



'HRA' Affordable Housing Development Plan

Version 1	New document 2022
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Foreword

- 1.1. In December 2018 the council adopted a new housing strategy which set out a renewed vision to create balanced communities for the residents of the New Forest District by providing a range of housing options that are affordable and sustainable
- 1.2. To help meet the vision an ambitious building and acquisitions programme was defined as a strategic priority in which the council “will seek to provide 600 new council homes for the period to 2026 with social rent, affordable rented and shared ownership tenures”.
- 1.3. Under the same strategic priority, the council confirmed it would advance and implement a Housing Development Plan to provide a framework for future investment and defined principles.
- 1.4. It is now seven years since the Housing Strategy target was adopted and three years since the first Housing Development Plan was introduced. This document provides an update to the original Plan capturing progress over the period, and despite some significant challenges and uncertainty in the early years, much has been achieved and progress made towards the delivery target.
- 1.5. Between 2018 and 2025 a total of 375 homes were built or acquired by the council and 11 long-term voids were refurbished. A further 89 homes are due to complete before the end of the year and contractual commitments are in place to deliver another 87 homes post-2026 whilst the current pipeline continues to grow. In accordance with the Housing Strategy and the Homelessness Strategy, the provision of Temporary Accommodation has remained a high priority, and by the end of the current year a total of 70 new homes for TA will have been provided.
- 1.6. As the table at Appendix 1 demonstrates a wide range of land, buildings and new homes have been acquired, built or converted by the council to meet its development objectives and provide innovative homes in desirable and sustainable locations where our residents need to live. However, the context for development has had to evolve due to an increased focus on the condition of the existing council housing stock, the need to meet net-zero targets in the future, legislative changes (e.g. RTB receipts), Homes England funding arrangements and the movement of strategic housing sites in the district and subsequent s106 affordable housing procurement opportunities.

- 1.7. Nonetheless the ambition to continue developing remains strong and as the first Housing Development Plan comes to the end of its life, it is pleasing to report that the council has secured a number of larger scale 'strategic site' S106 openings, thereby helping to deliver Local Plan objectives. As pledged in the first Housing Development Plan the council has now delivered two schemes that meet the proposed "Future Homes Standard" and two more are under construction – all supported with significant Homes England grant funding.
- 1.8. As the council continues to look at new development openings over the next three years, this updated and refreshed Housing Development Plan will continue to frame the standards, principles and processes it is committed to meeting to ensure that pursued developments are viable, reflect good value for money – backed by HRA financial capacity, and deliver the highest quality affordable homes that are expected of the Local Authority.

2 Introduction

- 2.1. The HRA Housing Development Plan sets out the aims, objectives, policies and processes that frame the council's approach to developing new affordable housing. It supports the council's Housing Strategy and the Homelessness and Rough Sleeping Strategy and reflects the aims and objectives of the Corporate Plan.
- 2.2. The range of development activities continues to incorporate new-build development on council-owned land, refurbishment and conversion of buildings for temporary accommodation, so-called 'turnkey' and 'package' deals to buy and build new homes from building contractors, and partnerships with private developers to deliver 'Section 106' affordable homes to meet Planning requirements. However, due to predicted reductions in the numbers of Right to Buy sales and the cost effectiveness of acquiring newly built homes, the previous Buy-Back programme has been scaled-down unless supported by external capital subsidy (e.g. through the Local Authority Housing Fund).
- 2.3. To meet a diversity of housing needs the different procurement routes are intended to serve both urban and rural settings, seeking openings through private developers or council owned land and assets through regeneration and/or redevelopment. Priority continues to be given to provision of new temporary accommodation schemes for those in greatest need, whilst achieving a mixture of homes for rent for those on the Housing Register, and through the provision of shared ownership for those who cannot afford to buy a home in the New Forest, but who would not be prioritised for social housing.
- 2.4. However, the processes, choices and decisions surrounding the procurement and building of affordable housing are complex and costly. Behind simple targets and tenures, many factors come into play: land value and conditions, design and construction standards; Greener Housing and carbon reduction; affordability, financial viability and securing subsidy are just a few of the considerations that impact on the acquisition of every additional affordable home.
- 2.5. The Housing Development Plan documents all the principles and processes behind these considerations as well as the approach to risk and governance.

3 The Local Policy Context

The Corporate Plan (2024 to 2028)

3.1. Adopted in 2024 the council's Corporate Plan sets out the vision, values and priorities for the organisation over the coming four-year period until 2028.

