

Draft Housing Development Plan

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Housing Overview & Scrutiny Panel
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Why have a Housing Development Plan?

- A business plan to frame our development aims and objectives
- To establish focus, scope and parameters for our development activities
- To document our primary evaluation and decision-making processes
- To document the physical standards and financial assumptions that underpin our development activities
- To recognise and to set out our development processes and procedures; our approach to risk and to risk mitigation
- Consistency of approach; clarity of purpose. A benchmark to measure against. A mandate to work within.
- A commitment in the Housing Strategy 2018



Foreword and Introduction

Foreword

- Housing Strategy vision & at least 600 over 8 years to 2026
- Corporate and political commitment
- Single largest providing of affordable housing
- Leadership: rising to the local expectations
- Optimising the ability to build and borrow
- The Park and the District working together



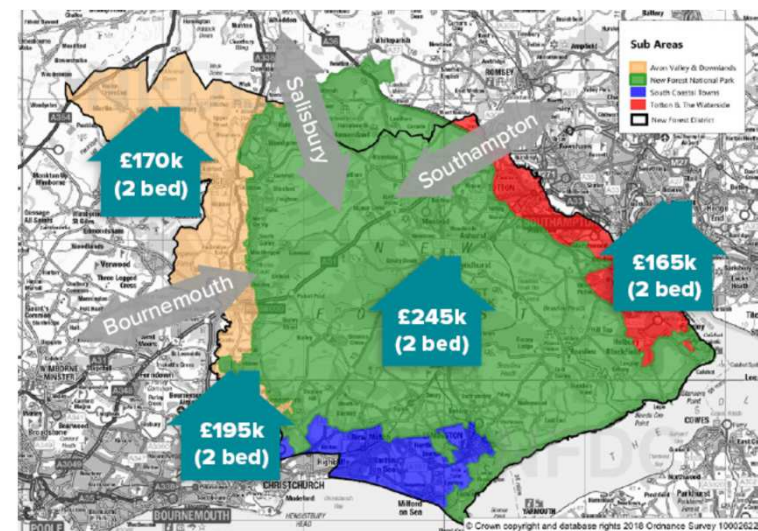
Introduction

- Quietly building before but now taking a leadership position
- Strength of the HRA & our capacity to invest circa £100m in new affordable housing
- Multiple fronts and activities – tenure, needs, working with the new HAP; tackling homelessness, temporary accommodation, home ownership.
- Increased diversification and risks – requires structure, planning, process & monitoring.

Setting the scene.....

Local policy context, housing requirements and housing need

- Alignment with national and local housing and planning policy and priorities
- The scale and nature of need and demand – market, affordable, Housing Registers.
- Influencing and optimising the newly adopted local plan
- The wider impact/importance to the towns and the rural areas of the New Forest



Where are we now?

Primary objectives

- The Housing Vision, the wider strategic housing objectives and the primary development objectives

“We will seek to provide 600 new council homes for the period to 2026 with social rent, affordable rent and shared ownership tenures.”

“By using reserves, receipts from the sale of council homes and new borrowing capacity, the council intends to maximise the delivery of affordable housing during the first ten years of the Local Plan period (to 2026). It will do so through the optimisation of planning policies, developing its own land, acquisitions from developers working in the district and working with other partners and stakeholders including the National Park Authority, town and parish council, Registered Providers, developers and communities.”

Where are we now?

Delivery to date

- The Housing Vision, the wider strategic housing objectives and the primary development objectives

NFDC Housing Strategy 2018 - 2020	Actual Programme	
	Yr 1 (18/19)	Yr 2 (19/20)
Buy-Backs: Acquisitions (Ex RTB)	15	15
<u>New Build</u>		
Crow Lane1, Ringwood (S106)	17	
Alexandra Rd, Lymington (S106)	17	
Compton & Sarum, Calmore: (NFDC land)		35
Stocklands, Totton: (NFDC land)		20
Crow Lane 2, Ringwood (S106)		15
Ocknell Grove, Hythe (Lease reversion)		3
Pentagon Court, Fawley (Lease reversion)	6	
Lawrence Hse, Hythe (stock conversion)	2	
Corbin Crt, Lymington (Stock conversion)		2
Overall property delivered	57	90

Where are we heading? (1)

Ongoing key actions to meet the primary objective

To optimize delivery by 2026 the following will be implemented and regularly reviewed for effectiveness:

- Making best use of NFDC resources and assets
- Positioning so that all arising housing development opportunities are known about, reviewed, and optimized to increase provision.
- Informing and align guidance on the type, tenure, size and mix of affordable housing
- The establishment of a diverse and resilient pipeline for 3-5+ years
- Scrutiny and viability appraisals on projects including cost benefit evaluation of alternatives
- Collaborative development partnership working across NFDC Finance, Planning, Housing Need, Housing Management Asset Teams
- Maintaining a strong housing needs intelligence and enabling base, capable of leading and informing development opportunities for all affordable housing types and tenures across the New Forest

