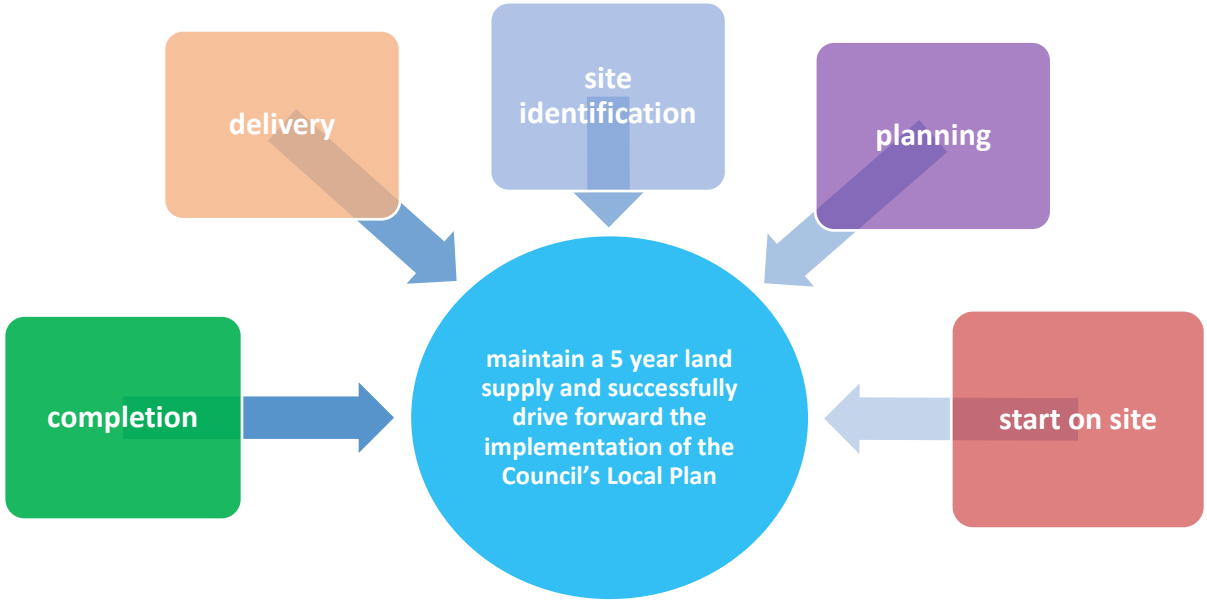
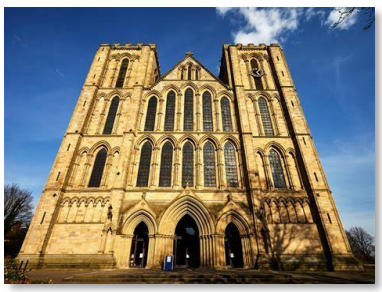
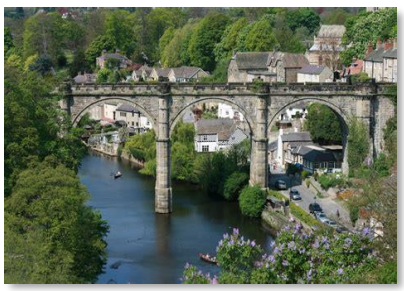
Harrogate
BOROUGH COUNCIL

Housing Delivery Action Plan 2022



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HOUSING DELIVERY ACTION PLAN – FEBRUARY 2022

1. Background

1.1 Stimulating housing supply and delivering more, better quality and greener homes is a key government objective. In 2018 the Homes and Communities Agency was relaunched as Homes England and in 2021 the Ministry of Housing Communities and Local Government was renamed The Department for Levelling Up, Housing and Communities. The Government's commitment to the improved delivery of more housing nationally is also set out in a number of documents including:

- The Housing White Paper "Fixing our broken Housing Market" published in 2017
- The Planning White Paper "Planning for the Future". Published 2020
- Ministry for Housing, Communities and Local Government Outcome Delivery Plan Published 2021

1.2 The Government has introduced a number of measures and reforms to the planning system intended to deliver more housing, improve housing affordability and remove barriers to development. Local planning authorities (LPAs) are challenged to be more proactive in increasing the speed and quantity of housing supply to meet the identified housing needs of their local area.

1.3 Harrogate Borough Council (HBC) is responding to this challenge and has the ambition, recognised across its key strategic documents, to proactively support the delivery of new, better quality and greener housing across the district. The allocation of land to accommodate a minimum of 13,377 new homes (637 dwellings per annum) is established through the Harrogate District Local Plan which was adopted in March 2020.

Relationship to other plans/strategies and council activities

1.4 The Action Plan complements existing Council plans, policies and strategies which provide a framework for the delivery of the council's housing priorities. This includes the following:

- **Corporate Plan 2018-2024** - identifies that the high cost of purchasing and renting housing coupled with a limited supply of affordable housing means that many employees who work in the district cannot afford to live here. One of the Plan's key priorities is to take a more proactive approach to the way the council provides housing. Actions related to this include establishing a Council owned housing development company, improved management of void properties in the Council's housing stock and partnership working to deliver an increased number of affordable homes.
- **Harrogate District Local Plan (HDLP) 2014-2035** - provides the growth strategy and site allocations for future housing and economic development across the district.
- **Housing Strategy 2019-24** - was agreed in December 2019 with the vision: Harrogate District to be a place where housing delivery meets the needs of those who live and work within it; where people have access to affordable and high-quality homes and excellent housing services; enabling residents to build secure,

safe and healthy lives within sustainable and thriving communities. The strategy has the following key objectives:

Accelerating delivery of housing units across all tenures and locations

- Taking a proactive role in the planning and development of housing units across the district, ensuring the appropriate housing mix. Using our resource and influence to support developers and registered providers to deliver new homes as well as delivering new build housing directly.

