



## 4 Housing

### 4.1 Ambitions

Providing good quality and affordable housing in sustainable communities is central to the region's ambitions as set out in the regional economic strategy (RES) and the regional spatial strategy (RSS). Housing is at the heart of sustainable place making and has a huge impact upon the quality of life and health of local people, but is also critical to the attraction, development and retention of business and skilled labour. How the region delivers the housing agenda will impact directly on high-level outcome targets for CO<sub>2</sub> emissions and housing numbers, and indirectly on gross value added (GVA) growth and employment numbers. Housing is closely related to a wide range of considerations including transport, health, educational attainment and utilities demand. The region is concerned with more than just the number of new homes delivered (important as this is): ensuring high quality and design of homes and neighbourhoods; meeting housing needs; creating balanced and sustainable communities; and contributing to the economic and social well-being of the East of England.

The growth of housing in the region is of national significance. The government identified three of the four national growth areas within, or as part of, the region: Thames Gateway; M11 corridor; and Milton Keynes (covering large parts of Bedfordshire). Growth points have been formally identified for Peterborough, Stevenage, Chelmsford, Bury St Edmunds, Greater Norwich, King's Lynn, Thetford and Haven Gateway. The total growth – of 508,000 new homes to be built within the 20-year period to 2021 – is a very challenging target.

Housing growth issues are extensively covered in the RES and the RSS. The RSS contains two housing related targets: 508,000 new homes to be built between 2001 and 2021; and a target of 35 per cent of these new homes to be affordable (social rented or shared ownership). In addition to these high-level targets, the region has broader housing objectives including: ensuring existing stock of all tenures is decent; the needs of vulnerable groups are met; improving the environmental performance of all homes existing and new; and ensuring that the spatial distribution of new homes is aligned to jobs growth and the creation of places, of communities, that people will want to live in. Housing will be one of the sectors that has very strong potential to be able to deliver the CO<sub>2</sub> reductions that will be required for the transition to a low carbon society.

In June 2008, the government asked the East of England Regional Assembly (EERA) to undertake an immediate review of the RSS in order to extend the period until 2031 and to take account of how further potential increases of supply would impact on affordability. Consultation on the possible levels/locations of such growth was completed in November 2009 and the draft plan is due for submission to the Secretary of State in March 2010. At this stage the review is not part of this Implementation Plan.

### 4.2 Status

The period from 2001–2007 saw annual supply falling short of the required annual average of 25,400 although completions in 2007–08 reached 26,700 which, if growth continued at this level for the remaining years of the Implementation Plan would have achieved the overall target. Since then, the recession has had a dramatic impact on housing completions and early indications are that under 21,000 new homes were completed over 2008–09. Local authorities are predicting even lower estimates for the next two years, rendering an already challenging target very difficult to achieve.

Affordable homes are much needed and the RSS states that at least 35 per cent of the total number of new homes built need to be affordable in order to contribute towards the identified need of 11,600 new affordable homes per annum. These affordable homes are normally constructed alongside those built by private housebuilders for general sale and, in the main, delivery is achieved through obligations placed on planning permissions for new housing – also known as Section 106 agreements (s106). Public funding via the National Affordable Housing Programme (NAHP) has also played an important part in supplying new affordable homes. Delivery of affordable homes exceeded the targets set in the NAHP, consistently delivering the best value in

the country in terms of lowest grant per affordable home delivered. Affordable housing comprises homes for rent and low cost home ownership (usually shared ownership); the region has agreed a tenure split target for affordable housing of 70 per cent rent and 30 per cent intermediate rent and low cost home ownership.

Even with public investment and the planning gains through s106 the proportion of affordable homes delivered remains well below 35 per cent. Between 2001 and 2008 only 15 per cent of total new housing was affordable, though this had improved to 19 per cent in 2007-08. This still only delivered 5,247 new homes, well below the needs of the region. The gradual progress of Local Development Frameworks (LDFs), which apply local affordable targets, should increase the number delivered, though, as of December 2009, only 11 core strategies have been adopted in the East of England. Percentage figures of affordable homes delivered will rise substantially in 2008/09 - owing to the impact of recession and reduction in private completions - but this will fall well short of targets in terms of absolute numbers of new homes.

Meeting the impact of climate change, including the need to ensure that both existing and new homes are far more efficient, will prove very challenging. Progress has been made on improving delivery on environmental targets. Examples include the exemplar Carbon Challenge project in Peterborough, continued improvement in the energy efficiency of existing – largely social housing – stock, and pilot projects on providing more sustainable energy sources for ‘off gas grid’ housing in conjunction with the Anglia GO Warm Fuel Poverty Programme. The scale of the challenge, however, means that there is much to be done, particularly in embedding the good practice already developed across the region.

