

All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return. Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

From: [redacted]
Sent: 15 September 2021 08:35
To: [redacted]; Simpson F (Fiona)
Subject: HFS conf - standby questions for planning session

Hi [redacted] and Fiona

I put some standby questions together yesterday in case our audience members don't come up with enough during the conference session this morning.

I've copied them below in case this is helpful. They might not all get used but I thought it would be more helpful to share them than not. The ones for the Minister are ones you might have anticipated already.

As a heads up, it is likely one of our speakers (Robin) will say some quite negative things about the SPP issues, perhaps thinking more of the housebuilders in the audience than the political audience. I've asked him to balance it out with constructive thoughts for the future a but I wanted to flag this up as I know that, although the Minister will have gone before Robin starts, one/both of you will still be in the audience – and I know that in current circumstances negative comments can be even more deflating than normal. I won't be picking out anything unfair or unconstructive (or anything at all on SPP) for use in our post-conference communications.

Best wishes,

[redacted]

Minister

1: You have come into post at a high-pressure time, both in terms of your Planning team's workload and tensions with stakeholders on some key components of NPF4.

Is it your remit to see through the direction of travel begun by the previous Minister, or will you be able to make significant changes between the draft NPF4 and the final policy?

2: Can you outline what it is being done to respond to some of the concerns raised by Homes for Scotland and various local authorities over the methodology for setting NFP4 housing numbers?

3: From where we stand now if feels the parliamentary stage of NPF4 could be as fragmented as the passing of the Planning Bill was. Do you or the Scottish Parliament have a contingency plan to manage that?

Will you and the relevant parliamentary committees be actively engaging with stakeholders like HFS during the consultation period?

4: So far, discussions on future housing numbers has mostly been confined to councils and home builders – the people who best understand the detail and implications. How will you communicate the new approach, and what the numbers mean, to the general population?

Is there a risk the move to minimum housing land requirements – which seems to mean very low targets - will only help those who are fundamentally opposed to home building?

5: If NPF4 pushes home builders as radically as the Position Statement suggests it might, there could be big costs increases and potentially a reduction in the number of new homes that can be built whilst industry adjusts to the changes. What work are you doing to scope those risks?

What support will be in place to support the industry in making the changes you want?

Will there be a transition period, or will all of the policy changes become active at once?

6: You will have heard a lot about what home builders are wary of in terms of future policy – is there anything coming down the line that you point to that is likely to give the industry some real hope and excitement?

Taylor Wimpey

1: Taylor Wimpey is a UK Wide PLC and many strategic decisions will be made outside Scotland. How does this affect your ability to react quickly to radical policy changes north of the Border, and how close do you think we are getting to the point where continuing to build TW homes in Scotland becomes too difficult or too high risk?

2: Your company contributes a significant amount the number of homes delivered in Scotland each year. Do you think that contribution is sufficiently recognised and value by the Scottish Government and by each of the local authorities where you build?

3: What wider opportunities to engage and shape policy would you like to see. What are your hopes for the new Evidence Report and Gatecheck stages?

4: Homes for Scotland's local and regional planning work relies on input from members through our 5 home builder committees. You and your colleagues at TW play a big part in work. How would you encourage other home builder members in the audience to make a more active contribution to our regional home builder committee work? What is in it for them?

5: Have you got a single message for or ask of Government – on planning reform - that we can take away today?

Holder Planning

1: Operating at the coal face of planning clearly has its frustrations – but what contribution do you think planning consultants and your clients can make to improving the culture of planning in Scotland?

2: Thinking of the best practice you see across Scotland now, or have seen in the past, what more could local authorities be doing to help home builders maintain the supply of new homes – whilst ensuring development remains sustainable?

3: Can you say a bit about the time and cost implications of current uncertainties and inconsistencies around housing land supply policy – particularly those that lead to all the famous arguments over housing numbers?

If a new way of doing things was found overnight what opportunities could that open-up for more productive discussions on how development can deliver positive policy outcomes?

4: Have you got a single message for or ask of Government that we can take away today?

Pam Ewen

1: What is the single thing you are most proud of having achieved as Head of Planning for Fife Council? Is that replicable by other Councils?

2: Planning fees are expected to be increased. What else needs to happen to ease Council resource problems and enable service improvement.

