



Leeds City Council

Housing Delivery Plan (Draft)

October 2019

Statement of the Executive Member

Key messages:

- Leeds is an ambitious core city with a proactive council, planning positively to ensure the delivery of homes to meet the needs of the city and its residents.
- Housing as a key component of our Health and Wellbeing and Inclusive Growth Strategies – delivering sustainable, resilient neighbourhoods with homes of the right type and supporting economic growth in the right places.
- Importance of location, design and specification of new housing in mitigating/adapting to climate change.
- Diversity in housing requirements and housing markets across the district.
- Role of this strategy in bringing together key principles / opportunities.
- One of the key priorities is to maximize brownfield land.
- Co-ordinate infrastructure – plan development so that infrastructure providers can put it in place; and role of infrastructure in unlocking markets or stalled sites
- Importance of joined up working and collaboration between a range of partners / stakeholder to ensure delivery of well-planned housing growth that meets the city's needs.
- The up-to-date housing target of CSSR (52k) combined with SAP allocations means there is an excellent housing land supply. The focus for all stakeholders should be working together on policy compliant delivery.
- To build on the past 3 years where consecutive record levels of approvals have been granted, and ensure this translates into delivery and completions.
- Recognise the major challenge of continuing to deliver at scale across tenures and major step change needed in meeting affordable housing targets.

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This Housing Delivery Plan seeks to bring together information about a range of projects, programmes and strategies that are in place to help boost the delivery of new housing across the City.

The Plan highlights the significant opportunities that are on offer across the City for those with an interest in contributing to the delivery of housing, and how it will be ensured that the homes delivered will meet the needs of the City's existing and future residents. It sets out the role that the Council will play in delivering these new homes, and what support it can offer to other stakeholders in the planning, investment and development process.

The Government's Housing Agenda

The Government has acknowledged that there are unsustainable trends in the housing market which are causing an under-supply of new homes in the UK. Housing need can lead to overcrowding, younger people living with their parents for longer, impaired labour mobility and increased homelessness. In turn these issues can affect the social mobility of people, their life chances, health, and educational attainment and make places less attractive to investors with businesses unable to find and retain staff. Government recognise that there is no single solution to increasing housing supply, with agreement that there is an issue but no agreement on the best ways to make a step-change in supply. At the same time Government are focussed on improving the quality of new and existing homes to address issues such as the Grenfell Tower tragedy and the operation of rogue landlords.

The Government's Housing White Paper, Fixing Our Broken Housing Market was published in 2017. It set out "a comprehensive package of reform to increase housing supply and halt the decline in housing affordability". The White Paper set out three key problems:

- Not enough local authorities planning for the homes they need
- House building that is too slow
- A construction industry reliant on a small number of big players
- Homes being built in the wrong places
- Homes that did not meet needs, especially homes that are too expensive

The White Paper and other targeted consultations on, for example, Starter Homes and Private Rented Sector (or “Build to Rent”) schemes, collectively indicated significant changes were required to national policy to meet the national housing needs. Most recently the Letwin Review looked to explain and close the gap between housing completions and the amount of allocated land or land with permissions. The review concluded that there is a need to diversify the types and tenures of homes on offer so as to increase the rate at which the market can

absorb new housing. The review also found that despite repeated claims to the contrary there was no landbanking by house builders.

Some of these reforms, have culminated in a revised National Planning Policy Framework (NPPF). This Delivery Plan focusses on the land use planning implications of the reforms and what Leeds is doing as a result.

Homes England Five Year Strategic Plan

Homes England is the national housing agency launched in 2018 to play a major role in fixing the housing market and enable delivery of homes to meet needs.

The Homes England Strategic Plan 2018/19 to 2022/23 supports the government's commitment to deliver 300,000 homes a year by the mid-2020s and help more people get on the housing ladder. Leeds, as one of the country's largest local authorities, has a key role to play – working with Homes England – to help support this ambition.

Best Council Plan

Leeds aims to be the best city in the UK. A city that is compassionate and caring, with a strong economy that tackles poverty and reduces inequalities, and a city that is fair and sustainable, ambitious, creative and fun for all.

To realise this ambition, it will be vital that the city has the right quality, type and tenure of housing, in the right places, to meet the needs of both existing and future residents. This will require significant amounts of new housing development to take place over the coming years. This will need to be achieved in a way which protects the quality of the environment and respects community identity, and which maximises the opportunities that development can hold to address inequalities and drive regeneration.

Housing priorities of the Best Council Plan:

- ✓ Affordable housing growth
- ✓ Improving housing quality
- ✓ Promoting independent living
- ✓ Creating sustainable communities
- ✓ Improving health through housing
- ✓ Meeting the needs of older residents

Leeds is currently building new homes at a faster rate than many of the other UK Core Cities. This is a significant achievement, but we know that we cannot rest on our laurels. If the potential of Leeds is to be fully realised, and the needs of its growing population are to be met, rates of housing delivery will need to be increased. In particular the number of affordable homes built each year needs to increase significantly to make up for past under-delivery and the future needs of residents who will not be able to access housing on the open market.

Leeds Inclusive Growth Strategy

Our Leeds Inclusive Growth Strategy sets out how Leeds City Council, the private sector, universities, colleges and schools, the third sector and social enterprises in the city will work together to grow the Leeds economy ensuring that everyone in the city contributes to, and benefits from, growth to their full potential. It sets out how the city intends to promote a positive, outward looking image on the global stage seeking to increase inward investment, exports and tourism.

It is part of a joined-up strategic approach that incorporates the Health and Wellbeing, Culture and HS2 Growth strategies, with strong links into the South Bank framework, Transport

Strategy, the Core Strategy, which underpins development across the city and the Site Allocations Plan which allocates land for future housing, retail and greenspace use.

Leeds Health & Well Being Strategy

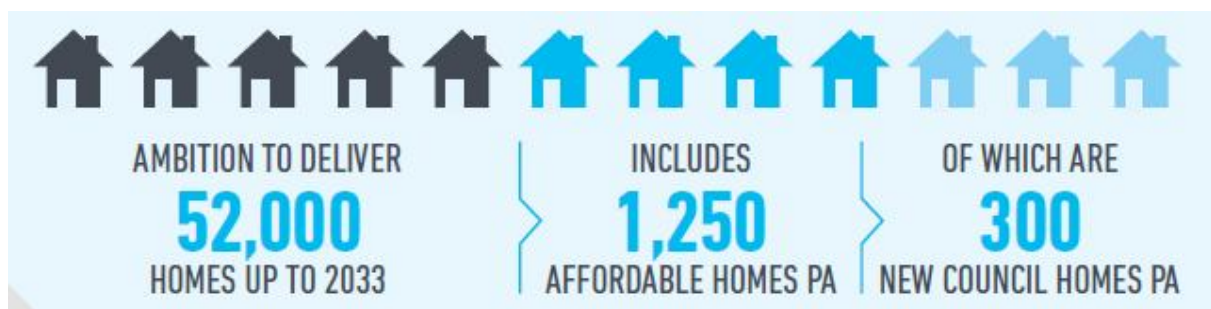
Leeds has an ambition to be the Best City in the UK by 2030. As part of this, we want to be the Best City for Health and Wellbeing and we think we have the ambition, organisations and people to do this. On the whole, the health and wellbeing of people in Leeds continues to improve. People are living longer, healthier lives. The city has a robust and growing economy with good employment rates.

The strategy is about how we create the best conditions in Leeds for people to live healthy, happy and fulfilling lives. This means how we create a healthy city and provide high quality services. Everyone in Leeds has a stake in creating a city that does the very best for its people.

Leeds Local Plan

To meet the need for new housing, 52,000 new homes will be delivered in Leeds between 2017 and 2033. A well planned approach is essential to meeting the needs of the growing City. The Council has prepared a number of Local Plan documents which, together, provide the tools to ensure that:

- the focus of development is on the main urban area and main settlements with small levels of development elsewhere to meet local needs
- best use is made of brownfield / previously developed land
- new development is accessible and maximises existing infrastructure where possible
- green and blue infrastructure is protected and enhanced so as to support well-being, biodiversity and manage flooding



Citywide growth

A key strength of Leeds is its diversity, and this is no less true for the sites available for development across the city. High density development opportunities in the City Centre, which make the most of the vibrancy and central location, are complemented by sites in suburban locations on the edge of Leeds, and in and around the towns and larger villages that surround the City.

Similarly, there is a wide variety in the sizes of sites available. The large number of smaller sites offer particular opportunities for small and medium sized developers to create bespoke developments. We know that small and medium size house builders have historically been responsible for building a significant proportion of new homes in the City, and this ensures that the potential of these developers can continue to be realised. Alongside this sits a range of larger sites which will cater for those seeking more substantial development opportunities, and those who wish to work alongside others to deliver complementary schemes that come together as a comprehensive development.

