GEOVATION
from Ordnance Survey

Ministry of Housing,
Communities &
Local Government

PropTech Innovation Challenge

Challenge Deep Dive Report

Version 1.0

Table of Contents

1.   Foreword

"Achieving the 1.5 million homes mission demands innovative solutions that challenge the status quo and that are underpinned by strong industry partnerships. We are excited about the potential of this PropTech Innovation Challenge to galvanise industry behind a common goal - bringing together the brightest ideas in PropTech with local government and market players to collaboratively tackle systemic barriers to housing delivery".

- **Louise Welham**
  Head of Innovation
  Ministry for Housing, Communities, and Local Government

GEOVATION
from Ordnance Survey

Ministry of Housing,
Communities &
Local Government

2.   Executive Summary

The PropTech Innovation Challenge, launched by Geovation in collaboration with the Ministry for Housing, Communities, and Local Government (MHCLG), aims to accelerate the delivery of 1.5 million homes in England through scalable PropTech solutions, and make a measurable impact on the yearly target of 300,000 new homes.

Up to 12 Companies	£1.2 Million	Jul 25 to Feb 26

We have researched and selected three problem statements (see Figure 1) that together can release the development potential of the estimated 320,000 small sites available in England and Wales[1]. Small sites or small developments have a variety of definitions in terms of their size and setting but typically cover areas of 0.25-1 hectares[2].

The innovation challenge focuses on unlocking small sites at scale, helping rebuild the SME developer[3] sector and supporting all types of developers (including housing associations and local community groups) by reducing the cost, time, complexity and uncertainty of site assembly, planning and development[4].

The three problem statements have been formed from the results of a deep dive into the issues facing the housing sector. The deep-dive included interviews with experienced and influential people across multiple sectors, desk-based research, advice, and insights from MHCLG, and workshops with MHCLG and Ordnance Survey partners and customers. The themes that emerged from the deep dive enabled a prioritisation of the problem statements that could have the most immediate impact and significant contribution to meeting the housing targets.

Figure 1 PropTech Innovation Challenges

1	2	3
How might we transform currently siloed and proprietary land ownership data into an open and interoperable resource that accelerates the conversion of potential development sites into tangible housing projects?	How might we increase the attractiveness of small sites for SME developers and other new market entrants through streamlining the processes involved in small site development?	How might we de-risk housing projects and unlock a surge in developer activity by giving developers and local planning authorities absolute certainty and radical transparency regarding existing and future infrastructure capacity?

---

[1] https://www.propertynotify.co.uk/news/local-authorities-own-enough-unused-small-plots-of-land-to-build-1-6-million-homes/

[2] https://defraenvironment.blog.gov.uk/2024/04/02/biodiversity-net-gain-now-applies-to-small-developments/

[3] https://www.fmb.org.uk/news-and-campaigns/campaigns/sme-house-building.html

[4] https://lichfields.uk/media/6180/small-sites-unlocking-housing-delivery_sep-2020.pdf

3.   Introduction

3.1   Background

Geovation, in collaboration with the Ministry for Housing, Communities, and Local Government (MHCLG), has launched a £1.2 million PropTech Innovation Challenge to accelerate the delivery of 1.5 million homes in England over the course of this parliament.

To achieve this housing target, the government estimates that around 300,000 new homes are needed each year in England to meet demand, which is an increase of approximately 50% on current housing completion rates.[5]

This PropTech Innovation Challenge follows on from four previous PropTech Innovation Funds led by MHCLG[6]. Previous funding rounds have sought applications from Local Planning Authorities (LPAs), whereas this current challenge is an open call to the PropTech industry and their LPA or industry partners to submit proposals jointly.

The aim of this challenge is to find new, innovative technology solutions that can scale and deliver measurable outcomes in support of the government's housing targets. The challenge aims to encourage collaboration between PropTech companies, the development industry, and public sector organisations to ensure solutions are tested in live housing environments, and to increase market capacity to respond to housing challenges.

This report summaries the research conducted to uncover the challenges in hitting the housing targets. It describes the themes that emerged from the research which led to the creation of the three challenges put forward in the call for proposals.

---

[5] House building, UK: permanent dwellings started and completed by local authority - Office for National Statistics

[6] PropTech Innovation Fund | Local Digital

3.2 Approach

3.2.1 Research Stages

Three research stages (see Figure 2) were followed to generate the challenges used in the call for proposals.

