

## Corporate Strategy Action Tracker

	Our Focus	Actions	Quarter 3 Update	Start Date	Date Due	Status	
1.1	<b>Putting Residents First</b>	<p>The Council will listen and act in the best interests of residents by:</p> <ul style="list-style-type: none"> <li>-Being an outward facing, accessible, inclusive and open Council, improving our use of technology to increase understanding and access to what we do, how we work and the decisions we take</li> <li>-Providing easy to use platforms for public consultations that are effective, accessible and timely so that the voice of residents can be heard in planning and other Council decisions</li> <li>-Positively engaging with and listening to locally elected representatives on Town and Parish Councils</li> <li>-Actively seeking the voice of the seldom heard, including those of young people, to understand their particular needs and ensure that the Council is taking decisions that meet these needs.</li> </ul>	<p>Explore how the Council leads Youth Engagement, ensuring youth are engaged across the wide range of activity it undertakes.</p>	<p>Additional resources to enable a dedicated role to support the area of young people are being sought by the Comm Wellbeing manager at this time - if that is forthcoming then we will be in a position to focus fully on engagement activities with young people.</p>		Not Scheduled to Start	
		<p>Customer Experience Improvement Programme</p>	<p>Channel Choise project delivering very positive results with new phone contact system working well.</p>	01/07/2020	01/01/2024	On Target	
1.2	<b>Putting Residents, Young and Old, at the Heart of What We Do</b>	<p>The Council will act with outstanding levels of transparency and accountability, with high standards of governance and trustworthiness.</p>	<p>Proposal to implement a robust system and process for:</p> <ul style="list-style-type: none"> <li>&gt; the allocation of matters to the councils' forward plans</li> <li>&gt; report preparation, consultation and approval</li> <li>&gt; transparency and publication of decision making; and</li> <li>&gt; decision tracking.</li> </ul>	<p>Overview and Scrutiny Work Plan and Council Constitution published to Modern.gov</p>	01/05/2021	31/12/2023	On Target

1.3		The Council will actively manage Council budgets, delivering good levels of service through the wise and efficient use of funds available as well as enabling those budgets to grow so that the Council can take action towards the priorities of this Council Plan.	Procurement: Publica-wide project to embed climate, ecological and social value considerations in procurement processes to maximise the use of sustainable suppliers and support local businesses.				Ongoing
1.4		The Council will seek to attract inward investment in our towns, villages and rural areas so that they can flourish and be sustained with new jobs and housing and infrastructure that are designed to meet the needs and aspirations of our current and future residents.					Ongoing
			Adopt and implement CIL (Community Infrastructure Levy).	The appointed consultants have continued to prepare their draft viability assessment. An updated timetable has been requested and the consultants have indicated that the draft report will be complete by the end of January. It had been anticipated that a draft CIL charging schedule would be reported to the Executive in February but this is now likely to slip to March.	01/11/2019	31/08/2024	On Target
			Commission (Sport England) Strategic Outcomes Planning Model (SOPM) through Max Associates to inform a West Oxfordshire Leisure, Health and Wellbeing Strategy which will define a more holistic leisure provision offer (inc. arts, culture, entertainment and sport). The SOPM will also inform the Infrastructure Delivery Plan (and Local Plan Review) and Town Centre regeneration plans.	Residents online survey went live in December and is due to run until 19th January. Draft copies for Stage 1 and 2 of the report expected end of January. Task and Finish Group proposed to be established early January.	01/09/2023	01/04/24	On Target