In addition, redevelopment opportunities are identified across the district. These provide the opportunity to bring existing buildings back into use, and for new development to make effective use of land that is no longer required for its previous purpose.

Opportunities also exist for those wanting to build their own home. The 2017 Household Survey identified just over 800 households in Leeds who would like to move to a self/custom build property in the next 5 years. The Council maintains a register of those with an interest in self-build, and there is an opportunity for this to take place as part of specific self-build development schemes on smaller allocations, as part of the mix of new homes on larger sites, or following planning applications on individual plots of land.

The wide mix of sites available, in terms of size, land type and location, means that there are opportunities across all markets. This will ensure that the rate of delivery of new housing continues to increase, allowing a variety of sites to be built out at the same time to cater for a range of different needs and requirements.

Climate emergency

A Climate change emergency was declared by the City Council on 27th March 2019. It is therefore critical that the statutory plan-making process and the implementation of those plans contributes to the sustainable development of the District and the ability to mitigate and adapt to the consequences of climate change (including the need for carbon reduction to meet agreed targets).

Taken as a whole, the Leeds Local Plan (and Supplementary Planning Documents and Guidance), including the adopted Natural Resources and Waste Plan, Core Strategy, Aire Valley Leeds Area Action Plan, and the Core Strategy Selective Review and the Site Allocations Plan, have a positive impact on reducing carbon emissions and protecting and enhancing biodiversity. A consequence of not having these plans in place and ensuring they are delivered is poorly planned, unco-ordinated and ad-hoc development proposals, being determined on their merits outside an integrated planning framework.

A fundamental purpose of a plan-led approach, is to plan the spatial and inclusive growth of the District, with regard to the longer term strategic imperatives of Sustainable Development and Climate Change. Consequently, the integration of land use allocations and transport planning, the provision of renewable energy and sustainable infrastructure for new

development, the protection and enhancement of green infrastructure and the management of waste flows and the consumption of natural resources, are integral to the policy framework for influencing investment decisions and the determination of planning applications.

Case study: The Climate Innovation District – the UK's largest urban sustainable development

The £125m Citu development, in the South Bank area of the City Centre, is bringing together Scandinavian design and cutting-edge technology to create a new sustainable community in the heart of the City.

It is delivering a total of 520 zero-emission homes, which are targeted at occupiers rather than investors. The whole district is raised up several metres, with undercroft parking beneath, to create a car free landscape, and includes a large area of greens space and a new primary school. It illustrates the potential that the city centre offers for creative and ambitious developers.



Development in sustainable locations

Leeds is a metropolitan authority with large stocks of brownfield land close to existing infrastructure and transport hubs. The spatial strategy of the Core Strategy is to prioritise the delivery of brownfield land. However, in recognising a need for choice and competition in the market for land and to recognise that not all parts of Leeds have stocks of brownfield land some greenfield and Green Belt release is proposed in line with national planning guidance.

In order to significantly boost the supply of housing the Council is being proactive and has in place a number of measures and incentives to promote the delivery of regeneration and housing. These include delivering housing itself, particularly affordable housing, selling brownfield land in its ownership to promote housing, facilitating land sales and the approval of record numbers of applications for residential development.

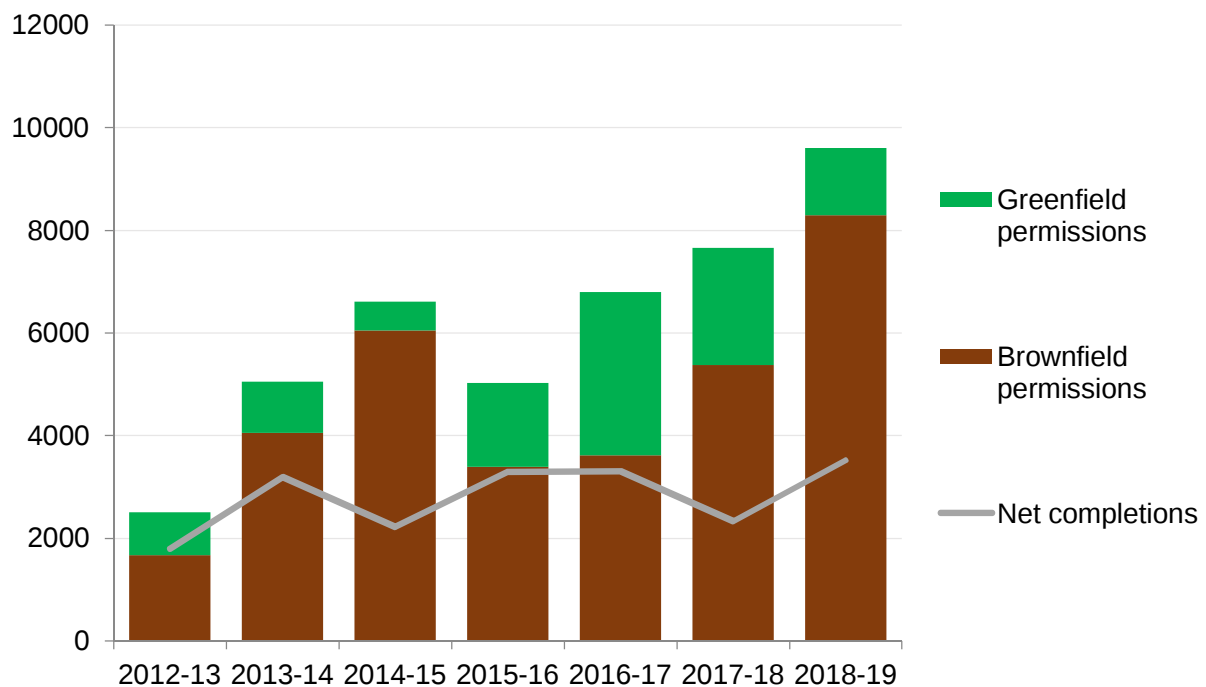
In conformity with the National Planning Policy Framework the Council has consistently made a clear priority to maximise the use of brownfield land in meeting the need for new homes across the district and we are actively engaged with incentivising the bringing back into use of brownfield sites. The Council's Housing Growth Team works across a range of Council services including: Planning, Regeneration, Asset Management and Housing to identify and

implement interventions to stimulate housing growth primarily in areas in need of regeneration and on brownfield land.

The Council has granted more planning permissions for housing over the past five years than at any time. The number of homes approved are well above the City's housing requirement figures. In 2018/19, 9,603 new homes were approved through planning permissions, which is a record level for the city. Of these, over 75% are on previously developed land. Approvals have been granted for over 43,241 new homes since 2012, well in excess of the target for the same period.

Year	Brownfield	Greenfield	Total	% Brownfield
2012-13	1,672	830	2,502	67%
2013-14	4,057	991	5,048	80%
2014-15	6,052	556	6,608	92%
2015-16	3,395	1,633	5,028	68%
2016-17	3,615	3,177	6,792	53%
2017-18	5,377	2,283	7,660	70%
2018-19	8,300	1,303	9,603	86%
Total	32,468	10,773	43,241	75%

Completions remain overwhelmingly on previously developed land which is reflective of the Council's overall strategy for sustainable growth focused in the city centre and main urban area. The strategy gains support from the NPPF and recognises that a range of tools and solutions are necessary to stimulate delivery on brownfield sites. In the last 7 years, over 80% of all new homes have been built on brownfield sites.



Delivery

Year	Brownfield		Greenfield ¹	
	Completed	% Delivery	Completed	% Delivery
2012-13	1,590	88%	211	12%
2013-14	2,629	82%	566	18%
2014-15	1,799	81%	427	19%
2015-16	2,734	83%	562	17%
2016-17	2,827	86%	479	14%
2017-18	1,771	76%	562	24%
2018-19	2,832	80%	689	20%

Case study: Kirkstall Forge – a new neighbourhood on former industrial land



The 23 hectare Kirkstall Forge site is being comprehensively redeveloped with 1,050 new homes, alongside commercial, retail and leisure space and a primary school. A new train station has also opened on the site, providing regular fast services to both Leeds and Bradford.

The scheme exemplifies the significant potential held by brownfield sites, and the opportunities they hold for high quality re-development which makes the most of the opportunities they offer.

The Council has continued in its commitment to identifying brownfield sites for development and has published a Brownfield Land Register with over 300 sites to help lead the way in bringing forward previously developed land for new homes. The Registers will help house builders identify suitable sites quickly, with the intention of speeding up the construction of new homes.