3: The performance of other consent regimes and internal consultees within a Council can affect planning performance. Do you think cross-Council services could be better coordinated?

What would you like to be able to do differently, or better, for home builders and other applicants?

4: What are your hopes for the new Planning Performance Coordinator? What would you like to see him or her focus on first when appointed?

5: At the national level it is taking about 54 weeks to determine a major housing application. Is that resolvable and are there additional ways in which the performance of a council – particularly on housing delivery – can be measured – perhaps more outcome focused ways?

From: [redacted]
Sent: 08 September 2021 12:43
To: [redacted]
Cc: [redacted]
Subject: HFS Conference - Planning Session - Speaker Briefings
Attachments: Planning Sesssion Speaker Briefs - Circulated.docx

Hello [redacted]

Here is the fuller version of the speaker briefing for Wednesday's conference. This one has the suggested messages for the others speakers, not just the Minister.

Best wishes,

[redacted]

Delivering the range of new homes that Scotland needs involves the coming together of many different elements. Our manifesto sets out what is required if we are to meet Scotland's varied housing needs. Read more [here](#).



Homes for Scotland Online Conference

15 September 2021, Online

THE CHALLENGES OF CHANGE

Session 1: (9.30-11.30 am) A Changing Planning System

Context

From the summer of 2022, the current approach to development planning in Scotland will change significantly. National Planning Framework 4 will have been adopted and will have a direct bearing on planning decisions in all parts of Scotland. New regulations and guidance will be in place on the procedures and key milestones for preparing Local Development Plans.

Current signals suggest Scotland's home builders will have to adapt their strategic approach to planning, relying less on housing land supply arguments and demonstrating more fully how the homes they want to build, and the places they will create or change, will provide positive outcomes across the gamut of public policy.

Objective of the Session

Provide a cross-sector forum for discussion and knowledge exchange on the role of home building in achieving national and local policy objectives, and the importance of policy in creating the right conditions for confident business investment.

Intended Outcome

Demonstrate to policy and decision-makers and wider stakeholders that Scotland's home builders are aware of and able to adapt their offer in line with changing national policy objectives whilst ensuring new policies and processes are informed by coalface insights on what can and can't be made to work in practice.

Opportunity for Speakers and Attendees

For members, to exchange knowledge and experience with local and national policy and decision-makers and other stakeholders and demonstrate the positive role they can make to delivering positive policy outcomes. For speakers, to demonstrate the positive action they are taking to help make Scotland's changing planning system work better for all.

Session Programme, Panel and Structure

Session 1 – A Changing Planning System		
(Chair: Tammy Swift-Adams, HFS Director of Planning) (9.30-11.30)		
<p>9.30 (10 minutes)</p>	<p>Tammy Swift-Adams Director of Planning Homes for Scotland</p>	<p>Chair's opening remarks</p> <ul style="list-style-type: none"> • Setting the scene • Progress to date • Key challenges <p>Importance of home building. Commitment of the sector to deliver more homes.</p> <p>Benefits of home building – drawing from Lichfields work and SG s75 research.</p> <p>Overview of impact of many years of change, and the challenges coming up in the final months of planning reform and early years of operating in a new system.</p> <p>Touch on current performance (55 weeks for a major housing decision)</p> <p>NPF4 a hugely important document for home builders and other stakeholders but very little knowledge on how it will work in practice as a national spatial strategy and a set of development control policies</p> <p>Reality check on some core aims:</p> <ul style="list-style-type: none"> - Clarity - Consistency - Inclusiveness - Delivering more homes <p>Genuine concerns amongst home builders or all sizes and types that NPF4 won't give positive enough policy signals</p> <p>Planning in practice – however NPF4 comes into being and whatever its final form – how will currently disenfranchised stakeholders be brought together and incentivised to improve delivery</p> <p>Role of planning performance coordinator</p>

