

**Build More
Build Better
Build for Life
2022-2025**

**Affordable
Homes
Delivery
Strategy**

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Foreword from the Portfolio Holder and Leader of the Council

Dear Waverley Resident,

There are not enough *Locally Affordable Homes*¹ for those who need them. The cost of a home has increased and incomes have not kept pace.

That is why we have developed this new Affordable Homes Delivery Strategy to help us move closer to achieving our vision of homes to buy and rent for Waverley residents from all income levels and to lead by example in our response to the challenge of climate change.

This strategy sets out the key obstacles, opportunities and actions we will take towards addressing these issues through the creation of new *Locally Affordable Homes*, by ourselves and in partnership with our affordable housing providers in order to meet the needs of people living and working in Waverley.

Best wishes



Councillor Anne-Marie Rosoman
Portfolio Holder for Housing and Community Safety



Councillor Paul Follows
Leader of the Council

¹ Homes which are affordable to Waverley workers or low-income households living in Waverley (see Glossary).

Build more

We will build and help deliver more Locally Affordable Homes, by:

- BM1** **Increasing momentum** in the delivery of affordable homes, with ambitious targets across Waverley's own build programme and from other affordable housing providers
- BM2** **Innovative financing** using our financial flexibilities and assets as a local authority to fund more homes
- BM3** **Making most effective use of our planning powers**, utilising the full range of mechanisms available, and lobbying for better
- BM4** **Harnessing the power of partnerships**
Building upon our strong relationships, we will lever in experience, expertise and funding to deliver what our communities need

Build better

We will build and help deliver Locally Affordable Homes we can take pride in², through:

- BB1 **Aligning new supply more closely with need****
Developments will be informed by a better understanding of changing needs across the borough. Planning decisions on type and tenure of new supply will be informed by robust, up-to-date evidence.

- BB2 **Rethinking rents****
New homes built will cater for all income levels, including households on the lowest incomes. Good quality housing which people can afford is an enabler for positive life change. Conversely, rents which are too high will set households up to fail. We will introduce a cap on Affordable Rent levels for Waverley.

- BB3 **Design to be proud of****
With our partners, we will create high quality homes in attractive environments³, promoting cohesive, inclusive communities. We want affordable housing to be a tenure of choice in Waverley – not the tenure of last resort.

- BB4 **Synergy between services****
We will forge stronger links with Health, Adult Social Care, our Town & Parish Councils, housing providers and neighbouring councils. Together we can better understand what is working and what needs to change, to create homes that work for all of our community.

² [Pride or Prejudice, February 2019](#)

³ [Housing Design Standards for New Council Homes](#)

Build for life

We will build and help deliver affordable homes today for where we want to be tomorrow, with:

BFL1

Greener homes

Waverley has declared a Climate Emergency⁴. We aim to become a net zero carbon council by 2030⁵. We will develop affordable homes which are both built sustainably and enable residents to live in a more environmentally sustainable way, now and for years to come. We will explore new technologies and models of delivery to meet our climate change commitments.

BFL2

Places for people to belong

We will deliver inclusive, cohesive developments that enable communities to thrive for the wellbeing of the whole community. We will improve our understanding of customers' experiences, needs and expectations in a post-Covid world.

BFL3

Homes for all our lives

New development must reflect the diverse needs of our residents at all stages in their lives. We will collaborate more closely with Adult Social Care partners to build the right homes for older people and those with specialist needs.

BFL4

Homes for a stronger economy

We will support the local economy by building homes that local workers on low incomes can afford. This underpins the essential services that keep the borough going and the leisure and hospitality services we all enjoy. Locally Affordable Homes will be a vital building block in our economic recovery.

⁴ [Waverley Borough Council - Climate change strategy and action plan](#)

⁵ [Waverley Carbon Neutrality Action Plan 2020-2030.pdf](#)

Build more- action plan

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
BM1	<p>To complete 400 new affordable homes over three years of which</p> <ul style="list-style-type: none"> • 60 (15%) Waverley⁶ new build • 340 (85%) by other Affordable Housing Providers 	✓	✓	✓	<p>Housing Strategy and Enabling Team</p> <p>Housing Development Team</p> <p>Affordable Housing Providers</p>	<ul style="list-style-type: none"> • HRA⁷ Business Plan – New Build Affordable Homes Budget • Community Land Trust Grant DLUHC⁸ Grant • Homes England Grant 	<p>Quarterly performance reporting on number of planning consents, starts on site and completions of Waverley and other affordable housing providers new homes against indicative target</p>

⁶ Waverley Borough Council

⁷ Housing Revenue Account

⁸ Department for Levelling Up, Homes and Communities (formerly Ministry for Housing, Homes and Communities)

