

Development Partnership Forum for South and West of England

Increasing Housing Supply through different local initiatives and estate regeneration

Hosted by Wiltshire Council
Location Chippenham
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Sponsored by Capsticks



Development Partnership Forums are a key way of The Housing Forum building influence and promoting collaboration bringing central and local government and industry together to share best practice and support new entrants into housing development giving an informed understanding of how housing initiatives will play out locally and nationally.

These Forums take place in London and in regional centres and the October Forum covered Homes England Strategic Partnerships, the NPPF and “A new deal for social housing” - the Social Housing Green Paper together with different local initiatives to increase housing supply and Estate Regeneration It was hosted by Wiltshire Council and sponsored by Capsticks.

This Resource Pack includes a summary of October’s meeting in terms of outcomes, content, and links to presentations and relevant publications, all which will also be available on The Housing Forum’s website www.housingforum.org.uk

Key outcomes

- Homes England’s Strategic Partnerships, with higher grant rates and greater freedoms, will play an important role in delivering more affordable housing
- Building on the Government’s Social Housing Green paper, councils are being given greater freedom to deliver social housing
- Resident engagement is key to delivering successful estate regeneration and also community-led housing.



Session 1: New Directions – working with Homes England strategic partnerships, the NPPF and The Social Housing Green Paper

Homes England Strategic Partnership

James Gibson, Development Director, Sovereign

The current context is that there needs to be a significant increase in delivery to achieve the aim of building 300,000 new homes by 2025. Housing associations would expect to lift their output from 65,000 homes a year to 100,000 homes. Following round tables in April/May this year, eight housing associations were selected for the first wave of these new strategic partnerships. £590m grant is being provided to achieve an additional 14,280 affordable starts, an average blended grant rate of £41,153. In the regional allocation, the South-west had the largest amount, with 60% being for social and affordable rent.

The Sovereign and LiveWest partnership has been allocated £111.5m for 2,275 new starts (grant rate of £49,000/home) by 2022 to be completed by 2024. The tenures will be evenly split between social and affordable rent and shared ownership. The strategic partnership will have much greater freedom on how to deliver, including changes to tenure, with grant being paid quarterly in arrears for costs incurred rather than the current system of payment at key stages and will provide more efficiencies into the system. The programme will move away from individual scheme approval towards land led development.

The new NPPF

Adrian Hunter, Head of Planning, Bristol and the South West, GL Hearn

The new NPPF was published in July 2018, replacing the NPPF first published in 2012 and

summarises policy guidance into 53 pages. The original NPPF with its emphasis on sustainable development has increased housing delivery but appeals have also increased while density has reduced. Fewer Development Plans were delivered by PINS after examinations in public. The new NPPF has 17 topic-based chapters and the order indicates the Government's priorities. The presumption in favour of sustainable development has been retained.

Viability assessments have been revised to reflect feedback, with a standard methodology set out for viability assessments. This is not needed where an up to date plan sets out contributions to be made from the development. Affordable housing is defined. At least 10% of homes (5% in rural areas) should be for affordable home ownership with exemptions for build to rent, elderly, student accommodation and self-build. The government have now responded to calls for more small sites to be made available to support increased delivery by requiring that 10% of sites allocated by local authorities are less than 10 homes or 0.5 ha.

There is greater emphasis on design, with Design Review Panels and evidence required to show community support. Green Belt policy has been tightened further so that local authorities are required to have examined fully all other reasonable options for meeting the need for development, such as making as much use of suitable brownfield sites and underutilised land. Density should be optimised and there should be discussion with neighbouring authorities about unmet need and a common statement.

In relation to the South-west, there may be a need for existing Joint Strategic Plans (Bristol and local planning authorities) to be aligned to the new NPPF. Minimum densities may need to increase in city and town centres and other locations well served by

public transport. For developments that are wholly Build to rent (BTR), they may be exempt from an affordable housing contribution. Rural exception sites continue but with explicit support for development of entry-level sites for first-time buyers within in defined limits.