- ***Our Vision: "To secure a better future by supporting opportunities for the people and communities we serve, protecting our unique and special place, and securing a vibrant and prosperous New Forest."***
- ***Our Priority themes: People, Place and Prosperity***
- ***Our Values: Learning; Empathy; Ambition, and Fairness***

Priority 1: Helping those in our community with the greatest need

"To provide more quality, temporary accommodation for single people and families and work with our partners to tackle homelessness"

Priority 3: Meeting Housing Needs

"Provide increased numbers of affordable homes by 2026 and explore innovative models with landowners, partners and developers to enable sustainable and affordable homes for the future"

"Work with developers and landowners to bring forward opportunities for wider housing provision to meet the needs of our communities, including first homes, shared ownership and other tenures"

"Ensure all residents in the district can benefit from energy efficiency measures and support landlords to meet efficiency standards in the private rented sector"

Housing Strategy and Homelessness and Rough Sleeping Strategy

3.2. Adopted in 2018 and 2019 respectively, the Housing Strategy and Homelessness Strategy are now reaching the end of their lives. Whilst the Housing Strategy has been placed on temporary hold to tie in with the emerging Local Plan, plus changes that may arise through Local Government Reorganisation, the Homelessness Strategy- a statutory policy requirement – is currently under review.

3.3. However as reflected in the 2024 Corporate Plan, the council remains committed to the Housing Strategy Priority "To increase the supply of high-

quality affordable homes through an ambitious council house building and acquisitions programme”, and this plan states the latest evolution of the strategy aim.

- 3.4. In addition to increasing the overall housing stock to meet identified housing need, the development programme continues to address housing solutions for those in greatest need who may require forms of emergency and temporary accommodation.

The New Forest District Local Plan and the New Forest National Park Local Plan

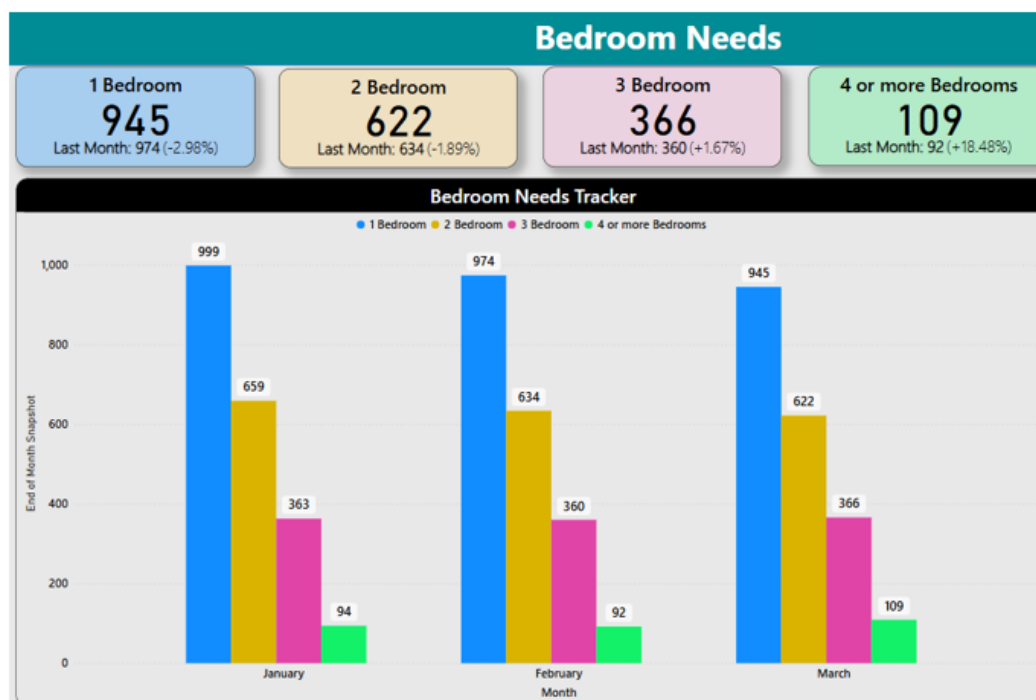
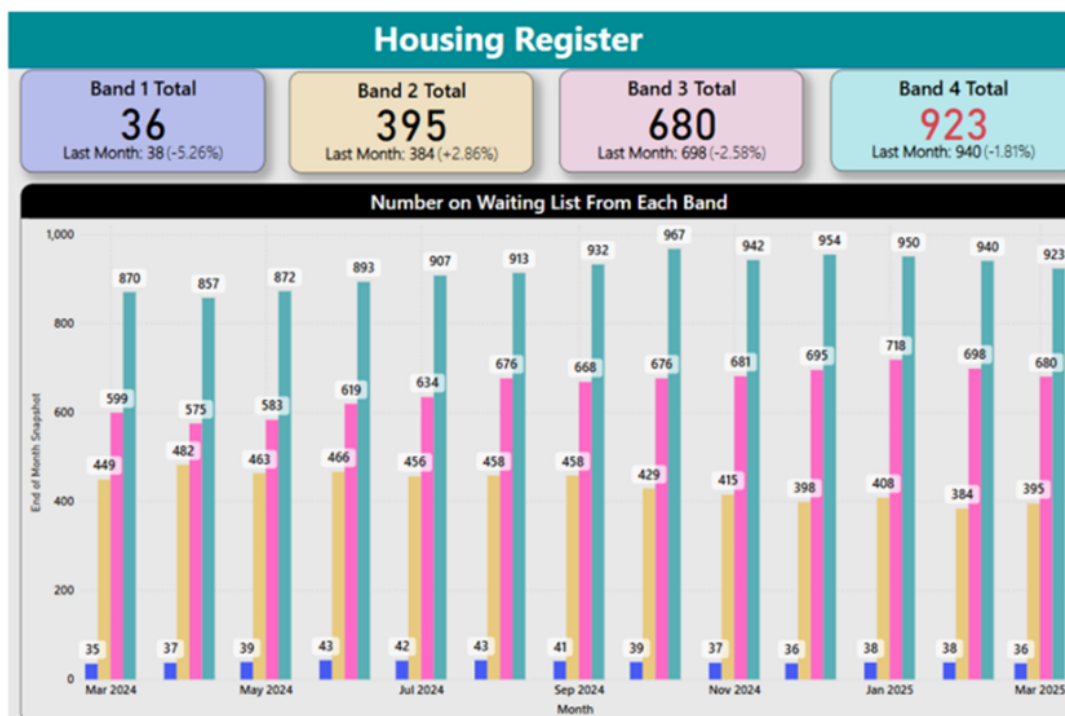
- 3.5. As stated, the New Forest District Local Plan and the New Forest National Park Local Plans are currently under review and are fully expected to include updated affordable housing policies, which future NFDC landlord plans will take account of at the appropriate time.

