

Action Plan

‘Strategy for New Council Homes’

## Action Plan – Strategy for New Council Homes

This action plan details how the Strategy will be delivered to achieve the Council's seven strategic objectives, the building blocks of the programme, and in turn realise the Council's vision.

### 1. Be agile in assessing land opportunities and maximise existing land holdings to exploit the limited supply of land

Action		How will this be achieved?	Resource	Deadline
1.1	Identify sites through options appraisals linked to the asset management strategy.	<p>In line with the Corporate Asset Management strategy, following an assessment of major voids carry out an options appraisal to consider whether redevelopment is the best value approach to dealing with that property rather than refurbishment or disposal. This may involve decanting of Council owned neighbouring properties or purchase of ex Right to Buys to enable land assembly to take place.</p> <p>Identify those properties that are to be the most expensive to achieve the EPC rating of C and carry out an options appraisal to consider redevelopment as an alternative approach.</p>	<p>New Homes and Regeneration Manager (LL)</p> <p>Head of Contract Services (JG)</p>	Ongoing
1.2	Approved assessment criteria for land purchases will be developed and agreed with members	A session will be held with members to agree the approach to the assessment of land purchases and the parameters to be agreed which may include social, environmental and economic issues and not just financial assessment.	<p>Head of Property Services (AF)</p> <p>New Homes and Regeneration Manager (LL)</p> <p>Principal Accountant (LC)</p>	Dec 2020
1.3	Identify suitable sites for purchase	<p>Constantly review the market for land opportunities.</p> <p>Ask partner consultants and contractors to identify suitable sites.</p> <p>Work with the public sector on any potential future sales.</p>		Ongoing

1.4	Agree a rolling pot of budget for land purchases.	At budget setting seek approval to a rolling annual budget for land purchases to enable swift decisions to be made when competing for sites on the open market.	New Homes and Regeneration Manager (LL)  Principal Accountant (LC)	Annually
1.5	The Council will consider the provision of funding for affordable homes to support the regeneration of town centres and key strategic sites across the district.	Review town centre sites.  Liaise with Town Councils and Voluntary sector organisations where appropriate- link to external recovery strategy	Head of Property Services (AF)	June 2021
1.6	In those schemes identified as Independent Living in the Older People's Strategy, consider conversion of any communal areas into additional accommodation.	Procure and engage an architect to assess the possibility for conversion.  The current and future use of these communal facilities will need to be considered against the provision of new accommodation.	Project Manager (CH)  Service Delivery Manager (LM)	March 2021
1.7	Review staff resources to ensure that the Strategy can be delivered.	Following approval of this Strategy review the resources available to deliver the programme, to buy land and to build up a pipeline of schemes as part of the budget setting process.  Recognise that small bespoke community led schemes require intensive resource and can be harder to deliver than larger sites.	Head of Property Services (AF)  New Homes and Regeneration Manager (LL)	Nov 2020

## 2. Understand and address the diverse needs of the district in both tenure and property type

Action		How will this be achieved?	Resource	Deadline
2.1	Undertake market research to identify any additional tenure options specifically for older people, which may address a future gap in the range on offer from the Council.	Approach other Local Authorities and RP's to find out what other tenures they offer.	Projects Officer (CW)	October 2020
2.2	Trial the Homes England Older Person's Shared Ownership model and consider for future schemes.	Develop the two bungalows at Ringfield Close for Older Person Shared Ownership, monitor and review their success.  If successful roll out on future appropriate sites.	Senior Project Manager (KR)	Feb 2022
2.3	Consider where practical applying dementia friendly features and practices across new Independent Living schemes.	On those sites considered suitable for Independent Living schemes, review the ERs to incorporate dementia friendly features.	Senior Project Manager (KR)	Ongoing
2.4	Assess the needs within the district for people with physical and learning disabilities and develop suitable accommodation to meet these needs.	Liaise with colleagues in housing advice, the County and occupational therapists to assess the needs for this client group.  If need is demonstrated, consider suitable sites. This may include individually designed one off properties on the small garage sites.	Housing Strategy and CIL Manager (PS)  New Homes and Regeneration Manager (LL)	March 2021  Ongoing
2.5	In line with the External Recovery Plan provide move on accommodation for rough sleepers.	Bid to MHCLG for funding through the Next Steps Accommodation Programme for 4 properties for this client group.  Identify and purchase suitable properties.	Housing Strategy and CIL Manager (PS)  Head of property Services (AF)	23 Aug 2020  31 March 2021
2.6	Build new independent living schemes for people with mobility needs to provide a good	Following on from the success of Tanners Piece, and in accordance with the Older People's Housing Strategy, on	New Homes and	Ongoing

	option for people downsizing from family accommodation.	appropriate sites consider building further independent living properties.	Regeneration Manager (LL)  Senior Project Manager (KR)	
2.7	Continue to provide shared ownership properties and consider other forms of tenure that meet the needs of those not eligible for affordable rented homes to meet needs and to assist with viability.	Deliver the shared ownership homes already identified on the sites in the current programme. (Southbank and Ringfield)  When assessing viability, particularly for land purchase, consider shared ownership and outright sale. Rented accommodation will always be the dominant tenure on all sites.	Project Manager (CD)  New Homes and Regeneration Manager (LL)	Jan 2021  Ongoing

### 3. Design good quality, sustainable, dynamic, energy efficient homes that address the Council's carbon 2030 commitment.

