## Ribble Valley Borough Council



# Defining a Local Housing Requirement SUMMARY

Part of the Local Development Framework Evidence Base

**November 2011** 

An invitation to contribute to the Ribble Valley Housing Requirement Review









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The quick guide gives an overview of the work we are doing and why, includes details of how to make comments, get more information and some frequently asked questions.

### Ribble Valley Housing Requirement Review – Summary

This section gives more background and a more detailed summary of our consultants report and their conclusions. It includes an extract from the full study that summarises the effects of each development scenario.

### What Happens Now?

Information on how the Council will use your comments and our contact details for making a response.

Copies of the full consultants report prepared by Nathaniel Lichfield & Partners can be viewed and downloaded from the Council's website. Copies are also available for reference at Level C Reception, the Council Offices, Clitheroe.

Contact 01200 425111 for further information or assistance, please ask for Forward Planning.

# RIBBLE VALLEY HOUSING REQUIREMENT REVIEW QUICK GUIDE

### Why do we need a review?

The Government requires local authorities to identify land to provide an adequate supply of housing. To do this requires a forecast of the possible demand for additional dwellings. The report sets out the results of a study commissioned by Ribble Valley Borough Council and undertaken by Nathaniel Lichfield and Partners, an expert in the field of housing requirement forecasting.

# What effect will the Localism Bill and National Planning Policy Framework have?

There is currently nothing in either the Localism Bill or the draft National Planning Policy Framework that removes the requirement to produce a forecast of new housing requirements. Much of their content is concerned with where new development takes place and its design.

# What if we don't undertake a forecast or produce a nil requirement forecast?

If Ribble Valley Borough Council failed to produce a housing requirement forecast, then any planning application for new houses, wherever located, would be likely to have to be approved, or would require an extremely strong case backed with strong evidence for refusal. If Ribble Valley Borough Council produced a nil housing requirement forecast, it would be extremely unlikely that the Government would approve the Ribble Valley Local Plan as being sound.

### What did the consultants come up with?

Based on the considerations specified above, looking forward 20 years the consultants produced figures for the following scenarios:

REF	Scenario	Dwellings per year	Total by 2028
A	Baseline Scenario	Dweilings per year	10tal by 2020
	A projection of population change, based on current factors and recent trends	220	4,395
Λ.			
В	Test This forecast shows the effect of taking into account the levels of vacant units and second homes and aiming to reduce the number overall.	190	3,795
В	Natural Change A population forecast based on no migration into or out of the borough making provision for the housing needs of existing residents only.	89	1,780
С	Zero Net Migration A population forecast that assumes levels of inward and outward migration are the same.	43	865
D	2008-Based ONS and CLG Scenario A forecast based on the most recent population projections published by the Office of National Statistics and Department of Communities and Local Government	260	5,190,
E	Past Trends Job Growth Increases the number of jobs in the borough on the basis of past trends and assumes those jobs would be taken by people moving into the borough	559	11,175
Ea	Past Trends Job Growth (Changing the Commuting Balance Sensitivity) Modifies Scenario E by assuming a higher level of commuting	434	8,675

F	Forecasting Job Growth (ELS) Increases the number of jobs in the borough on the basis of the council's Employment Land and Retail Survey and assumes those jobs would be taken by people moving into the borough and needing housing.	398	7,965
Fa	Forecasting Job Growth (ELS) (Changing the Commuting Balance Sensitivity) Modifies Scenario F by assuming a higher level of commuting	315	6,295
G	Past Dwelling Completion Rates This uses previous levels of housing development as an indication of future demand	225	4,500
Н	Regional Spatial Strategy Requirement Although it is the Government's intention to abolish Regional Spatial Strategies, they remain a valid indicator of local requirements	161	3,220

Housing approved or built from 2008 will be counted against these figures

### Which scenario will be chosen?

The scenarios illustrate what effects various policy assumptions may have. The council will now have to make a judgement on the most appropriate policies to put in place and will be able to use the information from the study to decide the implications for housing. This will allow the council to establish the number of houses it needs to plan for. A working group of Councillors has been set up to examine this further.

### What is the likely outcome?

A realistic picture of what may happen probably lies between the highest and lowest housing requirement figures. It is important to note that Housing already approved or built from 2008 will be counted against these figures.

### Where will any houses or businesses be built?

This work will establish what level of housing is required in Ribble Valley over the next 20 years. Once that is done, their possible location will be decided after the outcome of the Core Strategy process through a separate document. Separate work will be carried out that will look at detailed allocations and there will be public consultation as part of that future work.