4. The Need and Demand for Affordable Housing

- 4.1. The housing pressures experienced across the New Forest and the case for providing more affordable homes were fully documented in the Housing Strategy (2018) and the Homelessness and Rough Sleepers Strategy (2019 – under review).
- 4.2. The need and demand for more affordable housing across the rural and urban parts of the New Forest remains evident from policy and operational sources, from the day-to-day statutory housing services that the council provides to those in greatest need, and from the Housing Register and Shared Ownership interest list that are maintained by the District Council.
- 4.3. These sources continue to highlight the nature and scale of housing need and demand across the New Forest District and the National Park, the need for different types and tenures of affordable housing, and the size and type of accommodation that would be most appropriate to meet the short and longer-term needs of the district.

New Forest District Council Housing Register for forms of social housing

- 4.4. In accordance with the requirements of the New Forest District Council Housing Allocation Policy, the New Forest District Council Housing Register records households who wish to secure social housing across the New Forest, who are in housing need (as defined), and who meet the necessary criteria to go onto the Housing Register.
- 4.5. The following tables reflect a snapshot of Housing Register Applicants (by household) as held in March 2025, viewed showing their area preferences (where expressed) and the size of accommodation required



The demand for shared ownership

- 4.6. Established in 2022 the council operates a shared ownership interest list whereby households can request to be kept informed about future schemes. Primarily designed to assist with marketing and promotional activities, data collection is limited and does not constitute a formal register. However, in aggregate form the list provides a snapshot of demand and interest in shared ownership by approximate area, by type of home, and by bedroom

size. (N.B. Households can stay on the list for 2 years and are then invited to update their details or be removed).

- 4.7. In June 2025 a total of 941 households were actively recorded on the expression of interest list:

NFDC Shared Ownership Interest List		
		No
1	Total registrations	941
2	Registrations looking for 1 bed	104
	Registrations looking for 2 bed	416
	Registrations looking for 3 bed	415
	Registrations looking for 4 bed	129
3	Registrations interested in a House	617
	Registrations interested in a Flat	197
	Registrations interested in a Bungalow	351
4	Registrations not indicating a preference for an area	
	Anywhere in the area	74
	Totton and Waterside	96
	South Coast	306
	Avon Valley	115
	National Park	42
	Registrations without a preference	302

Notes on data

Bedroom size

Those registering can identify different options e.g. 2 & 3 bedroom property. It's only possible to draw data from registrations who have positively identified preferences for unit sizes.

