

# Strategic approaches to meeting housing need through housing supply

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1

## Oxford

South East? South West? Midlands? Knowledge Arc?



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2

## Oxford Context 1

- A small city - 160,000 population, inc over 30,000 full time students. 50,000 more people travel in for work
- Population is set to grow to about 180,000 by 2036. (12th fastest city growth in the UK)
- Average house price of £491,900 is around 16 times the average yearly household income
- More people rent homes (51%) than own them (47%)
- Average private rent for a 3 bed house is £300 pw - Over half average earnings and 30% above the LHA rate
- High levels of homelessness and people sleeping on the streets

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3

## Oxford Context 2

- A growing backlog of housing need - over 3,000 on housing register & more than double in overcrowded housing
- c.28,000 more homes need to be built to meet needs to 2031
- Only c.7,500 homes can be built in Oxford in that period (mostly due to land constraints – green belt; flood plain; heritage; high values ...)



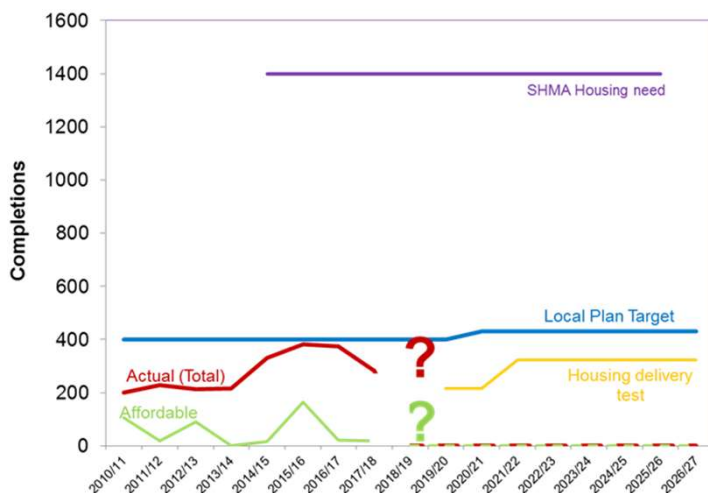
“It’s not fair Mum, I can’t even afford to live in a flip-flop.”

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4

## Housing trends and targets



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5

## The Challenge



Delivering Affordable Homes: The Golden Triangle

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6

# Oxfordshire Growth Deal

£213m funding to support 100,000 new homes

**Y1** Year One Growth Deal established and initial "down payment"

**Y3** Oxon Plan & Affordable Homes Programme (1322 additional homes)  
2020 JSSP Plan submission & Delivery of £60m Affordable Homes Programme (1322 additional homes)

**Y5** Infrastructure Delivery of £150m Infrastructure Programme (6549 accelerated homes)

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7

# Oxfordshire Growth Deal

## Emerging Delivery Plan...

Delivery of 100,000 new homes by 2031

**Strategic Objectives**

- Accelerate housing delivery to support economic growth
- Create vibrant places where people want to live
- Provide housing choices to meet a range of housing needs

**Key Features**

- Performance Management
- Suppliers and Advisors
- Investors
- Strategic Interventions

**Direct action**

- Strategic Investment
- Land supply
- Housing Delivery

**Enabling action**

- Infrastructure
- Affordable Homes
- Strategic schemes

**Collaborative action**

- Data Pool
- House Builders
- Housing Providers
- Homes England

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8

## Strategic Review - Brief

- Are plans and strategies fit for purpose?
- Test 'Development Readiness'
- How to enhance housing delivery
- Stimulate debate and provide challenge
- Consider other ideas for change?



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9

## Strategic Review - Approach

- Housing & Planning document study – Aligned?
- Interviews to understand stakeholder perspectives
  - Is a 50% AH requirement (80% social rent) a limit to development?
  - What's the offer to the 'unassisted middle'
  - Who holds available land?
  - What's their direction of travel? What might influence this?
- Comparative research
- Financial appraisal
- Testing findings with members > **Strategic buy-in**
- Recommendations

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10

## Strategic Interventions

- Planning
- Sites
- Housing Company
- HRA/ Financing
- Relationships
- Alternatives
- Innovation



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11

## Planning/ Sites

- Proposed Local Plan Changes
  - Call for Sites/ HELAA refresh
  - Density & Heights
  - Tenure Mix
  - Employer-led housing
- Housing Trajectory/ Delivery Test - *new focus*
- Cultural Change/ Process Review
- Programmed work with Development Management
- Capacity/ PPA

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12

## Housing Company/ HRA/ Finance

- Housing Company/ Council (across Govt policy challenges!)
  - Role and Purpose; Governance; Business Plans
  - Tenures and Affordability Tests/ Rent Models
  - Financially Sound; Commercial outlook; HRA & GF roles
  - Pipeline of schemes into programme
- Capacity - *2 staff to 5 then 7 now 9 planned in team*
- Regeneration
  - Large sites/ partnerships? Joint ventures?
  - Review existing stock inc low-rises; sheltered schemes, garages ..
- Use of s.106 funds and RRTBRs, etc/ Grant Rates

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13

## Relationships

- Developers
  - partnerships and joint ventures?
  - Dialogue
- RPs
  - Competition vs collaboration and diverse delivery
- Land Holders – inc One Public Estate
- Homes England
- Surrounding District Councils – Duty to Co-operate
- Employment and Training (LEP)

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14

## Alternatives/ Innovation

- Community Land Trusts/ Housing Co-ops
- Modern Methods of Construction
  - Quality? Flexibility? Scale? Cost/ Benefits?
- Empty Homes
  
- Healthy Communities/ Great places to live
- Quality Design and sustainable
- Environmental Issues – Zero Carbon/ Bio-diversity

*No one problem; no one silver bullet; multiple levers*

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15

## Questions?

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16



## Workshop/ Sharing Good Practice

- What is your LA/ organisation doing in this work area?
- What do you see as the biggest challenges you need to overcome?
- How do you plan to overcome these challenges?
- How do you think this work will improve delivery?
- What support or guidance would help you to do this?

**Discussion** *10 mins*

**Sharing top idea(s)** *10 mins*

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17

## Many Thanks



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18