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
						<ul style="list-style-type: none"> Affordable housing provider private borrowing Recycled Capital Grant 	
BM2	To use our commuted sums to create added value, improved quality and/or improved affordability on at least one scheme per year	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Committed sum Homes England Grant DLUHC grant 	Conversion of WBC community room at Hadrians, Farnham into 2 x 1 bed flats, with DLUHC funding and commuted sum grant
	To use our own land/ underused assets for Waverley new affordable homes	✓	✓	✓	Housing Development Team	<ul style="list-style-type: none"> HRA Business Plan – New Build Affordable Homes Budget Committed 	<ul style="list-style-type: none"> Deliver eight homes at Queensmead, Chiddingfold Deliver five homes at Hartsgrove, Chiddingfold Deliver six homes at Pathfield A, Chiddingfold Deliver five homes at

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						sums	Pathfield B, Chiddingfold <ul style="list-style-type: none"> • Deliver two homes at Turners Mead, Chiddingfold • Deliver four homes at Parkhurst Fields, Churt • Deliver 12 homes at Crossways Close, Churt • Deliver four homes at Aarons Hill, Godalming
BM3	To make recommendations to update Affordable Housing Supplementary Planning Document to take account of changing policy and practice	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> • Officer time 	SPD to include reference to rent caps and affordability initiatives
	To challenge every planning application that makes a viability case to reduce affordable housing				Housing Strategy and Enabling Team Planning	<ul style="list-style-type: none"> • Officer time • Viability panel framework in place 	To maximise affordable housing in the borough and demonstrate the Council's commitment and expectations regarding affordable housing.

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	To facilitate independent scrutiny by a consultant from the Viability Panel Framework				Development Management Team		
	To lobby central government for policy change to support delivery of Locally Affordable Homes	✓	✓	✓	Head of Housing Delivery and Communities Communications Team	<ul style="list-style-type: none"> Officer time, using links with Homes England, CIH, DLUHC, Town and Country Planning Association and the Local Government Association 	To be fully engaged with national debate and be instrumental to positive change.
BM4	To explore options for new ways of working in partnership e.g. joint ventures	✓	✓	✓	Housing Development Team Housing Strategy and	<ul style="list-style-type: none"> Officer time 	Support emerging Community Land Trusts in Farnham and Haslemere following allocation of WBC Community Led Housing start up grant

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					Enabling Team Affordable Housing Providers		Additionality by affordable housing providers funded by Homes England, with nomination rights to WBC

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Build better- action plan

LINK TO STRATEGY	ACTION	BY WHEN YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	BY WHO	HOW WILL WE DELIVER THE ACTION	EXPECTED ACHIEVEMENTS/ OUTCOMES
BB1	To incorporate recommendations from the 2021 Affordability Study and update to viability assessment, formula template to inform local housing requirements	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> £16,000 from Housing Strategy and Enabling Budget 	Updated evidence base to support AHN1 to align supply more closely with need and take account of new policy, including First Homes
	Carry out at least one rural or Community Led Housing Needs Survey per annum	✓	✓	✓	Housing Strategy and Enabling Team Surrey Rural Housing Enabler	<ul style="list-style-type: none"> Rural Housing Enabler time (post part-funded by WBC) 	Annual rural update targeting Parishes with unmet need and bringing forward Rural Exception sites The Surrey Rural Housing Enabler to support community led homes, working with local communities who wish to develop their

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							own housing projects
BB2	To introduce a rent cap for Affordable Rent levels in line with local incomes and affordability in the Tenancy Strategy and secure in s.106 agreements	✓			Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	Subject to consultation a cap of 70% of market rents ⁹ on 1 and 2 beds and 65% of market rents on 3 and 4 beds is proposed.
BB3	To enable at least one scheme per annum with wheelchair accessible homes (M43 standard)	✓	✓	✓	Housing Strategy and Enabling Team Homechoice Team Housing Development Team	<ul style="list-style-type: none"> Ensure all affordable homes on new developments meet at least the Building Regulations M4 (2) Category 2 	To identify and quantify need for accessible homes and, incorporate into new schemes and secure via s.106 agreements.

⁹ Local market rents are calculated using the Royal Institution of Chartered Surveyors approved valuation methods.

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					Affordable Housing Providers	Standard as required, under Policy AHN3 and Waverley Design Standards 2021, and secured in s.106 agreements	
	To engage with the Dunsfold Park Garden Village developer and affordable housing provider about our affordable housing requirements, to ensure high quality and affordability on this strategic	✓	✓	✓	Housing Strategy and Enabling Team Planning and Economic Development Service	<ul style="list-style-type: none"> Officer time 	Support and enable future provision of affordable housing at Dunsfold Park Garden Village.