2.1	<p><b>Enabling a Good Quality of Life for All</b></p>	<p>Ensure the timely provision of built and green infrastructure which meets the needs of existing and incoming residents and that supports health and care to enable physical and mental well-being, community cohesion and delivers a high quality of life.</p>	<p>Explore opportunities for green investment for strategic development areas eg through the Carterton Masterplan and also through the Pan-Regional Partnership.</p>	<p>BE Group and Hyas have been commissioned to prepare a Strategic Plan for Carterton to feed into the Local Plan review process and also provide the Council with more general advice to inform actions through non-planning related activities. The consultants work will progress in three distinct phases:</p> <p>1.Undertake a socio-economic profile for Carterton, including a SWOT analysis. 2.Prepare an action plan. 3.Prepare a delivery plan</p> <p>Phase I started with inception and site meetings together with scoping of communication plan and approach to stakeholder engagement. Green finance is a key workstream in the Oxfordshire Net Zero Route Map and Action Plan. Green finance in relation to SDAs will be considered as part of the Local Plan review.</p>			Not Scheduled to Start
			<p>Explore how the Local Plan can address the issue of securing long term maintenance of green infrastructure on large SDA's.</p>	<p>Officers have continued to process and analyse the responses to the most recent Local Plan Regulation 18 consultation which closed in October and have begun to draft potential policy content with a view to further consultation in spring 2024. It is anticipated that this will include the topic of maintenance and stewardship of community assets including green infrastructure.</p>	31/08/2022	31/08/2025	On Target
			<p>Consideration of community stewardship and maintenance of Strategic Development Areas – how do we enable this?</p>	<p>As above.</p>	31/08/2022	31/08/2025	On Target
2.2	<p>The Council will be a hive of activity to help build and support thriving towns and villages that provide residents with a high quality of life by supporting a vibrant local economy, homes and infrastructure that meet people's needs, excellent health and wellbeing and ensuring equal access to opportunity for all.</p>	<p>Work with Oxfordshire County Council and others to increase the opportunity for residents to travel around and beyond the District on foot or by bike, or on public transport, to reduce car dependence and benefit from the health and economic benefits of doing so.</p>	<p>Strategic Housing Project: Internal management and modelling – proposals to be presented to Executive in paper compiled by Publica Assistant Director Planning and Sustainability to November Executive.</p>	<p>OCC approached to be involved in the transport delivery of the Community Action Plan for Zero Carbon Energy (CAPZero). Charlbury Local Cycling and Walking Infrastructure Plan (LCWIP) drafted. Charlbury Town Council submitted a UKSPF funding proposal to improve active travel around the town.</p>			On Target
<p>Strategic Housing Project: Assessing scope for investment and modelling.</p>			<p>Proactive Approach to Affordable Housing Delivery paper approved by Exec with the suggestions to be explored, in order to increase the supply of affordable homes within the district</p>	01/04/2023	15/11/2023	On Target	
			<p>Strategic Housing Project: Assessing scope for investment and modelling.</p>	<p>In recruitment phase for Strategic Housing Development and Enabling Manager</p>	01/04/2023		Off Target but Mitigation in Place

Explore the scope for alternative means of delivering the range of homes in the District that meet the diverse needs of our communities, such as investment in tenures and sizes of homes that the market does not currently deliver enough of.

Strategic Housing Project: Overview of modelling options and delivery. Proposed approach to the November Executive.	Proactive Approach to Affordable Housing Delivery paper approved by Exec with the suggestions to be explored, in order to increase the supply of affordable homes within the district	01/04/2023		On Target
Further exploration of the best route to be more interventionist in housing delivery via direct provision – clarity needed over the desired objectives of establishing the council owned housing company or pursue an alternative route eg via a Joint Venture (OxPlace/Oxfordshire wide).	In recruitment phase for Strategic Housing Development and Enabling Manager	01/04/2023		Off Target but Mitigation in Place
Development of business cases for existing Council owned sites – initial focus should be on Woodford Way – a housing scheme which integrates carparking (what is needed/tie in with EVPC). Key landowners/development partners.	In recruitment phase for Strategic Housing Development and Enabling Manager	01/04/2023		Off Target but Mitigation in Place
Further exploration of modular building – how, where and with whom including visits manufacturers. To understand options for	In recruitment phase for Strategic Housing Development and Enabling Manager	01/04/2023		Off Target but Mitigation in Place
Emergency accommodation – Acquisition of - consider the balance – single/couple and family accommodation).	Discussions commenced with Oxford City on key development site			Not Scheduled to Start
Completion of housing development at Walterbush Road, Chipping Norton.	Executive paper approved, Heads of Terms drawn up and agreed, now with legal. TRI agreed and SI06 being reviewed. Land transfer to take place in February 2024, with start on site expected in the Summer of 2024.	01/10/2021	31/07/2023	Off Target but Mitigation in Place
Deliver the Local Authority Housing Fund as a means to relieve pressures on short term accommodation and bridging hotels with a longer term of objective to see the housing being used for more general affordable purposes.	Cottsway and Miller Homes in delivery phase for an additional 23 affordable units supported by government funding.	01/04/2023	31/09/2024	On Target
Work with Carterton Town Council and other relevant stakeholders to identify economic regeneration priorities for the town and immediate area following completion of the Strategy and plan for reinvigorating the District's Charter Markets	Climate team have fed into the masterplan vision to ensure it considers climate change and carbon reduction. The consultants have met with a number of different parties including Carterton Town Council and adjoining parishes.			Not Scheduled to Start
				On Target

2.4

Work with partners to support a vibrant local economy which gives residents the opportunity to prosper and fulfil their ambitions through secure jobs and exciting careers, entrepreneurship and developing new skills to participate in and contribute to the local economy.

