcomes	AC		Dec-04	Hawkcrest			
54	5.2	Ensure that the work being carried out under the Affordable Housing Retainer arrangement is carried out in close liaison with Housing and Planning Officers and that the methodology and outcomes are clearly set out and documented, in order to build capacity and transfer skills	AC/LU		Mar-05	Hawkcrest/Torbay officers			Ongoing process during retainer until March 05 or longer by agreement
55	5.3	Review member's and officer's training needs for affordable housing and prepare/deliver appropriate training	AC/SS		Apr-05	Hawkcrest/Torbay officers			Review programme in April 05, and deliver by Sept 05
56	5.4	Develop an improved corporate understanding of development viability issues and judgements on what is a reasonable affordable housing contribution on a site by site basis	DP, IW, LU and AC		Sep-05				

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57		Objectives and Actions	Ownership	Start	Finish	Resources	Links	Community Plan	Updates/Comments
58		<i>Objective 6 - Pursue the Use of Best Practice and Maximise Publicity for the Torbay Housing Partnership</i>							
59		A. To ensure that the Council keeps up to date with 'best practice' in the field of affordable housing and that such good practice is disseminated effectively to the Housing Partnership. B. To achieve effective promotion for individual affordable housing schemes and the Housing Partnership overall. C. To achieve Beacon Status for Torbay Council in the provision of affordable housing							
60		Actions							
61	6.1	Develop a PR/Communications Strategy for the Torbay Housing Partnership, which should include the following;			Mar-05				Present Strategy to the Devt Group in March 05
62		> Develop a system of "capturing" best practice and disseminating this effectively to relevant parties							Investigate the possibility of incorporating a "best practice slot" at Dev Group meetings
63		> Actively promoting all affordable housing schemes, especially at the start and completion of developments, by way of TV, radio and press, to tackle anti development sentiment	JT						Programme of "upcoming" schemes to be produced and appropriate events timetabled
64		> Torbay Housing Partnership involvement in RSL publicity events	JT						Ask RSLs for details of any planned/likely events
65		> Targeting the most deprived areas and engage the community with Partnership successes							
66		> Reviewing Scheme signage/hoarding [include website?]							

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67								
68	Objective 7 - To be inclusive and Innovative in the Provision of New Homes							
69	A. Provide innovative new housing solutions to engage residents effectively and improve their long term well being. B. To promote innovative design and energy efficiency in building					Link to neighbourhood profiling		
70	Actions							
71	7.1 Explore options to empower self build housing schemes (Partnership Strategy p68 action 7 amended - June 2005)	LU	TBA					
72	7.2 Explore innovative models of providing affordable housing (Partnership Strategy p68 action 8 - Sept 2004)	LU	TBA					
73	7.3 3. Strengthen the Torbay Housing Partnership's sub regional housing market approach, by Investigating cross boundary initiatives with neighbouring local authorities, in addition to setting up a cross boundary Housing Enablers Forum (Partnership Strategy p66 action 8 - June 2004)	LU	TBA					
74	7.4 Investigate off site manufacture of affordable homes (Partnership Strategy p68 action 9 - June 2004)	JT	TBA					
75	7.5 Develop a home building project, linked with the Torbay Development Agency, to focus on energy efficiency and work skills for the homeless	JT	TBA					
76	Key							
77	Torbay Housing Services - Simon Sherbersky (SS), Lizzie Utley (LU), James Toler (JT)							
78	Torbay Strategic Planning - Mike Fox (MF). David Pickhaver (DP), Liz Boyd (LB)							
79	Torbay Development and Conservation Services - Les Crump (LC), Ivan Woodcock (IW)							
80	Riviera Housing Trust (RHT) - Paul Richards (PR)							
81	Hawkcrest - Andrew Chamen (AC)							
82	HPTF = Housing/Planning Task Force							
83	PHAG = Planning/Housing Action Group							
84	HPSG - Housing Partnership Steering Group							
85								