The Council has worked collaboratively with the Government in being a pilot authority in the use of 'Permission in Principle' (PiP). The Brownfield Land Register was published in December 2018 with PiP to follow. PiP can complement the implementation of the Site Allocations Plan and provide opportunities for self-build and lend support to the SME house building sector. Further to completion of the (Part 1) Brownfield Land Register the Council

¹ Includes safeguarded land released by the Secretary of State and Planning Inspectors at appeal.

has programmed to determine (Part 2) PiP approvals for suitable brownfield sites alongside the annual Strategic Housing Land Availability Assessment update.

The Council was invited by the Government in January 2016 to be a pilot authority for the Brownfield Land Register project. As part of the project, the Council put together a pilot register of over 300 suitable sites with a total capacity of over 30,000 new homes which can all have planning permission following the provisions to publish an annual register starting in 31 December 2017. PiP is a new instrument by which it is envisaged that a significant level of housing supply in Leeds will be enabled through the Brownfield Land Register. PiP will confirm the principle and amount of residential development for relevant sites, thereby providing developers with increased certainty, subject only to the technical details stage.

SME and regional-scale developers will have opportunities for increasing activity across the District including on challenging brownfield sites proving possible to deliver viable and attractive schemes. The Council also recognises Government's support for the SME sector, including the reshaping of the Builders' Finance Fund, which enables support for small sites and recognises that the business model for SMEs is different to that of the volume builders. Through the Private Sector Acceleration Programme, the Council is already working with SMEs to address stalled sites, through providing planning advice, work locally with the HCA and de-risk sites. Since this programme commenced, development has commenced on 12 sites delivering a total of 1,200 units with a further 14 sites moving through the planning process.

Accelerated growth

The Council has a range of strategies and programmes in place to unlock land and support the delivery of new homes. This recognises that the private sector is unlikely to be able to deliver the quantum of homes to meet the city's needs in isolation, and the important role that the Council and other public sector bodies will have in directly developing new homes. It also acknowledges that some sites may require targeted support if their potential for development is to be fully realised.

In April 2019, the number of sites under construction increased to 133, which is the greatest level of sites operating at the same time for a decade. Analysis of sites completed at 1 April 2019 that had been under construction for a period more than 60 days reveals that average build out rates have increased to 64 units per annum from 45 in the previous year. This ranges from 19 units for sites under 20 units to 99 units on sites over 100 units. The increase in build out is reflective of improved activity across all markets in Leeds including larger sites and the continued resurgence of the city centre translating on the ground from planning approvals to completed homes.

Site Capacity	Number of sites	Total units complete (as at 31 March)	Build out (per annum)
Under 20 units	131	1,262	19.0
Between 20 to 50 units	39	1,223	52.9
Between 50 to 100 units	20	1,404	87.1
100 or more units	8	1,216	98.7
Total	198	5,105	64.0

At 1 April 2019, there is outstanding capacity of 29,361 units of which 4,956 units under construction across the 133 sites with the majority of 3,787 being on 102 brownfield sites. Nearly 7,000 units are yet to start on sites already under construction. There are 211 sites with planning permission yet to start for 16,332 units which obtained approval in the last 3 years and await commencement on site following the formulation of a construction programme. The rate of expired planning permissions is low as developers seek to commence construction upon approval of planning permission.

There remains a small stock of just 17 housing allocations from the previous development plan that have capacity for 1,763 units that have not been brought forward as planning applications of which just 13 on greenfield land. These include large sites that have required infrastructure to put in place prior to a scheme being brought forward such at the east of Otley site, which as a long-standing part of the city's agreed planning strategy for the development of 550 new homes as well as a new primary school, employment uses and greenspace. Funding of £6.3m will gap fund construction of a 1.5-kilometre East of Otley Relief Road that will, subject to planning permissions, allow housing development to start by providing an eastern bypass that will relieve traffic pressure on Otley town centre. These sites are all part of the Site Allocations Plan and continue to contribute against plan requirements.

The Council continues to press for increased build out rates and acknowledges the Government's report as part of the Letwin Review to support proposals that diversify the market in order to accelerate construction to meet housebuilding targets. The Site Allocations Plan will release a volume of large sites (over 50 units) capable of build out rates at the higher end of the range. The trajectory of deliverable sites is based on build rates and pre-build lead-in times which are applied to the assessment of the delivery timescales. In reality, sites will come forward and deliver in a way which is not possible to forecast with certainty, reflecting market conditions and the capacity of the development industry to deliver housing. The actual rate of delivery of housing will be determined by, amongst other things, the capacity of the market to deliver (for example, skilled labour, construction finance and the cost of building materials) and the demand for new homes in different locations across Leeds. The Council have undertaken the detailed process of looking at individual sites and seeking to determine suitability, availability, achievability, start dates and build out rates.

This work is led on by a number of teams within the Council, who work together with the common goal of boosting housing delivery. This involves those from Planning, Housing and Regeneration, and includes the multi-disciplinary Housing Growth Team, who have been specifically established to drive forward the delivery of new homes across tenures, and tackle specific issues associated with stalled or otherwise challenging sites.

Council housing growth programme The Council is working with developers, SMEs and regional house builders, in addition to directly building its own homes. Over the next five years 1,500 new Council homes will be delivered, through a combination of direct new build, off plan acquisitions and the re-use of long term empty homes.	Acceleration of Private Sites Identifying stalled sites and contacting land owners or applicants to identify how sites can be brought forward. To date 28 sites have been supported to delivery, providing 1,900 new homes.
Brownfield Land Register The Brownfield Land Register holds details of over 300 brownfield development sites, with a capacity of over 30,000 new homes. This is to be complemented by the granting of Permission in Principle for selected sites, which will confirm the principle of developing these sites for a specific number of units (subject to the approval of technical details).	Empty Homes Programme An Empty Homes and Loans team seeks to address the challenges associated with empty homes, and have developed a strategy to support their return to use. Over 2,000 long term empty properties have been returned to occupation since 2012.

Case study: Marginal Viability Funding – unlocking the delivery of over 600 homes



Leeds City Council, working together with the developers for two sites, have successfully bid for more than £7 million from the government's Housing Infrastructure Fund. These sites would have otherwise been unviable.

The schemes will deliver over 600 new homes. This includes affordable apartments for over-55s, alongside an innovative co-housing scheme with self-build opportunities, in Chapeltown,

and a mixed development involving housing, employment, a primary school and greenspace on the outskirts of Otley.

A further Housing Infrastructure Fund bid for £60m to invest in infrastructure that will unlock or accelerate the delivery of 8,500 has been submitted, and a decision is awaited.

‘Leeds Living’

The Council has set a clear ambition to double the size and economic impact of Leeds City Centre, as the economic and social focal point of the wider city region, delivering new homes, jobs, educational facilities, a new city park and a revitalised waterfront

Despite the success of the city centre since the recession in supporting successful leisure, retail and office property markets and the associated development of key sectors in the knowledge economy, residential development has not seen similar recovery. In fact delivery of new housing since 2007/8 has been in the low 100s.

The ‘Leeds Living’ initiative, which will help support the expansion and growth of the city centre, is being driven forward by the Council and developers through cross-sector partnership arrangements, to identify the further targeted investments and enabling activities that will unlock and accelerate the delivery of new housing.

Currently around 25,000 people live in the city centre and, with demand for city centre living continuing to rise, there is capacity for around 20,000 more new homes to be built across its expanding footprint. A mix of housing is required, including affordable housing and properties of different sizes, designs and tenures. A wide variety of sites in the city centre are designated for residential development in the Site Allocations Plan and Aire Valley Leeds Area Action Plan.

The strong growth of the city centre economy has significantly improved its appeal as a place to live. It offers a short, walkable, commute to a range of employment opportunities, combined with excellent access to a wide variety of leisure activities, cultural venues, bars, restaurants, shops, services and transport links. The increased attractiveness of the City Centre as a place to live has, in turn, helped to support its continued economic growth, increasing activity around the clock and enhancing its appeal as a place to locate and invest.

Case study: Leodis Square – ‘build to rent’ scheme



The £70m Leodis Square development is being brought forward by the Dandara Group. It comprises 4 buildings of up to 12 storeys and will provide 744 built to rent apartments on Sweet Street in the South Bank area of the city centre.

This development is pioneering the private rental sector (PRS) delivery model in Leeds, and looks set to be a ‘game-changer’ for the traditional rental market. The success of the Leodis Square scheme, which is currently under construction, is expected to stimulate significant further development in the City Centre by this emerging sector in the home building industry. In total, it is estimated that PRS development in the city has the potential to deliver over 10,000 new homes for rent over the next decade.

Over the past two years, over 20% of the new homes granted planning permission across the Leeds have been in the city centre. There are currently over 60 schemes with planning permission in the city centre and fringe, which propose over 8,000 new homes. This significant level of planning permissions is expected to continue, while those that have been approved in recent years continue to translate into delivery on the ground.