### What is Ribble Valley Borough Council asking us to do?

You are invited to consider the potential effects of the various scenarios and let us know your views. We are not seeking comments on the Core Strategy at this stage. While giving thought to the various scenarios, you might want to consider the following:

- The adoption of a policy for no new houses or jobs could lead to stagnation and possibly create difficulty in obtaining funding for new infrastructure or maintenance of old.
- Affordable housing and supporting infrastructure would require market houses to fund them in the absence of grants and other incentives.
- Business investment bringing new jobs into Ribble Valley would create some demand for extra housing in the borough to fill the jobs and some additional in-commuting traffic – both requiring supporting infrastructure.

Comments on the housing review can be sent by e-mail to: review@ribblevalley.gov.uk

or by letter to the following address

Head of Regeneration & Housing, Chief Executive Services, Council Offices, Church Walk CLITHEROE, Lancashire, BB7 2RA

Comments should be received by 5pm on 16th December 2011. All comments will be acknowledged, please note we will not make individual responses on comments received. All comments will be reported to inform the working group and will be available for public viewing. Submitted responses must be attributable but we will not publish name and address details. For further information please ring 01200 425111 and ask for Forward Planning.

### RIBBLE VALLEY HOUSING REQUIREMENT REVIEW - Summary

### INTRODUCTION

The Council is currently preparing a new Local Plan for the borough known as the Core Strategy. Lots of work has been carried out; extensive public consultation taken place and significant interest in how the borough will develop over the next 20 years has been generated. Further information on the work so far on the Council's Core Strategy and Local Development Framework, can be viewed on the Council's website or by visiting the Council Offices.

A key component of the Local Plan relates to housing and in particular how much housing should be planned over the next 20 years. The Government has announced its intention to abolish the Regional Spatial Strategy that has provided the basis upon which housing levels have been established so far. Housing requirements are to be decided by the local Council, based upon research, forecasting and justified evidence. Ribble Valley Borough Council is looking to incorporate appropriate housing information into its Core Strategy. The Council has commissioned Nathaniel Litchfield and Partners, a leading consultancy with a wide range of public and private sector experience in this specialist field, to provide advice.

A full detailed report has been provided to the Council which examines the available evidence through modelling techniques and provides a suggested level of housing that the borough should be planning for. The report is based upon an analysis of the housing, economic and population factors in the borough and is available to read on the Council's website.

### YOUR INVITATION

Without doubt the work to establish a housing figure for the area is complex and deals with areas of specialist data. This summary document aims to provide an outline of the approach so far and a summary of the consultant's work.

More importantly this summary is an invitation to you to provide comments on the suggestions made by the consultants, the options looked at and the conclusions drawn. The Council has to establish what it considers to be the most appropriate level of housing for the borough, taking into account a wide range of factors that will aim to balance the needs of the community, environment and local economy.

A special working group of Councillors has been set up to consider and advise the Council upon housing requirements as part of this review. The group would like to have your comments to inform their advice. Information about making comments is included at the back of this summary document.

### THE STUDY IN SUMMARY

This summary has been produced using relevant extracts from the consultant's full report. The full report contains much more detail in relation to data, trends and forecasts and sets the context of the work in relation to Ribble Valley and the related scenarios. It can be viewed or downloaded from the Council's website and copies are available for reference.

### BACKGROUND

Nathaniel Lichfield and Partners [NLP] were appointed in March 2011 by Ribble Valley Borough Council [RVBC], to undertake a study into local housing requirements within the Borough.

The purpose of the study is to set out the potential scale of future housing requirements in Ribble Valley Borough based upon a range of housing, economic and demographic factors, trends and forecasts. This will provide RVBC with evidence on the housing requirements of their Borough to help them plan for future growth and make informed policy choices through the Local Development Framework [LDF] process.

The report presents the outputs of the application of NLP's HEaDROOM framework to the Ribble Valley area. HEaDROOM is NLP's bespoke framework for identifying locally generated housing requirements based upon an analysis of the housing, economic and demographic factors within an area.

### WHY ARE WE DOING THIS WORK?

The Coalition Government's policy approach to planning has been focused on applying principles of 'localism' to give local planning authorities greater autonomy in planning for housing, and in particular setting local housing requirements in their development plans.

