

**London Borough of Southwark**

**Housing Delivery Test Action Plan**

**(August, 2019)**



## **Content**

1. Introduction	1
2. What is Southwark's strategy for delivering new homes?	3
3. Housing approvals and completions in Southwark	5
4. Understanding the key issues and barriers	7
5. What will Southwark do to improve delivery?	9
6. Monitoring and performance	17

### **Appendices**

Appendix 1 – Total net housing approvals in Southwark in the last fifteen financial years

Appendix 2 – Total net housing completions in Southwark in the last fifteen financial years

Appendix 3 – Social and intermediate housing product types presented in Appendix 1 and Appendix 2

Appendix 4 – Annual average housing supply monitoring targets 2015-2025

## **List of tables**

Table 1: Housing Delivery Test results Southwark

Table 2: Percentage of net housing completions by boroughs against the London Plan target

Table 3: Key issues and barriers to delivery

Table 4: Actions

## **Abbreviations**

HA – Housing Association

HDT – Housing Delivery Test

HDTAP - Housing Delivery Test Action Plan

HRA – Housing and Revenue Account

GLA – Greater London Authority

LDD – London Development Database

LPA – Local Planning Authority

MHCLG - Ministry of Housing, Communities and Local Government

NPPF – National Planning Policy Framework

NSP - New Southwark Plan

OA – Opportunity area

OKRAAP - Old Kent Road Area Action Plan

OKR – Old Kent Road

SCI – Statement of Community Involvement

## 1. Introduction

- 1.1 Southwark Council is a top performing borough for providing social rented housing and other housing tenures. Since 2004 we have permitted 41,350 homes and 21,777 of those have been built. 25% of them have been social rented providing 2,480 social rented homes for people in Southwark. We are the only borough who ask for social rented housing and our commitment to delivering affordable housing for our residents is what motivates us daily. We are building 11,000 new council homes and leading the way to deliver many more for the people who need it most.
- 1.2 The Ministry of Housing, Communities and Local Government (MHCLG) introduced the Housing Delivery Test (HDT) in November, 2018 as a mechanism to monitor housing delivery locally. The HDT is a percentage measurement that compares the number of net new homes delivered over the previous three years against the authority's net housing requirement. The method of calculating the HDT requirement is set out in the Housing Delivery Test Measurement rule book.
- 1.3 Where housing delivery over the previous three years has been less than 95% of the requirement, the Local Planning Authorities (LPAs) should prepare an action plan setting out the cause of under delivery and the intended actions to increase delivery.
- 1.4 The results of the HDT were published in February, 2019. Table 1 below sets out the HDT results for Southwark. Between 2015-2018 Southwark delivered 4,771 homes against the target of 5,941 homes. In 2016/2017 Southwark delivered 2,520 homes, exceeding the requirement of 2,155 homes by 365 homes. Housing delivery is at 80% against the target. Even though this is one of the highest delivery of homes by any Council Southwark is required to produce an Action Plan and add a 20% buffer onto the five year land supply to address the under delivery.

**Table 1:** Housing Delivery Test results for Southwark

Year	Housing Delivery Test Requirement (MHCLG)	LBS delivery figures as per the Housing Delivery Test (MHCLG)	LBS net delivery figure from London Development Database
2015/2016	1,630	1,436	-
2016/2017	2,155	2,520	-
2017/2018	2,156	816	-
2018/2019	-	-	2,520
<b>Total</b>	<b>5,941</b>	<b>4,771</b>	<b>7,291*</b>

\*this figure includes LBS delivery as per the Housing Delivery Test from 2015-2018 and LBS delivery as per the LDD from 2018/19.

Source: Housing Delivery Test: 2018 measurement published on 19<sup>th</sup> February 2019 (<https://www.gov.uk/government/publications/housing-delivery-test-2018-measurement>)

- 1.5 Southwark has consistently approved a significant amount of net dwellings through the planning system over the last fifteen financial years, which on average is equivalent to 2,757 net dwellings per year. Notwithstanding this, approving a significant number of

homes does not mean all of these homes are delivered. Approvals and completions within a given year should not be compared as the figures relate to different schemes, the delivery of the approved schemes do not come forward at the same rate.

- 1.6 Completions data for financial year 2018/2019 shows that Southwark council has delivered 2,520 net new dwellings in total (as set out in **Appendix 2**). This represents a significant and positive contribution to the housing stock and housing delivery in the borough.
- 1.7 It can be noted from the **Table 1** that housing delivery has slowed down in financial year 2017/2018, but evidence from 2018/2019 shows that Southwark has successfully recovered from this delivering a significant amount of housing contributing to the Council's priority of building new homes and tackling the housing crisis.
- 1.8 The Action Plan is intended to be a practical document, to help review Southwark's approach to housing delivery. The action plan identifies issues and barriers to housing delivery, and responds with an action on how this can be overcome to increase delivery.
- 1.9 In addition to issues and barriers, this document sets out the context of Southwark and how we are being proactive to boost our housing delivery through a range of council-wide strategies and initiatives.
- 1.10 This document is intended to assist in delivering the strategic objectives of the Development Plan in meeting the current housing target of 2,736 net dwellings per year as per the London Plan. It also supports the delivery of Southwark's Housing Strategy, New Homes Delivery Programme and the Council Plan commitments.
- 1.11 This is Southwark Council's first action plan, and is to be monitored and updated annually as required following the publication of the Housing Delivery Test (HDT) data each November.