The region has made progress in action to meet the skill requirements to facilitate sustainable growth and is well advanced in ensuring effective integrated planning and delivery mechanisms are in place locally.

The total resource allocation for housing and regeneration in the Regional Funding Advice 2 (RFA2) (2008-2011) is £1,340 million, of which £712 million (53 per cent) is for affordable housing, the rest being spread across public sector decent homes, private sector renewal, Regeneration and Growth Area Funding. In addition, local councils and Housing Associations make an important contribution. Local authorities may contribute resources for new homes through use of their land and assets and where they still have their own stock of council housing through direct investment in its upkeep and improvement. Housing Associations may supplement new build through use of their own reserves and through maintaining and improving existing homes.

### 4.3 Programmes

The following programmes have been identified as key to delivering the ambitions for this theme.

	Programmes	Programme components
1	<b>Ensuring the supply of market and affordable homes</b>	(1a) Regional collaboration on the approach to integrated delivery
		(1b) Roll-out of the single conversation and IDPs/investment plans
		(1c) Ensuring the housing needs of vulnerable groups are recognised and met
		(1d) Delivering housing and economic growth through regeneration
2	<b>Increasing the efficiency and effectiveness of existing homes</b>	(2a) Promoting take-up
		(2b) Development of a regional retrofitting for resource efficiency programme

	Programmes	Programme components
		(2c) Best practice advice on maximising the use of housing stock
3	<b>Increasing the supply of affordable homes in rural areas</b>	(3a) Funding for rural affordable housing
		(3b) Facilitating local initiatives
		(3c) Community Land Trusts
4	<b>Skills and support for delivering and managing sustainable communities</b>	(4a) Guidance and support to creating successful places and housing's role within it
		(4b) Development of a single regional action plan on skills for sustainable communities
		(4c) Meeting current and future skill needs
		(4d) Sharing intelligence and best practice
		(4e) Specialised support for sustainable development
		(4f) Innovation

### **Programme 1: Ensuring the supply of market and affordable homes**

#### ***Description and strategic fit***

The scale of the challenge of building open market (i.e. unsubsidised) and affordable homes required by the RSS is a significant challenge. Recession has had a major impact on the delivery of housing in the region. Prior to the downturn, the majority of affordable housing in the East of England was being delivered as a result of s106 planning agreements, but as values have dropped so has the economic viability of sites and the volume of homes delivered through this route. The constraints on performance to date, set out above, means that there must be a concerted effort by the region to maximise delivery and resources, in particular by collaborative and cross-regional working. This will require making resources go further, attracting new investment and developing innovative uses of these resources to deliver more housing. The introduction of community infrastructure levy (CIL) early in 2010 will be a significant change to the way infrastructure will be funded and will need to be factored into future delivery.

Key to the process will be: the adoption of core strategies and other local development plans; roll out of the Single Conversation; and the continued development of the Integrated Development Programmes (IDPs).

The needs of vulnerable groups must be met within the region both through improving existing support and housing and through the provision of new homes as well as meeting the requirements of an increasingly ageing population.

This programme seeks to improve the planning and delivery of new homes within a more integrated framework that aligns the activity of key partners and which maximises the resources available. Given that the housing market will take some time to recover and public resources are constrained, efforts will be focussed on maximising the use of assets. Whilst housing delivery will still be influenced by market shifts, the region should be better placed to weather future difficulties.

The programme supports Policy H1 (Regional Housing Provision 2001–2021), and Policy H2 (Affordable Housing) of the RSS and plays a role in furthering the aims of the Resource Efficiency, Economic Participation and Spatial Economy goals in the RES. It also supports the delivery of national housing targets for new and affordable homes.

### **Implementation**

#### *Leadership*

The East of England Development Agency (EEDA) and East of England Local Government Association (EELGA) together with the Housing and Communities Agency (HCA) will lead on this programme.

#### *Monitoring*

EEDA and EELGA together with the HCA will be responsible for monitoring this programme.

#### *Resources*

The programme is geared around existing funding programmes and seeks to gain leverage by aligning the investment of partners and by developing means to attract additional investment.

