

Affordable Housing Strategic Outcome Statement: To increase the supply of affordable housing across all tenures in order to reduce the number of households in housing need												
Strategic Objective	What do we need to do to make the change?				Who should or will do this and when?			How will we know things have been improved? What are our performance measures?	How well have we got on? Score progress and ground in evidence.		What do we need to do next? Based on how we responded to the previous questions	
	Ref	Action	No.	Description	Lead Officer	Partner / Officer Involvement	Target Timescale	Performance Measure 10/11	Progress	Traffic Light	Action Required	Resources Required
Objective (1) - To ensure a minimum of 350 new affordable quality homes are developed across all tenures per year, both in priority areas and other areas, to meet identified housing need and sustain existing communities.	1.1	Establish a robust evidence base to inform the development of the Structure Plan, Local Development Plan and Local Housing Strategy	1	Establish a strategic housing partnership with strategic partners, including Aberdeen City Council to address cross boundary issues	Strategic Development Manager	SDO (Affordable Housing), Aberdeen City, RSLs, NHS, private sector, voluntary sector	Dec 09	Partnership established				
			2	Identify the scale, distribution and nature of unmet housing need by undertaking a comprehensive Housing Need and Demand Assessment, including Housing Market analysis Phase 1 - to inform the Local Development Plan Phase 2 - to inform the Local Housing Strategy	Strategic Development Manager and Policy Planner	SDO (Affordable Housing), Information Officer(Housing), Aberdeen City, SDPA	Phase 1 - Feb 2010 Phase 2 - Feb 2011	Housing Need and Demand Assessment completed and approved. Feb 2010 - Phase 1 Local Development Plan Feb 2011 - Phase 2 Local Housing Strategy				
			3	Improve the effectiveness of information management systems to enhance strategic planning in identifying local housing need and annually update the HNDA	Senior Information Systems Officer	Information Officer (Housing), Strategic Development Officer (Affordable Housing), Policy Planner	Mar 2011	Key indicators identified and agreed HNDA updated annually				
			4	Carry out further research to investigate potential of extending pressured area status. Housing Bill implications?	Strategic Development Manager	SDO (Affordable Housing), Information Officer(Housing) & RSLs	Apr 2010	Investigation complete and further actions identified where appropriate.				
			5	Carry out research to identify the scale and spatial distribution of 2nd homes	SDO (Private Sector)	SDO (Affordable Housing), Rural Housing Enabler, SRPBA, CNPA	April 2011	Number and spatial distribution of 2nd homes identified and further actions identified where appropriate.				
			6	Carry out research to identify the scale and spatial distribution of private rented sector	SDO (Private Sector)	SDO (Affordable Housing), Rural Housing Enabler, SRPBA, CNPA	April 2011	Private rented sector survey carried out and data analysed				
			7	Carry out research to identify the scale and spatial distribution of empty properties	SDO (Private Sector)	SDO (Affordable Housing), Rural Housing Enabler, SRPBA, CNPA	April 2011	Number and spatial distribution of empty properties identified and further actions identified where appropriate.				
	1.2	Enhance the implantation of the Local Development Plan through an effective Affordable Housing policy framework.	8	Affordable Housing Policy reviewed, to ensure the adoption and integration of local housing need within the new Local Development Plan	Policy Planner	Strategic Development & Planning Gain	Apr 2011	Review complete. Comprehensive guidance notes published				
			9	Monitor the effectiveness of the Affordable Housing Policy	Policy Planner	Strategic Development & Planning Gain	Apr 2012	Monitoring and Evaluation framework established with performance indicators identified Review and evaluation complete with further actions identified where appropriate. Exception reporting established. Monitor departures from policy				

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			10	Assess the impact of the Affordable Housing Policy in relation to the deliverability of affordable housing and barriers to development	Policy Planner	Strategic Development & Planning Gain	April 2011	Assessment carried out and further actions identified where appropriate				
	1.3	Ensure adequate housing land supply in appropriate locations through the Local Development Plan and Structure Plan	11	Participate in Land Audit process by identifying potential sites suitable for affordable housing development	Strategic Development Officer (Affordable Housing)	Development Officers	Apr 2011	Affordable housing requirements annually identified and considered within the completed Land Audit.				
			12	Participate in the Future Infrastructure Requirement Services group to enable the provision of affordable housing	Strategic Development Manager	Strategic Development Officer (Affordable Housing)	Apr 2010	Active member of FIRS group.				
			13	Work with strategic partners to identify and develop a strategic landbank for future affordable housing developments including S75 sites.	Strategic Development Officer (Affordable Housing)	Development Officers, Property Services, RSLs, private sector, Rural Housing Service, NHS, MOD	Apr 2010	Sites identified appraised, progressed and brought forward into development programme where appropriate.				
	1.4	Establish and agree with strategic partners a development programme to ensure the delivery of an increased supply of affordable housing to meet identified need	14	Establish an Affordable Housing Forum to ensure the delivery of new affordable housing and oversee the Affordable Housing Strategic Outcome Statement	Strategic Development Manager	RSLs, CNPA, Planning Gain, Policy Planning, Planning Development Management, Homes for Scotland, SRPBA	Oct 2010	Forum established. Terms of Reference Agreed. Affordable Housing Strategic Outcome Statement, Action Plan, Resource Statement, Monitoring and Evaluation Frameworks agreed and approved by Affordable Housing Forum, Housing Management Team, Area Committees and Social Work & Housing Committee. Number of new affordable housing completions. Reduction in housing register applicants.				
			15	Prepare, agree and submit the Strategic Housing Investment Plan to ensure the deliverability of new affordable housing in areas of acute housing need and to sustain existing communities	Strategic Development Manager	Affordable Housing Forum	Nov 2010	SHIP completed and submitted within agreed timescales.				
			16	Agree and review annually priority areas for investment to inform and assist in the preparation of the SHIP	Strategic Development Officer (Affordable Housing)	Development Officers, Housing Operations, Affordable Housing Forum	Apr 2010	Priority areas agreed and reviewed annually.				
			17	Continue to examine the feasibility of a Council New Build programme	Strategic Development Manager	Development Officers, Property, Housing Policy, Finance	Apr 2010	Feasibility carried out. Council New Build Programme established and progressed where appropriate. Number of new affordable housing programmed and completed through Council New Build Programme.				
			18	Progress Phase 1 of Aberdeenshire Council's New Build Programme	Strategic Development Manager	New Build Group	Apr 2011	35 units completed. Evaluation carried out and further actions identified where appropriate.				