Figure 2 Research Approach

Internal engagement to build hypotheses	External engagement and literature review to test, validate and generate evidence	Analysis of evidence	Draft problem statements and final testing	Publish problem statements

To conduct the research:

1. Interviews with industry across commercial, local, and central government and third sector contacts. In total sixty-five people volunteered their insights on the housing challenge from their own perspective, their current organisation's perspective and from their wider career experience.
2. A desk-based literature review was conducted across a wide range of reports and articles, some of which were recommended from the interviews.
3. Several research workshops also added further context and evidence. These were attended by MHCLG housing policy colleagues and separately by Ordnance Survey's customers and partners at the annual Ordnance Survey Innovation Day.
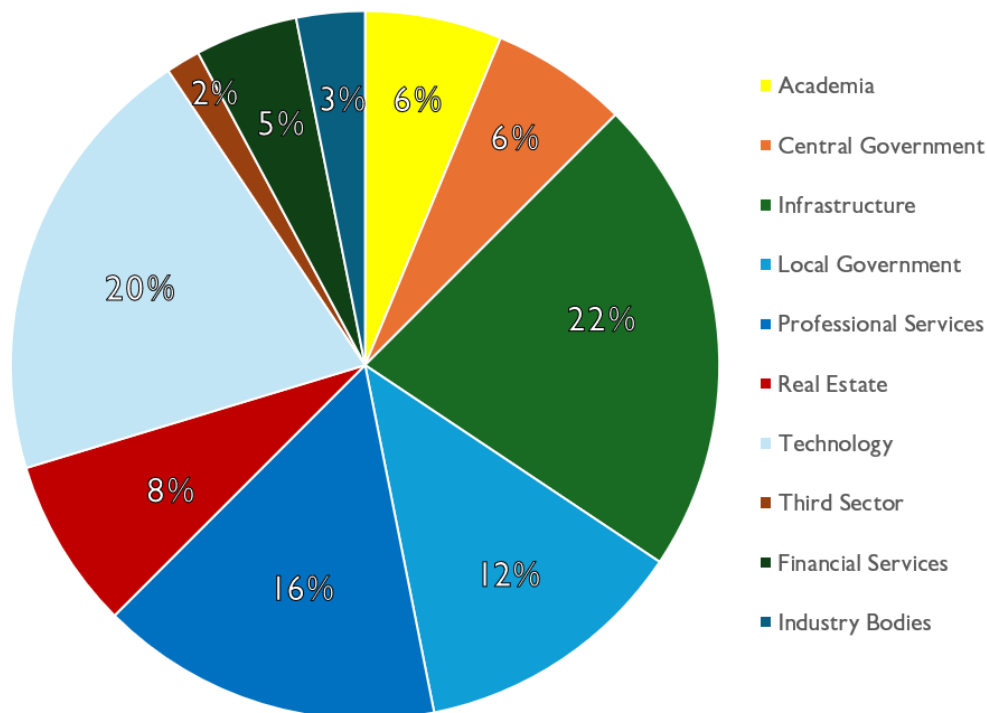
For the analysis, problem statement themes were extracted from the research to bring together the important insights from across all the interviews and desk-based literature review.

Finally, three problem statements were extracted from the themes based on the outcomes of the industry interviews and MHCLG's understanding of the importance of these to tackling the housing target. These now form the basis of the call for proposals.

Ministry of Housing, Communities & Local Government

3.2.2   Stakeholders

The research approach included careful consideration of who to engage within which sectors. As a principle, it was decided that the interviewees should come from a wide range of sectors, encouraging a diversity of opinion. This built confidence that the themes emerging from the research reflected the real experiences of the stakeholders and their sectors. Figure 3 illustrates which sectors were consulted.

Figure 3 Research - Stakeholder Sectors

Legend:
- Academia
- Central Government
- Infrastructure
- Local Government
- Professional Services
- Real Estate
- Technology
- Third Sector
- Financial Services
- Industry Bodies

4. Analysis

4.1 Introduction

This section summarises the three key themes that emerged from the research work which were used to create the problem statements. The issues presented by the themes makes it challenging for SME developers and other local market developers in particular to invest in and complete the full house-building process. This has led to a hollowing out of the number of SME developers able to deliver new homes, reducing competition and leaving viable sites undeveloped.

4.2 Land Suitability and Land Ownership

Understanding land suitability and land ownership is critical at multiple stages of the development process. For housing developers, accurate, current and complete land ownership data is critical in the early stages when investigating the viability of land for scheme development, during site assembly and during construction. Often this data isn't available or is out of date, which can create delays and ultimately lead to schemes not being taken forward.

Land suitability data similarly is critical to help developers assess where market opportunities exist that are worth investing in. Land suitability data is multi-faceted and created from a wide range of data sources and can be a costly and time-intensive process. Providing efficient ways to understand land suitability and opening up access to a wide range of developers such as local communities and SME developers is critical to achieving the housing target.

4.3 Small Site Viability

Small sites are seen as a potential part of the solution to achieving the housing targets. The research highlighted the opportunities for small site developments over larger scale schemes, but also the challenges faced by small site developments due to constraints such as inconsistent planning decision-making; lack of local policy guidance on small sites; difficulties and delays in understanding and connecting to local infrastructure; and the disproportionate cost of taking a scheme through the planning process.

4.4 Infrastructure Insights

All housing developments need to integrate with the local infrastructure whether that is for example water, energy, telecommunications or transport. Infrastructure capacity and the cost of connectivity can impact the investment potential for developers. A clearer, more open and validated set of infrastructure insights at the feasibility stage would enable scheme designs to more accurately predict the cost and timescales of connecting to infrastructure. Better, more accurate infrastructure asset information during construction could enable more cost-effective and safer infrastructure works to be undertaken.