Unit type

Those registering can identify more than one unit type e.g. house and flat, so double counting is likely to arise.

Area of preference

Most respondents identify more than one area of interest, with the majority crossing over housing market areas

We are aware that the proactive marketing of homes for shared ownership in New Milton and Fordingbridge has generated high levels of interest from households within those areas prior to sale, which is likely to be reflected in the figures

5 Development objectives and delivery to date

- 5.1. The 2018 Housing Strategy set out a renewed vision for the council aiming to create balanced communities for the residents of the New Forest District by providing a range of housing options that are affordable and sustainable. To help achieve this aim the council introduced four strategic priorities including a commitment to “Increase the supply of high-quality affordable homes through an ambitious council house building and acquisitions programme”.
- 5.2. This objective was further developed through a series of actions and a target seeking to provide 600 new council homes for the period to 2026 with social rent, affordable rent, and shared ownership tenures. The following table sets out the actions that were pledged in 2018; the progress to meet them over the last 7 years and the forecast position by the end of year 8 - a complete analysis of the development programme can be seen at Appendix 1.

Actions	Delivery against actions up to June 2025
Seek to provide 600 new council homes for the period to 2026 with social rent, affordable rent and shared ownership tenures	375 affordable homes completed by April 2025; 89 homes due to complete by April 2026; Contractual commitments for 87 homes due to complete between 2026 and 2029. Currently negotiating 136 additional S106 homes for completion after April 2026.
Adopt an innovative approach to new affordable housing provision including implementing shared ownership and affordable rented models in addition to social rent to increase the range of products the council has to offer its residents	310 homes for social rented (GN & TA) delivered by April 2025 with commitments for 85 more. 13 homes for shared ownership delivered by April 2025 with commitments for 39 more. 52 homes for affordable rent delivered by April 2025 with commitments for 52 more. 28 homes delivered to the Future Homes Standard plus 42 under construction

Identify and optimize council house building capacity through partnership with Registered Providers and private developers	Acquisition, refurbishment and delivery of 24 homes from RPs. Acquisition of 45 newly built off-the-shelf/package-deal homes from private developers.
Identify opportunities for the development of council owned land for affordable housing purposes	62 homes delivered through the development, redevelopment or conversion of council owned land and property.
Continue to finance the buy-back programme to offset stock losses through the Right to Buy	105 'general need' buy-backs (plus 21 through the Local Authority Housing Fund).
Advance the development of council owned temporary accommodation provision	56 additional homes completed for TA plus 14 under construction and 5 currently undergoing major works.
Undertake a detailed review of current council housing stock and assets, identifying opportunities for conversion and re-modelling, whilst making best use of under-used land and garage forecourts	6 new homes replaced 37 garages in Hythe. 10 homes created through the conversion of underused/surplus areas. Major works to 16 long term voids brought back into use (not counted as additional). HRA garage court survey underway to consider redevelopment options. Regeneration plans underway for 4 structurally unsound bungalows and redevelopment of TA scheme. Advancing plans to develop rural housing land.
Advance and implement a housing development plan to provide a framework for future investment and defined principles	First document July 2022. Updated June 2025
Seek to optimize Central Government and Homes England funding to augment our programme and accelerate delivery	£12m Homes England Capital subsidy (including £884k for homelessness schemes); £288,000 revenue grant; £3.87m MHCLG capital; £324,000 Brown land regeneration Fund

6. Tenures

Social Rent

- 6.1. Social Rents are calculated according to a prescribed formula known as 'Target Rent' – a complex calculation which takes a variety of past and present value and household income factors into account. Social Rent is the main form of affordable housing tenure for existing council homes. Social Rent is typically circa 50% of Market Rent Levels with Service Charges (where applicable) levied in addition to rent.