A new deal for social housing - the Social Housing Green Paper

Spencer Vella Sultana, Partner, Capsticks

The green paper has 5 chapters -

- ensuring homes are safe and decent
- effective resolution of complaints
- empowering residents and strengthening the regulator
- tackling stigma and celebrating thriving communities
- expanding supply and supporting home ownership.

The Green Paper is seen as re-booting central government's relationship with the sector, with some welcome initiatives to increase council-led construction of social housing by increasing and now removing the borrowing cap. Local authorities can retain right to buy (RTB) receipts for more than three years in areas where there is high affordability pressure. A greater proportion of construction costs can be funded by RTB. £163m is to be made available for community-led development and for councils to build the necessary infrastructure. The 2017 Budget announcement of the £8bn Housing Guarantee Scheme has been confirmed and Homes England Strategic Partnerships established.

While the Green Paper is positive, there are areas where policy development could go further. For example registered providers could have been allowed to use the Housing Guarantee Scheme to

refinance existing debt and to allow them greater flexibility to set rents. Land Commissions could be developed using devolution powers to identify and release more public land for new affordable housing. NHS Estates could be encouraged to cooperate more with registered providers to develop surplus land and there could have been a rethink on the definition of 'best value' to include new delivery and housing for key workers. To ensure social housing is truly affordable, social rents could have been linked to local income. There is concern whether league tables could affect governance and financial viability ratings and access to funding. The Land Compensation Act could be amended so local authorities could acquire land at existing use value. There is a need to clarify that all forms of affordable housing, including community-led, have an exemption from leasehold reform.

Discussion

While the Letwin Review concentrated on maximising delivery, it would not increase density, something that could be counterproductive and result in fewer numbers. In contrast housing associations, with an emphasis on place making and sustainable developments, are more likely to have higher densities.

Session 2: Enabling Estate Regeneration - based on 'Thinking Ahead': Best practice guide to estate renewal from Levitt Bernstein and GVA

Panel:

Kimberley Grieveson, Director, GVA

Gordon Isgrove, Regional Senior Director, Bristol,

GVA Barry McCullough, Director, Levitt Bernstein

Glyn Tully, Associate Director, Levitt Bernstein

Levitt Bernstein and GVA had pooled their collective experience of estate regeneration to produce a guide on estate renewal, identifying key questions

Why are you looking at the estate? There are three inter-related, common issues. 30 years ago the driver was solely stock condition but this has now evolved to dealing with elements of design that may contribute to antisocial behaviour, and more recently to providing more housing. It is important to identify the precise reasons for regeneration and always to keep that in focus.

Are the leaders on board? With the long timescales involved, it is recommended that the current council leader and also opposition leaders are committed so that there is full political long-term support.

Do the research findings support intentions? Estate regeneration proposals can be challenged so it is important to back up proposals with accurate evidence, such as stock condition, analysis of energy efficiency or anti-social behaviour. The facts need to be reliable and landlords need to know and understand them. Councils should assess the initial viability in order to ensure a viable plan that can be delivered.

Do you understand market conditions?

Understanding the local market conditions will inform

the routes to delivery. In the South-west, market conditions are generally favourable. It is important to identify who will deliver the estate regeneration.

Have you defined the housing potential? A high-level, design assessment of what can be achieved and a consideration of a range of options (minimal, medium or maximum) can help define the potential for the estate but must be informed by research evidence. For example, an assessment of the existing infrastructure or an analysis of RTB penetration and locations will inform phasing and any decant process.

Is deliverability likely? It is vital to have the scheme's objectives clear. A consideration of the tenure, market demand, gaps in types of homes available should lead to a scheme that addresses these gaps.

What is the impact on the existing community? Engagement is also important in understanding existing residents' concerns. A residents' charter enables the existing community to be involved in agreeing what will be delivered and to discuss design issues during any consultation. It is important that existing residents are no worse off as a result of regeneration and a right to return offer is fundamental.

How should the strategy master plan progress? A regeneration master plan can take 10-15 years. Over this timeframe residents and demographics could change so a flexible structure is important to reflect the changing community. Residents should be engaged in the master plan and a 'bottom-up' approach adopted, working with the community before design. Any regeneration should begin with ideas, an 'open book' or 'blank sheet' so that residents can explain what is valued and what does not work. Options should be assessed for viability first before they are presented. With the protracted process, it is important to plan how best to engage

residents, balancing speed and ensuring they are involved. This will be an iterative process, checking back and explaining the outcomes from on-going assessments.