Maximising use of existing assets

- Reviewing and addressing opportunities to bring property back into use for housing purposes, including empty homes and under occupied homes using our own land and assets to promote direct delivery of housing units.

Improving housing standards across all tenures

- Using our enforcement powers and advice services to ensure that all housing in the district is safe and decent. Ensuring that the housing needs identified within the Local Plan are delivered.

- **Economic Growth Strategy 2017-2035** - identifies unaffordable housing costs for an increasing number of local employees and residents as being a challenge to economic growth in the district.

1.5 The Housing Delivery Action Plan is also aligned with and supports the housing delivery priorities for the wider region. This can be seen through HBC's continuing work with key partners including the York, North Yorkshire and East Riding (YNYER) Local Enterprise Partnership (LEP) and the West Yorkshire Combined Authority (WYCA) and Homes England.

Housing Delivery Test

1.6 The Housing Delivery Test (HDT) was introduced by the Government as a monitoring tool to demonstrate whether local areas are building enough homes to meet their housing need. The HDT compares the number of new homes delivered over the previous three years with an authority's housing requirement. The HDT is used to determine the buffer to apply in housing supply assessments and whether the presumption in favour of sustainable development should apply in determining planning applications. Under the HDT:

- Where housing delivery over the previous three years has been less than 95% of the housing requirement, LPAs should prepare an action plan setting out the causes of under delivery and the intended actions to increase delivery;

- where delivery has been less than 85% of the housing requirement, a 20% buffer should be applied to the supply of deliverable sites for the purposes of housing delivery assessment;

- where delivery has been less than 75% of the housing requirement, the NPPFs presumption in favour of sustainable development will apply. For further information see https://www.gov.uk/guidance/housing-and-economic-land-availability-assessment#housing-delivery-test.

1.7 Where an Action Plan is required, this should be prepared by a local planning authority within six months of the test results being published.

1.8 The HDT: 2020 measurement covers the three year periods: 2017-18, 2018-19 and 2019-20. The Ministry of Housing, Communities & Local Government (MHCLG) published the Housing Delivery Test (HDT): 2020 measurement on the 19 January 2021. The measurement shows that HBCs housing delivery is above the 95% HDT threshold. We are therefore not required to produce a Housing Delivery Action Plan. However, as a proactive authority with a high priority for assisting housing delivery, an Action Plan is a useful tool and has been produced.

Purpose, objectives and status

1.9 This is HBC's second Action Plan, it updates and supersedes the December 2018 HDAP. This document reviews those actions from the previous HDAP and sets out what the council have been doing to achieve them. An analysis of the key factors for historic under-performance against the district's assessed housing requirement is provided together with measures the council intend to undertake to increase/maintain the delivery of new housing across Harrogate district.

1.10 The council recognise that delivering housing growth is complex. Whilst a number of the actions identified in the HDAP are solely within the remit of the council to resolve; the council will also need the support and co-operation of those involved in delivering homes including landowners and house builders. Together we aim to successfully respond to the Government's objective of increasing, and then maintaining, housing delivery.

1.11 This Housing Delivery Action Plan was approved by HBC Cabinet Member for Planning on 22 February 2022.

2. Housing Delivery Analysis

Housing Land Supply Update

2.1 The National Planning Policy Framework (NPPF) (***references to the NPPF refer to the revised NPPF published in July 2021***) requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide five years' worth of housing against their housing requirement set out in adopted strategic policies, or against their local housing need where the strategic policies are more than five years old.

2.2 The NPPF also states that where the local planning authority cannot demonstrate a five year supply of deliverable housing sites, with the appropriate buffer, the policies which are most important for determining the application are out of date and the presumption in favour of sustainable development should be applied to decision making.

2.3 This update sets out the Council's current housing supply position and covers the five year period to 30 March 2026. It shows that the Council can demonstrate **7.4 years** of deliverable housing sites.

3. Housing requirement

Basic Requirement

3.1 The housing requirement for Harrogate district is 637 dwellings per annum. This figure is identified within the Harrogate District Local Plan 2014-35 which was adopted in 2020. The basic requirement for the next five year period (2021 - 2026) is therefore 5 x 637 = 3185.

Addressing past shortfall

3.2 National Planning Policy Guidance (NPPG) requires the local authority to consider past shortfalls in housing completions against planned requirements. The level of shortfall will need to be calculated from the base date of the adopted plan and should be added to the plan requirements for the next five year period. The Harrogate District Local Plan was adopted part way through the proposed plan period which began in 2014. The "housing completions" table below shows the net number of dwellings completed from the start of the Local Plan period compared with the Local Plan target. The net figures refer to the total number of houses completed minus any losses through conversion or demolition. The completions for the whole period have been calculated using the most up-to-date information and consequently may differ from completions previously reported.

Year	Net completions from planning applications	Net completions from prior notifications	Net total completions	Local Plan requirement
2014/2015	414	1	415	**637**
2015/2016	298	8	306	**637**
2016/2017	291	75	366	**637**
2017/2018	582	16	598	**637**
2018/2019	680	13	693	**637**
2019/2020	962	18	980	**637**
2020/2021	888	3	891	**637**
Totals			**4249**	**4459**