Case study: Flaunt – family homes in the heart of the city

The Flaunt development, comprises 113 two and three bedroom town houses in an attractive location known as 'Otter Island' set to the west of the City Centre between the River Aire and Leeds-Liverpool



Canal. The homes, which are set over 3 storeys and were developed by Strata Homes, illustrates the diversity of development opportunities available within the city centre.

Student accommodation

There has been a notable uplift in the number of schemes and the amount of flats proposed in recent years. In 2018 alone, 7 schemes were approved which will contribute to a total of 1,610 new student flats in the city centre. This includes the development of two landmark schemes in the Arena Quarter both of which are currently under construction.

In total, planning applications have been approved on 34 sites since 2012 with total of 3,508 new studio apartments and cluster flats:-

Year	Schemes	Units
2012	7	298
2013	2	151
2014	5	353
2015	6	238
2016	2	110
2017	4	612
2018	7	1,610
2019	1	136
Total	34	3,508

Olympian Homes Ltd are developing a 37 storey tower on Wade Street providing a significant addition to the skyline of the city. In total, 96 studios and 135 clusters (656 bedrooms) are proposed, 752 bedspaces overall. A further 94 studios and 152 cluster flats (928 bedrooms) are under construction by Unite Group Plc at the adjacent site on Merrion Way with one 15 storey and one 27 storey student accommodation building over basement car park.

Case study: St Albans Place – purpose built student accommodation



St Albans Place is being developed by the Select Property Group under their 'Vita Student' brand.

The 19 storey development will comprise 380 student rooms/studios, with a mixture of single and double occupancy, supported by communal space.

Leeds welcomes more students to its universities, on a net basis, than any other UK city with over 60,000 students being enrolled across its four Universities. To meet the housing requirements for students, the market for Purpose Built Student Accommodation has grown rapidly in recent years. The City Centre, and the immediately surrounding areas, are well placed to meet the continued demand for student accommodation, with benefiting from excellent links to the universities and offering a vibrant and dynamic place to live.

More work is needed to assess the contribution that purpose built student accommodation (PBSA) is making to freeing up Houses in Multiple Occupation in parts of the City as well as the local impacts associated with a concentration of single type homes for specific places. The Council has recently put in place additional guidance to control the concentration of PBSA.

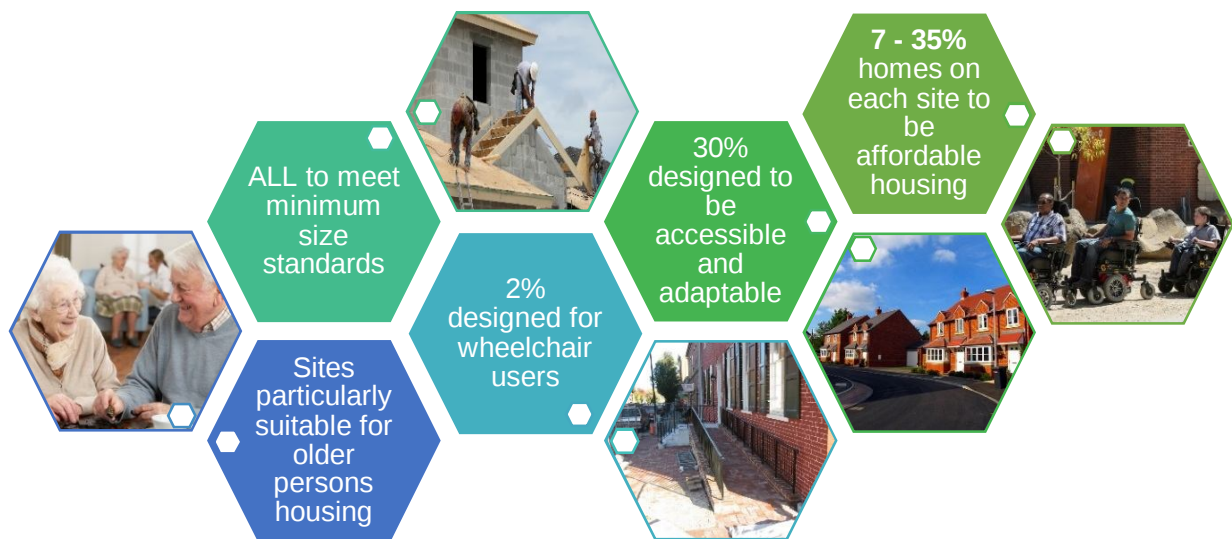
Place-making

The Council recognises that simply delivering new dwellings is not enough; the homes that are created need to be of a high quality and adapt to and mitigate climate change, and match the aspirations and needs of the city's current and future residents.

In and around the city's suburbs, and its larger towns and villages, a significant number of sites have been released for development by the Site Allocations Plan. Many of these are greenfield sites in the key market areas of the more traditional and volume house builders,

who have a great opportunity to meet the challenge of increasing their delivery rates to match the potential that these sites offer.

Increasing delivery rates is particularly important on larger sites, where nationally it is acknowledged that slow build out rates are a barrier to addressing the housing crisis. To ensure the timely build out of large sites, and overall high quality development, it is essential that a wide diversity of homes are provided across large development sites in terms of type, size, style, design and tenure². This includes the provision of housing sold or let to specific groups, such as older peoples housing, affordable housing, and plots sold for custom or self-build. The 2017 Strategic Housing Market Assessment helps Leeds to understand what sort of homes are required. This has been translated into planning policies which set requirements for all new homes.



² Letwin Review 2019

Case study: Spofforth Hill, Wetherby

Over 300 new homes are being delivered on greenfield land on the outskirts of Wetherby.

The scheme comprises a mix of 1 and 2-bed apartments, and 2, 3, 4, 5 and 6 bedroomed houses, and is being developed by Bellway including the provision of 49 affordable homes on site and £8.5 million contribution towards off site affordable housing provision within the City.



By meeting housing mix requirements and ensuring a diversity in the provision of new homes across sites, it will make sure that new developments meet the needs of the city and that multiple developments can take place at the same time, meeting different market requirements and boosting delivery rates.

Case study: Extra Care Housing – packaging sites to address specialist housing needs

To boost the provision of extra care housing for older people, the Council put together a package of 4 sites (in West Ardsley, Rothwell, Seacroft and Holt Park) which together have the potential to deliver up to 240 units.

Following a successful tender process, they will be delivered by external partners Morgan

Ashley and Home Group. The first scheme is due to start on site in October 2019, and all homes will be complete by Spring 2021.



A second package of sites, which will deliver an additional 190 units, has been collated and will begin construction from late 2020 onwards.

Case study: Seacroft Hospital – regenerating East Leeds

Over 500 new homes are being built on the former Seacroft Hospital site in East Leeds.

Developed by Keepmoat Homes and Strata, in partnership with Homes England, the scheme incorporates a mix of two, three, four and five bedroom properties. The

grade II listed clock tower is being retained as part of the development, with the intention that it is refurbished and used as a community resource.



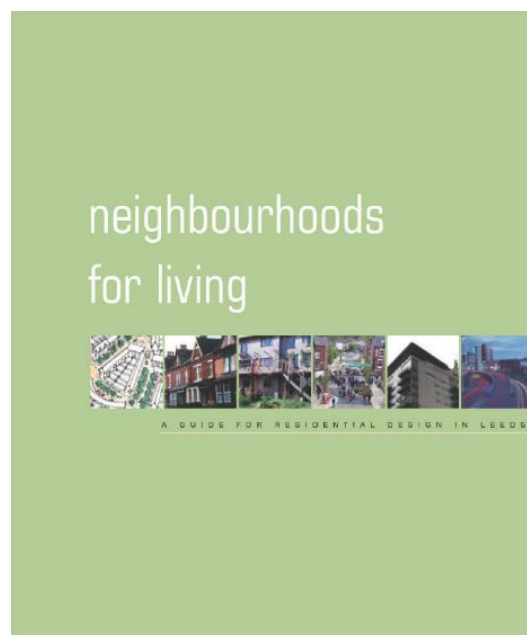
The Council's Neighbourhoods for Living and Building for Tomorrow Today are in the process of being refreshed to reflect the Climate Emergency. The Council's Tall Buildings SPD seeks to ensure that the form and function of high density schemes, which on the face of it make best use of land, fit within wider place-making ambitions and do not have unintended consequences such as through the impacts of wind.

Masterplanning

Different sites require different approaches and ideas to make them the best they can be. Whilst many development sites will be straightforward to plan and develop, it is recognised achieving delivery on some sites may be more complicated. This can be due to a range of factors, such as the site being in multiple landownership or the previous use of the land making development more challenging or costly.

To assist key or complex sites the Council is committed to the production of Regeneration and Development Briefs to be prepared in consultation with those who have an interest in the site, including landowners and developers, ward members, and the public.