Affordable Rent

- 6.2. The introduction of "Affordable Rent" in 2011 did not require legislation however the model is required to accord with criteria set down within the Regulator of Social Housing's Rent Standard, as echoed in the Homes England Capital Funding Guide and referenced in National Planning Policy Guidance. Where Affordable Rent is charged, the maximum rent (inclusive of service charge) for a new tenant under a new tenancy is 80% of Market Rent, according to RICS valuation methodology. Under some circumstances initial Affordable Rents may be capped to not exceed Local Housing Allowance.
- 6.3. Affordable Rent may be seen as meeting a housing need for households with income above Social Rent levels. The ability to provide homes for Affordable Rent creates opportunities for the council to achieve a mixed economy of rental incomes (where higher rents can be afforded), and to competitively bid for openings where Affordable Rents, or elements of the tenure, have been prescribed (e.g. planning-led S106). It provides more income to be re-invested into the provision of further new homes, maintenance of existing stock and improved services.

Shared Ownership

- 6.4. Shared ownership provides a form of partial homeownership where purchased shares have historically been available from a minimum of 25%, with rent charged typically at 2.75% on unsold equity plus associated service charges. The ability to purchase additional shares ('Staircasing') is usually permitted over time but may be subject to an upper limit to ensure the property is retained within the affordable sector. Often the terms of the lease stipulate the freeholder (Local Authority) is offered 'first right of refusal' to repurchase the property should the household wish to sell. A

comprehensive shared ownership policy was adopted by the council in 2019 and has since been updated to accord with revised Homes England requirements. Homes for shared-ownership often form an integral part of planning-led S106 agreements.

Temporary accommodation schemes

- 6.5. Occupiers of council temporary accommodation are required to comply with the terms of their License Agreement which sets out the duties of the landlord, granting them peaceful occupation of the accommodation subject to meeting a prescribed list of conditions and responsibilities. If the terms of agreements are broken in any serious way, the council can seek a possession order, and licensees will have to leave the accommodation.
- 6.6. Licensees have daily access to the council's tenancy management team who assist with a diversity of arising estate management issues, and they also have access to council's 24-hour emergency repairs service.

7. Targeted development and local connection

NFDC housing responsibilities

- 7.1 NFDC is the statutory housing authority for all the New Forest area, including the NFDC area and the New Forest National Park (NFNP). The NFDC 'Housing Options Team' therefore respond to housing enquires including homelessness prevention, Emergency Accommodation, housing allocations, housing advice and maintain the Homesearch housing register.

Targeted development

- 7.2 Addressing the short-term and long-term housing needs of those on the Homesearch register leads to targeted housing development activity and solutions from a wide range of sources and tenures.
- 7.3 In addition to seeking new opportunities from the open market and through Planning (S106) NFDC continues to review all land and property interests including:
- Underused garage sites which could lend themselves to redevelopment.
 - The improvement, return to use, and re-designation of long-term void properties.
 - The provision of TA schemes to provide alternatives to 'Bed and Breakfast'.
 - Land opportunities with other public bodies.
- 7.4 New-build schemes in rural as well as urban settlements help to sustain New Forest communities and meet the needs and aspirations of those with specific local connections.
- 7.5 Such schemes can be challenging to bring forward however the council continues to encourage and promote interest in rural and community-led housing from Parish Councils and community groups, and the work of local agencies that support them.

Local Connection

- 7.6 It is a primary objective for affordable homes that are developed by New Forest District Council for Social Rent, Affordable Rent and Shared Ownership to be prioritised for households with a local connection to the New Forest District in accordance with the council's Housing Allocation Policy and the Shared Ownership Policy.

- 7.7 All new council homes for rent will be subject to prioritisation at either District or Parish level as set out in the relevant allocation policy or as stipulated through planning conditions. Where scope exists to do so, or when required as a planning condition, the initial and subsequent sale of shared ownership homes will be prioritised for those with local connections, unless doing so would conflict with Homes England grant conditions or mortgage lender requirements.
- 7.8 Affordable homes that are developed under rural exception site Planning policy within the New Forest District or the National Park, may be subject to additional prescribed nomination processes.

8 Development standards

- 8.1 New Forest District Council is committed to the delivery of high quality and sustainable affordable housing. Homes that are designed and built to last, that are suitable to meet current and future housing needs, and that contribute to safe communities and environments where people want to live.
- 8.2 Whilst every newly built or acquired home must address an identified need, the scope to influence design or construction standards varies according to the different procurement route, e.g. limited scope exists to influence the specification of S106 or off-the-shelf homes that are purchased from private developers.
- 8.3 The council therefore requires a flexible approach to development standards. It will seek to apply the highest viable standards where it can commission and build highly efficient and innovative homes, but it must have the scope to consider the acquisition of homes that meet the acceptable requirements of other local and national regulatory bodies (Planning, Building Regulations and Homes England).
- 8.4 In an area where development opportunities are very limited and market values are very high, there is a need to be able to consider new opportunities on their merits, nonetheless, the following aims will be applied to the main procurement routes:

New Build: designed, commissioned, and built for New Forest District Council

- **Design brief and specification:** New developments will accord with an internally agreed design brief and specification and Employers Requirements
- **Building Regulations and Building Safety Standards:** Will meet current Building Regulation requirements as a minimum
- **Space Standards:** Aim to meet Nationally Described Space Standards or be within margins that are acceptable to Homes England
- **Homes England Standards:** Where possible the Design Brief and Specification will align with the latest Homes England 'Design and Quality Standards', thereby enabling eligible homes to qualify for potential external grant funding.
- **Greener Housing & environmental sustainability:** NFDC is committed to minimising carbon emissions and will undertake developments having regard for reduced environmental impact. Unless

exceptionally agreed all future commissioned affordable housing schemes will be designed and built to meet the 2025 Future Homes Standard.

- **Innovation and Modern Methods of Construction:** Where there is opportunity to further enhance environmental standards or employ modern methods of construction, within the constraints of site configuration, orientation, and financial viability, NFDC will actively pursue opportunities that are supported with managers, commissioners, and decision-makers.

New Build: S106 and “Off the Shelf”

- 8.5 Where opportunities arise to purchase new-build homes or conversions from the market ‘off-the-shelf’, the Development Team will work in close liaison with the housing landlord service to ensure that homes are finished to an acceptable standard and specification. The Team will negotiate on any additional specification that is required and ensure that homes are built to the necessary Building Regulation and safety standards, and where possible are provided with a defect retention period and a 10-year warranty.

9 Procurements and routes to development

- 9.1 NFDC has established procurement guidance under the Public Contract Regulations that development projects must comply with, covering both capital works and services expenditure. In addition, Financial Regulations and Standing Orders must be adhered to, with external contractors and consultants required to comply with NFDC Equality and Diversity policies.
- 9.2 A range of procurement and contractual routes exist to development which NFDC evaluates with internal scrutiny, including financial viability and approval, before proceeding on each project. The specific procurement and delivery method of a development project influence timescales, costs, specifications, risk responsibilities and control.

Standard Procurement contracts and delivery methods

- 9.3 NFDC is required to follow public sector procurement guidance and must adhere to financial regulations and standing orders, however, when evaluating project opportunities, a range of recognised industry standard development procurement contracts and delivery methods will be adopted, including:
- 'Works only' on NFDC assets
 - 'Acquisition and Works' (including Land Inclusive Packages or 'Package Deals'): Projects requiring surveys, specification, and contract management; for either individual property or land and development
 - 'Design and Build': After planning design and consent, detailed development design is carried by the contractor matching client specification/employers' requirements, usually using a 'JCT Design Build Contract'
 - 'Section 106': S106 Planning Agreements require house builders to deliver affordable housing onsite, they often use a 'Development Agreement' contract to sell the homes to a partner such as NFDC or housing association, taking stage payments whilst homes are built)
 - 'Off-the-Shelf': Where newly completed homes are sold by developers, sometimes called 'Turnkey'
- 9.4 Recognised by Homes England, these conventional delivery methods also give the greatest possible access to Social Housing Grant and national public subsidy through the Affordable Housing Programme (currently within the 2021 to 2026 Programme).

Frameworks and Consortiums

- 9.5 Due to the scale of development being undertaken, the council has previously participated in local forums, consortiums, and frameworks to achieve efficiencies in procurement; to optimise sources of external subsidy, and to learn from Local Authority counterparts developing homes elsewhere in Hampshire and Dorset.

Wayfarer Consortium

- 9.6 The council has been an active member of the Wayfarer Consortium of Registered Providers since 2017. Run by Hampshire based Registered Provider (RP) Abri, the Consortium provides a paid-for service giving access and support to Homes England Grant funding and bespoke Frameworks for Architects and Professional Services. Since 2018 the council has secured £12m in external Homes England capital - plus revenue grant funding - via the Consortium.

10 Financing Development

Housing Revenue Account (HRA) & Business Plan

10.1 The ability to fund the council's affordable housing development programme is closely connected to the overarching Housing Revenue Account. The health and long-term strength of the HRA then determines the ability to provide capital subsidy for development or to fund borrowing based on the future income that additional homes will generate. However, the council is also able to apply for grant funding from external sources and has successfully secured capital and revenue contributions from Homes England and MHCLG over the last seven years.