What is the appropriate approach to delivery?

Viability and delivery need to be considered from the outset to identify who will take the scheme to market. After agreeing the proposals with the community, it is essential to convey the vision.

Are the necessary skills available? All the necessary skills need to be brought together early in the process. Landlords need to have all the right resources and skills available or know how best to obtain them. For those not available in-house, they can consider buying them in or partnering with a registered provider or a developer who has the skills and experience required.

What is the delivery structure? This is a critical tool to deliver the original objectives. This is why it is so important to be very clear about objectives. It is worth considering soft market testing by discussions with different possible partners to inform the delivery structure. This could be as simple as sale of part of the site, with the local authority helping with infrastructure. The delivery structure should be kept as simple as possible.

What will happen to the existing residents?

Continued resident engagement is a recurring theme and it is essential during the delivery phase. The use of 'meantime' projects to mitigate the effects on the community is an option.

How will the estate be managed long term?

Residents can be concerned about changes to service charges and so they need to be informed of the estimated cost in use i.e. where improved energy efficiency and reduced fuel costs and the improved quality of their homes, such as better windows, can be set against future service charges. The landlord

needs to understand what service charges are required to cover the long term infrastructure, social needs and improvements, as well as the management and maintenance of the regeneration. Developers need to consider the objectives of long term management. One option is to consider transferring the management of public spaces to residents. Any proposed tenure change should also be considered, for example from council to housing association, because this could change how service charges are billed.

Session 3: Raising our game – how will new initiatives deliver quality and supply?

Putting Quality First

Martha Slade, Associate Director, Rund Partnership

Following on from 'Introducing quality hold points' for The Housing Forum's latest report '*Stopping Building Failures*', this presentation included case studies from schemes worked on by Rund which demonstrate why the performance gap needs to be closed and a right first time culture needs to be cultivated. Quality is important at each stage and it is important to consider how high standards can be achieved, especially during construction. On its projects, Rund has introduced 'quality hold points' to improve quality control, working with the contractor and client. Photos and benchmarks are used to help site managers work with trades and sub-contractors. It is crucial that everyone works together to deliver quality at every stage. Rund's Clerk of Works use a Defects Tracker, highlighting defects encountered during site inspections and items are only removed after they have inspected to make sure they have been satisfactorily remedied. Case study examples illustrated where quality issues were missed during

construction, on one scheme resulting in extensive dampness and expensive remediation. Recurring problems Clerks of Works are seeing on site are not using the right product for the situation or omitting crucial detailing, such as cavity wall ties or fire-stopping, even post Grenfell. This can be overcome by a system of regular quality hold points. Issues of quality control on site dominate monthly team meetings at Rund. Discussions have concluded that CPD should become compulsory for trades on site to ensure they are aware of current Building Regulations and Best Practice and that employers could also check the credentials of sub-contractors.

Discussion

Some sectors, such as the Structural Timber Association, use a quality standard assessment. Fire safety is a crucial element of this.

Warranty providers recognise the need for skills and education in the industry. NHBC has introduced construction quality reviews to understand what may be causing the problems and whether any products need improvement.

The Hackitt Review in chapter 8 refers to the 'Golden thread of information' in relation to delivering fire safety and a similar concept is necessary to deliver quality and to close the performance gap.

Housing for Wiltshire

Tim Bruce, Strategic Assets Manager, Wiltshire Council

The Council is using proactive active management and creative development with a social heart to build success. It is working collaboratively with input from other parts of the Council, such as adult care and planning to develop its development programme. It has a 3-year strategy to create 'resilient' housing

through asset reviews - (ranking the stock and carrying out detailed reviews of garage sites and sheltered accommodation) and option appraisals to determine solutions to problematic stock. The Council will only consult residents on options it considers to be viable. Residents are also involved in shaping standards and services. The asset management strategy is now informing development. Sustainable decisions are made holistically by considering finance, social and the environment to help decide which objectives are the most important. In some cases, the objective could be social rather than financial. There is real benefit by involving asset management in the development process. The Council is returning to building after 30 years. Its first building phase is for 180 units and bids have been submitted for a further 49. It is developing bungalows in rural locations to accommodate older people who are under-occupying their existing homes but want to remain in the area. The new developments are a mixture of general needs and some extra care, providing appropriate housing for older people and family housing in local communities. Phase 2 of the programme is looking at using a number of redundant garage sites and some underutilised open space.