Regeneration and Development Briefs provide additional clarity on what will be expected from specific development sites. They provide an opportunity to work through the specific issues that

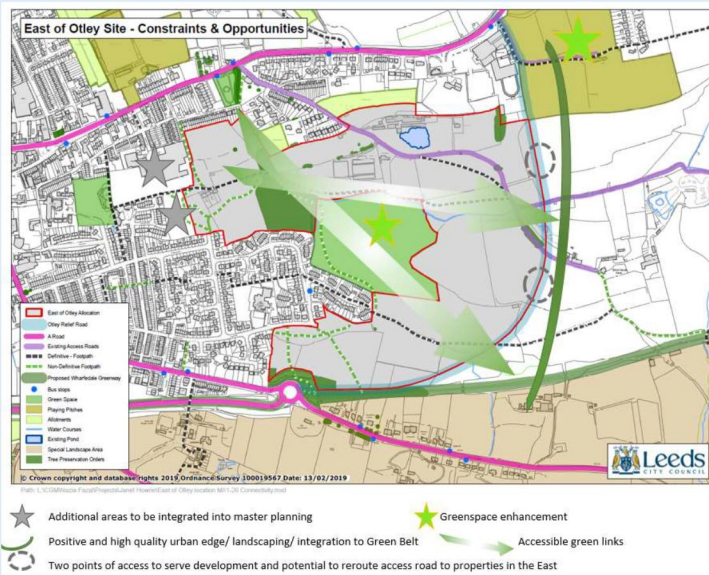


are most relevant to the site in question, and consider how any particular challenges that they face may be best addressed.

This gives confidence to both developers and wider stakeholders of the intentions for the site and its surrounds, which is of particular importance when significant changes or transformation is proposed.

Case study: East of Otley Development Brief

To the East of Otley 35ha of land is allocated for housing and employment development. The Development Brief aims to ensure that comprehensive, complementary and policy compliant development is achieved on this land.

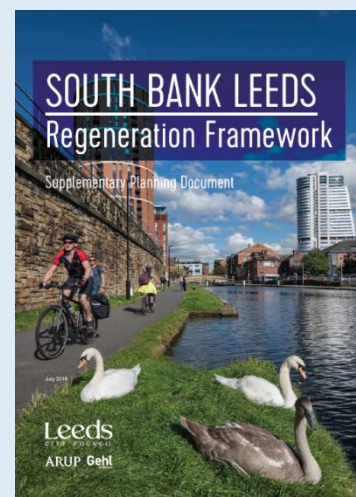


The brief will not only have the benefit of allowing the planning of the site in a more coordinated and holistic way, setting out the main requirements and key principle for the site, but will also allow an equalisation approach to land values to be established. This will ensure that the delivery of key infrastructure, such as school provision and green space, does not fall onto single ownership and the costs of this are shared across the entire site.

Case study: South Bank Regeneration Framework SPD

The South Bank is one of the largest and most important regeneration and growth initiatives in the country. Covering 253ha it offers vast amounts of brownfield land available for development. The aspiration is to create a vibrant, mixed-use and sustainable community which doubles the size of the city centre, delivering 35,000 jobs and at least 8,000 homes, and making the most of its location, its unique historic assets and the huge opportunities the area offers.

The Regeneration Framework provides overarching guidance to shape the future regeneration of the area, building on existing Council policies and strategies. It establishes principles about how development and growth will be delivered in the South Bank, and provides details of the key interventions proposed (including infrastructure requirements and transport proposals). It was produced in collaboration with stakeholders, landowners and



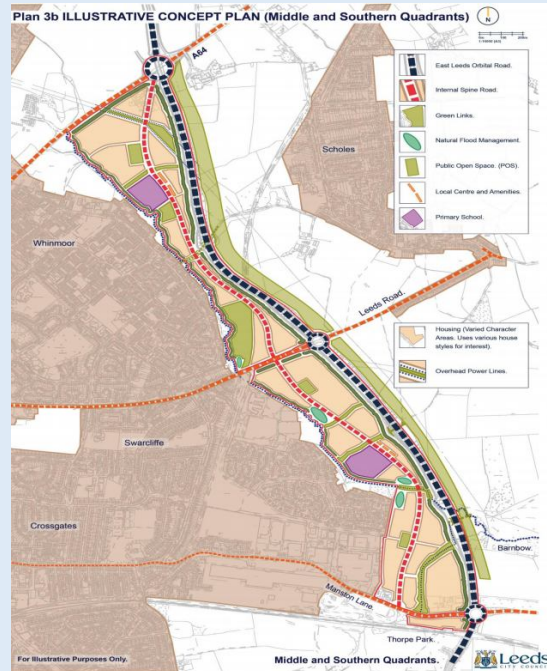
businesses, through a series of stakeholder engagement events, workshops and public consultations.

Case study: East Leeds Extension SPD

The East Leeds Extension has the potential to deliver around 5,000 homes in high quality new urban settings.

This area needs to be effectively planned and designed to integrate with adjoining residential neighbourhoods, and be supported the delivery of new infrastructure including community facilities, greenspace and a major new highways scheme.

Maximising the opportunity that it presents requires comprehensive masterplanning and a joined up approach between the public and private sector. The SPD has been prepared to assist with this, setting out broad design and policy principles alongside information about the various proposed delivery mechanisms. This gives developers, landowners, the Council, infrastructure providers, funding bodies and local residents the necessary certainty that the vision can be delivered, and provide a basis for the ongoing working relationships between all of these stakeholders.



Infrastructure

A growing population will place increased demands on the facilities and services ('infrastructure') which are necessary for successful communities to function. It is vital that the need for additional infrastructure is addressed as new developments come forward, in order to meet social, economic and environmental objectives.

By planning which sites will be developed over the coming years, the Council has been able to identify what strategic new infrastructure will be required to support the City's growth. This means it can be planned for upfront. These needs have fed into the Council's Infrastructure Delivery Plan, which was prepared in conjunction with a wide range of infrastructure providers. It identifies, as far as possible, the currently planned infrastructure provision in the Leeds District and provides an overarching framework for other service providers' plans and programmes.

Funding for infrastructure delivery will come from a wide variety of sources. Infrastructure needs that arise directly from a specific development will be provided by the developer as part of their scheme, and secured using section 106 legal agreements.

**£11.9m
collected via
s106 in 2017/18**

**£4.15m collected via
the Community
Infrastructure Levy in
2017/18**

Developers will also provide infrastructure funding through the Community Infrastructure Levy, which is a non-negotiable charge on new buildings in £s per square metre. The funds raised through this will be pooled and used across the city to support and incentivise sustainable growth.

A wide range of funding sources and programmes will also be targeted to draw in the necessary funds to finance infrastructure improvements. This includes the Local Enterprise Partnership, as well as National and European sources and programmes. The New Homes Bonus, which is a grant paid to local councils for increasing the number of homes in their area, will provide a valued source of funding for reinvesting in the City. The Council will also continue to use its own assets to fund infrastructure improvements, developing or selling its own land to promote growth and achieve sustainable development.

Case study: East Leeds Orbital Road – unlocking the potential of the East Leeds Extension



The East Leeds Orbital Road (ELOR) comprises a new 7.5km dual carriageway, which will connect the existing Outer Ring Road at Red Hall to J46 of the M1 through Thorpe Park. It will support the delivery of the East Leeds Extension, a major housing allocation which will deliver around 5,000 new homes. A total of £166m is being spent on this major infrastructure project, funded by the West Yorkshire Plus Transport

Fund and by funds raised through housing developments in the East Leeds Extension.

The Council has led on the planning and delivery of ELOR, and is coordinating between land holding and developer interests, and the community, as new housing proposals in the area are brought forward.

Case study: Leeds Flood Alleviation Scheme – protecting homes and businesses and opening up regeneration opportunities.

The Leeds Flood Alleviation scheme is of the largest river flood schemes in the UK. It has been led on by the Council, in partnership with the Environment Agency. The first phase, which was completed in October 2017, uses innovative technology to protect over 3000 and 500 existing businesses. It also provides increased protection for 300 acres of development land and open up key



regeneration opportunities in the South Bank area. Overall, it helped to boost confidence for regeneration projects and is projected to safeguard more than 22,000 jobs over the next 10 years, supporting economic growth and delivering wide ranging benefits for the people of Leeds.

The second phase intends to reduce the risk of flooding over the wider River Aire catchment, upstream of the City Centre, to protect a further 1,500 homes and nearly 400 existing businesses. Works on this are expected to start in summer 2019.

Affordable housing

The delivery of affordable housing is a key priority for Leeds. To fully address needs, a total of 1,230 new affordable homes will need to be built per year. A range of different stakeholders will have a part to play in the delivery of new affordable housing, including the Council, Registered Providers and private developers.