Table 1: HBC Housing Completions

Source: HBC Housing Land Supply Update April 2021

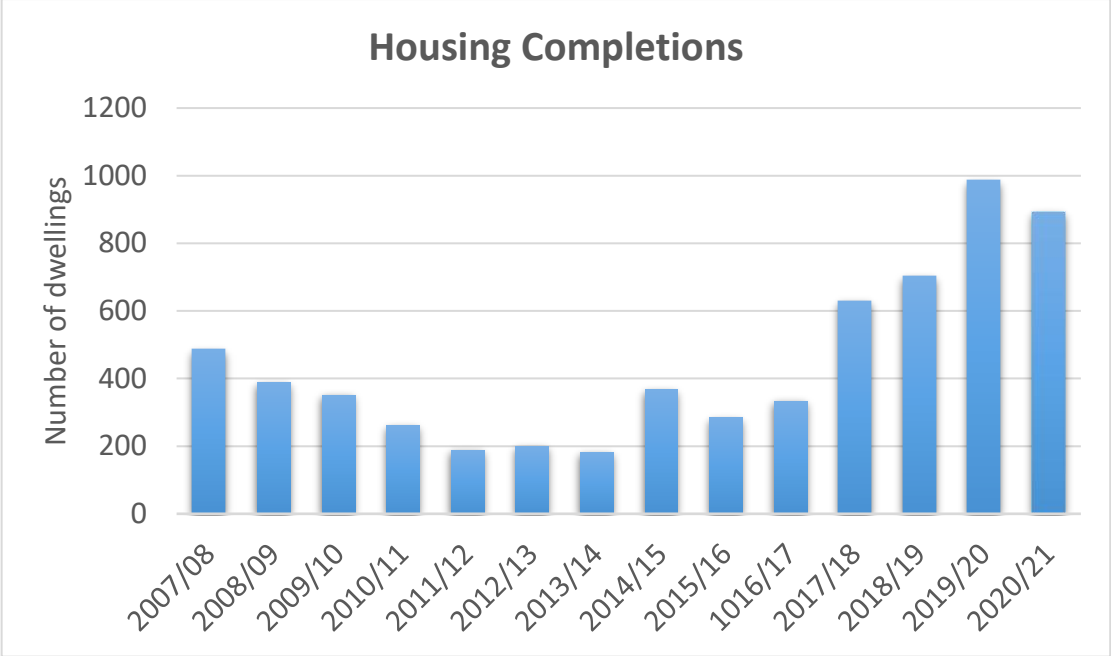


Figure 1 : HBC Housing Completions 2007-2021

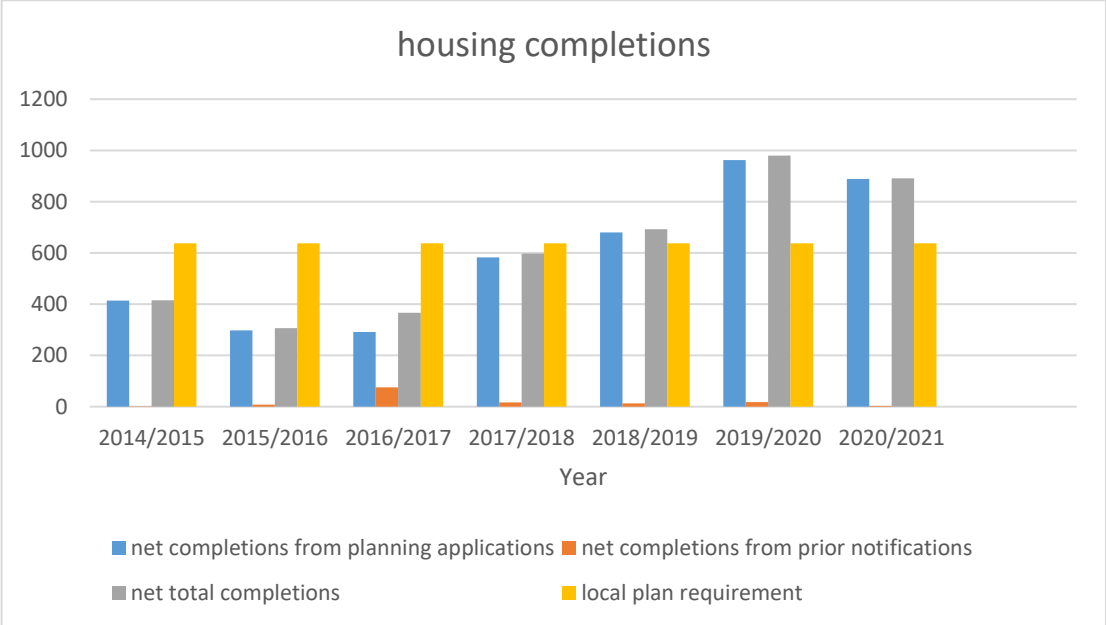


Figure 2 : Housing Completions against LP requirement 2014-2021

3.3 It is expected that housing delivery will vary from year to year, however the table above shows that the first 4 consecutive years of the plan period were significantly lower than the plan target.

3.4 The following years' delivery has exceeded the annual target and made significant headway to address this undersupply. The total completions over the plan period to date (2014–2021) were 4249. Against a total requirement of 4459 over the same period, this represents a shortfall of 210 which is added to the basic requirement for the next five year period.

4. Calculating a Five Year Supply

4.1 The table below shows that the district has a deliverable supply of **7.41** years as of 1 April 2021.

Requirement (April 2021 - March 2026)	**Dwellings**
Local Plan target for delivery from 2014 to April 2021 (637 x 7)	4459
Completions to date (net)	4249
Shortfall in completions against target (net)	210
Total 5 year requirement plus shortfall (net)	3395
Buffer (5%)	170
Total 5 year requirement plus shortfall plus buffer	3565
Annual requirement (adjusted to reflect shortfall)	**713**
Supply Deliverable in 5 years	
Large sites with planning permission (10+ dwellings)	3775
Small sites with planning permission (1 to 9 dwellings)	1066
Prior notifications for large sites (10+ dwellings)	20
Prior notifications for small sites (1 to 9 dwellings)	125
Permission in principle	6
Local Plan allocations	90
Windfall allowance	194
Total Supply	**5276**
Number of years supply	**7.41**