## **2. What is Southwark's strategy for delivering new homes?**

- 2.1 The Council is absolutely committed to responding to the housing crisis. This is why we are using every tool available to increase the supply of all kinds of homes and to continue revitalising neighbourhoods and deliver the homes, jobs and public spaces that the borough needs.
- 2.2 As per the London Plan (2016) and as set out in Appendix 3, Southwark has the second highest housing target after Tower Hamlets. The borough is expected to accommodate an additional 27,360 homes (or 2,736 per annum) by 2025. This represents a significant housing requirement that the borough is dedicated to meet through the various programmes and initiatives that are currently being undertaken, through the new actions identified in this document and by proactively engaging with the relevant stakeholders responsible for housing delivery.
- 2.3 Out of the 33 London boroughs including the City of London, Southwark is the 24<sup>th</sup> largest borough in London by size. This is compounded by very few available large vacant sites to be developed; therefore housing delivery needs to be met on small and constricted development sites making housing delivery and meeting the housing target more challenging.
- 2.4 Our ambition is to lead the way in London in providing good quality genuinely affordable homes for those on all income levels, and a mix of sizes and types to meet a range of needs. Southwark has an ambitious target of delivering 11,000 new council homes making this one of the biggest programmes of council house building in the country. In all housing schemes coming forward we require at 35% affordable housing to be provided.
- 2.5 We have been working closely together with colleagues within the Council and members, with the Greater London Authority (GLA), LPAs, Housing Associations (HA), residents, business and other stakeholders in changing our approach. The feedback from these collaborations informed our strategy to prepare a more prescriptive, detailed and positive guide to welcome and manage change in the borough in form of updating our development plan and producing supplementary planning documents.
- 2.6 Our current development plan comprises of the Saved Southwark Plan policies (2007) and the Core Strategy (2011) and Area Action Plans. The Area Action Plans comprise of Canada Water Area Action Plan, Peckham and Nunhead Area Action Plan and Aylesbury Area Action Plan. These Area Action Plans plan for around 10,000 homes.
- 2.7 To provide an up-to-date framework and guide for new developments to deliver the urgently needed housing and jobs the last couple of years we have been working on the New Southwark Plan (NSP). The NSP is to be submitted to the Secretary of State in autumn, with the aim for it to be adopted in March, 2020.
- 2.8 The NSP sets out how future regeneration in the borough will be delivered, and how Southwark will answer to the pressing need for housing through identifying sites for development, as well as through estate infill and regeneration.

- 2.9 Southwark Council has made a commitment to deliver 11,000 new homes in Southwark by 2043, with 2,500 to be delivered by 2022. To achieve this, we have established a New Homes Delivery Programme. Through extensive cross-departmental collaboration, including working closely with planning, and carrying out research the Council has assessed a number of sites across the borough for housing capacity, of which a significant number of homes have already been approved and delivered, with other proposals in the pipeline.
- 2.10 Southwark benefits from four opportunity areas (OA), which have significant capacity for development, growth, and potentially improved public transport access. The four OAs are Canada Water; Elephant and Castle; London Bridge, Borough and Bankside and Old Kent Road and they are essential in delivering Southwark's housing strategy. Significant growth and contribution to the housing delivery is expected from these areas, with several schemes already in the pipeline awaiting delivery.
- 2.11 In addition to the preparation of the NSP, we are also in the process of preparing the Old Kent Road Area Action Plan (OKRAAP). Two rounds of public consultation have been undertaken and is planned to be adopted in October, 2020. This document sets out a planning and regeneration strategy, and an area specific vision on how the new homes, jobs, infrastructure and open spaces will be provided within the OKR.
- 2.12 The OKR has an identified capacity of 20,000 new homes and 10,000 new jobs over the next 20 years. So far 192 dwellings have been built, 505 dwellings are under construction and over 5,000 have been approved with a S106 agreement secured or awaiting S106 agreement. A significant number of homes are subject to live planning applications. A number of pre-application advice requests have been submitted which have the potential to deliver a significant of number of homes.
- 2.13 The development coming forward within the Old Kent Road Action Area will be phased based on the commitment and delivery of the Bakerloo Line extension. It is anticipated around 9,500 homes will be committed in Phase 1 (2018-2023) alongside enhancements to the existing public transport network prior to the confirmation of the Transport and Works Act Order for Bakerloo Line extension. The remaining 10,500 will be committed for Phase 2 (2023-2027) and will be subject to agreement between Southwark Council, the Greater London Authority and Transport for London relating to the status of transport improvements.