		<p>Delivery plan / implementation group? Regular multi-sector engagement with Ministers and officials?</p>
<p>9.40 (20 min: 10 min + 10 min Q&A)</p>	<p>Tom Arthur MSP Minister for Public Finance, Planning and Community Wealth</p>	<p>NPF4 and Wider Reform: Opportunities for Home Builders.</p> <p>What the Scottish Government wants to achieve for and through home building – how NPF4 and wider reform will open up better opportunities for home building to be supported through the planning system, and what the industry should expect to need to do a bit differently to be able to take advantage of those opportunities.</p> <p>Helpful messages for the coming weeks and months would include:</p> <ul style="list-style-type: none"> • Celebrate the c 22,500 homes delivered in 2019 and the resilience the industry has shown in continuing to deliver at scale throughout the pandemic • Confirm SG still wants to see an increase in housing delivery of all tenures. • SG recognises importance of policy and targets for those investing in home building • Thank HFS and members for work done to support local authority and SG thinking • Confirm SG has heard the concerns about emerging targets but stress opportunities for further positive influence (including genuine draft nature of NPF4) • Any insights on how will “minimum all-tenure housing targets work in practice” (i.e. why shouldn’t home builders be scared of housing targets that might be significantly lower than current building rates)

		<ul style="list-style-type: none">• In the absence of coproduction, how HFS and home builders can positively influence the nature and detail of emerging policy – how can we best ensure our voice is heard and our concerns are acted on?
--	--	---

[redacted - out of scope]

From: Richard Holland - TW Strategic Land <Richard.Holland@taylorwimpey.com>
Sent: 17 September 2021 14:11
To: [redacted]
Subject: HFS Annual Conference 2021
Attachments: Conference Notes.docx; HFS Conference 2021 - The Reality of Delivery & Adapting to Change.pptx

Categories: Housing

Hi [redacted],

I hope you are well.

It was good to have the Minister speak at the HFS Conference on Wednesday and to see you were listening keenly too.

Given the Minister had to dash off to another appointment, I thought it might be helpful if I forwarded my slides and presentation slides to you.

There are some facts and figures that I can provide source information for...mostly Scottish Government's own publications.

If there is anything in here that you want to chat through please don't hesitate to get in touch with me directly.

The more open we can be about viability in plan making the more we will deliver great places.

Hope you have a lovely weekend.

Best wishes

Richard

Richard Holland BSc (Hons) MRTPI | Regional Director | Strategic Land Scotland
Taylor Wimpey UK Limited
1 Masterton Park, South Castle Drive, Dunfermline KY11 8NX
Unit C - Lightyear Building, Glasgow Airport Business Park, Marchburn Drive, Abbotsinch, Paisley PA3 2SJ
Mobile: [redacted] | Office: 01383 845724
Email: richard.holland@taylorwimpey.com | Web: www.taylorwimpey.com

**Taylor
Wimpey**



This e-mail and its attachments are confidential and intended solely for the attention and use of the named addressee(s). If you are not the intended recipient, you may not disclose, copy, distribute or retain this message or any part of it without the prior permission of the sender. If you have received this in error please inform the sender and immediately delete the message.

Use of your personal information

Taylor Wimpey takes data protection very seriously and the privacy notice that will apply to our use of your personal information can be found at www.taylorwimpey.co.uk/privacy-policy

Taylor Wimpey plc (Registered No. 296805) and Taylor Wimpey UK Limited (Registered No. 1392762) are each registered in England and Wales with their registered office at Gate House, Turnpike Road, High Wycombe, Buckinghamshire, HP12 3NR.

SLIDE ONE

Thank you so much for having me speak at this conference.

I'll be speaking today with the benefit of over 20 years' experience in the sector, largely focused in **land and planning**. Nearly half of my career has been spent with Taylor Wimpey, working in Strategic Land.

I'm delighted to hear from other speakers today from a range of backgrounds. Without understanding **how change impacts on everyone**, we really won't find the best way of working together.

SLIDE TWO

I hope that today, by giving you a flavour of what we do, the benefits that come from what we do, and the challenges we face in key areas, that enough discussion will be generated over the coming months to discuss and agree a way forward through the changes being introduced that delivers **value for everyone**.

SLIDE THREE

Each year Taylor Wimpey moves on average **1,600 customers** into new homes in thriving communities across Scotland.

We provide a range of types and tenures, but predominantly **market-led investment**

We employ over **650 people directly** and we will have nearly 1,500 sub-contractors working on our sites at any one time

We currently have **65 directly employed apprentices** and many more working with our suppliers, of whom we over 675 on our ledger

In order to deliver all of this, we operate from around **30 – 34 live construction** sites at any one time

In 2019 **we significantly contributed** to the delivery of over 16,552 private homes for sale, as well as delivery or facilitating delivery of a significant proportion of the 5,834 completions in other tenures that made up the overall 22,386 completions that year.