### **1a Regional collaboration on the approach to integrated delivery**

**Providing a regional focus to the provision of the prerequisites to ensure a healthy supply of new homes. being provided, particularly affordable homes. This focus will be co-ordinated by the establishment of an appropriate grouping of regional partners to give guidance and oversight to:**

- **support for the delivery of major housing sites**
- **lobbying, support and application of new models of increasing resources for infrastructure (Regional Infrastructure Fund (RIF), Transport Innovation Fund (TIF), etc)**
- **The development of new delivery models capable of introducing additional resources (eg Local Asset Backed Vehicles (LABVs), Local Housing Companies, Equity investment)**
- **supporting existing delivery vehicles and mechanisms**
- **the encouragement of the provision of mortgage options and availability for low-cost home ownership/shared ownership provision**
- **the encouragement and co-ordination of the release of public sector land and assets to support and stimulate housing delivery.**

<b>Key Delivery Agents</b>	<b>Budget</b>	<b>Results</b>
Regional collaboration will include: <ul style="list-style-type: none"> <li>● HCA</li> <li>● EEDA</li> <li>● EELGA</li> <li>● GO East</li> <li>● Highways Agency</li> <li>● Environment Agency</li> <li>● National Health Service (NHS)</li> <li>● Natural England.</li> </ul>	The process of better collaboration will not require additional resources. The budgets likely to apply to the actual delivery are the mainstream budgets of the key organisations together with local authorities.  It is accepted that funding for infrastructure is not fully identified hence efforts to find additional resources.	<b>Outputs:</b> <ul style="list-style-type: none"> <li>● regional partner arrangements which result in improving the ability to delivery (within 2010)</li> <li>● sites brought forward</li> <li>● delivery models created</li> <li>● mortgage facilities agreed and provided</li> <li>● new sites released.</li> </ul> <b>Outcomes:</b> <ul style="list-style-type: none"> <li>● an increase in supply of new homes which can be evidenced to the action taken</li> </ul>

1a Regional collaboration on the approach to integrated delivery		
The HCA will lead on delivery with local authorities, registered social landlords and other providers.		<ul style="list-style-type: none"> <li>improved value for money</li> <li>an increase in resources able to be invested</li> <li>better quality development due to the alignment of infrastructure needs.</li> </ul>

1b Roll out of the single conversation and IDPs/investment plans		
<p><b>Establishment of priorities for housing and regeneration delivery and the requirements, in terms of investment and logistical support, to deliver them. A joint statement will be produced by HCA and EEDA setting out the relationship between the Single Conversation and IDPs.</b></p>		
Key Delivery Agents	Budget	Results
<p>HCA will lead on the Single Conversation and EEDA for IDPs, following priorities agreed with local authorities and sub-regional partnerships. The plans will be locally owned and delivered.</p> <p>Both the Single Conversation and IDPs will involve various partners (regional and local) in establishment and delivery.</p>	Within existing resources.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>the Single Conversation commenced across the region, with at least two formal agreements signed (March 2011)</li> <li>IDPs (or equivalent) in place for all of the 'engines of growth'</li> <li>the joint statement between HCA and EEDA agreed in early 2010.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>clear plans for future housing delivery</li> <li>an increase in the numbers and range of appropriate housing outputs delivered</li> <li>increased GVA .</li> </ul>

1c Ensuring the housing needs of vulnerable groups are recognised and met		
<p><b>Support for local authorities in their development and delivery of their housing strategies and LDFs accompanied by a requirement to address the needs of older people, gypsies and travellers (etc) in their delivery.</b></p> <p><b>Development should support meeting the housing needs of all ages, for example a range of options for elderly people.</b></p>		
Key Delivery Agents	Budget	Results
The responsibility for delivery rests with local authorities, but support	Funding for delivery will be through existing HCA and local authority budgets.	<p><b>Outputs:</b></p>

**1c Ensuring the housing needs of vulnerable groups are recognised and met**

<p>should be given through HCA, EELGA and Regional Housing Advisory Group (RHAG).</p>	<p>There is a need to align revenue spend, including Supporting People funding, with agreed capital investment.</p>	<ul style="list-style-type: none"> <li>• arrangements – including best practice advice and direct assistance – in improving the consideration of vulnerable groups included in appropriate plans</li> <li>• an increase in the numbers and range of appropriate housing outputs delivered.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• an increase in the numbers and range of appropriate housing outputs delivered.</li> </ul>
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**1d Delivering housing and economic growth through regeneration**

**Joint working between the HCA and EEDA to identify and deliver opportunities for regeneration leading to additional housing provision with a focus on:**

- town centre regeneration
- Thames Gateway South Essex
- coastal towns
- market towns with significant challenges.