Where are we heading? (2)

Policy pillars and principles

- Tenure types within the scope of development programme
 - Social Rent, Affordable Rent and Shared-Ownership
 - General Need and Temporary Accommodation
- Outcomes that fit the Housing Allocation Policy and Shared-Ownership Policy
- Affordable homes for those with a local connection

Development priorities

- The provision of Temporary and Emergency Accommodation schemes across the District to provide supported housing alternatives to 'Bed and Breakfast'.
- The delivery of larger scale affordable housing schemes through partnerships with developers, including S106 affordable homes required under planning
- Shared-ownership for those who need affordable housing but are unlikely to secure social housing
- The return to use of long-term NFDC void properties
- New-build schemes in rural as well as urban settlements
- The optimization of all NFDC land and property interests including existing stock suitable for conversion and underused garage forecourts which could lend themselves to redevelopment.
- Development projects in key locations that could 'unlock' under-occupied larger homes.

Where are we heading? (3)

Procurement and delivery routes

- Fitting into NFDC procurement rules and requirements
 - Building Contractors and Professional Consultants Frameworks
- Delivery contract methods
- Wayfarer – our route to Homes England Grant
- Delivery methods and position statement
 - Own assets
 - Planning and Local Plans (S106)
 - Purchasing properties ('Buy Backs')
 - Land assembly and land purchase
 - Joint Ventures
 - Land buying (banking, forward funding and options)

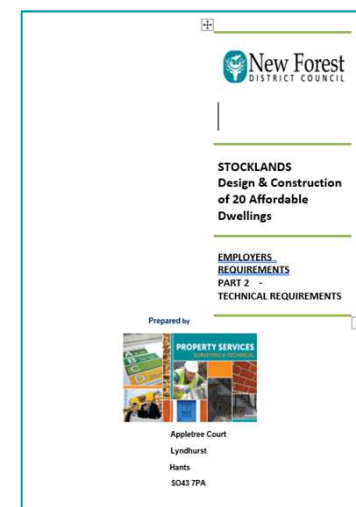
The homes we are providing

Development standards

- Position and mission statement on the homes we wish to build and the future legacy
- Driven to optimise, but always supporting and working within adopted local policy in the New Forest
- Working towards a NFDC design brief, specification and 'Employers Requirements'.
 - but the need to recognise the different scope for different procurement routes
- Environmental sustainability, modern methods of construction and Greener Housing
- Local procurement, local economy and local labour

4.5. Kitchen sink and taps

	RENTAL	SHARED OWNERSHIP
Sink	Leisure Tap centre single bowl, single drainer two tap holes LE95L/PTC in stainless steel, included with pack sink waste and pillar taps	Leisure Tap centre 1 bowl single tap hole LE95/TCAF35 in stainless steel, included with pack sink waste and monobloc tap
		
		Actual tap shown below 



What are our financial parameters?

Financing Development

- Our duties, obligations and monitoring under HRA rules
- Outline of the investment model and borrowing capacity
- Similarities and differences to a private sector developer/investor
- High level headline HRA figures that are in the public domain
- Development viability, appraisal and key assumptions
- Subsidy requirements – internal and external
- Taking ‘at risk’ and abortive costs into account
- Confidential appendix including detailed business and commercially sensitive information

What are the risks and how are we managing them?

Development risk

- Development and risk – the need for close control and monitoring
- Risk Management – steps for every scheme
- Risk escalation process – if things go wrong or risks worsen
- Responding to risks – avoidance, reduction, transfer, retention



How do we approach development decisions? (Processes)

Making decisions and consultation

- Technical. Sets out the decision-making process
- Defines what is meant by value for money and 'gateways'
- Key elements and approvals (PH role, HRA Development Panel)
- Key input from the Housing client and finance (first stage)
- Pre-development consultation
- Post development feedback with tenants
- Process for agreeing consultation approach
- Second stage consultation and reporting

Governance and audit

Governance, monitoring and review

- Define who is to be involved in governance
- Delegated authority details and principles
- The role of a project plan and sign-off
- Financial and performance monitoring
- Applying the Homes England Audit Checklist
- NFDC user involvement and scrutiny of development
- Annual review of HDP

Confidential Appendix

Confidential and commercially sensitive information and data

- All Housing Development operates within a highly competitive environment
 - Private Developers, Housing Associations
 - Competing for sites. Competing for S106
- Within the confines of FOI and public sector accountability, the Appendix will contain any commercially sensitive information that could result in a competitive disadvantage.