10.2 The following table sets out the Housing Revenue Account "Capital Projects" as approved in February 2025:

	Project requirement		
	2025/26	2026/27	2027/28
Development Strategy	£15.2m	£15.2m	£15.2m

10.3 Forecast expenditure for 2025/26 is to be funded through borrowing (£9.3m), Capital receipts and Developers' Contributions (£4m), and £1.9m from external grants.

10.4 The Housing Revenue Account is closely monitored to take account of planned and unforeseen income and expenditure. The council's previous approach to long-term business planning is currently under review and a new 30-year business plan is being prepared. Looking holistically and realistically at all aspects of revenue generation, the Business Plan will consider the need for planned spending on the existing stock - in the short, medium, and long-term - as well as the scope for financing investment through the use of reserves and borrowing.

10.5 All development projects and proposals are already subject to viability testing taking capital costs and any borrowing into account, set against potential sources of subsidy and future net rental income and receipts (e.g. for shared ownership). Going forward it is planned that the emerging HRA Business Plan will be routinely updated and overlaid with new commitments to ensure that long-term viability and an acceptable borrowing interest cover ratio is monitored and maintained.

10.6 See section 12 for further clarity on how financial decisions regarding development are managed in the round.

11 Development risk management

Development risk

- 11.1 All development comes with risks which must be identified, assessed, managed, and monitored. Where a proposed NFDC development project shows an unacceptably high level of risk that cannot be mitigated, it may not proceed.

Risk management

- 11.2 To ensure that risks are minimised officers will ensure that every project is appraised to meet NFDC's development parameters and will create and maintain a risk register - a live document which will be updated as the project progresses. (All project risks that have been identified must be included on the risk register. If an emerging risk is not recorded on the risk register, it will be added).
- 11.3 Development Officers must ensure they are satisfied that projects are on track and forecast completion date/s are still achievable at each site meeting. Any slippage or changes to the project programme timeline must be reported to senior management throughout the project.

Risk management escalation

- 11.4 All members of the development team are responsible for protecting and mitigating NFDC from risk, and minimising risk when it is identified and responsibility, both individually and jointly, for complying with NFDC Financial Regulations, Standing Orders and Delegated Authority, identifying the range of contract costs variations and the need for further approvals, where any variations arise.
- 11.5 When a significant risk is identified or a previously assessed risk worsens, Development Officers must notify the Service Manager for Strategy and Development immediately by email in writing. This type of risk might include (although this is not an exhaustive list):
- Potential cost over-run
 - Failure to achieve completion date
 - Falling sales values or land values
 - Legal issues
 - Contractor or consultant performance issues

- Disputes
- Planning issues
- General site issues – wayleaves, Section agreements
- Health and Safety
- Contractor insolvency issues

11.6 For the most serious levels of risk the Service Manager for Housing Strategy and Development and the Strategic Director for Housing and Communities will highlight the risk - along with steps to see it avoided, reduced, or transferred - to the HRA Housing Development Panel, and to members of the Executive Management Team.

12 Internal procedures: Approvals, Gateways and Consultation

Timely and transparent decisions on development

- 12.1 Development decisions will be made in an open, transparent, accountable, and timely manner, accepting that commercial confidentiality may give rise to certain information not being fully divulged in the public domain until required to do so.
- 12.2 Given the council's wider responsibilities and accountability, and the long-term nature of financing and delivering affordable housing, development decisions require informed discussions with numerous stakeholders, so internal consultation and decision making is essential. Although occasions may arise when delegated authority must be used to meet time-pressured targets, these should only take place within previously approved parameters with formal recording and reporting after the event.

Value For Money and Project Management Controls

- 12.3 A project management and decision-making framework has been established in which approval stages and gateways exist to ensure that project delivery and key decision-taking stages are confirmed independently of those managing it.
- 12.4 Internal consultation and approval stages will occur during the development process reflecting the relevant procurement route including but not limited to concept and design; planning, specification and construction, handover; post completion and end of defects.

HRA Housing Development Panel Gateway 1: Feasibility

- 12.5 Where a potentially suitable and available site or opportunity is identified, a dialogue shall be undertaken with NFDC Housing and Finance teams to discuss initial scheme type, tenure and accommodation mix, design, indicative financial implications, and procurement preferences. The ability to comply with NFDC standards and specifications will also be assessed, and where relevant the scope to meet Homes England grant funding requirements.
- 12.6 The findings and conclusions from the feasibility consultation stage will be reported to the HRA Housing Development Panel and where relevant their support prior to submitting conditional bids and entering advanced negotiations.