**Opportunities will be taken to incorporate local labour and skills training to help provide sustainable benefit to local communities.**

Key Delivery Agents	Budget	Results
<p>Regional partners, particularly EEDA and HCA, together with the relevant local authorities and delivery agents.</p>	<p>Thames Gateway has ring fenced budgets to March 2011. There are no specific budgets for other areas. Funding will come from existing budgets (local authorities, HCA, EEDA, Department for Communities and Local Government (CLG)) together with leveraging in private investment. As it is likely that these resources will not match overall needs, additional resources will need to be identified together with a strict approach to prioritisation within the region.</p>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• a series of jointly agreed investments with clear outputs and outcomes set out.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• increased GVA</li> <li>• demonstrable progress against the key priorities agreed (eg numbers employed and quality of jobs, homes improved or completed, environmental objectives achieved).</li> </ul>

**Programme 2: Increasing the efficiency and effectiveness of existing homes**

**Description and strategic fit**

Reducing energy consumption and the production of CO<sub>2</sub> from existing homes within the region is critical to delivering both RES and RSS ambitions. Given its CO<sub>2</sub> impact, the energy efficiency of existing housing stock warrants particular attention. To further this, the region needs to understand better where the most pressing challenges are in order to ensure resources are deployed in the most effective manner. Whilst the government has developed national approaches, such as requiring energy companies to support energy saving measures, further coordination and targeting would increase take-up, lower unit costs and maximise benefit.

Homes in the East of England have average thermal efficiency; but private rented and homes in rural areas are some of the least efficient. Targeting the right tenure and locations will be significant part of the programme. Water and waste efficiency in homes will be incorporated into the programme. Finally, although the way in which existing stock is utilised is a matter for local authorities, better dissemination of best practice can improve the way stock is used, such as quicker turn-round of voids, returning long-term empty properties back into use and tackling under- or over-occupied homes.

The programme supports Policy ENG1 (Carbon Dioxide Emissions and Energy Performance) and WAT1 (Water Efficiency) of the RSS and plays a role in furthering the aims of the Resource Efficiency goal in the RES.

**Implementation**

*Leadership*

EEDA and EELGA will oversee the whole programme, although delivery at the local level will be co-ordinated by local authorities and other stock-owning bodies.

*Monitoring*

It is proposed that lead agencies be identified.

*Resources*

Resources for this work are spread across a wide variety of organisations (utility companies, HCA, local authorities, EEDA, etc) and a key task of the programme is to assist the alignment of their operation. Some elements are not yet funded.

**Programme components**

2a Promoting take up		
A regional approach to maximising the take-up of national insulation and efficiency schemes will be implemented to support local delivery.		
Key Delivery Agents	Budget	Results
Regional partners to lead but a lead agency would need to be agreed.	This would be organised as a co-ordination of existing arrangements. Some additional funding would need to be identified (albeit relatively modest).	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>a regional take-up plan agreed and rolled out, including lead agency responsibility (by end of 2010).</li> </ul> <p><b>Outcomes:</b></p>

2a Promoting take up		
		<ul style="list-style-type: none"> <li>an increase in take-up across the region and resultant improvement in efficiency and bills for residents.</li> </ul>

## 2b Development of a regional retrofitting for resource efficiency programme

**A regional programme to bring together action on:**

- reducing water usage
- identifying the most effective means of 'retro-fitting' energy efficiency features into existing homes
- developing take up of use of more sustainable energy sources
- supporting local businesses to benefit from product development and delivery.

**This will require assessing best practice already being developed both within the region and nationally/internationally. The monitoring of the effectiveness of pilot schemes within the region will be an important feature. From this programme, an exemplar delivery scheme will be rolled out as appropriate, and lessons incorporated into the regional programme and advice and disseminated to partners across the region. Appropriate lead agency roles will be identified.**

Key Delivery Agents	Budget	Results
Although there is activity in this area, it is developed and delivered by a variety of agencies. Regional agencies, particularly HCA, EELGA, EEDA and the Environment Agency will need to establish the programme in conjunction with organisations such as Renewables East and utility companies. Local delivery will involve local authorities.	Resources are spread across a number of agencies and activity areas. Funding for a retro-fit programme will require some of these to be brought together (largely within HCA and local authorities, although budgets are at present unknown and so any programme will be dependent on the quantum of resource available).	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>development of regional programme and agreed lead agency roles (by end of 2010) and exemplar programme to run in 2011/12.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>more effective use of available resources (numbers of improvements/average cost)</li> <li>improvements in energy ratings of buildings</li> <li>Increase in business creation.</li> </ul>

## 2c Best practice advice on maximising the use of housing stock

**Improvement of the dissemination of best practice guidance on tackling empty homes, use of redundant stock. Advice will also be provided on best practice in working with tenants to free up properties that are currently under-occupied.**

Key Delivery Agents	Budget	Results
EELGA and RHAG to lead, together with HCA	Delivered within existing resources.	<b>Outputs:</b>