Discussion

How much will the removal of the HRA cap help the council?

The council needs to look at it as a business opportunity by considering how to invest or borrow to generate income and meet housing need.

The Social Housing Green Paper has proposed a new Decent Homes Standard but, to be truly effective, this should consider the surrounding environment and not just the inside or external elements of the home.

Hugg – A meanwhile use housing concept

Sally Ingham, New Business Director, Inland Homes

While Inland Homes work through public sector partnerships, its core business is buying sites ahead of planning permission, such as dormant sites, and turning these into a development opportunity. Its partnership with Southampton Council to deliver short-term accommodation for homeless people as an alternative to bed and breakfast accommodation, uses off-site manufactured volumetric homes which give certainty on quality and delivery. A range of elevation treatments is available to suit local planning requirements. The units can be used up to five storey heights and offer a range of internal layouts. The units can be demounted and relocated for further use.

Local homes with Community Land Trusts

Tom Chance, Director, National CLT Network

Community Land Trusts (CLT) show the value of collaboration and community-led housing in improving new development. In a CLT the local community owns the assets, an approach adopted from the USA. The local community has a clear role. Examples illustrated a range of approaches and models.

LB Lewisham offered a site to RUSS, a self-build group for mixed tenure and further schemes are being planned. Housing gained strong community support as local residents were involved.

A partnership in East Cambridgeshire is building on an unallocated site following Council support for the CLT. The uplift in land value is shared between the council and CLT.

In Bermondsey, local residents started an affordable housing group to provide for young people and also to help older people downsize. The group used under-developed or under-utilised land on estates for resident-led housing, with the local community involved throughout the process.

Discussion

While the Lewisham scheme is still at its early stages there is a recognition that ensuring quality is an important objective. Lewisham has a tradition of self-build and self-finish housing that will inform the project.

Wiltshire Council is developing self-build projects with the armed forces to provide servicemen with their own homes and also to help them develop construction skills.

Presentations

Follow the links to view the slides of the below sessions:

[Part 1](#)

New Directions. The Social Housing Green Paper, the NPPF and housing quality and working with Homes England strategic partnerships

Enabling Estate Regeneration – based on Thinking Ahead Best practice guide to estate renewal from Levitt Bernstein and GVA

[Part 2](#)

Raising Our Game How will new initiatives deliver quality and supply?