5. Problem Statement 1

5.1 Problem Statement

How might we transform currently siloed and proprietary land ownership data into an open and interoperable resource that accelerates the conversion of potential development sites into tangible housing projects?

5.2 Context

In the most recent Federation of Master Builders annual survey, 63% cited 'lack of available and viable land' as the biggest reason they were not able to build more homes.[7]

"The opacity of land markets… gives existing holders of land and well-informed market insiders disproportionate advantages over small businesses, entrepreneurs, local communities, public authorities and consumers…These barriers… help entrench market concentration in a small number of major house builders at the expense of SMEs, and hamstring local authorities' and communities' attempts to plan positively for their local areas."[8]

More open and usable land ownership data lowers the barrier of entry to developers (particularly SME developers), housing associations and local communities, enabling them to assess site availability and viability more quickly and cheaply. LPAs are also able to create a more compelling evidence-based case for their local plans, making it easier for them to engage with developers and other groups on potential development sites.

5.3 Metrics for success

For this problem statement, we expect applications and solutions to demonstrate the following by the end of the challenge:

1. An increase in the number of additional houses built.
4. A reduction in the time it takes, or cost for a developer to assess land viability.
3. A reduction in the time it takes or cost for a developer to identify and contact a landowner to discuss land viability.
4. A reduction in the time it takes a developer to purchase the land from a landowner.
5. An increase in the number of land ownership insights that help developers and LPAs understand land ownership, its complexity, and opportunities at a local level.
6. An increase in the number of small sites that developers are aware of and can bring forward for development.

---

[7] https://www.propertynotify.co.uk/news/local-authorities-own-enough-unused-small-plots-of-land-to-build-1-6-million-homes/

[8] https://landforthemany.uk/2-making-land-visible-unlocking-information/

6. Problem Statement 2

6.1 Problem Statement

How might we increase the attractiveness of small sites for SME developers and other new market entrants through streamlining the processes involved in small site development?

6.2 Context

"SME builders now account for just one in ten new homes in the UK."[9] Yet there is the potential to develop at least 1.6m homes across 320,000 local authority owned sites in England and Wales.[10]

The cost and risk of planning is disproportionately high for small sites, increasing commercial risk when compared to larger scale developments and impacting the revenue and profit from small sites.[11]

Housing developers of smaller scale developments struggle to meet the cost of outline and full planning application processes, with the added risk of further conditions, changes and delays post-approval.

Recent evidence also suggests an increase in the number of unfinished small schemes as SME developers run out of funds.[12] This is important in the wider context of governments 1.5 million housing target since "Only sites below 100 dwellings on average begin to deliver within a five-year period (or a parliamentary term) from validation of an outline application.".[13] This means SME developers and other groups delivering more schemes will be a crucial part of the picture for meeting the 1.5 million target.

6.3 Metrics for success

For this problem statement, we expect applications and solutions to demonstrate the following by the end of the challenge:

1. An increase in the number of additional houses built.
2. An increase in completed schemes.
3. An increase in the number of SME developers or new market entrants.
4. A reduction in the number of planning refusals.
5. A reduction in the time it takes to be granted planning permission.
6. An increase in investor confidence in the ability of developments to deliver an ROI.
7. An increase in financial investment in small site developments.

---

[9] https://www.propertynotify.co.uk/news/local-authorities-own-enough-unused-small-plots-of-land-to-build-1-6-million-homes/

[10] https://lichfields.uk/media/6180/small-sites-unlocking-housing-delivery_sep-2020.pdf

[11] https://lichfields.uk/media/6180/small-sites-unlocking-housing-delivery_sep-2020.pdf

[12] https://www.introducertoday.co.uk/breaking-news/2025/04/warning-of-uk-developers-edging-towards-receivership/

[13] https://lichfields.uk/media/iczbjalq/start-to-finish-3_how-quickly-do-large-scale-housing-sites-deliver_feb-25.pdf

7. Problem Statement 3

7.1 Problem Statement

How might we de-risk housing projects and unlock a surge in developer activity by giving developers and local planning authorities absolute certainty and radical transparency regarding existing and future infrastructure capacity?

7.2 Context

A critical challenge in the delivery of new homes is the cost, complexity, and time it takes to connect to local infrastructure such as water, gas, electricity, telecommunications, and roads.[14]

As developers consider their scheme feasibility, having certainty on the current and future capacity of these infrastructure services at the scheme location is critical in creating investor confidence, scheme viability and the speed and likelihood of delivery. More innovative scheme design approaches such as de-centralised energy generation may also be more likely to come forward if there is clarity on infrastructure capacity and the timeline for connectivity to these services.[15]

One issue preventing transparency and certainty around infrastructure capacity is the lack of available and accurate infrastructure data from trusted, authoritative sources. Where data is available, it can be from multiple sources, held in silos, and derived in different ways, adding uncertainty and delays into the scheme design and planning process.