### **3. Housing approvals and completions in Southwark**

- 3.1 Figures discussed in this section of the Action Plan have been obtained from the London Development Database (LDD), and can be found in the Appendices section of this document, unless otherwise stated.
- 3.2 **Appendix 1** shows how many new homes, covering self-contained and non conventional housing, have been approved in Southwark through the planning system over the past 15 years in net terms and tenure breakdown. It can be concluded that Southwark has consistently approved a high number of dwellings, approving 41,350 dwellings in the last fifteen financial years, which is the equivalent to 2,757 dwellings each year on average.
- 3.3 **Appendix 2** shows how many new homes, including self-contained and non-conventional housing, have been completed in Southwark over the past 15 years, in net terms and tenure breakdown. Over the last fifteen financial years Southwark has delivered 21,777 dwellings which is a significant contribution to the housing stock in Southwark. Apart from financial year 2017/2018, in the latest years a significant increase in delivery can be observed, especially in financial years 2016/2017 and 2018/2019, with the delivery of 2,423 and 2,520 dwellings.
- 3.4 Whilst approvals and completions within a given year should not be compared, as the figures relate to different schemes, it can be noted that Southwark has consistently delivered a significant amount of net dwellings over the last fifteen financial years. However the approval of schemes does not necessarily mean they are delivered. This action plan seeks to identify the root causes of this, and identify delivery issues in the borough and how these can potentially be overcome.
- 3.5 **Appendix 4** shows the total number of homes that the London boroughs, LDDC and the cities of London and Westminster need to deliver by the end of the plan period to meet London's anticipated housing need. Southwark has the second highest housing requirement in London for the 2015-2025 plan period. It is important to note that the London Plan (2016) targets for Southwark are higher than the targets set out in the HDT. The HDT target calculation method is set out in the HDT Measurement Rule book.
- 3.6 **Table 2** below sets out the percentage of net housing completions by boroughs against the London Plan target. It can be concluded that in 2014/2015 Southwark has met and exceeded the London Plan target together with 21 other boroughs, delivering 101% of the required target. In 2015/2016 the London Plan targets changed, and increased by 1/3 for Southwark. Only 14 boroughs out of 35 have met or exceeded the target, with Southwark delivering 55% of the requirement. In 2016/2017 Southwark has delivered a significant amount of net dwellings, which equates to 91% of the required target.
- 3.7 The figures within **Appendix 2** and the GLA's AMR **Table 2** vary due to the reporting system, from which the figures are derived, being run at different times by the respective authorities.
- 3.8 At this point we are unavailable to report on the 2017/2018 delivery, as the London Plan annual monitoring report is not yet available and it will be published at the end of summer 2019.



**Table 2:** Percentage of net housing completions by boroughs against the London Plan target

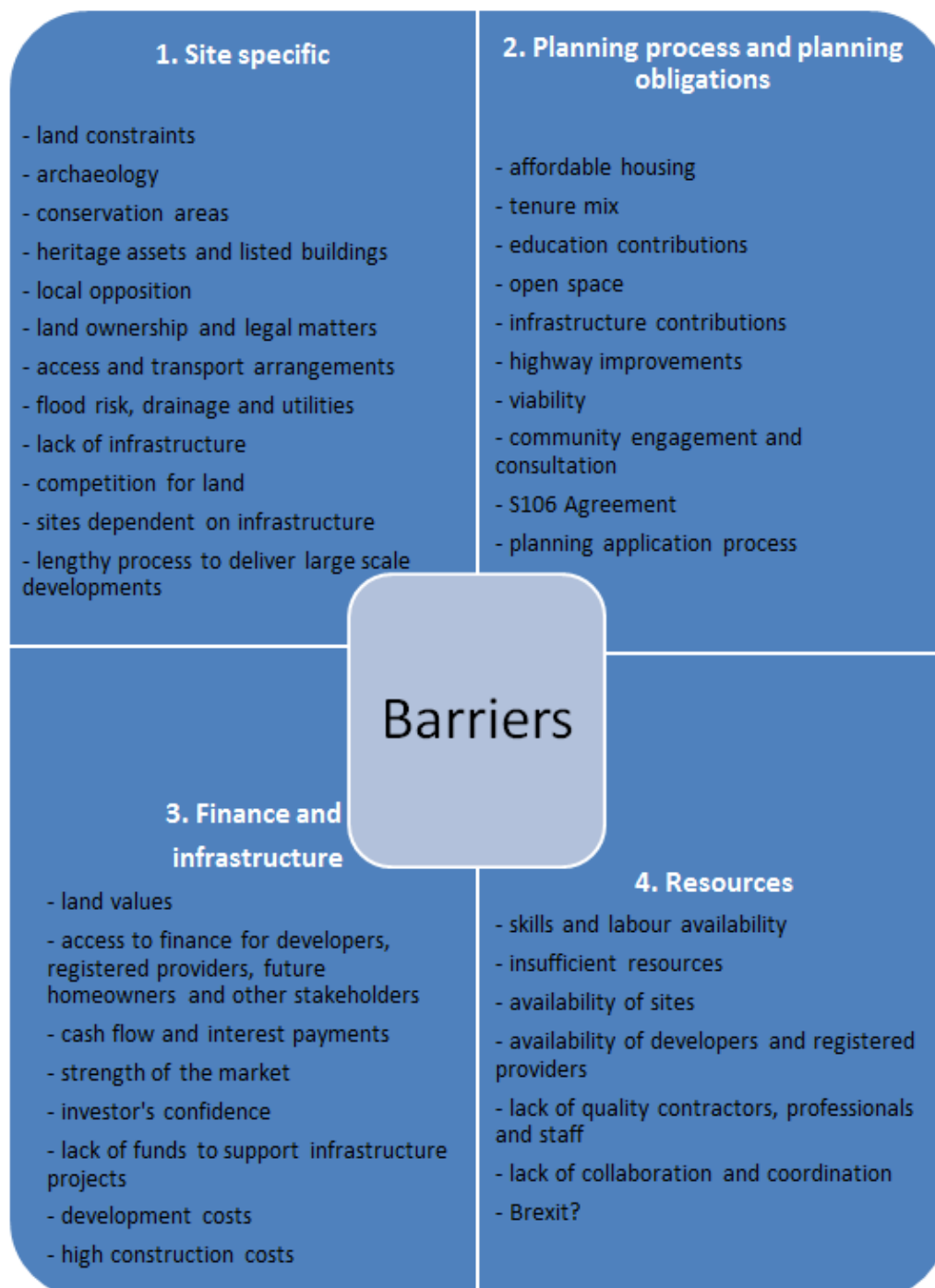
	Borough	London Plan target 2014/2015	% of target (2014/2015)	London Plan target 2015/2016	% of target (2015/2016)	London Plan target 2016/2017	% of target (2016/2017)
1	Barking and Dagenham	1064	53	1236	41	1236	46
2	Barnet	2254	48	2349	78	2349	97
3	Bexley	337	225	446	-22	446	163
4	Brent	1065	157	1525	95	1525	194
5	Bromley	501	72	641	119	641	153
6	Camden	665	233	889	150	889	155
7	City of London	109	211	141	52	141	-73
8	Croydon	1332	99	1435	128	1435	199
9	Ealing	890	52	1297	125	1297	108
10	Enfield	559	111	798	49	798	147
11	Greenwich	2594	58	2685	65	2685	86
12	Hackney	1158	142	1599	116	1599	81
13	Hammersmith and F	614	249	1031	25	1031	101
14	Haringey	820	41	1502	32	1502	52
15	Harrow	352	110	593	61	593	113
16	Havering	972	72	1170	133	1170	45
17	Hillingdon	423	221	559	178	559	141
18	Hounslow	474	260	822	72	822	147
19	Islington	1172	71	1264	155	1264	114
20	Kensington and Chelsea	584	156	733	16	733	44
21	Kingston upon Thames	374	163	643	57	643	35
22	Lambeth	1197	173	1559	180	1559	73
23	Lewisham	1105	118	1385	104	1385	149
24	London	32210	101	42388	91	42388	107
25	London Legacy DC	N/A	N/A	1471	89	1471	15
26	Merton	318	147	411	170	411	91
27	Newham	2501	100	1994	83	1994	113
28	Redbridge	759	35	1123	47	1123	54
29	Richmond upon Thames	245	135	315	173	315	136
30	Southwark	2005	101	2736	55	2736	91
31	Sutton	211	248	363	71	363	229
32	Tower Hamlets	2887	30	3931	73	3931	128
33	Waltham Forest	761	90	862	102	862	114
34	Wandsworth	1143	96	1812	173	1812	153
35	Westminster	770	138	1068	86	1068	142