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	<p>development.</p> <p>To work closely with developers and Affordable Housing Providers at planning application and pre-application stage to ensure the location, size, type, tenure and design of new affordable homes meets need</p>	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	<p>High quality new affordable homes built in a mix and layout that is tenure neutral and sustainable in the long term.</p> <p>Results of resident satisfaction surveys show 90% of new residents satisfied with their new home.</p> <p>30% affordable housing provision on qualifying sites met.</p> <p>Tenure of affordable housing on new developments meets recommended tenure split as set out in latest evidence.</p>

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BB4	To develop stronger links with Health, Adult Social Care, Town & Parish Councils, housing providers and neighbouring councils	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	<p>To facilitate quarterly meetings with Adult Social Care on housing issues.</p> <p>To Host bi-annual Affordable Housing Provider Forum</p> <p>To host and chair Surrey Enabling Officers Group, leading on sharing best practice on affordable housing delivery across authorities.</p> <p>Early consultation with Town & Parish Councils about affordable housing issues in their area.</p>

Build for life- action plan

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BFL1	Meet Housing Design Standards 2021 ¹⁰ and promote environmental sustainability on every new Council development	✓	✓	✓	Housing Development Team	<ul style="list-style-type: none"> Officer time 	All new council homes will be subject to SAP 10 assessment methodology to deliver net zero carbon homes.
	Prepare and adopt Climate Change and Sustainability Supplementary Planning Document (SPD)	✓			Planning Policy Team	<ul style="list-style-type: none"> £30,000 budget to commission this work 	To optimise the sustainability of new affordable homes in Waverley, reflecting Waverley Design Standards 2021 and the Climate Change and Sustainability SPD.
BFL2	Engage residents through the planning process and take into	✓	✓	✓	Housing Strategy and Enabling Team	<ul style="list-style-type: none"> Officer time 	New homes will reflect resident feedback and needs post-Covid.

¹⁰ https://waverleybc.sharepoint.com/sites/dem/_layouts/15/Doc.aspx?sourcedoc=%7BFBB7923C-96B0-409A-9133-48CCF4838347%7D&file=Housing%20design%20report_13th%20draft.docx&action=default&mobileredirect=true&DefaultItemOpen=1

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	<p>account feedback from recently completed schemes when planning new homes</p>				<p>Housing Development Team</p> <p>Planning Development Management Team</p>		<p>New homes will meet the diverse needs of residents.</p> <p>Feedback from Affordable Housing Providers' own resident engagement is taken on board. Included in review of standards</p> <p>Waverley resident satisfaction surveys completed on all new build schemes six months after handover.</p> <p>Tenants Panel Representative engaged at early stage of scheme development.</p> <p>Rural satisfaction surveys completed.</p> <p>Areas for improvement identified and any</p>

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							concerns addressed.
BFL3	To plan strategically for the development of a range of housing options for older people and people with specialist needs including Extra Care housing, dementia specialist care, and Autism, in partnership with Adult Social Care Commissioning team	✓	✓	✓	Housing Strategy and Enabling Manager	<ul style="list-style-type: none"> Officer time; work with partner agencies 	<p>Report to Exec the mix of homes delivered meets identified needs (in strategy progress reports)</p> <p>Site identified for at least one new build Extra Care Scheme</p> <p>Waverley to be lead Housing Authority represented on the Autism Workstream Group (led by Surrey CC)</p>
BFL4	To implement findings from the 2021 survey of local employers on the post COVID impact of housing costs on recruitment and retention of staff	✓			<p>Housing Strategy and Enabling Team</p> <p>Economic Development Team</p>	<ul style="list-style-type: none"> Officer time 	<p>Results included in Affordability Study and implementation of First Homes policy.</p> <p>Cap on Affordable Rent levels implemented, ensuring that low income working households can live and work in Waverley.</p>

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Glossary

Affordable Housing (NPPF Definition): the Government's definitions of 'affordable housing, affordable housing for rent, First Homes, discounted market sales housing and other affordable routes to home ownership' are defined in Annex 2 of the revised National Planning Policy Framework (NPPF) or any future guidance that replaces it, meaning housing for sale or rent for those whose needs are not met by the market.

Affordable Housing Provider means a registered provider of social housing within the meaning of Section 80 (1) of the Housing and Regeneration Act 2008, or alternatively a body providing affordable housing.