<p>Take an active role as member of Cotswolds Plus Local Visitor Economy Partnership (LVEP) and engagement with neighbouring LVEP's.</p>	<p>Lead role in Cotswolds Plus LVEP - eight work streams agreed with associated action plans being drawn up for each activity area: sustainability (transport &amp; active travel); sustainability (business practices &amp; biodiversity); accessibility &amp; inclusion; skills &amp; training; research &amp; data; business support; travel trade; conferences and meetings</p>			<p>On Target</p>
<p>Set future project priorities for Council and Stakeholders to secure the long term viability of our Market Towns via enhancements inc wayfinding &amp; signage, public realm and support for independent retailers and appropriate market promotions/attractions.</p>		<p>01/12/2022</p>	<p>31/05/2025</p>	<p>On Target</p>
<p>Oxfordshire County Council improvements to Witney Town Centre linked to Marriots Walk redevelopment where appropriate.</p>	<p>Witney Christmas Market witnessed approximately 15,000 shoppers at the Marriotts Walk shopping centre, marking a 59% increase compared to the same period in 2022 and a significant 70% surge from the previous week's visitor count. Work to deliver food and drink festival in the spring under way</p>			<p>On Target</p>
<p>The commissioning of the Strategic Outcomes Planning Model (through Max Associates) to inform the development of a West Oxfordshire Leisure, Health and Wellbeing Strategy.</p>				<p>Not Scheduled to Start</p>
<p>Guide the future delivery of Salt Cross new garden village and associated infrastructure to enable delivery of Salt Cross Science Park.</p>	<p><b>Area Action Plan (AAP)</b> - Examination complete. Net Zero legal challenge - hearings held 14,15 November 2023. Awaiting judgement outcome. (Anticipated early 2024.)  <b>AAP explainer film. (3-4 mins)</b> Content drafted and agreed. CGI rendering now progressing.  <b>Housing</b> - Salt Cross self build / community led affordable homes toolkit including design code being drafted.  <b>Business Park</b> - SQW consultants have finished drafts for for parts 1 and 2. Part 3 will be started in January 2024.  <b>A40 Improvements.</b> - WODC await OCC revised programme timeline and OCC presentation of the impacts of the reduced scheme.</p>	<p>01/01/2018</p>	<p>31/12/2034</p>	<p>Off Target but Mitigation in Place</p>

Support the retention of existing and development of new services and facilities that contribute to the local economy, community

2.5

		Contribute to the local economy, community wellbeing and cohesion.	Marriotts Walk – implementation of CBRE recommendations inc. securing new tenants, public realm improvements & making enhanced use of the square.	Work continuing with CBRE recommendations.			On Target
			Development of the Carterton Strategic/Master Plan to regeneration the town and in doing so redressing balance between housing development with investment in the town centre, leisure and culture facilities, community space and business opportunities. Will seek to determine the best way to maximise the economic benefit of the RAF's largest airbase for the town and immediate area.	BE Group and Hyas have been commissioned to prepare a Strategic Plan for Carterton to feed into the Local Plan review process and also provide the Council with more general advice to inform actions through non-planning related activities. The consultants work will progress in three distinct phases: 1.Undertake a socio-economic profile for Carterton, including a SWOT analysis. 2.Prepare an action plan. 3.Prepare a delivery plan Phase 1 started with inception and site meetings together with scoping of communication plan and approach to stakeholder engagement. Green finance is a key workstream in the Oxfordshire Net Zero Route Map and Action Plan. Green finance in relation to SDAs will be considered as part of the Local Plan review.	01/02/2022	31/05/2025	On Target
3.1	Creating a Better Environment for People and Wildlife	Work with others, and fulfil our statutory obligations, to ensure that land, air and water support biodiverse habitats, reduce pollution and bring about nature recovery to the District, putting it at the forefront of local decision making.	Ubico Grounds Maintenance Contract – review contract with aim of securing both biodiversity enhancements and budgetary savings.		01/03/2025	01/03/2026	Not Scheduled to Start
			Biodiversity Land Management Plans - Working with Ubico to change land management processes across key WODC sites, for example reduced mowing frequency, creation of urban meadows, changes to floodplain meadow management, invasive species action, subsidence works, to improve them for both wildlife and people.	Ubico started winter works, including subsidence areas around Deer Park esate. RC to meet with Laurence Sutton in Jan 24 to review the years works and make a plan for the next year.	01/02/2022	01/03/2026	On Target
			Support DEFRA funded Landscape Recovery Project (contiguous with the Evenlode and Windrush Catchments) in partnership with the North East Cotswolds Farmer Cluster and the Oxfordshire Local Nature Partnership.	Further consideration being given to these matters as part of the scoping of the next stages of the Local Plan.			On Target

