

Action Plan 2020 – 2025

Task no.	Task	Responsibility	Years 1-5	Outcome	Resources	Update September 2023
Objective 1: Use our land and assets to deliver additional housing						
1A	Appraise Council land - draw up a shortlist of sites with development potential	Property Team	1	Clarity achieved on the capacity of the Council's land holding to deliver additional homes.	Existing resources	A number of sites have been identified and are being reviewed for development potential. Due to be completed 2023/24
1B	Work through the shortlisted sites identifying site capacity, tenure, type	Property Team, Legal, Finance	1-2	Shortlist of developable sites identified	Existing resources	Once sites have been agreed with Officers & Members, site options will be developed, likely 2024/25.
1C	Agree a delivery programme, delivery vehicle and funding	Housing, Place Delivery	2 onwards	Additional homes delivered	Funding options include use of prudential borrowing, capital grants,	Funding source(s) to be confirmed as appropriate for each scheme.

revenue
reserves
and capital
receipts.

Objective 2: Make use of public land, private land opportunities and empty homes

2A	Work with Surrey CC property team and Places for People to assess borough opportunities	Place Delivery	1-5		Existing resources	Initial contact via the Surrey Homes and Accommodation Strategy work stream.
2B	Work with other public land owners to identify opportunities for joint development schemes	Property Team, Housing	1-5	Additional homes delivered on underused / vacant sites	Existing resources	RBBC now part of Surrey Strategic Estates Network
2C	Undertake a detailed assessment of existing empty homes by owner, property type and location	Housing	1	Target list of homes agreed	Existing resources	Not completed, see update for detail.
2D	Develop a programme to target specific empty homes and identify a delivery partner to work with and access external funding	Housing	2-5	Empty homes brought into use	Partner funding, external funding e.g. Homes England grant	Not completed, see update for detail.

Objective 3: Local Housing Companies as a Housing Delivery Tool

3A	Agree the most appropriate structure to deliver a build programme. Options include establishing a housing company / creating a group structure / revitalising Greensands	Housing, Legal, Finance	1	Appropriate vehicle and business case agreed by Executive	Existing resources	Use of a housing company/group structure or existing company (Greensand Holdings Limited) has been deemed unsuitable. In house schemes have been successful. JV's and partnerships will be considered.
3B	Present the business case for a revised company remit / structure to the Commercial Ventures Executive Sub-Committee	Legal, Finance, Property	1	Company structure is revised and ready for new activities	Existing resources	See 3A Council company not a suitable vehicle.
3C	Longer-term investment strategy agreed and delivery started	Legal, Finance	2	Council company delivers a programme of additional homes	A combination of loans, longer term income	See 3A Council company not a suitable vehicle.

					generation, profits.	
3D	Assess opportunities to 'spot purchase' units from developers including small numbers of affordable homeownership homes on s106 sites.	Company	2-5	Delivery of additional homes	A combination of loans, longer term income generation, profits.	To date RP's have purchased all AF homes on s106 sites.
Objective 4: Joint Venture Partnerships						
4A	On a site by site basis assessment risks and benefits of partnerships to deliver schemes.	Legal, Finance, Property	1-5	Delivery of additional homes, infrastructure and community facilities	Existing staff, consultancy, capital reserves, borrowing, joint investment.	Schemes developed to date have been assessed independently. The planned Development Framework will formalise the approach to future projects.
4B	Assess opportunities to purchase land, sites, buildings, street properties and enter joint	Company	2-5	Delivery of additional homes	A combination of loans, longer term income	Properties have been purchased for use as TA & EA. The planned Development

	venture partnerships to deliver homes.				generation, profits.	Framework will further consider other purchase types. A JV with Raven has been explored and 'shelved' for the time being.
Objective 5: Develop supported housing for complex needs single people						
5A	Work up a supported housing scheme, identify a preferred model, capital and in-going revenue sources, suitable location, on-gong revenue support	Housing, Legal, Property, Finance	1-2	Funding and support secured for scheme	Existing resources	Supported scheme costed but was not viable.
5B	Purchase a building, refurbish, appoint a support provider	Housing, Property, Legal	2-4	Scheme for vulnerable people operational providing housing & support	s106 commuted sums, on-going revenue support	Options for a council led low support emergency accommodation scheme under consideration in 2023/24
Objective 6: Deliver housing to meet local needs through planning policy						

6A	Update the borough design guidance for developers identifying good practice for intensification of sites, guidance on appropriate sites, building and site layout guidance.	Planning Policy	1-2	Design guide published, densities on appropriate sites increase, more affordable housing delivered,	Existing resources	Updated Local Character and Distinctiveness Design Guide SPD 202. Emerging Draft A23 Great Street Design Code SPD, adoption due 2024.
6B	Affordable Housing SPD revised to incorporate design guidance for developers	Planning Policy	1-2	Revised SPD adopted resulting in more improved tenure mixes and affordable housing to meet local needs	Existing resources	SPD published 2020 incorporating guidance. Affordable housing need will be reviewed in 2023/24 as part of housing needs assessment.
6C	Local Plan evidence base reviewed and updated. Including evidence on housing needs across all demographic groups, affordability, and deliverability.	Planning Policy	1-5	Up to date evidence use to inform plan making and planning application determination.	Existing resources	Evidence reviewed in accordance with Local Plan Review. Housing Needs evidence subject to review 2023-24.