Affordable Rent affordable housing provided to households who are eligible for affordable rented housing and provided at a rent of no more than 80% of the local market rent (including service charges) and always below the Local Housing Allowance and where local market rents are calculated using the Royal Institution of Chartered Surveyors approved valuation methods.

AHN1 Affordable Housing on Development Sites

AHN2 Rural Exception Sites

AHN3 Housing Types and Size

Community Land Trust Democratic, non profit organisations that own and develop land for the benefit of the community.

Commuted Sum Payment in lieu, paid by a developer to the Council

Development Plan: The adopted suite of documents, which set out the parameters for all development in the Borough.

Extra Care Housing with care

First Homes First Homes are a specific kind of discounted market sale housing which are classed as 'affordable housing' for planning purposes. First Homes:

- a) must be discounted by a minimum of 30% against the market value;
- b) are sold to a person or persons meeting the First Homes eligibility criteria (see below);
- c) on their first sale, will have a restriction registered on the title at HM Land Registry to ensure this discount (as a percentage of current market value) and certain other restrictions are passed on at each subsequent title transfer; and,
- d) after the discount has been applied, the first sale must be at a price no higher than £250,000 (or £420,000 in Greater London).

Homes England: Homes England is the Government's national housing and regeneration agency for England. It provides investment for new affordable housing and to improve existing social housing, as well as for regenerating land. It is also the regulator for social housing providers in England.

HRA Housing Revenue Account, records expenditure and income on running a council's own housing stock.

Waverley Borough Council Local Plan Part 1: The new Local Plan is the overarching planning document for Waverley Borough and replaces the previous Local Plan and relevant Development Control Policies documents which were adopted in 2002. The new Local Plan sets out the planning strategy for the years up to 2032 to deliver the social, economic and environmental needs of the whole Borough, as well as looking beyond the Borough's boundaries.

Local Housing Allowance means the housing benefits scheme based on private market rents being paid by tenants in the broad rental market area and which do not exceed the maximum local housing allowance (or whatever benefits scheme is in place from time to time) and as set by the Valuation Office agency for the area of the Borough Council.

Local Plan: A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law, this is described as the development plan document adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies or a combination of the two.

Locally Affordable Homes: Homes which are affordable to Waverley workers or low-income households living in Waverley, according to the Council's latest evidence source.

M4 (1) Category 1: Visitable Dwellings, Schedule 1 to Building Regulations 2010

M4 (1) Category 2: Accessible and adaptable dwellings, Schedule 1 to Building Regulations 2010

M4 (1) Category 3: Wheelchair User Dwellings, Schedule 1 to Building Regulations 2010

Material consideration: A matter that should be taken into account in deciding a planning application or on an appeal against a planning decision.

Modular Homes building structures assembled indoors in special factories.

National Planning Policy Framework (NPPF): The key document, introduced in March 2012 and last updated in February 2019, setting out Government policy in relation to planning in England. The NPPF is part of the Government's reforms to make the planning system less complex, more accessible and to promote sustainable growth.

Net Zero Carbon Homes a home responsible for emitting net zero in greenhouse gas emissions

Next Steps Accommodation Programme Government funding programme

Nomination Rights The right of the Council to nominate applicant who meets eligibility criteria

Passivhaus Buildings created to rigorous energy efficient design standards so that they maintain an almost constant temperature.

Planning Obligation: A legal agreement entered into under section 106 of the town and Country Planning Act 1990 to mitigate the impacts of a development proposal.

Recycled Capital Grant an internal fund within the accounts of an affordable housing provider used to recycle grant receipts

Rent Caps setting overall maximum rent levels

Rough Sleeper Initiative Funding Government funding to provide support for those rough sleeping

Rural Exception Sites Small sites used for affordable housing in perpetuity where sites would not normally be used for housing

SAP 10 Methodology and testing procedures used to calculate energy use in new residential developments

Section 106 Agreement: See *'Planning Obligation'*

Shared Ownership: Shared ownership is a mechanism for purchasing a property for those who cannot afford full home ownership. A percentage of the equity is purchased by means of deposit and mortgage. The retained equity is held by an Affordable Housing Provider (or similar). The owner takes out a lease, and pays rent on the retained equity. Generally initial purchases are 25-40% of the equity. Owners can usually purchase further shares of the property over time – this is known as “staircasing”.

Supplementary Planning Documents (SPD): Documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.

Surrey Rural Housing Enabler Worker employed by Surrey Community Action to support new rural affordable homes

Tenancy Strategy sets out how social housing in an area is let and how long tenancies should be granted for

Tenure Neutral Design which promotes an inclusive, sustainable community

Viability In planning terms relates to the assessment of a development scheme to establish that favourable conditions regarding the financial aspects will enable development to proceed.