SLIDE FOUR

While around 100,000 people move home each year in Scotland, the number looking to move could be **much greater**.

Scottish Government evidence presented as part of Housing to 2040 suggests that 82% of Scottish households want to own their own home, but only 60% do. Numerically, that means **over 550,000 households** may want to own their own homes but currently do not.

According to the 2018-based household projections, the number of households in Scotland is **projected to increase** over the 25-year projection period by a further 230,000.

This does not include **hidden households** that could form if policy or conditions allowed them to do so.

FOR EXAMPLE According to the ONS Labour Force Survey last year, **28% of young adults** in the UK (20 – 34-year olds) still live with their parents. In Scotland, there could be as many as 300,000 young adults waiting to form a household but currently don't have the necessary support to do so.

Interest rates remain at an all time low and for customers able to access the housing market, mortgage repayments are more **affordable than renting**. Again, Scottish Government evidence suggests that private rents use on average 25% of someone's take-home income, whereas home owners with a mortgage typically use only 8% of their take home income.

Market fundamentals remain strong and new home building is playing an important role in increasing the number of homes available.

SLIDE FIVE

When looking at the four themes outlined in NPF4 Position Statement, that are intrinsically linked to UN Sustainable Development Goals. It is important to note that **home building contributes** significantly.

In 2019, only 45% of Scottish homes were rated as EPC Band C or better. With emerging Building Standards changes, new homes will be even **more energy efficient** contributing to the overall drive towards net zero.

Well-planned residential-led development can facilitate **change towards 20-minute neighbourhoods**, reducing the need to travel by car and helping make the communities we live and work in more resilient.

Building new homes across Scotland's most populous places ensures that there is **access to quality jobs** and investment where it is needed, contributing to a sustainable and inclusive economic recovery.

In 2019, only 66% of adults in Scotland had access to a useable green or blue open space within a 5 minute walk. New developments will provide new or can improve existing areas of open space and will provide **a home for nature**, leading to better, greener places.

Housing is the **building block of our communities** and is an essential part of our local infrastructure and identity as well as the foundation for health and wellbeing.

SLIDE SIX

While what we do can sometimes appear simple, it is really a **complex balance of our stakeholders**. Development needs to balance outcomes for everyone.

The long-term health of our business depends on our ability to **secure a pipeline of quality land** in sustainable locations, where people want to live and which has good planning prospects.

We then **create value for our stakeholders** by progressing the land through the planning process, working collaboratively with communities and planning authorities, and the delivering our proposals efficiently.

Without consented and deliverable land we would not have a sustainable business and would not be able to deliver benefits for our stakeholders.

Our biggest challenges arise mainly in the areas of **land and planning**, and I'd like to place my focus there.

SLIDE SEVEN

We source land **where people want to live**. The majority of housing completions occur in the central belt, because that is where 70% of our population lives (3.5m). 63% of housing completions in 2019 were in the Clydeplan and SESplan areas.

Our land comes from a variety of sources. But not every site is attractive to us and **size certainly does matter**.

In total it can take between two to three years from site identification to first legal completion. So a live outlet has to be operational for at least that period of time, to provide **enough time to secure** the next outlet. Sites that are too small would place a risk on our pipeline and our people.

While the size of the site is important to us, the location and characteristics of a site are equally as important too. Land and viability is a careful balance of stakeholder interests. The more value we can create, the **more we can deliver value** for everyone:

- Our customers
- Neighbouring communities
- The people who build our homes
- Our suppliers
- Local authorities
- Investors
- Landowners

And it is this point that needs to be talked about more between the industry, Government and local authorities. Getting the balance right, making a site viable, is what **enables development** and delivers value to everyone. The impact of too few sites of the right size and in the right location, is that it is becoming more challenging to create value for everyone, particularly with fewer new allocations being made as we move to a 10-year allocation cycle..

Planning can have a very real impact.

SLIDE EIGHT

An effective planning system can lay the foundation for economic growth and transformation in Scotland.