The quality and availability of infrastructure data must improve significantly across all stages of the planning process to create more radical transparency and certainty for SME and other developers as well as market players to bring homes through the system.

7.3 Metrics for success

For this problem statement, we expect applications and solutions to demonstrate the following by the end of the challenge:

1. An increase in the number of additional houses built.
2. An increase in completed schemes.
3. A reduction in the number of planning resubmissions due to infrastructure issues
4. An increase in the number of open, actively managed infrastructure datasets that are shared, England-wide, with all LPAs, landowners, and developers.
5. An increase in investor confidence in the ability of developments to deliver a return on investment.
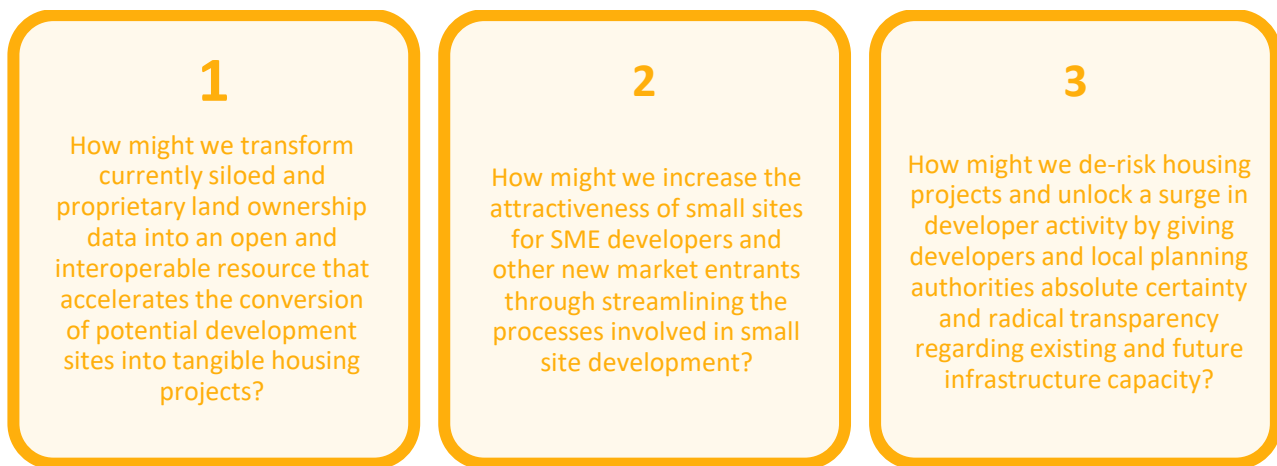
---

[14] https://nic.org.uk/insights/infrastructure-and-the-efficient-delivery-of-new-housing/

[15] https://darkmatterlabs.notion.site/hdce

8.   Conclusion

The PropTech Innovation Challenge research has identified critical barriers to achieving the target of delivering 1.5 million homes. Through extensive stakeholder engagement, workshops, and literature reviews, the three key problem statements in Figure 4 emerged.

Figure 4 PropTech Innovation Challenges

1	**2**	**3**
How might we transform currently siloed and proprietary land ownership data into an open and interoperable resource that accelerates the conversion of potential development sites into tangible housing projects?	How might we increase the attractiveness of small sites for SME developers and other new market entrants through streamlining the processes involved in small site development?	How might we de-risk housing projects and unlock a surge in developer activity by giving developers and local planning authorities absolute certainty and radical transparency regarding existing and future infrastructure capacity?

These challenges, if solved, could help rebuild the critical SME developer sector and improve the investment potential and site viability of around 320,000 sites across England and Wales helping the government achieve its target.

Annex 1 Evidence Base Interviews

Introduction

This annex summarises the perspectives of the 65 people whose views were sort either via 1-1 interviews or workshops. Their insights are summarised below using the sectors from Figure 3.

Real Estate

Insights from large and SME housing developers included:

- **Planning and Decision-Making**: Stakeholders face inconsistent and perceived politically influenced decisions by Local Planning Authorities, leading to delays and unpredictability, despite earlier promises of development. The standardised approach for planning irrespective of the site size makes small sites unviable from planning stage. The constantly evolving legislative landscape is viewed as an increased risk for early stage projects and thus lessens the appetite for development.

- **Market and Demand**: There is a lack of demand from first-time buyers, which hampers market growth. This is exacerbated by the closure of the Help to Buy scheme. Additionally, long project timelines mean market conditions can change, affecting project viability. However, Build to Rent is considered by larger institutional investors as a viable approach to delivering units. They have a proven track record and business model. Institutional investors are keen to invest but need to alleviate the risks of planning.

- **Labour and Skills**: A shortage of skilled labourers impacts construction timelines, and the quality of homes built, with a need to make these roles more attractive to the next generation. A lack of incentives to tackle that, will have a short to midterm impact on the availability of skilled workers.

Professional Services

Insights from architects, planning, engineering, insurance and geospatial consultants included:

- **Planning and Policy Constraints**: Frequent changes in planning policies and local political influences cause delays and inconsistencies. There is a need for comprehensive national databases for spatial data and improved planning rules for small sites.