Delegates

<i>Richard Proctor</i>	<i>Commercial Director Arcadis LLP</i>	<i>Ben Cane</i>	<i>Head of Development - New Business (West) Guinness Partnership</i>
<i>Kieran Colgan</i>	<i>Director Ark Consultancy</i>	<i>Ryan Harris</i>	<i>Regional Director, Western Office Hill Group</i>
<i>Amanda Donaldson</i>	<i>Head of New Business and Delivery Aster Group</i>	<i>Stuart Moran</i>	<i>Property Development Manager Housing and Care 21</i>
<i>Hannah Watkins</i>	<i>Assistant Development Director Aster Group</i>	<i>Mike Turner</i>	<i>Development Director Ian Williams Ltd</i>
<i>Jon Feltham</i>	<i>Head of Housing Delivery Bristol City Council</i>	<i>Nick Davidge</i>	<i>Business Development Manager ilke Homes</i>
<i>Roger Harman</i>	<i>Client Account Manager British Gypsum</i>	<i>Michael Hourican</i>	<i>New Business Manager Liverty</i>
<i>Frank Trivino</i>	<i>Market Development Manager British Gypsum</i>	<i>Glynnis Poole</i>	<i>Planning and Technical Director Liverty</i>
<i>Nick Spiteri</i>	<i>Partner calfordseaden LLP</i>	<i>Will Jeffwitz</i>	<i>Policy Leader, New Supply National Housing Federation</i>
<i>Suzanne Smith</i>	<i>Head of Planning Capsticks</i>	<i>Nick Cunningham</i>	<i>Regional Director NHBC</i>
<i>Kevin Steele</i>	<i>Partner Capsticks</i>	<i>Graham Sibley</i>	<i>Market Development Manager NHBC</i>
<i>Dave Milner</i>	<i>Development Project Manager Cheltenham Borough Homes</i>	<i>Ian Courts</i>	<i>Development Director Building Products Polypipe</i>
<i>David Shepherd</i>	<i>Head of New Business Clarion Group</i>	<i>Christopher Bartlett</i>	<i>Head of Projects & Programme Radian</i>
<i>Lynn Gibson</i>	<i>Chief Executive Community First</i>	<i>Martha Slade</i>	<i>Associate Director Rund Partnership</i>
<i>Mike Grist</i>	<i>Director of Asset Management & Development, Curo Group</i>	<i>Esther Carter</i>	<i>Affordable Housing Development Officer Sedgemoor District Council</i>
<i>Tina Bird</i>	<i>Head of Development and Asset Management, Elim Housing</i>	<i>Duncan Harvey</i>	<i>Housing Development Manager Sedgemoor District Council</i>
<i>Nigel Ingram</i>	<i>Development Director ENGIE</i>	<i>Wendy Bennett</i>	<i>City Development Manager - Capital Assets Southampton City Council</i>
<i>Lara Borrett-Lynch</i>	<i>Managing Associate Foot Anstey LLP</i>	<i>Sue Jones</i>	<i>Estate Regeneration Project Manager, Southampton City Council</i>
<i>Marc Thompson</i>	<i>Head of Strategy and Projects Galliford Try</i>	<i>Lesley Metcalf</i>	<i>Regional Head of Development Sovereign Housing Group</i>
<i>Steve Watson</i>	<i>Development Manager Galliford Try</i>	<i>Alice Cornelius</i>	<i>Development Manager (West) Stonewater</i>
<i>Jon Young</i>	<i>Managing Director Galliford Try</i>	<i>Matt Crucefix</i>	<i>Regional Development Manager Stonewater</i>
<i>Jo Curson</i>	<i>Head of Development GreenSquare Group</i>	<i>Andrew Carpenter</i>	<i>Chief Executive Structural Timber Association</i>
		<i>Nick Kemmett</i>	<i>Housing Strategy & Development Manager Swindon Borough Council</i>

<i>Charles Waggett</i>	<i>Director, Major Developments Taylor Wimpey</i>
<i>Meghan Rossiter</i>	<i>Principal Planner Tetlow King Planning</i>
<i>Jonathan Adams</i>	<i>Director Tetlow King Planning</i>
<i>Jon Clark</i>	<i>Director - Business Development Touchstone</i>
<i>Sarah Narracott</i>	<i>Business Development Executive Travis Perkins</i>
<i>Rhian Burke</i>	<i>Bid Manager (Wales and South West) United Living</i>
<i>Mark Perry</i>	<i>Business Unit Manager (Wales and South West) United Living</i>
<i>Lynn Robinson</i>	<i>Housing Development Officer West Berkshire Council</i>
<i>Simon Leadbeater</i>	<i>Residential Managing Director Willmot Dixon</i>
<i>Victoria Bodman</i>	<i>Community Housing Project Manager Wiltshire Council</i>
<i>Cindy-Ann Carter</i>	<i>Principal Development Officer Wiltshire Council</i>
<i>Mark Henderson</i>	<i>Senior Planning Officer (Housing) Wiltshire Council</i>
<i>Rebecca Lockwood Norris</i>	<i>Community Led Housing Enabling Officer Wiltshire Council</i>
<i>James Taylor</i>	<i>Senior Planning Officer Wiltshire Council</i>
<i>Nathan Hunt</i>	<i>Technical Sales Manager Worcester Bosch</i>
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