On the 6 July 2010, the Secretary of State [SoS] for Communities and Local Government announced the revocation of Regional Strategies [RS]. The High Court overturned the SoS's revocation on 10th November 2010, and consequently the RS currently remains part of the Development Plan. However, the legislation proposed in the Localism Bill will result in the removal of regionally imposed housing requirements. The responsibility will therefore fall to local councils, such as RVBC, to set housing requirement figures for

their Local Development Framework. The Secretary of State has confirmed that local housing targets may be tested through the LDF process and local authorities will need to collect and use reliable information to justify housing policies.

At the present time there is no agreed approach for local planning authorities to follow in setting local housing requirements. In response, NLP has prepared HEaDROOM, a conceptual framework that provides a robust basis for defining the amount of housing that could be planned for through LDFs.

At the heart of HEaDROOM is an understanding of the role of housing in ensuring that the future population of a locality can be accommodated and the extent to which housing plays a crucial role in securing the economic wellbeing of a local area. It seeks to take account of how the housing delivery figure is informed by and helps to support the achievement of an established vision for Ribble Valley.

In the context of a substantial shift in the planning policy agenda, which has exposed Local Planning Authorities to a new requirement to establish a housing delivery figure for their area over the LDF period, the framework provides the basis for assembling and presenting evidence on local housing requirements in a transparent manner.

### **OBJECTIVES FOR THE STUDY**

The main project objectives for the study are to provide:

- a sound justification for any change in the housing numbers set out in the LDF;
- a revised housing figure for a 20 year period from 2008, assuming adoption of the Core Strategy in 2012;
- a revised annual target/figure for a 20 year period from 2008, assuming adoption of the Core Strategy in 2012; and,
- a figure that can be evidenced to inform sub-regional work which is also appropriate to the borough

### THE CONSULTANT'S CONCLUSIONS

Based upon the bespoke HEaDROOM model, Nathaniel Litchfield and Partners have demonstrated that:

 taking into account the scenarios tested and the core constraints on development delivery as shown by current evidence, that the average dwelling requirements for Ribble Valley borough should be in the range of 190 to 220 dwellings per annum between 2008 and 2028;

- (ii) this figure is lower than the latest Government household projections and particularly the employment growth forecasts because it reflects realistic build rates of housing and other constraints to delivery in the borough.
- (iii) However it is the consultant's view that any figure significantly lower than this 190 220 range would be unlikely to allow for the provision of a suitable level of affordable housing in the borough; nor would it allow the borough to pursue its economic growth objectives without potentially encouraging unsustainable levels of in-commuting from neighbouring districts. The 190 to 220 dwellings per annum range also reflects the potential for increasing the delivery of housing in Ribble Valley following the relaxation of the housing policy restraint;
- (iv) It will be important to monitor progress on housing delivery and future change in demographic characteristics of the residents to ensure that the range of 190 to 220 dwellings per annum remains both suitable and achievable.

### ASSUMPTIONS AND APPROACH – THE MODEL SCENARIOS

In order to explore a range of differing circumstances a series of scenarios were established and agreed between the consultants and the Council to inform the modelling. These looked at a number of assumptions and possible outcomes that could realistically be considered. Further explanation of these scenarios is set out in the full report.

The scenarios adopted for testing are as follows:

**Baseline Scenario** – the PopGroup Baseline model run, incorporating ONS assumptions on projected natural change rates and projected migration; (migration relates to movement into or out of the Borough)

**Baseline Scenario (Vacancy Sensitivity)** – the PopGroup Baseline model, incorporating lower vacancy rates to reflect RVBC's latest valuation lists;

**Natural change** - based upon Ribble Valley providing for its indigenous population and household growth, resulting in zero migration;

**Zero net migration** – whereby the annual migration flows are equalised, resulting in zero net migration;

**2008-based ONS/CLG Scenario** – using CLG's standalone 2008-based household projections (which are based upon the ONS sub-

national population projections, SNPP), allowing for second homes/vacant units;

**Past Trends Job Growth** – taking forward past growth in employment in Ribble Valley between 1991 and 2008 on a consistent basis to 2028;

Past Trends Job Growth (Changing the Commuting Balance Sensitivity) – As above, but changing the balance of net commuting at the expense of a proportion of in-migrants to the Borough;

**Forecast Job Growth (ELR)** – taking forward job growth forecasts in the Borough's ELR to 2028;

Forecast Job Growth (ELR) (Changing the Commuting Balance Sensitivity) – As above, but changing the balance of net commuting at the expense of a proportion of in-migrants to the Borough;

**Past delivery trends** –using past delivery trends to illustrate what the market has previously delivered;

**RS Requirements** - RS requirement of 161 dwellings per annum. (existing Regional Strategy figures used at present for planning purposes)

### **SUMMARY OF SCENARIOS**

The following section contains an extract from the full report and gives a summary of the findings in relation to the scenarios used in the modelling and the conclusions reached.