Table 2: HBC 5 year supply calculation

Source: HBC Housing Land Supply Update April 2021

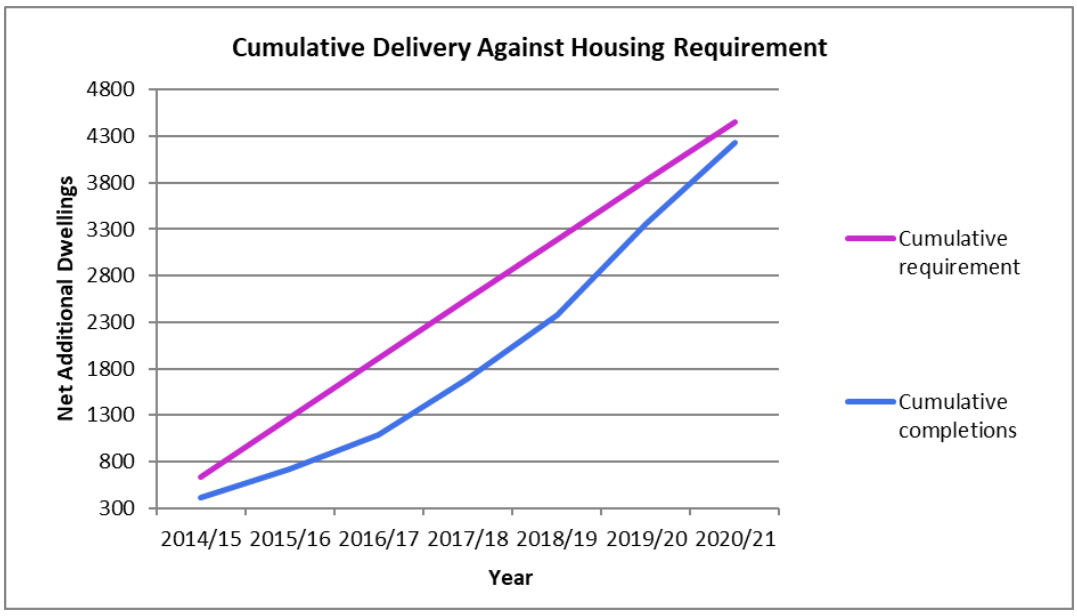


Figure 3: Housing completions (net) against annual Local Plan requirement.

Source: HBC AMR 2021

4.2 Our 2020-21 Housing Flow Reconciliation, which records changes in the dwelling stock in the district, reports that **in 2020-21 there were 879 net additional dwellings completed in the district**. This is lower than the previous year (975) but still compares favourably against our minimum requirement (637). This means that we continue to clawback the cumulative shortfall in delivery that built up in the early years of the plan period (2014 to 2018 annual).

5. Local Planning context

5.1 The Council is committed to transformational growth and worked hard to bring forward a Harrogate District Local Plan (HDLP) that will guide growth to 2035. The HDLP was adopted by the Council in March 2020. It provides the framework for the delivery of a minimum of 13,377 new homes (637 dwellings per annum) over the period to 2035.

5.2 Key facts that underpin the HDLP housing growth strategy:

- Household projections show household growth across the district of 11% between 2004-35, which is a lower level of growth than the region (15%) and England (20%).

- The three main urban areas of Harrogate, Knaresborough and Ripon support the largest concentrations of the district's population. Since the previous Local Plan was adopted in 2001 these settlements, together with the market towns of Boroughbridge, Masham and Pateley Bridge, have accommodated the majority of new growth.

- The district has a large rural area containing villages and hamlets ranging from larger villages with local services and facilities down to small clusters of houses. There is a need to ensure that rural settlements can continue to support local village services

5.3 Land in the Green Hammerton/Cattal area has been identified in the HDLP as a broad location for strategic growth at which it is proposed new housing, employment and supporting services will be delivered during the plan period and beyond through the development of a new settlement.

5.4 Of the land allocated just under 20% is in public ownership (primarily land owned by HBC or the Defence Infrastructure Organisation). With the majority of the land allocated in private ownership the council will need to work in partnership with landowners, developers and Registered Providers to make delivery of these homes happen.

6. Housing Trajectory for the Local Plan

6.1 The key housing delivery action for the Council is to maintain this healthy supply of housing to make sure development is plan led. As you can see from the Local Plan trajectory graph below the successful implementation of the plan is reliant on sites coming forward early in the plan period. The larger strategic sites have longer lead in times and take many years to build out.