Of particular importance to us as users of the service (who rely almost exclusively on sites being allocated in development plans), is that it **allows decisions** to be made in a timely, transparent and fair manner; that it provides a supportive business environment;

Development Plans, should be aspirational, should set out a positive approach to enabling high-quality development and With the right collaborative approach, development plans can be the **blueprints for our future**, setting out how a wide range of benefits can be delivered.

Private-led housing delivery should be welcomed as a **critical element** in creating and delivering value for stakeholders.

But for value to be delivered, plans need to be **up-to-date and relevant**. It currently takes too long for plans to be prepared, they can lack a clearly defined outcome and it is often impossible to measure whether outcomes are being or can be delivered.

Over the last 20 years it feels like planning has become **largely regulatory**, rather than being about action, delivery, and outputs. It's become overly complex.

The removal of **resource and loss of expertise** from the system has not helped. While fees have increased, they have not been ring-fenced. Planners are under pressure and there is very little scope to have a conversation about viability and the creation of value for different stakeholders early in the plan making process.

To deliver change. To create and then deliver value to stakeholders. **Champions of change and strong leadership** is needed to challenge the ambition of plan making, the clarity of policy, or whether the established land supply can provide the right sites in the right locations.

We need to see **investment in skills** around viability and delivery. Planning authorities need the tools to have the right conversations with developers early in the plan making cycle.

With changes proposed to the housing system, the way we source land and planning will we see the introduction of what is needed to **deliver more homes**?

SLIDE NINE

Housing to 2040 was published earlier this year and sets out a **vision for housing** in Scotland for the next 20 years, as well as a route map to get there.

A focus on **building 110,000 affordable homes** by 2032 (70% of which will be for social rent) will certainly address the needs of the estimated 130,000 people on housing lists.

However, New build market-led housing didn't feature in Housing to 2040 and there were limited plans to tackle the shortage of homes to buy. Despite being such a crucial part of delivering value for a wide range of stakeholders in Scotland, and home ownership being in such demand (even an estimated 230,000 of the 590,000 households living in social housing would like to own their own home) this struck me as **a fundamental omission**.

Scottish Land Commission published recommendations recently because there is belief that the current market-led approach is not delivering enough. Changes are being sought around matters such as **land value capture** and the potential formation of a land agency to provide land to the market.

I can see some value in the creation of a Land or Infrastructure Agency, which really could remove some immediate barriers to delivery of land for housing. However, rather than replacing the current market-led approach, surely it should complement it to assist **delivery of complex or problem sites?**

The recent report from Scottish Government on the value of developer contributions estimated that around **£500m of contributions** was agreed to in 2019/20 alone. This excludes infrastructure delivered outside s75 agreements and doesn't capture the other sources of income from development or home sales through general taxation.

So, are these changes really needed?

NPF4 and the secondary legislation implementing the planning reforms of the Planning (Scotland) 2019 Act will be published in the Autumn. The need for **ambitious, clear and unambiguous policy** could never be greater.

We certainly hope that NPF4 looks to deliver a minimum all tenure housing target of 25,000 each year, backed by greater investment in resources and skills development in the planning system to provide confidence and certainty to businesses and communities.

SLIDE TEN

Market-led investment in home building **delivers and facilitates** a wide range of benefits to communities across Scotland

The majority of the time we are building homes in the **right places** to meet demand and deliver value to a wide range of stakeholders

There is a significant amount of potential **demand that is not being met**. We need to recognise this and plan for it

Viability is critical to getting land development ready, the **more value** that can be created, the easier it to meet stakeholders needs

Planning can be a **key tool for creating value**. But currently it takes too long for plans to be prepared and it is too complex

There should be more investment in the planning system, particularly in developing strong leadership skills and expertise in viability

Viability needs to be discussed **earlier in plan making** to create more certainty around a dynamic land supply. Development on the ground delivers outcomes, not allocations.

Whatever change is introduced, we ask it to **support what we do**, generate business confidence and help us deliver great places

Focus should be on delivery of shared and measurable outcomes

Thanks so much for your time today

HFS Annual Conference

“The Reality of Delivery & Adapting to
Change”

September 2021

The Reality of Delivery & Adapting to Change

- What we do and why
- The Benefits that come from what we do
- Some of the challenges we face with delivery
- How change might impact upon us
- Conclusions