Source: London Plan Annual Monitoring Reports 12, 13 and 14

#### 4. Understanding the key issues and barriers

4.1 We have gathered evidence from a wide range of sources and views from colleagues and key stakeholders involved in the planning and housing delivery process in order to understand the potential influencing factors and obstacles to housing delivery. This information has been considered alongside direct knowledge of local sites, land and development capacity through working with developers and the GLA. The identified key issues and barriers are set out in **Table 3** below.

**Table 3:** Key issues and barriers to delivery



4.2 The issues and barriers presented in **Table 3** are expanded on below:

### 1. Site specific

- **Brownfield sites in high value areas**, such as inner London are almost never unoccupied but, on the contrary, are occupied by people who have leases that often have several years to run. So the typical major/strategic application is made by the prospective developer some years before the expiry of these leases to safeguard their ability to get vacant possession in due course.
- **Buying and selling land**: undeveloped sites being in private ownership as an investment can lead to a delay in delivery as owners wait for the value to increase or obtain planning permission to develop the land and then sell it at a profit. This can delay and prevent housing delivery.
- **Reliance on a number large strategic sites and growth areas** that take a long time to be developed.
- **Competition for land** results in high land prices.

### 2. Planning process and planning obligations

- **Community engagement and consultation** helps generate interest and input to planning decisions, but can also raise inappropriate expectations amongst consultees which can cause delays for both developers and consultees.
- **Agreeing developer contributions** to affordable housing and infrastructure can delay delivery.
- **Strong local opposition** and a default position to object can cause delays for housing delivery.
- **Better quality applications**, detailed pre-application advice, consultation responses on time and more resources are needed to assess planning applications.
- **Compulsory Purchase Order and Judicial Review** procedures are lengthy processes, preventing developments to come forward in an efficient and timely manner.

### 3. Finance and infrastructure

- **Larger sites are often built out much more slowly**, as they are often reliant on new services and infrastructure before the new development.
- **Lack of funding** to deliver infrastructure.
- **Awaiting wider infrastructure delivery.**

### 4. Resources

- **Funding cuts** from central government lead to pressures in how LPAs provide services.
- **Housing delivery is dependant on the supply of materials** and skilled professionals of which there is a shortage.
- **Better collaboration and coordination** is needed between LPAs, Housing Associations, developers and the GLA.
- **Inefficient back office and data management system** delays processing and determining applications.