HRA Housing Development Panel Gateway 2: Support to enter contract

- 12.7 Before advancing a Portfolio Holder decision and entering contractual commitments, a second gateway stage must be completed with the Housing Development Panel, when Members of the Panel will be made aware of final financial implications, detailed aspects of proposals, and any risks that have arisen during the course of due diligence.

Pre-Development Consultation (Community, NFDC Housing, Key Stakeholders)

- 12.8 Where new development proposals are adjacent to existing council residents, estate management and stakeholders and local residents will be consulted before submitting a formal planning application.

13 Governance, monitoring, audit and review

HRA Development Panel – endorsement and programme monitoring

- 13.1 The HRA Development Panel provides the central forum for progressing new proposals and monitoring the HRA Housing Development Programme. Authority has been delegated to Officers for the day-to day delivery of individual projects but support for key gateway stages and significant project variations will need to be given by the Panel and noted accordingly.
- 13.2 The HRA Development Panel will endorse the acquisition of land and approve affordable housing projects excluding the property specific purchase of individual 'buy-back' properties, which shall be delegated to officers.
- 13.3 Membership of the Panel: Strategic Director – Housing & Communities, Strategic Director of Corporate Services and Transformation (S151 Officer, Portfolio Holder for Housing, Portfolio Holder for Finance and Efficiency, and the Chairman of the Housing Overview and Scrutiny Panel.
- 13.4 The Executive shall have authority to approve land and affordable housing projects within the overall annual budget agreed by council.
- 13.5 Meet quarterly or when Panel decisions or support is required.

HRA Development Panel delegated authority for project variation

- 13.6 The level and focus of agreed delegated project variation (cost, time, mix and tenures etc.) reported to the Panel, and the levels of delegated authority to NFDC Officers, must align with NFDC Financial Regulations and Standing Orders.

Audit and Homes England

- 13.7 The Homes England 'Audit Checklist' will be used as the guiding method for collating development project audit data - an approach that provides a proven, central government methodology, and that also enables NFDC to be prepared and deliver on any future Homes England audit.

Appendix 1

Programme/ Project	Total Homes			Totals by Tenure					Analysis							External grant funding			Enhanced standards					
	Completed 2018 - 2025	Forecast for 2026	Commitmen ts beyond 2026	Social Rent (General Need)	Social Rent (TA)	Affordable Rent (General Need)	Affordable Rent (TA, Ukraine & ACRS)	Shared Own	Existing stock purchase	New Build "off the shelf"/pack age	S106	NFDC land (including garage	Land-led or buildings acquired	Acquired from Housing Associati	Brownfield/ conversion/ refurbishment	Homes England funding	Brownfield Land Release Fund	MHCLG Grant & HCC Ukraine	Future Homes Standard	Nationall y described space	Electric Vehicle Charging Points	M4(3) Wheel chair	M4(2) Adapt	
Blackfield	4			2						✓						✓								
Brockenhurst		2						2			✓											✓		
Buy Backs (NFDC)	104	1		105					✓															
Buy Backs (LAHF)	16	5					21		✓									✓						
Calmore	35			35								✓			✓									
	20			20									✓			✓								
Fawley	2			2					✓					✓										
	6				6										✓									
	2				2							✓			✓									
Fordingbridge	5				5							✓			✓									
	17					11		6			✓					✓						✓		
	2			2								✓				✓								
Holbury		16	26	13		15		14			✓											✓		
	7				7				✓							✓								
Hythe	6			6								✓			✓	✓				✓	✓	✓		
		22		15		7							✓		✓	✓	✓		✓	✓	✓			
	3				3									✓					✓	✓	✓			
Lymington	2			2								✓			✓									
	17			17							✓													
	7				7									✓	✓									
New Milton	2			2								✓			✓									
	2				2							✓			✓	✓								
	6			6								✓		✓	✓	✓						✓		
	16			11				5					✓		✓	✓				✓	✓		✓	✓
		23		17	6					✓					✓	✓					✓			
	4				4								✓			✓								
Ringwood	11					11				✓						✓								
			61	13		25		23			✓										✓			
	6				6				✓					✓	✓									
Totton	47			47							✓													
	7				7								✓		✓								✓	
Totton	12					12							✓		✓	✓			✓	✓	✓			
	7				7					✓						✓			✓	✓	✓			
		20		12	8								✓		✓	✓				✓	✓			
Total	375	89	87	325	70	83	21	52								£12m	£324k	£3.87m						