GEOVATION
from Ordnance Survey

Ministry of Housing,
Communities &
Local Government

- **Identification and Utilisation of Sites**: Significant challenges exist in identifying potential development sites and documenting this knowledge in GIS. Hidden costs related to utility infrastructure and lack of timely, accurate data further complicate site utilisation.

- **Financial and Operational Barriers**: High costs and uncertain returns on retrofitting existing buildings, along with financial strain on affordable housing providers, labour shortages, and rising material costs, hinder housing delivery. Additionally, regulatory hurdles such as exclusionary zoning policies and burdensome permitting processes add to these challenges.

Academia

Insights from Universities across England included:

- **Planning and Regulatory Challenges**: Stakeholders highlighted inefficiencies in the planning system, with local authorities often lacking resources and up-to-date local plans, causing delays. Local Government Reorganisation adds further uncertainty about housing targets and allocations. Political influences and opposition also hinder efficient planning and approval of housing projects.

- **Data and Information Discrepancies**: There is a lack of timely, accurate, and joined-up data, affecting decision-making and collaboration. Conflicting data from different authorities, such as water neutrality issues, can lead to plan failures. Improving the quality and consistency of critical datasets is essential for better planning and execution.

- **Infrastructure and Economic Constraints**: Inadequate infrastructure, like transport links and essential services, impacts housing development success. Rising construction costs and financial viability concerns, including affordable housing targets, add pressure on budgets. Enhanced funding, economic incentives, and better infrastructure planning are vital for meeting the housing target.

Local Government

Insights from city councils, district councils, unitary authorities and regional planning committees included:

- **Planning and Regulatory Barriers**: Excessive red tape, interdepartmental issues, and slow infrastructure connections create significant delays in project delivery.

- **Land Ownership**: Complicated ownership structures and overloaded building control systems further slowdown the assembly of small sites, while difficulties in finding tenderers exacerbate these delays.

- **Resource Constraints and Workforce Challenges**: LPAs face a shortage of skilled personnel and technical resources. Small teams struggle with recruitment and retention due to limited salaries and the inability to offer competitive compensation. Additionally, LPAs lack the necessary technical support and digital tools to streamline processes and improve outcomes.

- **Collaborative Working and Strategic Planning**: The divide between public and private sectors ("Us vs Them") poses a challenge to collaborative working. Stakeholders advocate for increased certainty in planning permissions and better integration of strategic masterplans. The absence of

digitised design codes and comprehensive strategic transport infrastructure leads to poor-quality housing, delays, and higher costs.

Industry Bodies

Insights from UK and Global land and property industry bodies and think tanks included:

- **Regulatory and Planning Challenges**: The planning process is lengthy and complex, often taking up to 36 months. Planning restrictions, local opposition (NIMBYism), and new regulations add complexity and costs. The building safety regulator is under-resourced, causing delays.

- **Economic and Market Constraints**: The housing market is sensitive to economic conditions. The end of the Help to Buy scheme has reduced demand, and higher mortgage rates could further dampen the market. High costs discourage small and medium-sized enterprises (SMEs) from entering the market.

- **Resource and Capacity Issues**: There is a lack of capacity in both the public and private sectors. Transparency and backlog issues in the public sector lower investor appetite. SMEs face high costs and complexities, while large builders may not scale up quickly enough.

Financial Services

Insights from investment risk managers in investment banks and building societies included:

- **Insurance:** The increasing risk that schemes in the planning pipeline may be exposed to increased climatic risks such as fire and flooding making them less viable in the longer term and therefore subject to higher levels of insurance, or in the worst cases being uninsurable. Impacts investment potential for developers and attractiveness to potential buyers.
- **Affordability:** With the closure of the help-to-buy scheme, there are signs of a decline in the first-time buyer market which in turn affects the ability of existing homeowners to move, ultimately slowing down the housing market.
- **Lack of funding for community schemes:** Community-led initiatives can be excluded from development opportunities due to lack of pre-development funding from investors. Lowering the cost of assessing land ownership and site suitability would allow for more community-led initiatives to progress.

Technology Companies

Insights from startups and established tech companies in planning and geospatial included:

- **Data and Technology Integration**: Inconsistent data standards and a lack of geospatial skills hinder effective use of spatial data and technology. Integration of various PropTech solutions adds complexity, requiring additional services for seamless operations.

- **Planning and Approval Processes**: Lengthy planning processes and new conditions like biodiversity net gain (BNG) delay projects and increase costs. Lack of transparency and inconsistent datasets further complicate decision-making.

- **Funding and Resource Allocation**: Temporary funding for digital practices leads to a return to traditional methods once it ends. High land costs and financial burdens from new planning conditions strain resources, making sustained progress difficult.

- **Financial barriers**: High license fees for essential datasets, such as the Land Registry's National Polygon Service, hinder innovation. Startups, small authorities, and academics struggle to afford these costs, slowing the development of new technologies and approaches.