## **5. What will Southwark do to improve delivery?**

5.1 Set out below are the practical and proactive measures, actions and initiatives we are working on to increase the delivery of homes in the borough:

### Refreshing Southwark's Housing Strategy to 2043

5.2 Southwark Council has made a commitment to increase a supply of all kinds of homes across Southwark through one of the most ambitious council house building programmes in the country. The aim is to deliver 11,000 new council homes by 2043. This will be achieved through engagement and working in partnership with various stakeholders and departments within the Council; and by unlocking a number of housing sites in key locations across Southwark such as Canada Water and Old Kent Road.

5.1 The Council's long term housing strategy and commitment of increasing the housing supply is set out in the Southwark's Housing Strategy to 2043, this is currently undergoing an update and it is to be published by the end of 2019. The update will be informed by the input from various divisions within the Council responsible for housing delivery and through a large workshop that took place on 27<sup>th</sup> June 2019 and attended by a number of council officers, developers, residents, Housing Associations, Registered Providers and other stakeholders. The discussions in this event helped to inform the issues and barriers set out in **Table 3** and at **Paragraph 4.2**.

5.2 The New Homes Delivery Programme work forms part of this commitment, as the aim is to deliver 2,500 council dwellings by 2022. The team has assessed a number of sites across the borough for housing capacity, of which a significant number of homes have already been approved and delivered and a number are coming forward.

### Statement of Community Involvement

5.3 The SCI is being updated and will be out to consultation in the autumn, 2019. The purpose of the SCI is to contain detailed information regarding the consultation required during the planning application and development plan-making process. The SCI sets out how and when the council will involve the community in:

- The development of planning policy and guidance documents; and
- Applications for development proposals submitted to the council for planning permission.

5.4 The updated SCI will ensure residents are formally consulted on planning applications and policy documents; it will also encourage the use of digital consultation.

5.5 The SCI will also include a development consultation charter details of which are set out below.

### Draft Development Consultation Charter

5.6 The Draft Development Consultation Charter was approved at Cabinet on the 30<sup>th</sup> April 2019 and a consultation plan and a consultation summary are now required for the

validation of pre-application advice requests and planning applications. The charter also sets out the minimum consultation requirements to be carried out by developers for major and strategic developments.

5.7 The Council working together with the developers and residents from early stages of a development will hopefully result in a better understanding of the planning process and local concerns, and better quality of applications. The Development Consultation Charter is expected to be out to consultation with the SCI.

### Old Kent Road

#### *Old Kent Road website*

5.8 A website has been set up to keep residents, businesses and stakeholders up to date on what is happening on the Old Kent Road in terms of plans for the area, proposed developments and live planning applications, consultation events happening and events on at 231 Old Kent Road.

5.9 The website is used as a platform to promote the Old Kent Road so people are informed on what is going on in their area and ensure people can have a say.

#### *231 Old Kent Road*

5.10 231 Old Kent Road is a community space on the Old Kent Road where local residents, businesses and community groups can share ideas and get involved in shaping the development of the Old Kent Road over the next 20 years.

5.11 It is a place where people who live and work nearby can come and see the latest plans and talk to us about the regeneration programme. It can also be used as a venue for exhibitions and events and to provide space for community groups to hold their own meetings.

5.12 Having this space keeps people up to date and also gives them the opportunity to have a say on the development coming forward in the area.

### Plan X

5.13 This tool is a digital planning guide offering a single point of entry to the planning process. It will pull relevant data, policies and guidance for users to test their proposals, speeding up the pre-application and planning application process. It is anticipated to go live by 2020, and at this stage it would be for minor and householder applications. At a later stage Plan X will be developed further to include larger applications which will hopefully speed up the process as some tasks are automated. This should free up officer time to focus on other work including, boosting the delivery of homes.

### Delivery Programme Board meetings

5.14 The Delivery Programme Board meetings occur every two months to discuss housing matters and housing delivery within the borough. Attendees include strategic directors, directors, heads of services and managers within the council who are responsible for housing delivery. The HDTAP will be presented to the Board on 10<sup>th</sup> September 2019.

5.15 The Delivery Programme Board is a forum where actions can be discussed and monitored and any recommendations for additional actions can be explored to understand their potential on boosting housing delivery.

#### Summary

5.16 We have a number of programmes and initiatives that are currently being undertaken as identified above. We set out a number of actions at **Table 4** that have been informed by these programmes and initiatives. Other actions are set out that have been informed by research undertaken and discussions internally. The actions, timeframes and responsibility for delivery are set out below. Some of the actions set out in **Table 4** can be subject to change, as the Housing Strategy Refresh is yet to be presented at Cabinet in December, 2019.