For the full report please refer to the councils website: www.ribblevalley.gov.uk

### WHAT HAPPENS NOW?

The Council's working group will be exploring the issues around housing requirements to inform the Council's wider work on the Core Strategy. You now have an opportunity to contribute to our work by responding with comments on the scenarios outlined and giving your views on the level of housing suggested.

You may have a view on the need to deliver affordable housing or to support economic growth. You may be concerned about the implications of not providing enough housing or have a view on what level is too much. What is important to help inform our work is that whatever your view, you provide your thoughts and reasons behind your thinking. Ultimately the Council will have to be able to justify and demonstrate why it is taking a particular approach. Your comments can help the Council do that.

Comments on the housing review can be sent by e-mail to review@ribblevalley.gov.uk

or by letter to the following address

Head of Regeneration & Housing, Chief Executive Services, Council Offices, Church Walk CLITHEROE, Lancashire, BB7 2RA

For further information contact 01200 425111.

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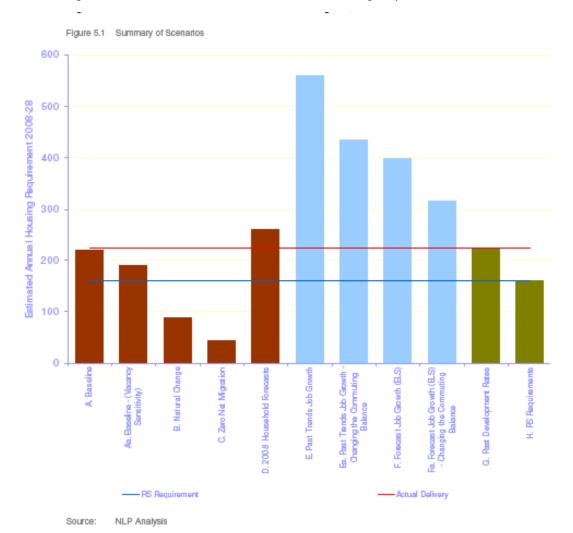
### **Defining a Local Housing Requirement**

### Summary of Scenarios

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The scenarios indicate a wide range of housing requirements based upon different indicators of what the need for housing within Ribble Valley could be. Figure 5.1 summarises the various annual dwelling requirements.



As illustrated, projected dwelling requirements range from 43 per annum (based on the zero net migration forecasts) to as high as 559 (Past trends job growth). In general, these can be split into three broad groups – demographic based scenarios allowing for an element of in-migration (A, Aa and D) and housing scenarios (G and H); demographic based scenarios excluding net in-migration (scenarios B and C); and employment-led scenarios (E, Ea, F and Fa).

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### Appropriateness of Scenarios

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These requirements need to be placed in the context of the delivery factors which further shape the ability of Ribble Valley to meet any particular scenario. In particular, these constraining factors affect the suitability of taking forward two of the three broad groups identified above.

### 'Reduced migration' group of scenarios (B and C):

- a The 'natural change' and 'zero net migration' scenarios represent extreme forecasts that bear little relation with what is likely to occur in Ribble Valley in the years ahead. As scenarios, they demonstrate the extent to which the Borough is reliant on inward migration to prevent population decline going forward, and represent an absolute lower limit for what could be required. However, to achieve these very low rates of household growth would not be possible without severe restrictions on housing supply which would prove unpopular and unworkable and have significant affordable implications;
- b By excluding in-migrants, the Borough would be reliant upon a dwindling resident workforce to take up the jobs. For example, under the 'zero net migration' scenario, the number of residents in employment would drop by almost 3,700 between 2010 and 2028, despite gradually decreasing unemployment rates between 2012 and 2017;
- c As a result, the delivery of housing below 200 units per annum has the potential to have major adverse labour force implications, as there will be insufficient residents of working age to meet the Borough's aspirational job forecasts without substantial levels of in-commuting. There will also be a need to consider what an appropriate policy response to ensuring economic development in the face of an ageing population structure could be:
- d The SHMA has demonstrated an urgent need for affordable housing equal to 264 dpa, including an unmet backlog of 837 units; Scenarios B and C would only provide 89 and 43 dwellings per annum in total. Assuming 30% of this provision was developed for affordable units in accordance with planning policy, just 5-10% of the SHMA's identified need would be met. Clearly, this would be unsustainable and exacerbate the current situation whereby younger, less well off families and young adults are forced to move elsewhere to meet their housing needs.