The 2017 SHMA calculated affordable needs for the four affordable housing zones which are identified in the existing policy of the Core Strategy. It suggests the annual dwelling need in the different zones is as follows: Outer North Zone 1: 120, Outer South Zone 2: 794, Inner Zone 3: 168, City Centre Zone 4: 148. Delivery rates in the last 6 years demonstrate the scale of this challenge to deliver 1,230 per annum.

Period	Section 106	Grant assisted	LCC Programme & Non-assisted	Total
2012/13	72	119	14	205
2013/14	109	175	45	329
2014/15	79	288	88	455
2015/16	129	78	249	456
2016/17	112	302	143	557
2017/18	88	130	20	238
2018/19	169	117	147	433

The results of the 2017 SHMA suggest a higher need for smaller sized affordable properties than larger. Of the 1,230 total it suggests 853 need to be 1 & 2 bed size, 238 3+ bed size and 139 designed for elderly occupation. In terms of the mix of sizes and types of affordable housing the evidence of the SHMA 2017 has a weighting towards smaller dwellings, which is a reflection of the effects of recent housing benefit changes. However, it is considered that most areas will still require a balanced provision of dwelling sizes to meet long term needs.

The current affordable housing policy requires affordable housing provision for 4 Zones as shown in the Core Strategy. On site affordable housing will normally be expected at the targets specified for developments at or above the dwelling thresholds in the following zones:-

Zone	Target	Threshold
1	35%	10
2	15%	15

3	5%	15
4	5%	15

Modelling of housing land supply reveals a capacity for 456 affordable homes a year to be delivered on schemes as part of Section 106 agreements based on sites over the size threshold providing units as part of policy compliant schemes. Together with a Council Housing Building Programme of 300 units per annum, the identified gap to be plugged by RPs and partnerships providing 100% affordable schemes is 474 new affordable homes a year.

Delivery source	Affordable Housing capacity
Section 106	456
Council House Building Programme	300
Target	1,230
Affordable Housing Gap	474 per annum

As noted in the monitoring and implementation section the Council's Housing Land Monitor will bi-annually provide a backward and forward look at the contribution to affordable housing deliver from all sources including the tracking of affordable housing committed sums.

The Affordable Homes Programme, which is funded by Homes England and delivered by Registered Providers, is a key delivery mechanism for affordable housing. Since 2015 over 500 properties have been delivered through this programme, and a further 500 are expected by 2021. It represents well over £100m investment into the city.

The lifting of the cap of borrowing for new council homes means that the Council will become a much more active contributor in the provision of affordable homes in Leeds. Over the next five years the Council intends to build 1,500 new Council houses. An average of 300 new homes will begin construction each year, which represents a significant step up in delivery. A range of schemes are currently programmed which, as well as helping to address the need for new council housing, will help to drive and support regeneration across the City, strengthening communities and addressing specific needs (including the need for accessible and adaptable housing, and extra care housing).

Many of the new Council houses will be developed on Council owned sites, but we are also actively working to acquire further land and are keen to work with landowners and developers to help bring their sites forward. Private developers will also have a very important role to play. Affordable homes are required as part of the housing mix on all developments of 10 or more dwellings. The proportion of affordable housing required varies from 7% to 35% dependent on the location of the development, which is based on development viability. These homes will be integrated throughout each development, reflecting the mix of house sizes and types across the site.

Case study: Cartmell Drive – delivering new council housing and supporting wider regeneration

This site in Halton Moor forms part of the Council's Brownfield Land Programme, and is being comprehensively redeveloped. Significant remediation works will be undertaken to ready the site for development. Following this, almost 200 new council homes are to be constructed on the site. This will include an extra care housing scheme alongside general needs council housing, which will range in size from 2 to 5 bed. The scheme aims to

support the wider strategy for regenerating this area, which will include the development of further new private homes for sale by other parties in the surrounding area.



Case study: The Guinness Partnership at Hunslet Road in South Bank

The site is just a few minutes' walk from Leeds Station and the new HS2, with Leeds South Bank set to provide 35,000 jobs and deliver 8,000 new homes over the next 15 years. The Hunslet Road site will offer 600,000 sq ft of homes and commercial space to contribute to this vision. Of the 928 homes earmarked for the site, 35 per cent will be affordable housing.



The development will be The Guinness Partnership's biggest single consented residential scheme in its 129-year existence. The deal was supported with cash from a £224m Homes England grant to a strategic partnership of Guinness and Stonewater housing associations to start building an extra 4,500 affordable homes across England by 2022.

The scheme and the delivery of so many new affordable homes is a real mark of confidence in the Council's vision for the South Bank.

The scheme has detailed planning permission since November 2018 under 18/03033/FU.

Modern methods of construction

Delivering the new homes that Leeds, and the rest of the country, needs relies on the ability of the construction sector to actually build these homes. Whilst traditional building methods dominate the current housing building industry, the sector has been struggling to meet the growing demands that are being placed on it. This is due to a variety of factors, including increased workloads, skills shortages and the cost/availability of building materials.

As a result, the potential offered by method methods of construction (MMC) are being increasingly recognised. This is a collective term used to describe a number of construction methods, which differ from traditional brick and block construction. They are seen to offer significant opportunities to speed up the delivery of new homes, improve productivity and modernise the construction sector.

A key benefit of these new construction methods is that substantial parts of a building are manufactured or constructed off-site in a factory. This presents an opportunity to increase quality control, make more efficient use of materials and boost productivity, with less risk of programme disruption of site. This reduces the overall amount of time required to construct the building, and so increasing the rate at which new homes can be built.

The Council is committed to supporting innovative construction techniques on developments across the City. This is demonstrated by its commitment to using these methods within its own housing building programme, showcasing their potential to speed up delivery and deliver high quality new homes.

Case study: Report of Housing, Communities and Local Government Committee Report on Modern Methods of Construction

The Council supports the recommendations in the Modern Methods of Construction report released by the Commons HCLG Committee publicised in July 2019.

In the 2018 Budget, the Government abolished the Housing Revenue Account borrowing cap that controls the amount local authorities can borrow for housing. The Council is actively exploring opportunities to invest in MMC for new social homes.

It is important that lower cost designs are fully tested to ensure that MMC is delivering sustainable, durable, high quality social homes.



Site Allocations Plan

The adoption of the Site Allocations Plan signals the release of a number of new sites to the market. The Site Allocations Plan will see the comprehensive release of a range of sites, across the 11 HMCAs. For the City Centre, the private rental sector (PRS) is an emerging sector in the home building industry in Leeds with an assessed potential for over 10,000 new homes to come forward over the next 12 years. SME and regional-scale developers will have opportunities for increasing activity across the District including on challenging brownfield sites proving possible to deliver viable and attractive schemes. The Council is currently engaged in discussions with developers and their agents in relation to a significant proportion of these sites, providing both pre-application advice and considering planning applications.

There also remain significant opportunities for schemes to come forward on land that was too small to be allocated, or which becomes available unexpectedly. Windfall sites have formed a significant part of Leeds' housing supply over the last few years, and will continue to make an important contribution to overall housing delivery. Proposals on windfall sites are considered against a range of planning policies to ensure that the site, and the scheme proposed for it, meets with the overall aspirations and ambitions for new housing in Leeds.



- Deliver 52,000 new homes across the City, capitalising on the opportunity they have presented to deliver a wide range of social, economic and environmental benefits.
- Put in place all of the critical infrastructure necessary to support the planned growth of the City, alongside many other desirable infrastructure improvements.

Delivering the planned housing growth will have significant benefits in ensuring that the housing needs (in terms of both type, size, location and affordability) of the city's residents are met. However, the benefits of new housing will not stop there; it will also deliver a series of wider social, economic and environmental benefits.

From an economic perspective, the labour market requires a good supply of housing that is affordable for local people, to enable them to move jobs freely and match up skills with employer demands. Ensuring that there are sufficient homes available will help to support economic growth ambitions of the City, and its diverse range of businesses and associated employment opportunities. It will also help to drive and support the regeneration of inner city areas, and helping to tackle inequalities and deprivation.

House building is also a major source of employment. The house building industry (and construction more widely) provides a crucial labour market entry point for young, lower skilled workers and those moving out of unemployment, and offers a range of training opportunities across a variety of different trades and skill sets.

Socially, ensuring that homes are available that meet people's needs is vitally important to supporting and sustaining successful communities. The new homes that are delivered will include housing which is specifically designed to be adaptable and accessible for those with disabilities, and housing which caters for the particular needs of older persons. This will help to ensure that all of those in society are able to access housing that meets their needs.