**Table 4: Actions**

<b>What is the issue that we want to address?</b>		<b>How are we going to address this issue?</b>	<b>By when are we going to address this issue?</b>	<b>Who is going to be responsible for this?</b>
<b>Issue (what)</b>	<b>Action</b>	<b>Action to be taken (how)</b>	<b>Timeframe to deliver action (when)</b>	<b>Responsible lead officers/departments (who)</b>
<b>Continue to increase housing delivery</b>	1	Southwark Council has a commitment of delivering 11,000 new council homes by 2043. Southwark Housing Strategy to 2043 sets out the long term plan how this is going to be achieved which is currently being updated.	To deliver 11,000 new council homes by 2043	Cross-departmental
	2	New Homes Delivery team carry out a borough wide capacity exercise to identify sites that have the capacity of delivering housing.	To deliver 2,500 new homes by 2022	Planning division; Development Delivery; Housing and Modernisation
	3	Preparing and maintaining the HRA Business Plan to provide both short and long-term projections for the HRA revenue and capital, and to indicate the affordability of spend on our own stock and the delivery of the new build homes target.	Ongoing	Resident Services division
	4	Partnering with HAs and developers, and utilising the development capacity of the HAs sector to assist in delivering new council homes through SRPP (Southwark Regeneration Partnership Programme).	Ongoing	Finance & governance department Regeneration division
	5	Using section 106 agreements to build new homes to meet a variety of needs and incomes in order to fund the programme.	Ongoing	Regeneration division

<b>What is the issue that we want to address?</b>		<b>How are we going to address this issue?</b>	<b>By when are we going to address this issue?</b>	<b>Who is going to be responsible for this?</b>
<b>Issue (what)</b>	<b>Action</b>	<b>Action to be taken (how)</b>	<b>Timeframe to deliver action (when)</b>	<b>Responsible lead officers/departments (who)</b>
	6	Expanding existing council housing delivery programmes e.g. hidden homes.	Ongoing	New Homes division
<b>Development Plan documents</b>	7	Preparing evidence base documents (Background Papers, studies etc.).	To accompany the Submission of the New Southwark Plan in autumn, 2019	Planning Policy
	8	Adoption of the New Southwark Plan.	March, 2020	Planning Policy
	9	Old Kent Road Opportunity Area Framework/Area Action Plan preparation and adoption.	October, 2020	Planning Policy; Old Kent Road Regeneration
<b>Sufficient sites available</b>	10	Update the Five and Fifteen Year Housing Land Supply document.	To accompany the Submission of the New Southwark Plan at the end of 2019	Planning Policy; Development Management;
	11	Identifying sites for new council homes on our own land and housing estates, and exploring opportunities for infill development, land re designation and intensification, freeing up land working with landowners, and buying up stalled sites.	Ongoing	New Homes division



<b>What is the issue that we want to address?</b>		<b>How are we going to address this issue?</b>	<b>By when are we going to address this issue?</b>	<b>Who is going to be responsible for this?</b>
<b>Issue (what)</b>	<b>Action</b>	<b>Action to be taken (how)</b>	<b>Timeframe to deliver action (when)</b>	<b>Responsible lead officers/departments (who)</b>
	12	Work jointly with HAs and other London councils to identify land and sites, and the necessary resources to build affordable homes.	Ongoing	New Homes division
	13	Identify resources to buy land and sites to build social rented homes by developing a strategy (and carry out options appraisal) to explore borrowing against the HRA and bidding for future grants to build the 5,000 council homes during 2030-2043.	By December, 2019	Council wide
	14	Unlocking new sites for house-building and help deliver a large number of new homes in the areas identified in our four Area Action Plans.	Ongoing	Planning division
<b>Consultation and obtaining feedback</b>	15	Update the Statement of Community Involvement.	Autumn, 2019	Planning Division; Community and Voluntary Sector Engagement Division
	16	The feedback obtained from Community Engagement and Planning Workshops to inform policy and planning documents.	Ongoing	Planning Policy; Development Management; Community and Voluntary Sector Engagement Division
	17	Engage with Members, residents, developers and other stakeholders to improve the quality of the applications and fast stream the planning decision making process.	Ongoing	Planning Policy; Development Management

<b>What is the issue that we want to address?</b>		<b>How are we going to address this issue?</b>	<b>By when are we going to address this issue?</b>	<b>Who is going to be responsible for this?</b>
<b>Issue (what)</b>	<b>Action</b>	<b>Action to be taken (how)</b>	<b>Timeframe to deliver action (when)</b>	<b>Responsible lead officers/departments (who)</b>
	18	Refreshing Southwark's Housing Strategy to 2043 – Workshop.	Autumn, 2019	Cross-departmental
	19	Continue to operate the community space at 231 Old Kent Road to promote regeneration in the area.	Ongoing	Planning Division
<b>Resources, staff retention and staff training</b>	20	Graduate recruitment programme.	Ongoing	Planning Division
	21	Apprenticeships programme.	Ongoing	Planning Division
	22	Investment in current staff training.	Ongoing	Council wide
	23	Development Management monthly training.	Ongoing	Planning division
<b>Housing delivery monitoring</b>	24	Review and upload eligible approved planning permissions to the LDD.	Monthly	Planning Policy
	25	Carry out checks of development that have started on site or completed for the LDD.	Annually	Planning Policy
	26	Comprehensive website update of all our housing figures from 2004-2019.	Website to be updated in autumn, 2019	Planning Policy
	27	Working with the GLA and other boroughs on LDD Automation Project.	Ongoing	Planning Policy; Development Management officers; GLA
<b>Working with the Government, LPAs and other stakeholders</b>	28	Explore and establish new ways of delivering services, through establishing partnerships, cross-departmental working and by modernising the way we work together.	Ongoing	Council wide