### 'Employment-led' group of scenarios (E, Ea, F and Fa):

- Whilst the considerably higher requirements of the employment-led scenarios would help to address the urgent need for affordable housing and help achieve the Council's economic aspirations, these scenarios are also ultimately unrealistic on the following grounds:
  - New build completions and conversions have not risen above 290 in recent years and for the past ten years have averaged around 160 dpa.
     It is recognised that the housing moratorium was in operation for much of

this time and this, combined with the fallout from the recession in the construction industry, severely suppressed delivery. It is likely that were the market to be allowed a freer rein, housing delivery could increase accordingly. However, to suggest that the market is capable of delivering over 3.5 times the long term average (in relation to Scenario E) would require a minor revolution in housing construction in the Borough;

- b The Forest of Bowland AONB and much of the adjoining land is protected by environmental designations of national significance. In addition, significant areas of land are prone to flooding. Hence at least 70% of the Borough is effectively non-developable for housing, which would call into question the physical capability of the Borough to accommodate a step change in housing delivery; and,
- c A proportion of Ribble Valley Borough beyond the settlement boundaries is designated Green Belt land. This severely restricts the outward expansion of settlements such as Whalley without a comprehensive Green Belt review. It is likely therefore, that to build at least double, and perhaps triple, the long term annual average rate could result in the over-development of places such as Clitheroe, with concurrent infrastructure pressures.
- These factors, alongside consideration of the suitability and realism of the various scenarios assessed, guide the scale of local housing requirement that it is appropriate to plan for. It is therefore considered that the reduced migration and employment-led scenarios are neither realistic nor desirable and should not be taken forward.

### **Emerging Housing Requirement**

Para 33 PPS3 (re-issued by the coalition Government in June 2010) sets out the key considerations in determining the level of housing to plan for as follows:

"In determining the local, sub-regional and regional level of housing provision, Local Planning Authorities and Regional Planning Bodies, working together, should take into account:

- a Evidence of current and future levels of need and demand for housing and affordability levels based upon:
  - Local and sub-regional evidence of need and demand, set out in Strategic Housing Market Assessments and other relevant market information such as long term house prices.
  - Advice from the National Housing and Planning Advice Unit (NHPAU) on the impact of the proposals for affordability in the region.
  - The Government's latest published household projections and the needs of the regional economy, having regard to economic growth forecasts.

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- b Local and sub-regional evidence of the availability of suitable land for housing using Strategic Housing Land Availability Assessments and drawing on other relevant information such as the National Land Use Database and the Register of Surplus Public Sector Land.
- c The Government's overall ambitions for affordability across the housing market, including the need to improve affordability and increase housing supply.
- d A Sustainability Appraisal of the environmental, social and economic implications, including costs, benefits and risks of development. This will include considering the most sustainable pattern of housing, including in urban and rural areas.
- e An assessment of the impact of development upon existing or planned infrastructure and of any new infrastructure required."

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- Whilst the evidence within this report takes into consideration the need and demand for housing (a), reviews existing evidence on land availability (b), takes account of the need to improve affordability (c) and infrastructure capacity (e), it does not take into account the overall sustainability of the scale of housing requirement or the most sustainable pattern of housing (d). Crucially, it does not seek to make the planning or policy judgement this is a matter for RVBC taking account of the information before it. This report therefore represents a first stage for further consideration of all relevant factors through the LDF process.
- Excluding the employment led and reduced migration scenarios as discussed above, this leaves a broad range of 190-260 dwellings per annum, relating to the demographic projections for the area contained with Scenario Aa (the Baseline PopGroup model output sensitivity), Scenarios A (PopGroup Baseline), Scenario D (2008 CLG Household forecasts) and G (Past Development Rates). Based on the core constraints on development delivery and policy choices as shown by current evidence, the analysis suggests the realistic dwelling requirement for Ribble Valley Borough should sit somewhere within the 190-220 dwellings per annum range 2008-28. This refined range has been arrived at on the basis of the following considerations:
  - a Meeting Affordable Housing Need: Providing 190-220 dpa would contribute towards meeting the housing need identified in the SHMA. The SHMA identifies a critical need of 264dpa in the Borough; the figure of 190-220 provides some scope to address the current affordable housing shortfall, and could provide between 57-66 affordable units per annum based on the draft Core Strategy requirement of 30% affordable housing on new sites. This level is still more than double the average amount that has been achieved over the past five years, and hence represents an aspirational (but potentially realisable) target which could be increased if the proportion of affordable housing was raised in the LDF.
  - b **Supporting Ribble Valley's economy:** A dwelling requirement of 190-220 could lead to a neutral change in the number of residents in

employment over the plan period. Whilst a neutral job gain does not, on the face of it, appear to be much of an aspiration, this should be set against the fact that a significantly higher proportion of the resident population are forecast to be economically inactive by 2028. For example, in 2010 13,660 residents were of pensionable age (23% of the total population); this will increase by over 7,000 residents to 20,670 by 2028 (33% of the total<sup>1</sup>).