			Windrush in Witney funding bid, in partnership with Wychwood Forest Trust - Landscape-scale enhancements across the Witney Floodplains, working with OCC, WTC and Wychwood Forest Trust to introduce grazing, improve floral diversity, pollard willow trees, establishment of a new volunteer group and delivery of a series of community engagement / rural skills training events. Linked to 3.5.	RC, ND and Wychwood Forest Trust on development application phase. New stakeholders include Cogges Farm and Witney Blanket Hall. Application to be submitted end of Feb 24.	01/05/2022	01/03/2025	On Target	
3.2	The Council will be a progressive custodian of our environmental resources, supporting a healthy natural landscape and functioning ecosystem which is rich in wildlife and habitats that are enjoyed by and benefit all.	Recognise and support the vital role of farming in natural ecosystem conservation, local food production and economic resilience, and the role that environmentally sustainable farming can play in achieving this.	Engaging with farmers as part of a wider consideration of the District's rural economy. How can WODC work to support (within its powers) a strong local rural economy, including diversification and the visitor economy.	Farming forum and officer group to meet in the New Year.			Not Scheduled to Start	
3.3		Help people to connect with nature by improving understanding of and public access to green spaces and the countryside.	Deer Park South Access Project – Infrastructure improvements to enhance public access to woodland adjacent to strategic development area.	One bridge has been raised and any concerns have been resolved. Footpath works have been completed. A bench looking out over the site's balancing pond has been installed. RC to go to the Windrush Place to engage with children on nature trail creation. Designer for the interpretation panels has been contacted.	01/12/2022	31/05/2025	On Target	
3.4		Be an active participant in the Oxfordshire Local Nature Partnership and contribute to the production of the Local Nature Recovery Strategy to establish priorities and map proposals for action to drive nature's recovery, achieve Biodiversity Net Gain and provide wider environmental benefits specific to West	Officer group to convene with Local Nature Partnership- maintain relationship with LNP and work with partners to develop workstreams.	Officers are attending LNP sub-groups including Policy, Biodiversity advisory group, BNG group, Natural capital/green finance, LNRS and Health group.		01/07/2022	01/07/2025	On Target
			Explore the potential for the Council to acquire land for Biodiversity Net Gain and nature-based carbon sequestration.	Climate team, in collaboration with other Oxfordshire authorities, secured £298k Innovate UK funding for enabling nature-based carbon offsetting in Oxfordshire.		8/12/2024	31/03/2026	On Target
			Support of the Catchment Partnerships including the promotion (where appropriate) of other water quality campaigning groups. Sewerage and Water Agency Group continue to facilitate (Links with the Pan Regional Partnership – Scoping and Modelling Work).					Not Scheduled to Start