<b>What is the issue that we want to address?</b>		<b>How are we going to address this issue?</b>	<b>By when are we going to address this issue?</b>	<b>Who is going to be responsible for this?</b>
<b>Issue (what)</b>	<b>Action</b>	<b>Action to be taken (how)</b>	<b>Timeframe to deliver action (when)</b>	<b>Responsible lead officers/departments (who)</b>
	29	Continue to build relationships, share ideas and good practice with stakeholders, GLA, LPAs, residents, local businesses and employers, charities and community organisations, local NHS trusts and others.	Ongoing	Council wide
<b>Improve the quality of planning applications</b>	30	Produce clear and relatively prescriptive supplementary planning documents.	Ongoing	Planning division
	31	Setting out clear requirements about what is expected from developers in terms of consultation both at pre application and planning application stage.	Draft Development Consultation Charter approved on the 30th April 2019; final version by early 2020	Planning division
<b>Review and streamline the planning process</b>	32	Develop Plan X online digital planning tool to speed up the planning application process.	Plan X to go live by 2020	Planning division
	33	Replace the back office and document management system to increase efficiency and minimise officer time spent on administrative tasks.	Uniform to go live by August 2019	Planning division
	34	Revise and shorten report templates to increase efficiency and minimise officer time spent on administrative tasks.	As part of the back office system replacement by August 2019	Planning division

<b>What is the issue that we want to address?</b>		<b>How are we going to address this issue?</b>	<b>By when are we going to address this issue?</b>	<b>Who is going to be responsible for this?</b>
<b>Issue (what)</b>	<b>Action</b>	<b>Action to be taken (how)</b>	<b>Timeframe to deliver action (when)</b>	<b>Responsible lead officers/departments (who)</b>
	35	Affordable housing digital project - working to understand the requirements for a digital service in order to monitor the ongoing provision of affordable homes. We have finished the research phase and are hoping to begin development in the next month.	Begin development in September 2019	Planning division
	36	Viability digital project - working to leverage the greater availability of data and digital technology, in order to secure greater number of affordable homes via the better evaluation of development viability.	To be confirmed	Planning division
<b>Alternative delivery models and opportunities</b>	37	Investigate other building options such as modular or off site builds.	Long term plan	Council wide
	38	Investigate how the Council can support developers of small sites.	Long term plan	Council wide

N.B. Some of the actions set out in **Table 4** can be subject to change, as the Housing Strategy Refresh is yet to be presented at Cabinet in December, 2019.

## **Monitoring and performance**

- 6.1 The success of this Action Plan will be evaluated through the impacts that will occur with housing delivery.
- 6.2 We will continue to undertake the monthly recordings approvals on the LDD as per the GLA's requirement, and the annual completions check to review housing delivery. This information is, and will continue to be, shared with colleagues and teams within the Council.
- 6.3 Throughout the course of the year, we will liaise with the lead officers and departments responsible for the actions to monitor their progress. A full review of the Action Plan will occur annually as required when the HDT results are published, to consider additional actions or amendments, and to update the plan with new initiatives.

## Appendices

### Appendix 1 – Total net housing approvals in Southwark in the last fifteen financial years

Financial Year  (1 Apr - 31 Mar)	Housing Total	Market Total	Affordable Housing						
			Affordable Housing total	Social Rent	Affordable Rent as per the NPPF definition	Other Intermediate	London Living Rent	Discounted Market Rent	Discounted Market Sale
2004 - 2005	3832	2367	1465	791	NA	674	NA	NA	NA
2005 - 2006	2499	1467	1032	776	NA	256	NA	NA	NA
2006 - 2007	2980	1689	1291	541	NA	750	NA	NA	NA
2007 - 2008	3053	2067	986	517	NA	463	6	NA	NA
2008 - 2009	3175	2371	804	384	35	385	NA	NA	NA
2009 - 2010	1808	1127	681	438	NA	243	NA	NA	NA
2010 - 2011	3083	2109	974	505	140	329	NA	NA	NA
2011 - 2012	2128	2082	46	-163	46	163	NA	NA	NA
2012 - 2013	3366	3299	67	-425	146	346	NA	NA	NA
2013 - 2014	4023	3579	444	56	19	369	NA	NA	NA
2014 - 2015	3183	2544	639	215	85	339	NA	NA	NA
2015 - 2016	2213	2542	-329	-912	5	578	NA	NA	NA
2016 - 2017	1598	1188	410	295	NA	115	NA	NA	NA
2017 - 2018	1832	1216	616	307	58	194	NA	NA	57
2018 – 2019	2577	1779	798	426	13	145	53	161	NA
<b>Total</b>	41350	31426	9924	3751	547	5349	59	161	57

**Appendix 2 – Total net housing completions in Southwark in the last fifteen financial years**

Financial Year (1 Apr - 31 Mar)	Housing total	Market total	Affordable Housing			
			Affordable total as per the NPF definition	Social Rent	Affordable Rent	Intermediate
2004 - 2005	1227	1066	161	50	NA	111
2005 - 2006	1394	1116	278	69	NA	209
2006 - 2007	1958	1223	735	330	NA	405
2007 - 2008	1249	713	536	63	NA	473
2008 - 2009	1041	742	299	159	NA	140
2009 - 2010	1333	633	700	421	NA	279
2010 - 2011	1391	832	559	146	NA	413
2011 - 2012	1084	491	593	459	NA	134
2012 - 2013	1065	577	488	326	NA	162
2013 - 2014	1669	1186	483	299	24	160
2014 - 2015	1216	1107	109	-121	61	169
2015 - 2016	1389	1269	120	-166	132	154
2016 - 2017	2423	1871	552	371	22	159
2017 - 2018	818	635	183	89	15	79
2018 - 2019	2520	2173	347	-15	45	317
<b>total</b>	<b>21777</b>	<b>15634</b>	<b>6143</b>	<b>2480</b>	<b>299</b>	<b>3364</b>

The affordable housing products stated within **Appendix 1** and **Appendix 2** are set out in Appendix 3.

