

July 19th Group Work on Vision and Strategic Priorities

Below is a roundup of the Group work which gave an opportunity for a diverse range of stakeholders to contribute to the development of a shared vision and strategic priorities for the new partnership.

Towards a Vision

The Task:

From the results of the first exercise (setting strategic priorities) can you make a first stab at a vision for the new partnership? This is not a full visioning exercise rather we would like to capture the general view or form of vision.

Table 1: Mary Ridgway

To be the housing voice and delivery vehicle for increasing housing choice and opportunity, urban and rural in Devon

Working together to deliver more housing for Devon.

Ann effective voice for the reliable provision of AH/quality provision in Devon.

Table 2: Sue Southwell

Work in partnership for the efficient delivery of quality affordable homes where they are needed, for who they are needed

Table 3: Sue Hitchcock

The attainment of a consistent supply of affordable homes throughout Devon to meet the assessed need.

Table 4: John Scott

Working together to achieve a strategic approach to the provision of affordable housing in urban and rural areas throughout Devon. (Could leave out "in urban and rural areas").

Table 5: Lisa Jennings

Inform, influence and support the delivery of affordable housing in Devon.

Table 6: Marion Playle

Making Devon a better place to live – making an effective contribution to increasing quality, affordable housing in Devon as part of a balanced housing market.

Table 7 Pauline Warner

Group considered vision should be sufficiently broad to encapsulate wide range of work undertaken by DSHG and also memorable – to give the group visibility. Following strap line suggested to replace 'Working for affordable homes in Devon'

'Right Homes, Right Places, Right Communities'

Table 8: Ron Mayers

Vision: Establish the authoritative voice of Devon Housing

Aim: To ensure happier customers through the effective delivery of more quality affordable housing set in sustainable communities.

Joint Working to give ADDED VALUE through;

- Lobbying
- Training and capacity building
- Marketing/publicity
- Catalyst!!
- Sharing best practice

- Promote cross boundary working
- Use the knowledge of members of DSHG
- Voice of Devon Housing
- Effective Partnership
- Engagement/multi-disciplinary

TO ENSURE:

- Increased Delivery
- Better Quality
- Happier Customers
- Sustainable Communities

Identifying the Key Strategic Priorities for Devon

The Task:

The aim is to identify the key priorities for Affordable Housing in Devon that can inform the future priorities of the new DSHG as well as the Sustainable Communities Strategies and Local Area Agreements in Devon. The priorities should be strategic and relate to Devon as a whole, including the County, Districts, 2 Unitaries and National park. Each table is asked to agree 5 priorities and rank them in order of importance.

Round Up of Key Strategic Priorities from All Tables

1. Affordable Housing Delivery
2. Focus on Rural Housing
3. Quality of design
4. Communication/Understanding
5. Strategic alignment of funding
6. Consistent planning policies/certainty across HMA and Delivery
7. Vulnerable People – needs to be met, planning private and public sectors.
8. Influencing/lobbying role, secure resources
9. Devon wide training, Members and Officers and good Practice
10. Private Sector Renewal- and engagement with partnership – research into use of existing stock & second homes
11. Commissioning model policies/best practice (in AA), inform consistent
12. Breaking down geographical barriers – X boundary working, rural v Urban
13. NIMYISM
14. Older People issues
15. Pragmatism – work across partnership – be practical
16. Rural Voice heard strategically – RHE continuation funding
17. Innovation and self help – look at other links
18. Improving land supply

Group Work Summaries

Table 1: Mary Ridgway.

- Need a reality check on the unique selling point for DSHG. The vision needs to capture what DSHG can bring. Clarity about what we want to achieve. Do you do everything or just focus on AH with other things coming out of that?
- Speeding Up Increase
 - § Increase supply of AH
 - § How to meet numbers and increase numbers
 - § Housing agenda is more than AH
 - § Need to be clear about priorities and avoid talk
 - § Streamlining of process.
 - § Increasing Housing delivery and ensuring it is in the right place
- Cross boundary and stakeholder involvement.

- § Improve joint working – communication between funders, RSLs, planning, housing and developers. (In order to)...develop understanding of barriers to delivery.
- § DSHG can provide the forum to come together
- § Links with the Rural Surveying Group
- § More joined up working
- § Better relations with private sector
 - Focus on AH has cut off private sector
- Sharing good practice/consistency
 - § Consistency and certainty in planning process across the MA and wider Devon
 - § Greater certainty in supply
 - § Planners need to be informed to make decisions (TL)
 - § Need the tools to deliver.
 - § Reduce uncertainty (in the process) and different signals about investment
 - § S106 is the biggest hold up
 - § More consistency in policies
 - § Improve skills and particularly within HMAs – 1 team?
 - § Facilitate group meeting between landowners and developers
- More funding and emphasis on private sector renewal
- Needs to inform new homes agency that AH provision is part of sustainable communities
- Lobbying/driving policy

Table 2: Sue Southwell

1. Strategic & funding alignment
e.g., Housing Corporation & Supporting People need to be aligned strategically and capital and revenue streams need to be aligned. Risk needs to be managed.
2. Vulnerable people need to be given priority:
Supported accommodation should be provided out of the major conurbations to enable vulnerable people to stay in local area and also take the pressure of urban areas.
3. Rural housing to be brought into the main stream with targets for settlements under 3000 population:
'Sustainable' issue is of major importance and we need to be sophisticated about how we categorise settlements.
4. Devon wide training is vital to encourage good practice and co-operation:
Training is needed for all staff levels & experience and also district councilors – will develop some consistency across Devon.
5. Lobbying
DSHG needs to be an effective lobbying voice - to raise the profile – making the case for affordable housing. Lobbying can be used to widen the membership of the group e.g. MPs, public land owners etc.