3.5		Work with others to facilitate environmentally sensitive flood management of our river catchments.	Delivery of the Local Plan – overview including how can the site allocations process through the Local Plan review play a positive role in water management? Coordination of policy. Linked to 4.2.	Ongoing discussions with the Environment Agency in relation to the 'Spheres of Influence' Project which is intended to help inform model local plan policies on the water environment. Recent local plan consultation closing in October included a call for sites and Officers have begun to scope how those sites will be assessed in terms of potential suitability.	01/06/2022	31/12/2024	On Target
4.1	Responding to the Climate and Ecological Emergency	Drive down carbon emissions from Council operations including leisure, waste and street cleansing and running of the Council's estate, and in so doing lead by example to inspire others to take action to collectively reduce the overall carbon emissions of the District.	Decarbonisation of council owned buildings, including leisure centres and sports pavilions – secure external PSDS funding and extend the MEES project to include the full decarbonisation of tenanted buildings.	Heat decarbonisation plans for Elmfield Council Offices, 3 Welch Way and the Old Court House underway. PSDS 3c application submitted to Salix on 7/11/23.			Ongoing
			PSDS 3b funded Carterton Leisure Centre decarbonisation - Carbon reduction through the replacement of the heating and hot water system of the building with a low-carbon alternative and increasing the amount of solar PV on site.	Planning approval granted. IGP delayed by contractor and received 11th December although initially incomplete. Original proposal is not viable SSEN informed Kier in December that it requires electricity infrastructure upgrade which SSEN cannot provide until 2030. Capital costs very high due primarily to market cost pressures. A Plan B scheme is now being developed which retains radiant panels in the sports hall and soft play areas which then reduces the electricity demand to a level that SSEN can supply. Scheme redesign and costs being reviewed for Plan B. Grant administrator, Salix informed and their provisional agreement to proceed with Plan B agreed. Formal variation needs to be agreed.	31/10/22	31/03/25	Off Target but Mitigation in Place
			Waste Vehicle Strategy - Supporting the Waste team on the development of the strategy to reduce emissions from the Council's waste vehicle fleet.	Initial discussions held on vehicle investment with the aim of balancing climate, financial and operational, considerations. Workshops to discuss green fleet transition and EV trials to be held in the New Year.			On Target
			Carbon Action Plan to 2030 and Climate Change Strategy to 2050 - Update of the Carbon Action Plan and Climate Change strategy to include scope 3 emissions, district carbon budgets, route maps to net zero, and actions.	Draft CAP issued to Cllr Prosser for review. Action tracker and resource plan underway. Joint tender brief for the carbon baseline drafted and sent to Cherwell District Council for review.	01/07/23	30/6/2024	On Target



			Climate Impact Assessment Tool (CIAT) – Develop the tool as a mandatory requirement on projects so as to embed climate and nature considerations in council decision making.	Continued to work on the assessment recommendations with a view to consulting with other teams in the New Year.	01/02/2023	01/04/2024	On Target
			Solar PV project for tenanted buildings - A Publica-wide long-term project to install rooftop solar panels on council owned buildings, increasing the amount of renewable energy generated in the District.	Financial appraisals have been undertaken for each site and discussed with the CFO.	01/08/2022	01/12/2023	On Target
4.2	The Council will be a community leader in responding to the challenges of climate change, including rapidly reducing greenhouse gas emissions and preparing the District and its communities for the impacts of climate change to ensure a fair transition for all to a future that will be defined by climate change.	Encourage the use of nature based solutions to sequester carbon and combat the risks arising from climate change at a river catchment scale, such as restoration of meadows and trees to reduce flooding and improve water quality.	Biodiversity Action Plan – Develop and deliver workstreams to restore nature and enhanced biodiversity in the District.	Internal officer, eNGO and public consultation completed on the BAP.	01/03/2023	01/03/2024	On Target
4.3		Work with partner organisations and residents to facilitate the retrofit of carbon reduction measures in homes and businesses and pursue a drive to net zero carbon buildings in new developments through planning policy		Consider how proactive should WODC be in facilitating retrofit for the 'able to pay' market.	Innovate UK funding bid for the FutureFit Oxfordshire project was unsuccessful. In discussion with other Oxfordshire authorities as to how this work is taken forward without significant external funding.		
			Greenlight – nature and online hub to facilitate community action for a greener future.	A nature quiz was included on Greenlight. Information kept current.			Ongoing
			Minimum Energy Efficiency Standards (MEES) project for tenanted buildings - A Publica-wide review of tenanted buildings to determine what measures are needed to bring the EPC rating up to a B or above by 2030.	Executive paper has been drafted and is under review.	01/07/2023		On Target
			Home Upgrade Grant Phase 2 (HUG2) - A countywide scheme to upgrade energy efficiency and low carbon heating for low-income householders in the worst performing off-gas grid homes.	Continued comms to promote the HUG2 scheme.	01/06/2023	01/03/2025	On Target
4.4		Encourage renewable energy generation at appropriate sites in the District, improving local energy and economic resilience and supporting the community benefits that this resilience will bring.	Explore opportunities with partners to encourage renewable energy within the District.	Discussed with the Low Carbon Hub and Green TEA WODC's role in CAPZero delivery. Report finalised. Local Area Energy Planning (LAEP) working group meeting held.			Ongoing

