

Housing Delivery Test

Part 2: Housing Delivery Action Plan

August 2019



Oldham
Council

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1 Introduction

- 1.1 Part 1 of the Action Plan sets out the context, evidence and root causes for housing under-delivery within Oldham. This is in a separate document.
- 1.2 Part 2 sets out the individual actions identified by the council to improve delivery, in order to ensure that we provide a diverse Oldham Housing Offer that is attractive and meets the needs of different sections of the population at different stages of their lives.
- 1.3 An Action Plan is intended to be a practical document, focused on effective measures aimed at improving delivery within an area underpinned by local evidence and research of key issues. It will be a live document, reviewed and updated as appropriate.
- 1.4 This is Oldham Council's first Action Plan, drawn up in response to the Housing Delivery Test: 2018 results published February 2019.

2 Summary of root cause analysis, housing delivery and supply issues

2.1 Analysis of housing delivery and the make-up of the housing land supply identifies a number of issues, which together contribute towards under-delivery within the borough. In summary, these are:

- The increase in housing requirement to 692 a year is a significant increase on our requirement set out in the Local Plan (289 a year) and will require a step change in housing delivery and supply.
- There is a need to ensure that brownfield sites come forward for development - 70% of the housing land supply is on brownfield land, with a significant proportion on sites of between 50 to 199 dwellings and 200+ dwellings, offering opportunities to broaden the breadth of development opportunities across the borough.
- Scale of development coming forward – minor sites (of less than 10 dwellings) make up 84% of sites granted planning permission in the last ten years. The number of major sites coming forward is relatively low. However, they do form a significant proportion of the supply. Nevertheless ‘major’ sites in Oldham are still relatively small with the majority having a capacity of under 50 dwellings:
 - Number of major sites of 10 to 49 dwellings – 77
 - Number of major sites of 50 to 199 dwellings – 31
 - Number of large scale major sites of 200+ dwellings – 1

We therefore need to increase the number of major sites coming forward, in particular those with a capacity of 100 to 200+ dwellings, especially as these are more attractive for housebuilders and which, as the analysis has shown, appear to be developed faster.

- Build-out rates - larger schemes are being commenced faster than smaller ones. Yet, as outlined above the number of major sites coming forward is relatively small.
- Delivery of minor sites - evidence indicates that there is less of a market for minor sites and, where there is, there is less impetus for the site come forward quickly. There is a need to look at how we improve the delivery of smaller sites, particularly as they make a large contribution to our housing land supply.
- Over-reliance on SHLAA sites without planning permission or an allocation – with 54% of the housing land supply (as at 1st April 2018) made up of potential housing sites that do not currently have any planning status.
- Issues around the implementation of planning permissions, which may for example be due to viability and delivery.

3 Housing delivery action plan

- 3.1** Oldham Council and its partners have had many successes over the last few years that have helped improve housing in Oldham, as identified in the Council's Housing Strategy.
- 3.2** Reflecting the housing delivery analysis identified in Part 1 – Housing Delivery Context, Evidence and Root Cause Analysis, the actions aimed at increasing delivery across the borough and set out below are structured around the following themes:
- Improving capacity and processes.
 - Increasing the delivery of sites within our housing land supply, in particular on brownfield land.
 - Delivery of the council's ambitions to improve and increase the housing offer within Oldham.
- 3.3** The responsible lead for all actions is the Director of Economy.

| Action required | Task description | Expected outcomes | Timescale ⁽¹⁾ |
|--|---|--|--------------------------|
| Improving capacity and processes | | | |
| Continue and improve member training as appropriate. | Continue to provide annual training to Planning Committee members with interim updates as required. | Better understanding regarding the role and process of Planning Committee. | Short |
| | Ensure ward members clearly understand the expectations, and role, of Planning Committee (for example through the use of newsletters providing updates regarding changes to legislation and policy as appropriate). | Better understanding regarding the role and process of Planning Committee. | Short |
| | Review process in consultation with members as appropriate for delegating planning applications and member call-in. Including a review of the Planning Scheme of Delegation. | No more than 5% of planning applications are determined at Planning Committee. | Short |

¹ Timescales are: Short (within 12 months), Medium (within 3 years) and Long (3 years onwards).