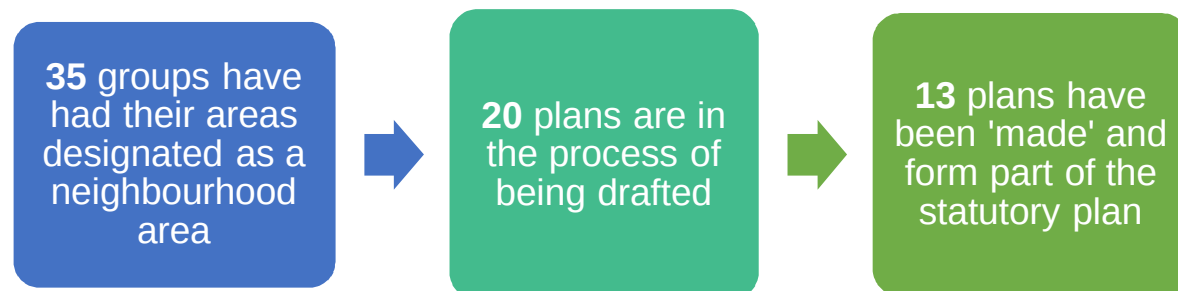
New publically accessible green spaces will be provided as part of new housing developments. This will result in a wide range of new facilities being created as part of these developments, and investment being made in existing facilities, benefiting both existing and new residents alike.

Housing development will also have a number of environmental benefits. The new homes developed will be required to meet high energy efficiency standards, helping to reduce carbon emissions and address the challenges posed by climate change. A significant proportion of the development that is planned will also take place on previously developed 'brownfield' sites. As part of their development these sites will be remediated to remove any contaminants which remain from their previous use, delivering wider environmental benefits. New development on brownfield land will also be required to reduce surface water run off rates, helping to reduce flood risk across the wider area. Significantly, redevelopment can also help to preserve buildings of historic value, and support the regeneration of an area.

Neighbourhood Planning

Neighbourhood planning gives communities direct power to shape the development of their local area. It provides an opportunity to develop a more detailed and localised understanding of what the needs, opportunities and challenges in a particular community are, and how planning might provide a tool to address this. It allows communities to determine where

development will take place or and what it will look like, as well as grant planning permission for the new buildings they want to see go ahead.



The Council has a dedicated Neighbourhood Planning Team who work with all communities interested in neighbourhood planning. The support they provide is tailored to the particular needs of each community, and what they wish to get out of the neighbourhood planning process. It aims to ensure that communities are supported through the process, and that the plans that they prepare are fit for independent examination.

It is recognised, however, that not all communities will want to develop a neighbourhood plan. In these areas the Council will continue to work with existing community groups and representatives to make sure that their views are taken into account through the planning process. It will also be ensured that officers have an excellent understanding and knowledge of the different places and communities that they work in, to ensure positive planning outcomes for all parts of the City.

Case study: Walton Neighbourhood Plan



The Walton Neighbourhood Plan was made by the Council in October 2018 and was prepared by Walton Parish Council with the support of the Council. It covers the Walton Neighbourhood Area, consisting of just 96 homes and approximately 225 people. It is regarded as an exemplary plan in Leeds and nationally because it allocates sites for housing development to meet locally-identified needs, a truly

'bottom up' initiative and led by the local community. It received overwhelming support at referendum, 90.6% voted in favour of the plan with a turnout of over 67%, twice the national average for neighbourhood planning referendums.

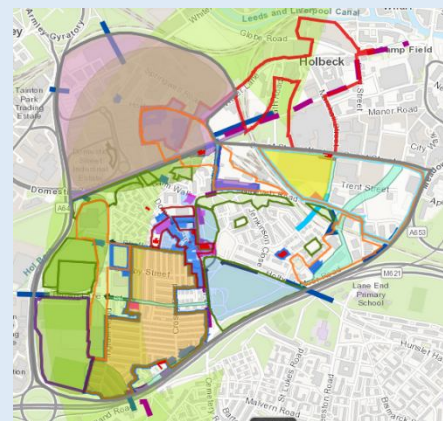
The plan allocates 3 sites for housing, a green field site for up to 14 homes, a brownfield site for 4 homes and an infill site for 3 homes. The development of the larger site (Spring Lane) will be the greatest 'placemaking' opportunity for the village in over 100 years. Work is already underway on all 3 sites and development is expected to be complete within 2-3 years.

The Steering Group, consisting of a mix of parish councillors and local residents, were committed to making the most of the opportunities provided by neighbourhood planning. As a result of the strategic thinking underpinning the preparation of the neighbourhood plan, they secured the delivery of a number of long-held community aspirations identified in the plan, including the provision of a new children's playground and a new cycle track linking Walton to nearby villages and towns.

The plan's focus is to ensure that Walton keeps moving forward whilst benefitting existing and future residents. The Steering Group are now taking an active role in bringing forward and shaping proposals for the development of the housing sites and have made good progress on a number of other community projects, some of which are linked to the development.

Case study: Holbeck Neighbourhood Plan

The Holbeck Neighbourhood Plan was made by the Council in April 2018. The Plan, prepared by the Holbeck Neighbourhood Forum with the support of Planning Aid England, the Council and others, is original in that it is the first neighbourhood plan in Leeds that is intended to be used as a comprehensive 'enabling' plan, supporting the economic, social and environmental renaissance of the area.



The Forum were committed to ensuring that the plan-making process was accessible and relevant, using engagement, collaboration and passion to boost local support for the neighbourhood plan as it progressed.

The policies in the neighbourhood plan represent the fact that the Holbeck Neighbourhood Forum are a group that actively encourage change, supporting the development of Holbeck in a way that benefits local people and helps to connect the area to the city centre. There is a focus on health and wellbeing running throughout the plan, as well policies that encourage the development of a number of sites in the neighbourhood area for housing and other uses.

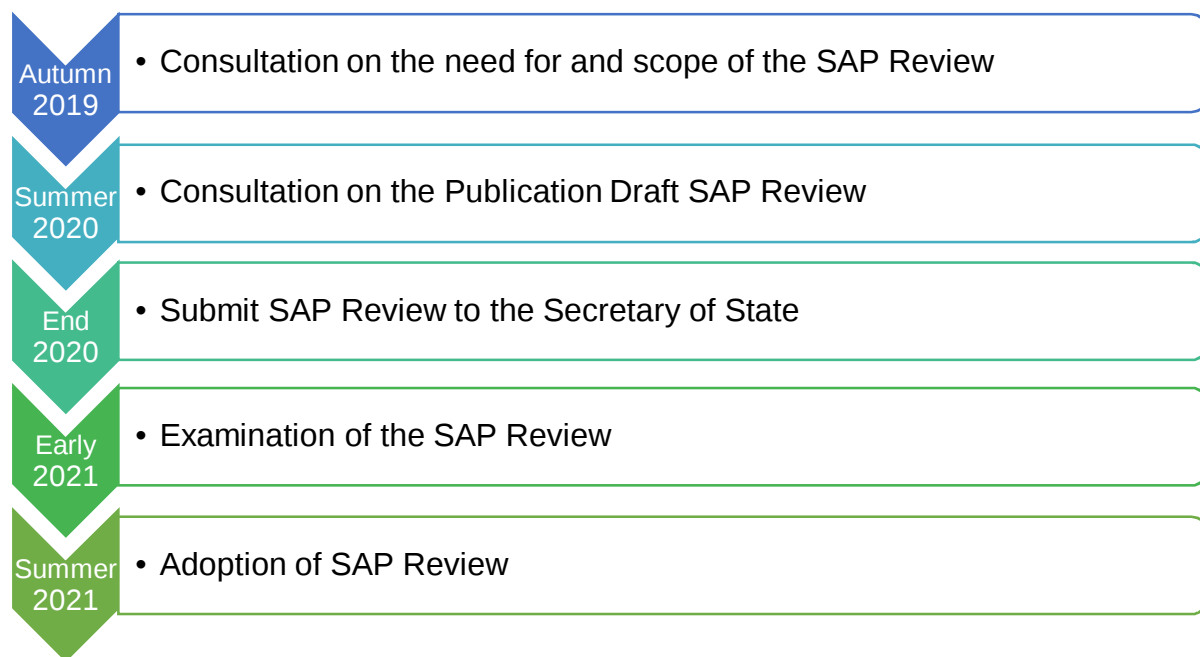
The Forum are now actively working on the implementation of the Plan, which includes delivering projects and giving support to Council-led strategies to ensure that development in the area helps to deliver the Vision for Holbeck. Alongside the Walton Neighbourhood Plan, Holbeck won the neighbourhood planning category at the 2019 Planning Awards

Holbeck Neighbourhood Forum and Walton Parish Council made sure that the process was seen by local people as accessible, relevant and focussed on delivery. In both areas, neighbourhood planning will make significant changes to people's lives. The plans demonstrate that with collaboration, vision and originality neighbourhood planning can make a real difference to people's lives, whether that is in a small rural village or an inner-city area. When the conditions are right, neighbourhood planning is a powerful tool, making the best use of local skills, partnership working and a determination to succeed. As a result, planning in the communities of Holbeck and Walton is seen as a positive and enabling force for good and is setting a good example for others to follow.