Action	How will this be achieved?	Resource	Deadline
3.1 Address the Council's commitment to achieve carbon neutrality by 2030 by delivering new homes with high levels of energy efficiency.	Deliver the next three schemes to a minimum SAP rating of 86 and EPC rating with a fabric first approach. (Ringfield, Broadfield and Summersfield)  Review the specification for future schemes, liaise with colleagues in contract services to align with their approach, assess new technology coming to the market e.g. battery storage and learn from others to achieve the best value approach to delivering greater energy efficiency and reduced running costs for the Council's residents.	Project Managers (CD, HD, EW)  New Homes and Regeneration Manager (LL)  Project Manager (EW)	Jan 2021  Ongoing

3.2	New homes should be built to be accessible.	Where possible – new homes should be built to building regulations Part M4 (2) or Part M4 (3).	New Homes and Regeneration Manager (LL)	Ongoing
3.3	The Standard Employer's Requirements (SER's) should be reviewed to identify any areas where the specification for new homes can be improved to enable tenants to live independently for longer.	<p>The review should consider what changes could be made such as:</p> <ul style="list-style-type: none"> <li>• Adaptable kitchen space</li> <li>• Wet rooms</li> <li>• Easily accessible power points</li> <li>• Level access</li> <li>• Wider doors</li> <li>• Improved energy efficiency</li> </ul>	Project Managers (CD, CH and EW)	Dec 2020
3.4	Consider the mix and tenure of housing on sites which may suit older people's accommodation to continue increasing the amount of housing for this shifting demographic.	Consider sites which are close to health and support services, good transport links and local amenities.	<p>New Homes and Regeneration Manager (LL)</p> <p>Housing Strategy and CIL Manager (PS)</p> <p>Head of Housing Services (KT)</p> <p>Service Delivery Manager (LM)</p>	Ongoing
3.5	Review and assess the impact of any additional costs through changes to the SER's.	Consider whether these costs can be accommodated within the new build scheme costs and understand how this relates and impacts on future asset maintenance costs and affordability to the Council.	Senior Project Manager (KR)	Ongoing

		Principal Accountant (LC)	
3.6 Investigate the use of modern methods of construction on sites in the programme.	<p>Learn from the experience of Bromford on their modular build in Winchcombe to establish the savings made in terms of capital costs, time and energy efficiency.</p> <p>Establish whether the sites in the programme are suitable for modern methods of construction due to their size and tight location. Work with architects and Employers Agents and contractors to explore all methods of construction at the pre planning stage.</p>	<p>Project Managers (CD, CH and EW)</p> <p>Project Managers (CD, CH and EW)</p>	<p>March 2021</p> <p>Sept 2020 and then ongoing</p>

#### 4. Build new council homes that strengthen communities and growth in the local economy

Action	How will this be achieved?	Resource	Deadline
4.1 Include social value in the procurement process for contractors and consultants.	<p>Include in the qualitative evaluation process a question regarding social value referencing the Council's social value policy.</p> <p>Ensure that delivery on any proposals made at tender stage are fed through into a contractual commitment.</p>	<p>Project Managers (CD, CH and EW)</p> <p>Project Managers (CD, CH and EW)</p>	<p>Ongoing</p> <p>Ongoing</p>
4.2 Consider local letting plans on some new schemes to create mixed and balanced communities.	For each scheme consider the appropriateness of local letting plans for first lettings, particularly for flats with mixed age groups or where there is a large number of family houses and a mixed age of children would be beneficial.	Tenancy Operations Manager (PA) Housing	Ongoing

		Advice Manager (PB)	
4.3 Training and apprenticeships and local wealth building	Through the contractors DPS, include targets for apprenticeships and training.	New Homes and Regeneration Manager (LL)  Project Managers (CD, CH and EW)	Oct 2020

**5. Underpin the programme with good project management addressing the key principles of risk management, value for money and resourcing**

Action	How will this be achieved?	Resource	Deadline
5.1 Maximise the spend of Right to Buy receipts.	Liaise with the Principal Accountant on a quarterly basis to review the spend profile for Right to Buy receipts and to identify those receipts in danger of being returned due to the 3-year window being exceeded.	New Homes and Regeneration Manager (LL)  Principal Accountant (LC)	Ongoing
	Consider the purchase of properties on the open market if spend is required quickly and seek approval to budget to support the 30% spend allowable.	Head of Property Services (AF)	Ongoing
5.2 Capitalise on the grant funding available from Homes England.	Continue to be an Investment Partner with Homes England and bid for grant funding from relevant funding programmes for those schemes where Right to Buy receipts are not available.	New Homes and Regeneration Manager (LL)	Ongoing