Table 3: Sue Hitchcock

1. Ensuring an integrated approach and keeping rural focus in 3 HMAs
 - Recognising the role of small sustainable communities.
2. Disseminate information to planners i.e. RSS and Regional Housing Strategy – LAs to take account and full advantage of flexibility in RSS.
3. Vulnerable People – recognising all providers, Standards, Private sector Housing and non grant funded HSG.

4. Influencing consistency across planning, ensuring most made of opportunities and innovation.
5. Policies – Commission model policies, political sign up.

Table 4: John Scott

- Include the rural housing dimension
- Promote communication and better understanding and knowledge sharing
- Promote multi disciplinary working
- Clarify how DSHG can fit into other bodies for e.g. emerging LAA
- Use existing parish plans as a conduit and give parish plans due consideration
- Rural sustainable communities are a big area of concern for all size settlements.
- Consider existing stock and empty homes
- Is there enough (how much, when?) land and funding which are central to issue of housing.
- Planning – take on best practice e.g. SHDC
- Impact of second homes... breakdown of community... C Tax not ploughed back to Housing.

Priorities

- Promote communication, best practice, knowledge transfer and better understanding
- Promote real understanding of what constitutes “sustainable rural communities”.
- Ensure results of community planning exercise are listened to and adapted e.g. Parish Plans.
- “NIMYISM” being enthusiastic then not wanting near their homes. Research.
- Research into best use of stock inc research into second home ownership and period of use.
- How DSHG fits into existing structures – what powers? What benefits?

Table 5: Lisa Jennings

1. Influencing local & national planning & housing policy to ensure local housing requirements are met, including effective lobbying body to secure resources
2. Information sharing to stakeholders within DSHG
3. Breaking down the geographical barriers of delivery of rural & urban housing within Devon
4. Ensuring LA policy delivery of affordable housing matches need
5. Investigate other forms of affordable housing, linking to local affordability

Table 6: Marion Playle

1. Delivery of affordable housing
 - balance the housing market
 - land release
 - planning / housing relationships
 - consistency on s106
 - rural issues
2. Existing stock
 - improvement – decent homes
 - making best use of
 - private sector stock
 - empty homes / second homes
3. Quality of design
 - sustainability
 - not just aesthetics
 - design for vulnerable groups

4. Strategy for older people
 - J C Strategy – multi agency
5. Rationalisation / Efficiency / Effective
 - the right partnerships
 - pragmatism – not too prescriptive
 - influence

Table 7: Pauline Warner

Priorities for DSHG

Overall emphasis should be on increasing the supply of new build housing [especially affordable]

- o Urban areas have the tools to deliver on the back of market housing – so need to keep a **focus around the rural agenda**. Rural agenda should have a strong voice at regional level
- o Improving land supply

Lobbying activities:

- o For retention of **rural targets** [and development of sub regional targets]
- o **RHE programme** needs longer term funding
- o For beneficial **changes to the tax and fiscal regime** to bring forward more land

Land Supply

- o Mechanisms – allocation; criteria led approach/departures approaches work well. **Best practice**
- o Planners to be encouraged to be more specific about what will go on sites – **development briefs etc**
- o **Influence the community ownership demonstration programme** [DCC pilot] – an LAA opportunity?

Other areas of work/commissioning:

- o **Meaning of ‘value for money’ [grant criteria]** in a rural context – needs to be clear. A piece of work to commission?
- o **Capacity building** – re-run of master class; masterclass approach to be rolled out to other topic areas e.g. master planning/design
- o **Research** to demonstrate how, in a Devon context, changes to fiscal policy could help increase housing supply – to use as a lobbying tool in a national context

Table 8: Ron Mayers

A Range of Priorities

- Get right balance between them
- Innovation essential
- Added value/manage the market
- Capacity/training issues
- Be clear about the principles first
- Lobbying function?
- A range of customers...old, young, key workers
- A range of interests
 - § Public and private owners
 - § Understand them

Priorities:

1. New Build. All tenures especially affordable)

- land supply
- landowners expectations
- 2. Existing Homes
 - energy efficiency
 - empty homes/cpo
 - second homes
 - renewal/prevent obsolescence
 - adaptations
 - support/care
 - under occupation
 - conversions
- 3. Rural/Urban Issues
 - sustainability – villages
 - balance
 - rural remoteness
- 4. Partnerships
 - community engagement
- 5. Affordability

Unattributed

- Where were we?
- Where do we want to be?
- How do we get there?
- Need sharp project plan feedback
 - opportunity for free flowing discussion
- Strategic links between strategic partnerships
- How involved do Members want to be in layers of partnership?
- Private sector group more integrated
- How do we ensure stronger links with strategic and operational planning
- Clarity of roles of forum, exec and steering group – feed membership
- Publicity, lobbying should be expanded
- MP involvement
- Allocations for new towns e.g. Cranbrook (nothing for other areas in locality)
- Key challenge is delivery
- Rural challenge to deliver value for money with rising costs
- Resourcing independent viability reports i.e. affordable delivery through s106
- Homes we can afford
- 4 meetings a year with Members
- Pressure, lobby group
- About unblocking barriers to deliver.