Site Allocations Plan Review

The Council is committing to review the Site Allocations Plan to see if it needs updating and to ensure that it provides for housing needs over the longer term. This will take into account the housing requirement of the Core Strategy Selective Review, and will ensure that sufficient sites are identified to meet housing needs across Leeds until 2033.

The Site Allocations Plan review will be prepared in conjunction with a wide range of stakeholders, and include a number of formal consultation stages.



A range of implemented and progressing housing growth funding and regeneration-led policy initiatives are, together, having a positive impact in Leeds. From these initiatives, a demonstrable and sustained increase in overall housing growth activity within Leeds is being signposted, which provides a sound plan for housing delivery within Leeds.

Key actions

Corporate prioritisation of housing growth

Housing Growth Board will continue to bring together the key internal stakeholders and help to embed the corporate importance of housing delivery across the Council as a whole.

Housing delivery in Leeds is recognised in the Best Council Plan to be fundamental to many of the strategic ambitions for ongoing growth and investment in the city, but it is currently not a sufficiently cross-cutting objective or driver of activity. Strong corporate leadership is required to provide a focus on housing delivery across the Council and beyond. As part of the response the Council will:

Action	Timescale	Lead
Through this establish a shared narrative, consensus and culture change for housing growth.	Short	Housing Growth Board
Continue to maintain a strong housing-related evidence base and set future goals for housing delivery in the full knowledge of what decisions are required to achieve them, and then consistently action these;	Short	Group Leader - Plans and Policy
Develop a detailed Action Plan to provide a strategic approach for housing delivery including Council House Building Programme to meet targets, and a 'can-do, can-build' culture, which improves results and takes a whole-system approach, instead of isolated initiatives which are less likely to succeed;	Short	Group Leader - Plans and Policy / Head of Council House Building Programme
Embed a strong culture at all levels to make the delivery of new homes a guiding principle in decision making.	Short/Medium/Long	Housing Growth Board
Support Members to develop a cross-party agreement on the importance of delivering new homes.	Short	Housing Growth Board

Improve planning processes and decision taking

The Council recognises the importance of its planning service in enabling and supporting growth and ensuring the delivery of an efficient and effective service. The Council will ensure that Planning can support future housing delivery and wider growth through ongoing service improvements:-

Action Required	Timescale	Lead
Adopt Site Allocations Plan in Summer 2019 to set a clear planning policy framework for future growth.	Short	Group Leader - Plans and Policy

Action Plan

Action Required	Timescale	Lead
Produce site specific guidance including development frameworks to provide an efficient process of masterplanning leading to timely submission of planning applications on key sites.	Short/Medium	Group Leader - Plans and Policy
Ongoing use and promotion of the Planning Protocol as structured approaches to managing and resourcing larger and/or more complex schemes.	Short/Medium/Long	Chief Planner / Housing Growth Board
Improve early engagement on strategic sites to involve representatives of local communities in early placeshaping activity to ensure local views are understood from the outset, generate greater ownership and buyin to the planning process.	Short/Medium	Group Leader - Plans and Policy
Improve S106 procedures including a consistent approach to negotiations, decision making and streamline internal processes, including a consistent approach to the consideration and prioritisation of developer contributions to infrastructure projects.	Short/Medium	Group Leader - Plans and Policy
Review of the use of planning conditions to ensure these are applied in a reasonable and proportionate manner.	Short/Medium	Head of Development Management
Implement and promote fast-tracking certain types of applications.	Short/Medium	Head of Development Management
Prepare the Brownfield Land Register and enable use of the Permission in Principle mechanism.	Short/Medium	Group Leader - Plans and Policy

Support the market to deliver

The Council will have a role to play in supporting the market to deliver through with land available for development at a range of locations and scales. The Council will:-

Action	Timescale	Lead
Develop sites in Council ownership which could be brought forward in partnership with local communities.	Short/Medium	Head of Council House Building Programme
Develop a model to intervene through compulsory purchase where this is necessary and is suitable for implementation locally, working with development partners to deliver them.	Short/Medium	Head of Asset Management / Regeneration
Take suitable approaches to the delivery of smaller sites which are suitable for new homes and, critically, would help diversify the market by bringing smaller players in, addressing a key reason for current delivery failure.	Short/Medium	Head of Asset Management / Regeneration

Action Plan

Explore models of delivery (for example, self-build, and off-site construction) with a number of different partners, designed to accelerate that delivery.	Short/Medium	Head of Asset Management / Regeneration
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Monitoring

The Council monitor the following key performance indicators for housing growth. These indicators are reported in the annual Authority Monitoring Report:-

AMR Indicator
City Centre
% of development activity to the south of the river in the City Centre as compared to north of the river
Vibrancy, character and cultural appeal of the City Centre
Managing the needs of a successful district
Net additional dwellings by location within the Settlement Hierarchy
Net additional dwellings by Housing Market Characteristic Area
New and converted housing units on Previously Developed Land
Five year supply of housing sites and the long term housing trajectory
Housing completions by land type
Density of new housing sites
Mix of housing units delivered each year by housing type and number of bedrooms
Gross affordable housing completions
Total number of C2 housing units delivered per annum
Total number of Gypsy and Traveller pitches in the District as compared to the previous year
Total number of Travelling Showpeople plots in the District as compared to the previous year
% of empty homes in the District (as measured through properties classified as long term vacant)
Place-making
Provision of Infrastructure as outlined in CIL
Provision of Green Infrastructure and greenspace as obtained through development process and other sources
Amount of greenspace lost to redevelopment
Number of Conservation Area appraisals completed as a proportion of total Conservation Areas
Total development in Regeneration Priority Programme Areas
Accessibility of new dwellings to local services, employment, health, education and centres

In addition, the Council prepare a bi-annual Housing Land Monitor which sets out information of outstanding capacity on development sites, which contribute to the housing land supply in Leeds. These figures currently relate only to the supply of housing units on allocated sites and

those with planning permission. In future bi-annual statements the monitoring will be extended to include specific components of affordable housing delivery as follows:-

- Section 106 contributions
- Council House Building Programme
- Homes England Grant Programme (New Build Programme)
- Homes England Grant Programme (Empty Properties)
- Right to Buy Grant Funding (Empty Properties)

Risks

Risk	Issue	Impact	Likelihood	Action
National				
National Housing and Planning Policy Changes	Whilst many of the Green Paper – A New Deal for Social Housing and Green Paper – Fixing the broken housing market have been implemented there remains some instability in national housing and planning policy with Governmental changes	Depending on the issue low to moderate	Possible	Maintain dialogue with Government on the importance of certainty in planning and housing policy
Welfare Reform	Potential impact of welfare reform on the HRA business plans are significant.			
Withdrawal from European Union	The manner of the UKs withdrawal from the EU may have consequences to the development industry in	Depending on the manner of withdrawal low to moderate	Probably	Maintain a range of solutions to housing delivery which are best placed to withstand economic shocks

Action Plan

Risk	Issue	Impact	Likelihood	Action
	terms of confidence, labour, materials and the ability to sell homes			
Fiscal measures	Issues such as interest rate rises and inflation rates affect the ability of people to purchase and rent homes and also the business plans of builders.	Moderate	Possible	Maintain a range of solutions to housing delivery which are best placed to withstand economic shocks
Local				
Failure to deliver housing requirements to meet needs	There are a number of reasons as to why housing requirements may not be met: lack of construction activity, lack of sites, lack of permissions, lack of effective demand	Moderate	Possible depending on issue	Monitor schemes on site, maintain pipeline of sites and grant of permissions. Promote the need for diversity of types, tenures and the design of new homes including considering the use of modern methods of construction.
Failure to deliver the necessary accessible homes for disabled households	Implementation of new policy in the CSSR	Moderate	Low	
Failure to deliver strategic sites in the Plan on time	East Leeds Extension East of Otley Kirkstall Forge East of Wetherby			Take a proactive role, including through partnership working, in bringing forward housing Promote the need for diversity of types, tenures and the

Action Plan

Risk	Issue	Impact	Likelihood	Action
	South Bank			design of new homes including considering the use of modern methods of construction.
Failure to deliver brownfield land sites				
Failure to protect further speculative development from occurring	Government guidance maintains that if a plan is not up to date or there is no five year land supply policies in plans have less weight, making it harder for local authorities to defend against speculation	Moderate	Possible	Maintain an up to date Local Plan through regular review to see if policies need updating and maintain a 5 year land supply by ensuring that sufficient deliverable sites are available

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