		Senior Project Manager (KR)  Business Support Officer (ER)	
5.3	Generate income for the new homes programme through garage and land disposals.	Continue with the garage and land disposals programme that is generating income for the HRA.	Principal Surveyor (NS)  Ongoing
5.4	Explore other sources of funding and development models to future proof the Council's plans for the delivery of new homes.	Review development models being used by other similar sized local authorities to assess the appropriateness to Stroud.	Head of Property Services (AF)  New Homes and Regeneration Manager (LL)  Senior Project Manager (KR)  Principal Accountant (LC)  Ongoing
5.5	Financially appraise schemes to assess their impact on the 30-year business plan.	By the use of SDS Proval software to appraise schemes at feasibility, budget approval and start on site stage to determine their impact on the 30-year business plan and overall viability prior to contract commitment.	New Homes and Regeneration Manager (LL)  Ongoing

		<p>Senior Project Manager (KR)</p> <p>Project Managers (CD, CH and EW)</p> <p>Business Support Officer (ER)</p>	
5.6 Agree pass/ fail criteria for the assessment of schemes.	A session will be held with members to agree the approach to the assessment of schemes and the parameters to be agreed which may include social, environmental and economic issues and not just financial assessment.	<p>New Homes and Regeneration Manager (LL)</p> <p>Principal Accountant (LC)</p> <p>Head of Property Services (AF)</p>	Nov 2020
5.7 Ensure a strong project management approach to the delivery of the programme.	By the use of SDS Sequel software, a project management tool, which enables the team to update and review cashflow information on individual schemes and to follow the established workflow and milestones for projects to monitor progress, identify delays and establish variances from budgets.	<p>Senior Project Manager (KR)</p> <p>Project Managers (CD, CH and EW)</p>	Ongoing

		Business Support Officer (ER)	
5.8	Review the governance structure for the programme in the light of the new corporate restructure of the organisation to ensure compatibility with the corporate project management approach.	<p>Liaise with SLT over the current structure and any proposed changes to ensure compliance with the corporate project management approach considering member involvement in the process and the setting up of a Project Board.</p> <p>Strategic Director of Resources (AC)</p> <p>Head of Property Services (AF)</p> <p>New Homes and Regeneration Manager (LL)</p>	Nov 2020

**6. Engage with tenants and other key stakeholders to learn from projects to continuously improve the homes that are delivered.**

Action	How will this be achieved?	Resource	Deadline
6.1 Obtain feedback from residents who have recently moved into a new home to continuously improve the homes that we provide.	<p>Carry out new homes surveys once the tenant has lived in the property for 6 months to obtain feedback. This will help the Council to establish whether changes are required, particularly to its specification, for future schemes.</p> <p>With the introduction of new technologies over time to meet our carbon 2030 commitments, this will also include feedback on running costs and ease of use for tenants.</p>	Tenant Liaison Officer (CE)	Ongoing
6.2 Consult with tenants regarding new schemes.	Consult with the tenant ambassadors and tenant representatives on Housing Committee. Individual or focussed support provided by the Tenant Liaison Officer	Tenant Liaison Officer (CE)	Ongoing

	<p>Focus the café conversations with tenants on new schemes</p> <p>Continue for larger sites the drop in sessions for the local community to study the plans and provide feedback prior to the submission of the planning application.</p>	<p>Principal Nbhd Management Officer (ME)</p> <p>Project Managers (CD, CH and EW)</p> <p>Tenant Liaison Officer (CE)</p> <p>Business Support Officer (ER)</p>	<p>Ongoing</p> <p>Ongoing</p>
6.3 Obtain feedback from the internal and external project team and key stakeholders	Carry out post completion reviews on all projects.	<p>Project Managers (CD, CH and EW)</p> <p>Business Support Officer (ER)</p>	Ongoing

## 7. Work in partnership to maximise the delivery of affordable homes across the district

Action	How will this be achieved?	Resource	Deadline
7.1 Work in partnership with Gloucestershire Rural Housing Partnership to develop rural exception sites.	Attend regular meeting of the Gloucestershire Rural Housing partnership.	New Homes and Regeneration Manager (LL)	Ongoing

	Work with the Rural Housing Enabler in those Parishes where the Council has been identified as the preferred Registered Provider, identify sites and progress the land purchase and deliver the schemes.	Senior Project Manager (KR)  Senior Project Manager (KR)  Project Managers (CD, CH and EW)	Ongoing
7.2	Engage with the County Council to identify opportunities for land purchase	Head of Property Services (AF)	Ongoing
7.3	Work with the Council's partner RPs to identify any joint working and sharing of best practice.  Attend the quarterly RP meetings.  Liaise with individual RPs as appropriate on certain topics e.g. carbon 2030 and modular construction.	New Homes and Regeneration Manager (LL)	Ongoing

<b>Action Plan Owner:</b>	Leonie Lockwood – New Homes and Regeneration Manager
<b>Review:</b>	Bi-Monthly with annual updates to Housing Committee