4.5		Work with Oxfordshire County Council to deliver on our joint commitment to active travel and public transport, including through improved walking, cycling and public transport infrastructure and better public transport services.	Install EV charging points across the District.	OXLEVI bid submitted. Tender brief to procure supplier drafted. Long list of sites reviewed. EV car cub pilots in Eynsham and Witney underway.	26/05/2023	01/01/2025	On Target
5.1	Working Together for West Oxfordshire	Target available Council grant budgets to proposals by other organisations that will deliver on Council priorities.	Enable delivery of agreed project interventions on Government approved Investment Plan under UKSPF and REPF.				On Target
			Successful implementation of new Grant Scheme: a) Crowdfunding, b) Community and Voluntary Sector Service Level Agreements and c) Youth initiatives.	<b>Crowdfunding</b> Westhive launched in October 2023 with a range of marketing and promotional information released to raise awareness of community crowdfunding. <b>Community and Voluntary Sector Service Level Agreements</b> At its September meeting the Executive agreed the maximum SLA award will be £25,000 per annum, unless there are exceptional circumstances. Commissioning approach agreed and application process designed. Launch event for interested organisations took place on 5 October. <b>Business Support Grants</b> In 2023/24 there is £140,000 in REPF capital funding that will be apportioned in 28 grants of £5,000.	01/12/2022	31/05/2025	On Target
5.2	The Council recognises that to deliver on our aspirations and the priorities in this Council Plan for West Oxfordshire, working collaboratively with others will be essential	Work with existing businesses and new start-ups to access support available to enable their success.					
5.3		Support Town and Parish Councils to represent their communities energetically and take action on issues important to their locality.	Towns and Parish Biodiversity project– UKSPF funded project to provide case studies for communities on how to enhance biodiversity in different habitats.	Demonstrators are now mostly complete. Draft toolkit issued to RC in the last week of December for review. A series of events to be organised to promote the demonstrators to Town and Parish Councils.	01/12/2022	31/05/2025	On Target

5.4		Support the Voluntary and Community Sector to continue to undertake activity which serves the needs of residents including established organisations and more informal groups working to address particular needs such as access to food, youth support and cultural provision.	Community Grants	<p>Various grant schemes are operating across the organisation - Westhive and 3 year grant programmes included in that. There are also smaller schemes operating around Asylum seekers, Ukrainian guests and the groups that support them.</p> <p>Away from grant support there is ongoing collaboration with the VCS sector across Community Wellbeing - also in the Climate team. This work is supporting the sector with intelligence, development expertise, additional in kind resources, links to complementary services and support around sources of funding.</p>	01/12/2022	31/05/2025	On Target
5.5		Make a dedicated effort to further understand and meet the needs of our young people and support their mental health, including children, teenagers and young adults leaving school, entering the world of work and/or seeking to set up home in the District.	<p>Focussed programme of engagement with young people, and other groups, on mental and physical health, local facilities and spaces for young people, to ensure future leisure, sport, culture and arts provision in the District best provides for these.</p>	<p>Additional resources to enable a dedicated role to support the area of young people are being sought by the Comm Wellbeing manager at this time - if that is forthcoming then we will be in a position to focus fully on engagement activities with young people</p> <p>Other groups engagement - Comm Wellbeing continuing various forums with voluntary and statutory sector partners to ensure needs are understood and services meet needs - eg Health and Wellbeing Alliance</p>			Not Scheduled to Start
			Have Your Say Events – focussed topic event for young people.	<p>Additional resources to enable a dedicated role to support the area of young people are being sought at this time - if that is forthcoming then we will be in a position to focus fully on engagement activities with young people</p>			Not Scheduled to Start
5.6		Look to invest in the building of homes that meet the diverse housing needs of our residents at all stages of their lives, including for those seeking to downsize or affordable social housing.					