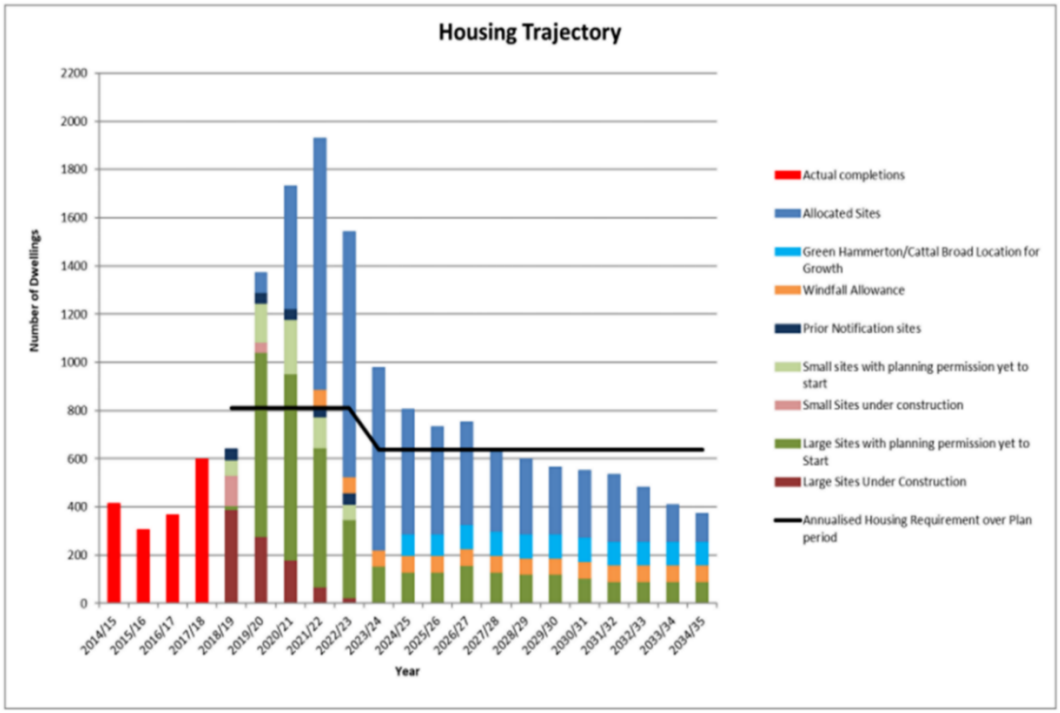


Figure 4: Housing Trajectory for Local Plan

7. Development costs and viability

7.1 The Whole Plan Viability Assessment (WPVA), which has supported the development of the HDLP, set out an assessment of the districts housing market, providing a basis for the assumptions used in the financial appraisal for the site typologies tested in the study. For further information see:

- Whole Plan Viability Assessment October 2016 https://www.harrogate.gov.uk/downloads/file/2091/whole-plan-viability-study-october-2016
- Local Plan Viability Update and CIL Viability Assessment May 2018 https://www.harrogate.gov.uk/downloads/file/2209/viability-assessment

7.2 The WPVA found that the district is situated in a high value and vibrant market area with strong house prices that are able to support an active housing market. The October 2018 update found that there had been a notable increase in values since 2016.

7.3 The WPVA provides an appraisal of the viability of the HDLP in terms of the impact of its policies on the viability of development expected to be delivered during the plan period. It concludes that greenfield housing development proposed is viable taking account of the policy impacts, including affordable housing. The development of brownfield sites is also viable although the WPVA indicated that affordable housing provision should be reduced to 30%.

Infrastructure planning, funding and delivery

7.4 The Local Plan is supported by an Infrastructure Delivery Plan. For further information see: https://www.harrogate.gov.uk/downloads/file/2854/infrastructure-

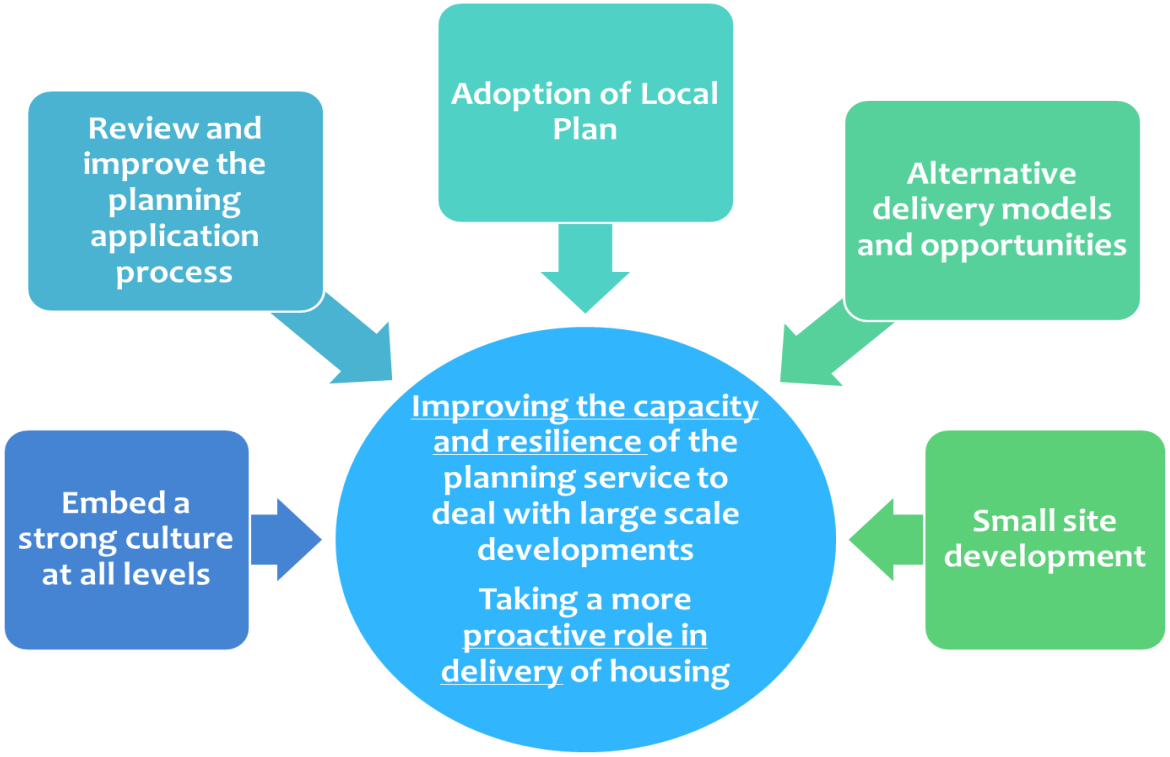
delivery-plan-august-2018. The IDP has been developed with input from utility providers and service providers and identifies the improvement to existing or new infrastructure required to support the planned growth of the Local Plan.

8. In summary

- The first 4 consecutive years of the plan period were significantly lower than the plan target.
- The following years' delivery has exceeded the annual target and made significant headway to address this undersupply.
- 2020/21 was also the start of the global Covid-19 pandemic; so to achieve a good level of completions despite that backdrop is very encouraging.
- The current housing supply position covers the five year period to 30 March 2026. It shows that the Council can demonstrate **7.4 years** of deliverable housing sites, which is a very good position to be in.
- We have a dedicated team and processes in place to ensure a consistent delivery against of homes across the district.