Infrastructure Organisations

Insights from gas, water, energy and telecommunications infrastructure companies included:.

- **Slow Property Development**: The slowdown in building properties impacts connectivity targets and increases costs, especially in rural areas with less infrastructure. Effective planning and coordination are essential to speed up the process and ensure timely connectivity.

- **Infrastructure Delivery in Rural Areas**: Delivering infrastructure in rural and hard-to-reach areas is complex and requires additional funding and strategic planning. Future visibility of housing needs and coordinated network architecture are crucial to provide necessary infrastructure.

- **Data Sharing and Collaborative Planning**: Improved data sharing and collaborative planning are vital for informed decision-making and project execution. Enhancing data quality and accessibility, particularly geospatial information, can facilitate better planning. Addressing the decline in traditional energy sources and exploring alternatives like hydrogen is also important.

Central Government

Insights from Natural England, Land Registry and MHCLG included:

- **Inefficient Planning Processes**: The planning process is inefficient and involves unnecessary delays, with no distinction between low-risk and high-risk projects and a need to move from documents to data.

- **Underutilisation of Technology**: Available technological tools and efficient funding models are not being fully utilised, leading to missed opportunities for improving efficiency.

- **Monitoring Gaps and Community Resistance**: There is a lack of effective monitoring and enforcement, coupled with community resistance (NIMBYism) that delays or halts projects.

- **Data and Measurement Challenges**: The industry is unable to create an accurate and up-to-date picture of the housing pipeline due to difficulties in anonymising and aggregating critical land datasets. This affects the ability to measure progress and understand the gap between the current rate of building and the required rate. Better data management and anonymisation techniques are needed to track progress effectively.

Third Sector

Insights from housing industry charities included:

- **Planning Speed**: Slow planning processes lead to reliance on temporary accommodation, which does not count towards the housing target, causing delays in progress.

- **Empty Properties**: Many empty properties could be repurposed to meet housing needs, but they are often overlooked. Utilising these could significantly contribute to the housing target in a sustainable and cost-effective manner.

- **Opportunities**: Some Build-to-rent companies have demonstrated an intertest in renting at very low cost to homeless folks.

Annex 2   Evidence Base Literature Review

This desk-based literature review covers the links listed in the Annex 3. This Annex highlights the key findings from this review.

- **Planning and Approval Delays:** The planning process for housing development is notably lengthy and complex, particularly for smaller sites. Small sites often face determination periods that far exceed the statutory 13-week period, sometimes taking up to 60 weeks. Larger sites, while capable of delivering homes more quickly once construction begins, also experience extended planning periods due to their complexity. Additionally, negotiating Section 106 agreements and meeting viability and affordable housing requirements further prolong the planning approval process. These delays hinder the timely commencement and completion of housing projects, making it challenging to meet the government's ambitious target.

- **Infrastructure and Economic Constraints:** Infrastructure limitations, such as the global shortage of critical components for transformers, delay the extension of essential services like electricity, impacting the timely completion of housing projects. Economic factors also play a significant role; fluctuating housing delivery rates, varying stamp duty thresholds, and the decline in first-time buyers affect the attractiveness and viability of development sites. Insufficient affordable homes slow down the housing market, and the underutilisation of brownfield sites and unused small sites owned by councils further complicates effective land use for housing development. These constraints collectively impede progress towards the housing target.

- **Strategic Coordination and Sustainability Challenges:** There is a lack of strategic planning and coordination across government departments and local authorities, which hampers the effective implementation of housing policies. Additionally, meeting sustainability standards, such as the Future Homes Standard, requires new homes to be 'zero-carbon ready', necessitating the adoption of decentralised energy solutions like heat pumps and solar panels. These sustainability requirements, while crucial for long-term environmental goals, add another layer of complexity to housing development. Effective strategic coordination and innovative solutions are essential to overcome these challenges and achieve the target of building 1.5 million homes.

Annex 3   References

Table 1 Research References

Title	Link	Insight
Government response to the proposed plan-making reforms: consultation on implementation | UK Government	https://www.gov.uk/government/consultations/plan-making-reforms-consultation-on-implementation/outcome/government-response-to-the-proposed-plan-making-reforms-consultation-on-implementation	This document outlines the UK government's response to the consultation on plan-making reforms, aiming to simplify and speed up preparing local plans to support sustainable growth
Start to Finish: how quickly do large-scale housing sites deliver? | Lichfields	https://lichfields.uk/blog/2016/november/8/start-to-finish-how-quickly-do-large-scale-housing-sites-deliver/	This report analyses the timeframes for planning and delivering large-scale housing sites, highlighting the complexities and factors affecting build-out rates
How Long Does It Take to Buy a House From Offer to Completion in the UK? | UK Property Market News	https://www.ukpropertymarketnews.co.uk/how-long-does-it-take-to-buy-a-house-from-offer-to-completion-uk/	This article explores the typical timeline for buying a house in the UK, from making an offer to completing the purchase, which usually takes 12-16 weeks
Buying Land for Development | Investment Property Partners	https://investmentproperty.co.uk/property-investment-resources/buying-land-development-investment/	This guide provides insights for property developers and investors on buying land for development, including market research and cost considerations
The 2025 Housing Market: A Developer's Perspective | MSP Capital	https://mspcapital.co.uk/the-2025-housing-market-a-developers-perspective/	This article discusses the 2025 housing market from a developer's perspective, focusing on opportunities and challenges such as rising stamp duty rates and strategic land acquisition