2c Best practice advice on maximising the use of housing stock		
		<ul style="list-style-type: none"> <li>production of best practice material together with a process of engagement with housing authorities by 2010.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>overall reduction in empty homes</li> <li>impact on homelessness numbers.</li> </ul>

**Programme 3: Increasing the supply of affordable homes in rural areas**

**Description and strategic fit**

The region has a very large rural population and the rural economy is of critical importance to the overall regional economy. The lack of affordable homes means that local people, particularly younger people, find it extremely difficult to find housing within their community or within a reasonable distance of their work. This has impact on local demographics, the creation of balanced communities, the supply of labour for rural business and the sustainability of village services.

Guidance on meeting rural housing and other needs has been renewed in recent months and a first task is to incorporate this into the region. The rest of the programme seeks to confirm the importance of continued investment and to make it easier for local communities to articulate the demand for, and facilitate the delivery of, new affordable homes in rural areas. New ways of aligning rural housing delivery to employment (such as live-work units) and the physical regeneration of town centres would also be promoted.

The programme supports Policy H2 (Affordable Housing) of the RSS and plays a role in furthering the aims of the Spatial Economy goal in the RES.

**Implementation**

*Leadership*

EELGA will lead on this programme, with EEDA support on economic matters.

*Monitoring*

EELGA will monitor this programme.

*Resources*

Public funding to support the delivery of new affordable homes is largely through the HCA, with some funding from local authorities and land disposed of at less than market value by local landowners. Although relatively modest, no resources are yet identified for the actions to improve support to local communities.

**Programme components**

<b>3a Funding for rural affordable housing</b>		
<p><b>Maintaining support for new affordable homes through the NAHP. The region has been extremely successful in delivering new affordable homes in rural areas and the social and economic importance of its provision is recognised. Whilst no commitment can be given on the exact levels of funding that might be made available, assurances are given that it will remain a key part of the overall delivery of affordable homes within the region.</b></p>		
<b>Key Delivery Agents</b>	<b>Budget</b>	<b>Results</b>
The HCA and local authorities, together with parish councils and providers of affordable housing, will deliver.	An element of NAHP is normally identified to provide affordable rural housing.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>number of affordable homes in rural areas, maximising the use of resources available.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>development of more balanced and sustainable communities in rural areas.</li> </ul>
<b>3b Facilitating local initiatives</b>		
<p><b>Current processes of stimulating action on delivering rural homes is complex and time consuming and often rests with community volunteers to deliver. It is proposed to develop a model approach to assist local communities to assess housing need and the most appropriate solutions. Advice on effective means of satisfying the requirements of the Planning process will be included. Creative means of stimulating housing and supporting rural services concurrently have been developed within the region and should be showcased elsewhere in the country.</b></p>		
<b>Key Delivery Agents</b>	<b>Budget</b>	<b>Results</b>
The HCA, EELGA, EEDA and RHAG would lead with local authorities.	No resources are currently identified for this activity.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>development of model approach and provision of advice within 2010/11. Take-up of approach from 2011 onwards.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>an increase local interest and potential take-up</li> <li>a significant impact on the quality of life in rural areas, which can be measured by facilities retained/created, jobs numbers as well as affordable homes created.</li> </ul>

**3c Community Land Trusts (CLTs)**

Although currently relatively small scale, there is considerable support and potential for the CLT model. The process could be made much easier for local communities wishing to pursue this route, rather than simply using an Registered Social Landlord (RSL), if a means to carry out the ‘back office’ elements of putting a CLT together were put in place, possibly taking the shape of a County CLT to obtain economies of scale. The action is for this concept to be further developed and its potential evaluated.

Key Delivery Agents	Budget	Results
HCA, the EELGA and EEDA would lead with local authorities and parish councils.	No resources are currently identified for this activity.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• agreement to, and carrying out of, a feasibility study appropriate to the region's needs</li> <li>• assessment of findings and consideration of applicability, potential funding and delivery</li> <li>• establishment of model if agreed and if funding is available.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• an increase in the output of affordable homes produced via the CLT model.</li> </ul>

**Programme 4: Skills and support for delivering and managing sustainable communities**

**Description and strategic fit**

The need for sufficient professional resource and expertise, with both specific and generic skills, in order to deliver sustainable communities is recognised as is the severe shortage of such professionals. This ranges from the construction industry through to architects, surveyors, urban designers, planners and housing professionals.