9. How have the council performed against the previous HDAP?

9.1 This sections sets out the progress and achievements on those actions identified in the December 2018 Housing Delivery Action Plan.



Embed a strong culture at all levels to make delivery of new homes a guiding principle in decision making

Capacity building to develop appropriate skills and innovative development solutions

A dedicated Housing Delivery & Strategic Sites Team was set up in March 2020 specifically created to focus on the delivery of housing across the district. This is a core team that works very closely with other work streams to drive forward housing delivery and strategic sites work. The roles within the team are clearly defined and comprise a wealth of skills, knowledge and experience needed to achieve service priorities and projects. The roles are key in terms of realising the vision, joining up the service and pulling resource into the right places and accelerating the delivery of quality place-making.

Provide briefings as appropriate for Planning Committee Members on significant planning applications

Officers from across the Planning element of the Service undertake Members briefings on a quarterly basis with bespoke briefings taking place as necessary. These briefings also form part of the necessary training for Members of Planning Committee to enable them to have a better understanding of key planning issues ahead of formal meetings in order to reduce delays in the decision making process. Members' briefings include updates on strategic sites and projects such as West Harrogate, New Settlement, council owned strategic sites project and Clotherholme.

A programme of "on-site learning events" to a range of development sites and attended by Planning Committee Members and staff is being currently being delivered. The aim of these learning events is to help both parties understand the planning process from both the Applicant's and Local Authority's perspective, the challenges faced by developers during the planning process and construction period and also the impact of decisions on customers. The first event was held on 29 September and the feedback was that "being able to hear from both the developer and the residents was insightful".

Review and improve residential planning application processes

Business Review to improve processing time for planning applications

A Development Management Plan has been created which identified managers who will take the lead on specific projects within the plan (such as updating the Validation Checklist) which will improve the planning application process. Covid and resourcing issues and subsequent delays in the recruitment process had hampered progress on these projects.

Improve the efficient execution of S106 agreements

Following a review of the S106 process, Harrogate Borough Council has appointed a dedicated CIL & S106 Delivery Officer who acts as the Council's lead for CIL and S106 Agreements, building strong relationships, liaising with all contributors to the process and providing guidance and support to others on the implementation of CIL and S106. The role is key to procuring the efficient execution of S106 Agreements so that planning decision notices are not delayed. The new post is working really well and S106 Agreements are tied up well in advance of decision notices being issued, therefore reducing delays for developers. The CIL & S106 Officer regularly monitors and reports progress and proactively reviews and drives forward improvements to ensure an effective and efficient CIL and S106 process.

Work with developers and co-ordinate cross departmental support to ensure timely delivery on sites which require planning permission, having planning consent but have yet to start or have stalled

HBC set up a specific Housing Delivery & Strategic Sites team whose remit is to proactively work closely with developers and other departments within the authority and partner organisations and stakeholders. The team is project focussed and project teams are currently working on a number of strategic sites within the district such as West of Harrogate and HBC owned strategic sites with the aim of bringing these forward for development in a timely manner.

Adoption of Local Plan

Completion of examination and adoption of Local Plan

The Harrogate District Local Plan 2014 - 2035 which sets out the spatial vision and development strategy for Harrogate district was adopted on 4 March 2020. This is a significant benefit to helping plan and promote sustainable housing growth across the district in the years to come. Implementation of policies is progressing well with updated Supplementary Planning Guidance being prepared as necessary to support the new policies. A separate Development Plan Document is being prepared in respect of the New Settlement.

Alternative delivery models/opportunities

Take a proactive role in bringing forward housing on council owned land identified within the Local Plan and explore the potential for bringing forward housing on other council owned assets

The Strategic Assets Review highlighted a number of council owned assets which could potentially be suitable for housing development. A total of 4 sites were considered as possibilities and these were followed up with site visits. Following those site visits, 2 sites were discounted and the other 2 discounted following discussions with the parish councillors who requested the sites be retained as community assets. Work is on-going to look at further council owned assets with a view to bringing them forward for development.

Complete feasibility work on establishing Housing Development Company and progress pilot projects

Bracewell Homes, an independent limited company, wholly owned by Harrogate Borough Council was incorporated on 15 March 2019 and started operating at the end of November 2019. The aim of the company is to invest their profits into providing more high quality homes and council services. The company not only meets housing need but is a good commercial success that helps meet wider council objectives (via rental income and dividends payable).

Bracewell Homes have acquired a number of S106 dwellings around the district and their business plan supports the company as a going concern and the board approved three areas for activities: acquisition of S106 properties; windfall or miscellaneous sites and properties; development of sites for market housing, including affordable housing when required by planning policy.

As of writing Bracewell Homes owns the freehold of 18 homes in total; 10nr in Boroughbridge; 2nr in Harrogate and 6nr in Dishforth.

Explore funding opportunities as they arise to provide additional expertise, support and capacity to drive the delivery of new homes

HBC were successful in receiving £236,000 of funding for feasibility and masterplanning work on Council owned strategic sites, £85,000 Ripon Renewal Project, £35,000 for small sites project and £540k of Land Release Fund grant to help meet the cost of significant infrastructure works at Frogmire Road and Harlow Nurseries. Between them, these sites will deliver 58 homes.

Small site development

Promotion of small site opportunities and preparation of development briefs/site requirements for smaller sites to provide clear guidance to bring forward those sites

Small sites study

HBC secured funding through the LGA Housing Advisors Programme to appoint independent expertise to carry out an analysis of small housing sites across the district. The need for a small site review stems from a recognition by the council that many small sites have been granted a planning permission but are not producing completed new homes. The review was commissioned in March 2020 but due to Covid the final report was published in April 2021. A number of recommendations were presented in the report which will be picked up as actions in the table below.