Title	Link	Insight
Housing supply: indicators of new supply, England: October to December 2024 | UK Government	https://www.gov.uk/government/statistics/housing-supply-indicators-of-new-supply-england-october-to-december-2024/housing-supply-indicators-of-new-supply-england-october-to-december-2024#fnref:8	This report provides statistics on housing supply in England, including estimates of net additional dwellings delivered between April 2024 and March 2025
A new map for English local government | Centre for Cities	https://www.centreforcities.org/reader/devolution-solution/a-new-map-for-english-local-government/	This proposal suggests a new map for English local government based on Functional Economic Areas to improve economic growth and local finance systems.
Get Britain Building | LGH Fabians	https://lghfabians.org.uk/wp-content/uploads/2024/10/Get-Britain-Building-Digital.pdf	This report emphasises inclusive planning, innovative partnership models, and the introduction of Low-Income Housing Tax Credits to address the UK's housing crisis.
SEGRO V-Park Grand Union | SEGRO	https://www.segro.com/countries-repository/united-kingdom/segro-v-park-grand-union	This development offers multi-level industrial space with a focus on sustainability and collaboration, aiming to support innovative businesses.
Strategic Spatial Energy Planning (SSEP) | NESO Energy	https://www.neso.energy/what-we-do/strategic-planning/strategic-spatial-energy-planning-ssep	This initiative integrates energy planning with spatial development to promote sustainable energy solutions and collaboration with local authorities.
Transformer Shortage | IEEE Spectrum	https://spectrum.ieee.org/transformer-shortage	This article discusses the global shortage of transformers, its impact on infrastructure projects, and potential solutions.
Exception and rule: how the 'Standard Method' fails to govern England's housing requirement | Alex Lord	https://www.liverpooluniversitypress.co.uk/doi/full/10.3828/tpr.2023.22	This article critiques the 'Standard Method' for assessing housing requirements in England, highlighting how it is influenced by political goals to increase

Title	Link	Insight
		housing supply, despite its appearance of objectivity.
Cambridge 2040 Housing Hot House | The Planner	https://www.theplanner.co.uk/2023/08/18/cambridge-2040-housing-hot-house	This vision outlines housing development plans for Cambridge by 2040, focusing on sustainability and affordability.
Contractor Collapse Leaves Landlord £36m Out of Pocket | Inside Housing	https://www.insidehousing.co.uk/news/contractor-collapse-leaves-landlord-36m-out-of-pocket-and-hundreds-of-homes-delayed-91484?utm_source=newsletter&utm_medium=email&utm_campaign=IH%20%2D%20NEW%20IH%20DAILY%20NEWSLETTER%202022%20CAMPAIGN	This news article reports on the financial impact of a contractor's collapse, which left a landlord £36 million out of pocket and delayed hundreds of homes.
Open Data Communities website | Open Data Communities	https://opendatacommunities.org/home	This platform provides access to housing and planning data to support evidence-based decision-making and collaboration with local authorities.
Planning and Supplementary Planning Documents | Epsom & Ewell Borough Council	https://www.epsom-ewell.gov.uk/residents/planning/planning-policy/planning-and-supplementary-planning-documents/evidence-base	This resource offers comprehensive planning policy documents and an evidence base for local planning decisions.
Council Rejects Inspector's Flawed Assessment of Local Plan | Horsham District Council	https://www.horsham.gov.uk/news/2025/04/council-rejects-inspectors-flawed-assessment-of-local-plan	This news article covers Horsham District Council's rejection of an inspector's assessment of their local plan, citing flaws in the evaluation.
Small Sites: Unlocking Housing Delivery | Lichfields	https://lichfields.uk/media/6180/small-sites-unlocking-housing-delivery_sep-2020.pdf	This report explores the potential of small sites for housing delivery and provides policy recommendations to unlock their potential.
Delivering 1000 Homes per Day | Radix UK	https://radixuk.org/wp-content/uploads/FINAL-	This report by the Radix Big Tent Housing Commission outlines strategies to deliver one