Taking a lead from Delivering Better Skills for Better Places (2009) – an action plan agreed by government, HCA and a wide range of built environment organisations - the programme seeks to bring together existing best practice guidance to advise local delivery plans and to identify, and meet, skills and knowledge gaps that are preventing the best practice from being implemented. There are numerous partners involved in working to meet the skills needs, but this is somewhat disjointed and difficult to access, therefore improved co-ordination and information is required. Specific support is included for delivery agents – normally local authorities – on skills which are crucial to successful delivery and which are now generic but which have traditionally fallen to individual professions; this would include financial viability assessments, design matters, negotiating skills, masterplanning and funding.

The programme is broader than planning for housing, although it will often be new development which stimulates the need for new skills. The programme supports regional objectives on improving skills and, through better application of knowledge, improvements to resource efficiency, the reduction of CO<sub>2</sub> and the delivery of new homes and jobs.

The programme will build on the successful existing work of Inspire East, Improvement East, Regional Cities East and a range of professional and higher education bodies. The arrival of the HCA, with regional responsibility for the work of the HCA Academy, provides an opportunity for co-ordination and needs to be included in the region's response to these needs.

The programme supports Policy SS1 (Achieving Sustainable Development) of the RSS and plays a role in furthering the aims of the Spatial Economy goal in the RES.

### **Implementation**

#### *Leadership*

Inspire East have, to date, the brief for the promotion of skills for sustainable communities. HCA has the national brief through the HCA Academy. Governance arrangements for this programme will need to be agreed.

#### *Monitoring*

Monitoring arrangements for this programme need to be developed once the governance arrangements are known.

#### *Resources*

These are spread across a range of organisations: Inspire East; Improvement East; HCA; professional institutions; universities; and local authorities.

### **Programme components**

#### **4a Guidance and support to creating successful places and housing's role within it**

**Developing guidance, and focusing support, on 'place shaping' and making which encompasses a strong emphasis on social, economic and climate change considerations. For housing this requires a much broader approach than design considerations.**

<b>Key Delivery Agents</b>	<b>Budget</b>	<b>Results</b>
Regional bodies should develop the guidance in conjunction with professional bodies and local authority practitioners such as Commission for Architecture and the Built Environment (CABE). The process should be led jointly by EEDA, EELGA and HCA.	Within existing budgets.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>production of guidance and, alongside developing capacity locally, the uptake to help produce more successful places.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>an improvement in design and functionality of places, including sustainability impacts</li> <li>increase in local employment</li> </ul>

#### **4b Development of a single regional action plan on skills for sustainable communities**

**Delivering a unified approach to place making skills – the region will:**

**4b Development of a single regional action plan on skills for sustainable communities**

- refocus activity and effort on ensuring skills for delivering sustainable growth
- seek to increase knowledge and understanding of its importance and subsequent take up and application
- provide clear direction.

Under the leadership of the HCA, key regional partners will establish a high-level delivery plan and monitor its impact and effectiveness. This plan will use existing intelligence on skills needs and bring together current and planned activity.

Key Delivery Agents	Budget	Results
The key delivery agents will be the HCA, the EELGA/Improvement East (acting as enablers) and EEDA through Inspire East.	Within existing budgets.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• development of regional action plan in 2010/11. Subsequent monitoring and review of its effectiveness</li> <li>• Improved co-ordination of resources.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• reduction in skills gaps and shortages</li> </ul>

**4c Meeting current and future skill needs**

- continued encouragement for the increase in the numbers of new entrants into the built professions
- enhancing existing joint professional continuous professional development (CPD) working
- addressing generic skills needs (such as leadership, project management, community engagement) within existing organisations
- development of specific professional development products to cover negotiation skills (specifically s106 and working with developers), viability assessment and use of strategic housing market assessments (SHMAs) and strategic housing land availability assessments (SHLAAs) in planning policy and delivery
- targeting skills gaps across organisations by co-operative working (taking forward and disseminating Regional Cities East 'CURE' programme) and focussing on specific sectors/specialist subjects
- analysing evidence of the nature of skills deficits and needs emerging from the Single Conversation and Integrated Development programmes.