Other Initiatives implemented since the 2018 HDAP

RAG assessment / proactive account management work

A RAG (red, amber, green) assessment of allocated sites was produced with the aim of monitoring the delivery of those sites within the local plan period. HBC has a dedicated Housing Delivery Account Manager resource within the Housing Delivery & Strategic Sites team who is responsible for taking the lead on the delivery of housing across the district. The proactive account management work is well underway and this work involves regularly reviewing all sites with planning permission and sites within the local plan but yet to receive planning consent. We are building stronger relationships with developers and landowners and identifying where we need to intervene or improve our processes in order to increase site delivery.

Self-build and custom housebuilding

The Housing and Planning Act 2016 requires authorities to give suitable development permission in respect of enough serviced plots of land to meet the demand for self and custom house-building in the authority's area arising in each base period, as shown in the council's Self Build Register.

The council's Self Build Register became operational in April 2016. The first base period covered seven months, running from 1 April 2016 to 30 October 2016. Each subsequent base period covers 12 months and runs from 31 October to 30 October the following year; for example, the second base period ran from 31 October 2016 to 30 October 2017. The authority has three years from the end of each base period within which to grant the required number of development permissions. (Regulation 2 of the Self and Custom Housebuilding (Time for compliance and fees) Regulations 2016). Analysis of the register has identified the following number of eligible entries within each base period:

- *Base Period 1: 1 April 2016 to 30 October 2016: 63 eligible entries;*
- *Base Period 2: 31 October 2016 to 30 October 2017: 159 eligible entries and 2 associations of individuals;*
- *Base Period 3: 31 October 2017 to 30 October 2018: 121 eligible entries and 1 association of individuals;*
- *Base Period 4: 31 October 2018 to 30 October 2019: 95 eligible entries;*
- *Base Period 5: 31 October 2019 to 30 October 2020: 86 eligible entries and 1 association of individuals, and*
- *Base Period 6: 31 October 2020 to 30 October 2021: 121 eligible entries and 1 association of individuals.*

As some register entries are duplicate entries, the number of eligible entries is lower than the total number of entries on the register.

In order to meet the demand, local plan policy HS3 requires the provision of at least 5% of dwelling plots on strategic sites of 500 dwellings or more to be made available for sale to self-builders, subject to appropriate demand being identified for the plots at that time. However, the opportunity afforded by windfall sites in providing self build plots is also recognised.

To date no plots have been delivered on strategic sites. However, the monitoring of permissions plots indicates that 356 plots, which could include self and custom-building, have been permissioned between 1 April 2016 and 31 October 2021. This is sufficient to meet the demand from the first, second and third base periods, with the demand from the third base period being met within three years. It is also sufficient to meet 13 of the 95 eligible entries from the fourth base period a year ahead of the three year target.

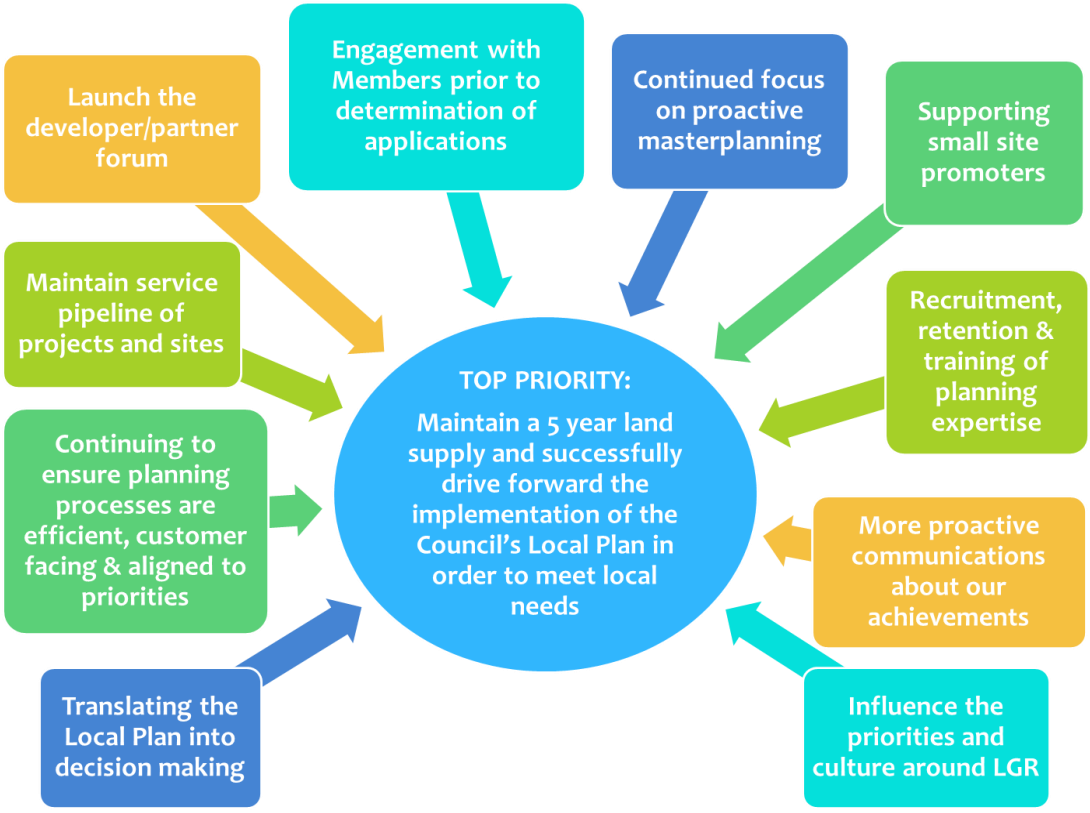
On the 31 October 2021, at the start of Base Period 7, the council introduced a new Self Build and Custom Housebuilding Register; the new register is split into 2 parts. For eligibility onto Part 1 entrants must be able to demonstrate a local connection, confirm they have sufficient funds to proceed with their self or custom housebuilding project, pay an administration fee and an annual re-registration fee. Entrants onto Part 2 do not need to meet the eligibility criteria and there is no administration fee for entry or annual fee.