Title	Link	Insight
	Housing-Report-OCTOBER-24_WEBCOPY.pdf	thousand homes per day, focusing on systemic issues and policy recommendations.
Reimagining Our Homes and Communities | UKGBC	https://ukgbc.org/news/reimagining-our-homes-and-communities/	This article discusses the UK Green Building Council's Regenerative Places Programme, which aims to create sustainable and regenerative built environments.
Section 106 Agreements and Other Planning Obligations | Merton Council	https://www.merton.gov.uk/planning-and-buildings/planning/section-106-agreements-and-other-planning-obligations	This page explains Section 106 agreements, which are legally binding obligations between local authorities and developers to mitigate the impact of new developments.
Cost to Build a House: 2025 Guide | Cost Estimator	https://costestimator.co.uk/cost-to-build-a-house/	This guide provides a detailed breakdown of the costs involved in building a house in the UK in 2025, including regional variations and material costs.
How Much Does It Cost to Build a House in 2025? | Build Partner	https://buildpartner.com/how-much-does-it-cost-to-build-a-house-in-2025-a-uk-guide/	This article explores the costs of building a house in the UK in 2025, offering a detailed analysis of expenses by region and specification.
House Price Index: April 2025 | Zoopla	https://www.zoopla.co.uk/discover/property-news/house-price-index/	This report provides an overview of the UK housing market in April 2025, highlighting trends in house price inflation and buyer demand.
Small Sites: Unlocking Housing Delivery | Lichfields	https://lichfields.uk/media/6180/small-sites-unlocking-housing-delivery_sep-2020.pdf	This report examines the potential of small sites for housing delivery and offers policy recommendations to unlock their potential.
Power for New Homes is a Major Problem – Does the Solution Lie Off-Grid? | Inside Housing	https://www.insidehousing.co.uk/comment/power-for-new-homes-is-a-major-problem--	This article discusses the challenges of providing power for new homes and explores the

Title	Link	Insight
	does-the-solution-lie-off-grid-91476	potential of decentralised energy solutions.
Local Authorities Own Enough Unused Small Plots of Land to Build 1.6 Million Homes | Property Notify	https://www.propertynotify.co.uk/news/local-authorities-own-enough-unused-small-plots-of-land-to-build-1-6-million-homes/	This study reveals that local authorities in England and Wales own enough unused small plots of land to build 1.6 million homes.
Small Sites x Small Builders | London City Hall	https://www.london.gov.uk/media/100585/download	This report highlights the importance of small sites in increasing London's housing supply and the success of the Small Sites x Small Builders programme.
Warning of UK Developers Edging Towards Receivership | Introducer Today	https://www.introducertoday.co.uk/breaking-news/2025/04/warning-of-uk-developers-edging-towards-receivership/	This article warns about the financial difficulties faced by UK developers, with many edging towards receivership due to market conditions.
Building Ultrafast Full Fibre Broadband | Openreach	https://www.openreach.com/fibre-broadband/where-when-building-ultrafast-full-fibre-broadband#:~:text=We%27re%20committed%20to%20building,a%20unique%20number%20of%20premises.	This page details Openreach's commitment to building ultrafast full fibre broadband across the UK, including timelines and coverage areas.
The Great Grid Upgrade | National Grid	https://www.nationalgrid.com/the-great-grid-upgrade	This initiative by National Grid aims to upgrade the UK's electricity grid to support increased demand and integrate renewable energy sources.
Long-Term Development Plan 2023 | Cadent Gas	https://cadentgas.com/getmedia/3f7aeeaf-e901-469b-85ba-8781af2e7f41/Long-term-development-plan-2023-Final.pdf	This document outlines Cadent Gas's long-term development plan, focusing on infrastructure improvements and future energy needs.

Title	Link	Insight
Housing Supply and Demand | UK Parliament	https://researchbriefings.files.parliament.uk/documents/CBP-9888/CBP-9888.pdf	This research briefing provides an overview of housing supply and demand in the UK, including policy responses and statistical trends.
Housing Delivery and Community Engagement | Dark Matter Labs	https://darkmatterlabs.notion.site/hdce	This resource explores innovative approaches to housing delivery and community engagement, focusing on sustainable and inclusive development.
Infrastructure and the Efficient Delivery of New Housing | National Infrastructure Commission	https://nic.org.uk/insights/infrastructure-and-the-efficient-delivery-of-new-housing/	This insight discusses the role of infrastructure in the efficient delivery of new housing, highlighting best practices and policy recommendations.
Making Land Visible: Unlocking Information | Land for the Many	https://landforthemany.uk/2-making-land-visible-unlocking-information/	This report emphasises the importance of transparency in land ownership and usage to unlock land for housing development.
Start to Finish 3: How Quickly Do Large-Scale Housing Sites Deliver? | Lichfields	https://lichfields.uk/media/iczbjalq/start-to-finish-3_how-quickly-do-large-scale-housing-sites-deliver_feb-25.pdf	This report analyses the delivery timelines of large-scale housing sites, providing insights into the factors that influence build-out rates.

Annex 4   Interview Template

During the research phase, each interviewee was asked a structured set of questions to support analysis.

1. What is your role?
2. What is your organisation's role in the housing value chain?
3. Which points in the housing delivery pipeline does your organisation focus on?
4. What challenges do you face and what do you understand to be the causes of these? Can you quantify their impact?
5. Where do you currently lack access to timely, accurate, or joined-up data that, if improved, would support better decisions or collaboration?
6. What innovations have you already considered to help solve those challenges and how have they faired?
7. If you had to solve one of the challenges, which one would that be and why?