The schemes presented below are some of Southwark's larger schemes that have had homes demolished over the years and in some cases have resulted in a net loss of social homes as presented in **Appendix 1** and **Appendix 2**. Southwark has consistently delivered a significant amount of net new homes contributing 21,777 net units to Southwark's housing stock over the last fifteen years. The completed schemes that contributed to the loss of social housing in the last fifteen years include:

- The Heygate Masterplan approved under 12/AP/1092 proposed to deliver 2,689 gross units. As part of the proposal 1,107 existing units were demolished on site

before the construction works have started. Once the masterplan is completed, it will result in 1,582 net units contributing significantly to Southwark's housing stock.

- Under application 13/AP/0876 at WOOD DENE, SITE BOUNDED BY QUEENS ROAD, MEETING HOUSE LANE AND CARLTON GROVE SE15 in total 333 residential units were approved. As part of the application 323 existing units were demolished, as such the scheme has resulted in 10 net units.
- Under application 11/AP/0191 at SILWOOD ESTATE PHASE 4B, LAND AT SILWOOD STREET, DEBNAMS ROAD, CORBETTS LANE, LONDON SE16 in total 128 residential units were approved. As part of the application 63 existing units were demolished, as such the scheme has resulted in 65 net units.



### Appendix 3 – Social and intermediate housing product types definitions presented in Appendix 1 and Appendix 2

- **Social rent** – homes where rents must not exceed the rent levels determined by the formula set out in the HCA Rent Standard Guidance. HRA
- **Affordable rent** – homes which are let at a rent which must not exceed 80% of the local market rent. The landlord of these homes must be registered with the Social Housing Regulator. Southwark Council does not consider this product to be affordable. This is the definition set out in the NPPF.
- **Shared ownership** – homes that are part-owned and part-rented. Buyers must purchase an initial share of at least 25% and have the opportunity to ‘staircase’ to full ownership. This means they can buy more shares over time until they own the property outright. Rent on the part-rented share is subject to caps below the market level. The council sets its own income eligibility thresholds for shared ownership for an initial three month period. In the event no suitable purchaser is found within three months eligibility is widened to households with an income no greater than £90,000 (as updated annually by the Mayor of London). The Mayor states the open market value of a shared ownership home should not exceed £600,000.
- **London Living Rent** – homes with sub-market rents on time-limited tenancies aimed at households who aspire to home ownership. London Living Rent is a rent-to-buy product where tenants have the right to purchase their home after a fixed period. Eligibility is restricted to households with an income no greater than £60,000 and who save towards a housing deposit. The following table shows average London Living Rent in Southwark.
- **Discount market sale** – homes for sale discounted by at least 20% of full market value. Discount market sale homes are restricted to eligible households and should remain affordable in perpetuity
- **Discount market rent** – homes with sub-market rents least 20% below open market value where the discount is retained in perpetuity. Discount market rent homes are restricted to eligible households (households with incomes up to £90,000 per year) and the tenant has no right to ownership. For dwellings to be considered affordable, annual housing costs rent and service charge should be no greater than 40% of net household income (net household income assumed to be 70% of total, or gross, income). As such, a range of sub-market rents are required to meet affordable housing needs of households eligible for discount market rent.

**Appendix 4 – Annual average housing supply monitoring targets 2015-2025**

<b>Borough</b>	<b>Minimum ten year target 2015-2025</b>	<b>Annual monitoring target 2015-2025</b>
Barking and Dagenham	12,355	1,236
Barnet	23,489	2,349
Bexley	4,457	446
Brent	15,253	1,525
Bromley	6,413	641
Camden	8,892	889
City of London	1,408	141
Croydon	14,348	1,435
Ealing	12,972	1,297
Enfield	7,976	798
Greenwich	26,850	2,685
Hackney	15,988	1,599
Hammersmith and Fulham	10,312	1,031
Haringey	15,019	1,502
Harrow	5,927	593
Havering	11,701	1,170
Hillingdon	5,593	559
Hounslow	8,222	822
Islington	12,641	1,264
Kensington and Chelsea	7,330	733
Kingston upon Thames	6,434	643
Lambeth	15,594	1,559
Lewisham	13,847	1,385
LLDC	14,711	1,471
Merton	4,107	411
Newham	19,945	1,994
Redbridge	11,232	1,123
Richmond upon Thames	3,150	315
Southwark	27,362	2,736
Sutton	3,626	363
Tower Hamlets	39,314	3,931
Waltham Forest	8,620	862
Wandsworth	18,123	1,812
Westminster	10,677	1,068
London total	423,887	42,389

Source: London Plan 2016