The data collected on the new register will help build a full picture of the demand for self and custom housebuilding within the district.

10. Key Priorities Moving Forward

10.1 This section reflects on the housing delivery analysis and the work progressed by the Council since the 2018 HDAP. Whilst good progress has been made, it is important to continue to set out additional steps for the Council to focus on. These are aimed at sustaining a healthy housing delivery across the district and are structured around two overarching themes:

- improving the capacity and resilience of the planning service in dealing with large scale housing developments;
- taking a more proactive role in delivery of housing.



11. Housing Delivery Actions going forward

Theme	Action required	Task Description
Maintain a 5 year supply and drive forward the implementation of the adopted Local Plan	Continual monitoring of progress on sites Finding solutions to slow moving or stalled sites Building stronger relationships with the development industry	Ongoing proactive account management work and RAG assessment to ensure sites are delivered
Continued focus on proactive master planning	New settlement DPD Strategic Sites masterplanning and delivery West of Harrogate Parameters Plan Ripon Renewal Project Clotherholme (redevelopment of Ripon Barracks)	Collaborative and positive discussions with various stakeholders to ensure the streamlined delivery of the strategic sites across the district
Working with Homes England	HBC better placed to apply for funding opportunities which will deliver more housing Enhanced collaborative working relationship with Homes England	Keeping in Touch meetings, Strategic Oversight Board meetings
Partner / Developer Forum	Continue to build strong relationships with the development industry	Co-ordinated engagement through LGR
Continuous Improvement and maintaining a strong culture at all levels to make delivery of new homes a guiding principle in decision making	Implementation of Development Management Plan	Wider use of PPAs on strategic sites Recruitment and training sessions Review of planning conditions and other Development Management Processes

		Continuation of skills training for officers across PSEG
Small site development	Increase in the number of housing completions on small sites	Collaborative working with HBC Housing team to find development opportunities on smaller sites Promote small site delivery through targeted communications including providing guidance on how to bring forward those sites Update database of SME builders and draw up a list of ones that meet basic criteria, i.e. ability to provide a warranty, financially sound, H&S compliant. Publicise this list with suitable caveats Signpost applicants to the list of SME builders so that early dialogue can take place to ensure realistic and deliverable projects Signpost smaller developers to funding sources such as the Homes England Home Building Fund and other available support
Alternative delivery models/opportunities	Explore potential benefits of joint ventures with local builders, registered providers, developers and investors to delivery more housing more quickly and the role for the council as funder/investor in housing developments Explore funding opportunities as they arise to provide additional expertise, support and	The Council proactively engages with others to bring forward new housing Explore funding opportunities as they arise to provide additional expertise, support and capacity to drive the delivery of new homes Increase capacity and support to bring forward new homes

	capacity to drive the delivery of new homes Work proactively with Registered Providers, rural communities and rural community led housing groups	The Council proactively engages with others to bring forward new housing
Engagement with members / member training	More proactive engagement with members	Continuation of Member training required as this is still a barrier - provide briefings and training as appropriate for Planning Committee members on significant planning applications. For example pre-briefings Continue with programme of on-site learning events to include staff and members Pre decision briefings with members prior to major/complex planning applications being determined at committee
Influences and priorities around Local Government Review (LGR)	Work closely with the other local authorities to set out common targets from LGR around housing delivery	Officers across the Planning function to engage with LGR workshops

12. Project Management and Monitoring Arrangements

Project management

12.1 The implementation of the identified actions in the Action Plan will require a co-ordinated effort across a number of teams in various Council Service areas. Contacts and discussions with external organisations from time to time will also help these actions be achieved. Regular reports to the Council's Place Board will ensure senior officers are kept informed of progress.

12.2 The Executive Officer for Housing Delivery and Strategic Sites will be responsible for ensuring the actions set out in this Action Plan are monitored and outcomes delivered. They will present an annual progress and review briefing to the Cabinet Member for Planning.

12.3 The Housing Delivery & Strategic Sites team will take the lead in managing the Housing Delivery Action Plan by working closely with officers across the council. Regular review meetings will help to monitor progress on the project and initiatives set out in this Action Plan.

Monitoring

12.4 The Action Plan will be reviewed and updated on an annual basis following publication of the Council's annual Housing Delivery Monitoring Report process. Any updates will also be considered to ensure they are in line with Council's overarching Housing Strategy.

13. Implications from Local Government Reorganisation

13.1 At the time of writing this 2022 Housing Delivery Action Plan, the details of LGR are still emerging. The government has confirmed one new unitary authority which covers the whole of North Yorkshire will be created. The new authority will be in place by April 2023 and will be called North Yorkshire Council. Officers from the current Harrogate Borough Council will work with their new colleagues to agree the best way to project manage and monitor housing delivery across the new unitary authority.

14. Engagement with Stakeholders

14.1 During the course of preparing this draft Action Plan, a number of stakeholders have been consulted with and their feedback has been used to inform the document.

- Homes England – as part of ongoing strategic oversight keep in touch meetings.
- HBC Housing officers – particularly in relation to Bracewell Homes.
- HBC Policy officers and managers – input and updates covering the New Settlement, DPD, Housing supply updates and the self-build register.
- HBC Development Management managers – to gain an understanding of the Development Management service improvement plan.

15. Programme for consultation

15.1 Consultation with HBC officers on the draft Housing Delivery Action Plan was carried out to gain final feedback prior to Cabinet Member for Planning sign off. The draft was presented and discussed with the Policy & Place team, Housing team, Development Management teams and Housing Delivery & Strategic Sites team. Feedback was sought and, where appropriate, incorporated into the document.