| Action required | Task description | Expected outcomes | Timescale ⁽¹⁾ |
|---|--|--|---------------------------------|
| Review and improve residential planning application processes | Introduce a pre-application advice service that incorporates a 'one team approach' to ensure more effective communication and consistent messaging regarding planning priorities and requirements. | Better communication between council departments and provision of consistent advice to prospective developers. | Short |
| | Continue dialogue with developers and registered providers through the Oldham Housing Board (proposed as part of the Housing Strategy) and holding six-monthly developer forums as appropriate. | A wider understanding of issues regarding housing delivery and more effective implementation and monitoring of the Housing Delivery Action Plan. | Short |
| | Improve the efficient execution of S106 agreements. | Reducing the time taken to secure agreements and increasing the monitoring of those that are in place. | Short |
| | Review planning obligations and priorities to provide clarity regarding planning requirements. | Greater understanding regarding council priorities and clarification (for developers) regarding the council's expectations. | Medium |
| | Introduce the use of Planning Performance Agreements (PPA's) for larger scale developments and more complex housing sites. | Agreement of realistic determination timescales and increase in the number of PPA's. | Medium |

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| Action required | Task description | Expected outcomes | Timescale ⁽¹⁾ |
|---|--|---|--------------------------|
| Increasing the delivery of sites within our housing land supply, in particular on brownfield land. | | | |
| Identify deliverable and viable housing sites across the borough and support their delivery, with a focus on brownfield land. | Review the housing land supply (including lapsed and stalled sites) and identify 'priority' sites and prepare a supporting delivery plan to set out how these will be brought forward, and their delivery reviewed. | An action plan setting out how 'priority' sites will be delivered. The action plan will be reviewed and updated regularly to demonstrate how the council, and its partners, are facilitating the delivery of housing. | Short |
| | Prepare planning briefs for 'priority' sites where appropriate, providing clear direction regarding policy framework, requirements and expectation (including obligations and standards). | Preparation of planning briefs for 'priority' sites where appropriate. | Medium |
| | Identify suitable opportunities for the delivery of larger scale 'major' sites within the urban area, capable of providing 100/200+ dwellings through future SHLAA reviews and identify mechanisms to facilitate their delivery. | Identification of opportunities for the delivery of larger scale 'major' sites in the urban area. | Medium |
| | Review and improve the Brownfield Register and the supporting information available to facilitate delivery of sites (including use of the Brownfield Site Risk Calculator). | Improved Brownfield Register and supporting information. | Medium |

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| Action required | Task description | Expected outcomes | Timescale ⁽¹⁾ |
|---|--|--|--------------------------|
| | Continue to enable members of the public to put forward suitable, achievable and available sites for housing delivery for consideration as part of future SHLAA reviews. | Members of the public are able to put forward suitable, achievable and available site for housing delivery as part of an open Call for Sites that will feed into SHLAA updates as appropriate. | Short |
| | Identify opportunities to package suitable sites together and explore and maximise funding opportunities to bring 'priority' sites forward. | Delivery of residential development on priority sites that would otherwise not be developed. | Medium |
| Small site development | Explore opportunities for facilitating and supporting the delivery of self-build and community-build through providing guidance on how to bring forward those sites. | Increase delivery of self-building and community build housing. | Medium |
| Delivery of the council's ambitions to improve and increase the housing offer within Oldham. | | | |
| Support the implementation of the Housing Strategy | Implementation of the council's Housing Strategy 2019 Delivery Plan. | Delivery of Housing Strategy 2019 ambitions and outcomes. | Medium |
| | Planning officers to contribute towards the preparation of 'Place Plans' and 'Housing Insights', identified in the council's Housing Strategy, to inform the Local Plan process. | Place Plans and Housing Insights in place as appropriate. | Medium |

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| Action required | Task description | Expected outcomes | Timescale ⁽¹⁾ |
|--|--|--|---------------------------------|
| Support the implementation of the Oldham Town Centre Masterplan | Support implementation of the Oldham Town Centre Masterplan and Delivery Plan, including the focus on residential development with the delivery of 2,000 new homes. | Delivery of the Oldham Town Centre Masterplan and residential development to meet local housing need and delivery future housing growth. | Long |
| Support the implementation of the GMSF, the Local Plan and other local planning documents. | Support and input into delivery of Greater Manchester's Plan for Homes, Jobs and the Environment (GMSF) | Adoption of the GMSF. | Medium |
| | Preparation of Issues and Options as part of the Local Plan Review. Further stages and the timetable for the Local Plan as a whole will be set out in a revised Local Development Scheme. | Consultation on Issues and Options and progression to next stage of Local Plan review (Draft Plan). | Short |
| | Preparation of the Oldham Code setting out guidance regarding planning requirements and standards relating to new housing development. | Clarity regarding planning policy requirements. | Short |

1 Timescales are: Short (within 12 months), Medium (within 3 years) and Long (3 years onwards).

4 Implementation and monitoring

- 4.1 The Action Plan will be reviewed and updated on an annual basis.
- 4.2 Monitoring and governance arrangements regarding implementation of the Action Plan will need to be aligned with the council's monitoring report (AMR) and recently adopted Housing Strategy.