Key Delivery Agents	Budget	Results
The strategic lead will come from the HCA, EELGA and EEDA. The development and delivery	Budgets to fund this work are spread across a wide range of participants. Both Inspire East	<p><b>Outputs:</b></p>

4c Meeting current and future skill needs		
will be from a variety of sources: Inspire East, Higher Education establishments, professional bodies and local authorities.	and Improvement East have funded delivery along with local authorities, CLG, HCA Academy, professional institutions, private sector practices and so on.	<ul style="list-style-type: none"> <li>delivery of appropriate training and increases in the uptake</li> <li>analysis of outcomes of nature and scale of skills shortages suggested by the Single Conversation, IDPs and CURE work and adaptation of support accordingly.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>reduction in skills gaps and shortages</li> </ul>

4d Sharing intelligence and best practice		
<ul style="list-style-type: none"> <li>enhancement of virtual best practice library linked to professional and improvement bodies</li> <li>sharing experience of Design Review Panels</li> <li>development of thematic networks</li> <li>dissemination of learning from the roll out of the single Conversation and from IDPs.</li> </ul>		
Key Delivery Agents	Budget	Results
This would be led by Regional agencies, in particular HCA, EELGA and EEDA, together with Inspire East, Improvement East, CABE and local authorities.	Within existing budgets.	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>further development of best practice and its dissemination with evidence of practical uptake.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>an improvement in design and functionality of places, including sustainability impacts</li> <li>increase in local employment</li> </ul>

4e Specialised support for sustainable development
<p><b>Structured co-operation and support between regional bodies and local authorities (including local delivery vehicles) in the formation of evidence-based policy particularly with:</b></p> <ul style="list-style-type: none"> <li>s106 agreements</li> <li>economic viability assessments</li> <li>forming and evidenced tariff or levy (CIL)</li> <li>new models of funding and delivery</li> <li>masterplanning</li> <li>collection, analysis and use of evidence</li> <li>climate change adaptation and meeting zero carbon targets</li> </ul>

**4e Specialised support for sustainable development**

**Using professional bodies, establishing a better understanding of the availability and potential need for specialist knowledge. Forming a business case for joint commissioning and sharing of specialist support services.**

Key Delivery Agents	Budget	Results
<p>The HCA, EEDA, EELGA to co-ordinate delivery of support.</p> <p>The HCA's ATLAS programme would assist with large masterplanning.</p> <p>Improvement East to act as enablers with potential efficiencies through shared services.</p>	<p>Within existing budgets. Further funding support to be sought if savings are identified.</p>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>establishment of an agreed approach across appropriate partners to provide support (2010/11). Parallel establishment of appropriate materials and means of delivering..</li> <li>development of at least one pilot for shared services within 2010/11.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>increase in number and quality of new homes produced within available resources (including stretching those resources).</li> <li>use of best practice, compared to current performance to be regularly evaluated.</li> </ul>

**4f Innovation**

- stimulating the development and commercial application of housing related green technologies
- ensuring cross-sector linkage with innovation stimulation and associated business support
- working with the construction sector to better awareness of Modern Methods of Construction, (MMC) and ensuring the availability of appropriate professional and construction skills
- utilising lessons and best practice emerging from work on achieving zero carbon (including the Carbon Challenge project in Peterborough) to identify skills needs and response and commercial opportunities.

Key Delivery Agents	Budget	Results
<p>Innovation and assistance to apply commercially will be led by EEDA and associated business support arrangements, including links with appropriate sector leads. It is likely to also include;</p>	<p>This will be delivered through existing services for business support and innovation development. Where possibilities are significant but require funding beyond that currently available efforts will need to be made to access additional resources.</p>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>advice and support given to businesses</li> <li>identification of product development and roll-out</li> <li>proportion of new build using MMC.</li> </ul>

4f Innovation		
<p>HCA, Inspire East, SmartLIFE, National Construction College, and Building Research Establishment.</p>		<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• number of businesses successfully bringing new products to commercial take-up</li> <li>• improvements in the sustainability profile of new and existing homes</li> <li>• better value for money for the application of new products.</li> </ul>