A lower housing requirement would potentially lead to a much greater loss, intensifying the problem. Consequently although the migration reduction scenarios (B and C) suggest that dwelling growth could be much lower if the number of in-migrants were reduced, it is considered that this would impact negatively on economic growth aspirations through labour supply constraints and affordable housing need. Although there is a neutral growth in the working population under the preferred range, this level of employment represents a realistic and robust approach, albeit it indicates that for the ELR growth forecasts to be achievable there would have to be substantial rebalancing of the current pattern of net outcommuting.

- c Balancing constraints to delivery: The figure of 190-220 dpa is above the level achieved in the recent past; however, as discussed, this provides a poor guide to future needs and masks distorting factors which have constrained supply. The range is a much better match for the premoratorium delivery of 225dpa, which NLP consider to be a better proxy for the amount of units that the market could deliver in the Borough. Furthermore, despite the problems facing the construction market, demand for new homes in Ribble Valley remains high, with strong house prices. As a counter balance to this, the environmental constraints, AONB and Green Belt in the south of the Borough are likely to prevent a step change in delivery as suggested by the CLG household forecasts. Hence 190-220 dpa represents a challenging, but more achievable, figure than the higher CLG household projections (Scenario D).
- d **Balancing economic imperatives:** The range of 190-220 dpa represents a similar level of delivery to the level that was achieved before the housing moratorium came into force in 2004 (i.e. 225dpa). Hence it is considered that this range could be readily achieved once the housing market begins to regain its former strength. The CLG Household forecasts would represent an increase of 15% in delivery rates, based on the pre-moratorium average, and would represent a rate that has only been achieved once in the past 10 years (in comparison, the other years pre-moratorium all delivered levels of housing within the 190-220 range). As noted above, the constraints to development of many of the towns and surrounding rural areas of the Borough are likely to restrict what could practically be developed. 190-220dpa provides a more realistic

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<sup>&</sup>lt;sup>1</sup> The figures are indicative and relate to women aged 60+ and men aged 65+ –they do not take into account the proposed changes to the pensionable age

range than the economic-led and even the CLG 2008 household forecasts suggest.

### Conclusions and Recommendations

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1.9 It is therefore considered that a dwelling requirement of between 190 and 220 per annum represents a sensible range for the Borough, providing a realistic level of housing to deliver some economic growth, whilst recognising the challenges ahead.

It should be noted that even this level would imply net in-migration flows of around 7,100, a population gain of around 5,100 and growth in the number of economically active residents in employment of around 50. The latter figure in particular contrasts with the Borough's ELR job growth forecasts, which plan for job growth many times higher than this; therefore for the ELR aspirations to be achieved, the vast majority of new jobs created would either have to be filled by in-commuters or, preferably, by 'clawing back' Ribble Valley residents who currently commute out to places such as Preston and Manchester.

As a consequence, a review of policy interventions is recommended to minimise any adverse labour force and economic implications, that could include:

- clawing back commuters, with 47% of the Borough's employed residents commuting outside of Ribble Valley to work and a net out-commute of almost 2,265 people identified in the Census 2001. In total, 12,310 residents leave Ribble Valley to work elsewhere; the provision of more and better quality job opportunities in the Borough may help to reverse this trend;
- planning for a mix of housing which encourages the retention of residents of an economically active age or encourages younger economically active people to move into the Borough. At present, the proportion of the Borough's population in the crucial 20-34 age bracket is around two-thirds the North West regional average. This has significant impacts on the labour market and for the economic growth for Ribble Valley going forward. The provision of family starter homes and shared ownership tenures may help encourage the retention of existing young residents or, conversely, attract young families on more limited incomes to move into the area.
- Further evidence on how far these may be practically implemented in the context of the Borough's economic development is necessary, but these highlight conceivable options for addressing the potential economic implications of a shifting demographic structure.