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			19	Progress Phase 2 of Aberdeenshire Council's New Build Programme	Strategic Development Manager	New Build Group	Apr 2011	74 units completed. Evaluation carried out and further actions identified where appropriate.				
			20	Phase 3 of Aberdeenshire Council's New Build Programme submitted to Scottish Government	Strategic Development Manager	New Build Group	Apr 2010	Outcome of bid announced and further actions identified and progressed where appropriate.				
			21	RSL Development Programme prioritised and agreed	RSLs	Strategic Development, Scottish Government, CNPA, Private Sector, Voluntary Sector	Nov 2010	RSL development programmes agreed Number of new affordable houses completed				
			22	Continue to work with Rural Housing Service to identify and meet housing need.	Rural Housing Enabler	Strategic Development Officer (Affordable Housing), SRPBA, Strategic Development Officer (Private Sector)	Apr 2010	Small Community surveys completed and further actions identified where appropriate. Number of Rural Empty Properties Grant properties completed. Number of Rural Home Ownership Grant properties completed.				
1.5	Examine good practice to identify alternative mechanisms to deliver affordable housing		23	Investigate with strategic partners alternative models of affordable housing provision.	Strategic Development Officer (Affordable Housing)	Development Officers, Affordable Housing Forum	Apr 2011	Mid market affordable housing models examined and where appropriate further actions identified.				
			24	Continue to progress Aberdeenshire Council's Low Cost Homes for Sale scheme	Strategic Development Officer (Affordable Housing)	Development Officers	Apr 2011	Investigate the potential for a 'staircasing down' facility. Investigate the potential for extending the scheme to cover applicants who are not first time buyers and in housing need but still unable to access the open market? eg young families who need larger accommodation, older people who need to downsize but may not have enough equity to do so (condition of property?) Number of Low Cost Homes for Sale completed. Number of Low Cost Homes for Sale resold.				

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Objective (2) - To ensure the best use of existing housing stock across all tenures by reducing the number of households in housing need by 250 per year	2.1	Improved efficiency and effectiveness of the management of Council housing stock	25	Appraisal of Allocations Policy to assess and review changes implemented June 2008	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group	Apr 2011	Appraisal complete with further actions identified where appropriate.						
			26	Major review of Allocation Policy to reflect changing need of households	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group	April 2011	Review complete with further actions identified where appropriate.						
			27	Explore the options for increasing mutual exchanges	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group	Apr 2011	Options reviewed - to include an analysis of transfer waiting lists with a view to progressing a pilot eg Ballater?						
			28	Investigate the potential of a web based mutual exchange system	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group	April 2011	Web based mutual exchange system investigated and where appropriate further action identified.						
			29	Investigate the potential of Choice Based Lettings	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group, Rural Housing Enabler	April 2012	Choice Based Lettings assessed and further actions identified where appropriate.						
			30	Develop and implement a Combined Housing Register	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group, RSLs, Moray Council	Sep 2010	Combined Housing Register launched. Review date to be agreed?						
			31	Roll out the Combined Housing Register over an 18 month period	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group, RSLs, Moray Council	Apr - Jun 2011	Combined Housing Register fully implemented. Review date to be agreed?						
			32	Examine and evaluate voids procedures - 'time taken to relet'	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group, Estate Management Officers Group, Repairs Officers Group	Sep 2010	Evaluation complete with further actions identified where appropriate.						
			2.2	Review Nomination Agreements to all housing providers	33	Review and assess nomination agreements to all housing providers, particularly in relation to new housing developments.	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group, RSLs	Jun 2010	Nominations reviewed with further actions identified where appropriate. Establish a protocol to ensure that nomination rights are agreed and clearly reflected in legal agreements.				
					34	Establish a framework to monitor and evaluate nomination agreements	Principal Policy Officer (Options/ Estates)	Housing Options Officers Group, RSLs	April 2011	Monitoring and Evaluation Framework agreed and implemented. Performance indicators established. Protocol established between Aberdeenshire Council and RSLs to ensure consistent exchange of data and statistics.				