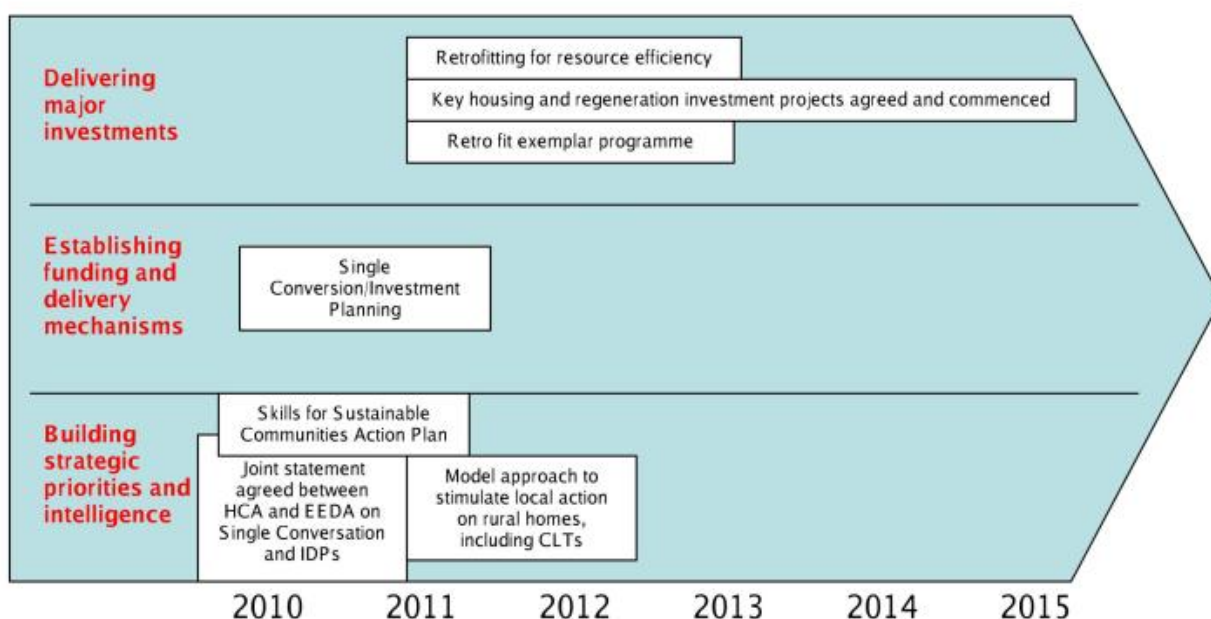
### 4.4 Key milestones and phasing

The deliverables set out in the programmes are primarily focused on the first three to five years of the Implementation Plan. The immediate priority for the region is to ensure that new housing, in particular affordable housing, continues to be delivered during what are very difficult economic circumstances. This will mean that the HCA, local authorities and other delivery bodies will identify opportunities which do not require significant additional investment in infrastructure, but that also support social and economic objectives. Prioritisation may also focus around where there are opportunities to use public assets, normally land, to make schemes viable.

The provision of key intelligence to inform where spatial/sectoral investment will be most effective is an urgent but essential prerequisite for delivery of some of the programmes (for example, on resource efficiency in existing homes).

Figure 7 sets out the sequencing for a few of the most critical interventions to be made in the region over the first five years of the Implementation Plan.

**Figure 7: Phasing of key milestones**



## 4.5 Synergies

Housing has very strong linkages with most of the other themes. Delivery of an adequate and sustainable supply of new housing is crucial to maintaining the health of the region's economy, its people and its environment. There are clear synergies to be gained in both housing provision and concurrent economic growth. This includes stimulating innovation in meeting new challenges particularly moving towards a low carbon economy and adaptation to climate change, enhancing the region's natural resources and meeting the needs of an ageing population. Though these linkages are recognised and understood, they have not always been delivered in a coherent way. While there is recognition that a choice of housing in attractive places is a key factor influencing skilled labour and business investment, there is insufficient guidance as to how the two can best be delivered together. Developing an evidence base and best practice approach to integrate better the delivery of housing and economic development would assist in this.

There are strong linkages with transport and how new communities are designed to minimise the distances and the need to travel. There are a number of key sites within the region that can only be delivered alongside infrastructure improvements, not only transport but green infrastructure. New developments add to the demand on utilities, the planning and delivery of which need to be aligned. Affecting a change in behaviour to conserve resources is a sustainability priority.

## 4.6 Delivery and capacity

Private developers and other businesses are fundamental to the development of new homes, places for work, shopping and recreation. The challenge is to support private activity alongside public investment, regulation and service delivery. Much has been done by regional bodies and local authorities in meeting this challenge, not least through forming local development documents that are based on sound evidence.

Local authorities play a fundamental role in the delivery of new and improved homes in the region, and this will be reflected in their Sustainable Community Strategies, Local Development Frameworks and Housing Strategies. It is at this level that tenants and residents input into how provision will happen.

The technical demands placed on local authorities in planning for growth has become substantial and these demands are unlikely to change. In addition, financing new infrastructure will be limited and new approaches, such as using the total place through integrated programmes, are needed.

The HCA has a critical role. Its main and short-term focus will be the supply of new homes, particularly affordable ones. However, regeneration and moving to more sustainable communities are also fundamental concerns, which are shared by several other organisations within the region. There is an obvious need to align priorities, but there is also the potential to share knowledge.

Some of the programmes require better exchange of information and, in moving to a Single Regional Strategy, co-ordination of monitoring between different organisations. The programmes in this theme address the need to move to a more strategic approach whilst recognising the likely constraints in public funding. The development of new delivery and funding models will be important components to ensure the best use of investment by aligning partner activity against agreed priorities.