

# Overview and Scrutiny Management Board Supplementary Information



**Date:** Monday, 4 September 2023

**Time:** 3.00 pm

**Venue:** The Council Chamber - City Hall, College Green, Bristol, BS1 5TR

## **Distribution:**

**Councillors:** Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Geoff Gollop, Brenda Massey, Steve Pearce, David Wilcox, Martin Fodor, Steve Smith, Christine Townsend and Andrew Brown

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**Date:** Friday, 1 September 2023



# Supplementary Agenda

## 8. Goram Homes Annual Report

**(Pages 3 - 21)**

Please refer to this updated version of the Goram Homes Annual Report 2022/23.



# Goram Homes

## Annual Report 2022-23



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# Introduction

The financial year 22/23 was a year of real progress for Goram Homes. We started construction at two of our development sites. We completed the award-winning Castle Park Energy Centre and secured planning permission for hundreds more homes in north and south Bristol.

As Bristol City Council's housing company, we are accelerating the number of homes being built in the city, adding to the 11,000 that have been developed in Bristol since 2016. We'll build more than 3,100 homes over the coming years – 1,435 of which will be at Hengrove Park, the largest development in Bristol this century. Half of our pipeline of new homes will be affordable.

Of course, 2022 was not without its challenges; with rising cost of materials and interest rates requiring careful planning with our partners. In some cases, this prudent and responsible approach has meant a pause or a change in building programmes to ensure finances stay on track. As a result, we are reporting improved figures against our business plan.

Together, we are focused on building for Bristol and meeting the priorities set by our shareholder, Bristol City Council. As well as providing high levels of affordable housing, we aim to build low carbon homes, limiting our impact on the environment and playing our part in addressing the climate emergency. These energy efficient homes can ultimately lower energy bills too.



One Lockleaze is a brilliant example of how we can do things differently as developers: environmentally friendly homes - 55% of which are affordable; high quality park spaces that increase wildlife habitats; and an onsite skills academy to train the construction workers of the future. I'm proud to see our first homes coming out of the ground here and look forward to creating communities Bristol can be proud of.

Aman Dalvi OBE,  
Chair of Goram Homes Board



## In our 2022 Business plan, we committed to:

- Launch our first design competition and announce the winner for a new development at Castle Park.
- Complete building England's largest water source heat pump at Castle Park Energy Centre.
- Start on site building 268 homes at Romney House, Lockleaze.
- Secure an additional site, Hengrove Park, to deliver over 1,400 homes

## We have achieved:

- Started building 268 homes at One Lockleaze and launched the construction skills academy
- Begun construction on phase one of Hengrove Park -100% affordable housing at The Bookends
- Secured a development partner for the wider Hengrove Park masterplan, which will deliver around 1,400 homes
- Completed Castle Park Energy Centre
- Launched three design competitions in partnership with local communities
- Secured outline planning permission for Dovercourt Road and New Fosseway Road
- Added an additional 120 homes to our pipeline with the addition of The Grove Car Park site and maximising the potential of our existing developments.

CGI representation of one part of the Dovercourt Road development.



# Our finances

The year 22-23 was a year of economic turbulence across many sectors. Against this environment we continued to invest in progressing our pipeline of sites with:

- One Lockleaze in contract with Countryside Partnerships (formerly Vistry) and started on site
- Bookends at Hengrove Park under contract with Hill Group and started on site
- Investment in progressing both planning and procurement processes to establish preferred bidder Partners at New Fosseway Road, Dovercourt Road and the wider Hengrove Park masterplan.



**By taking a cautious approach with our finances and focussing on core deliverables, we are pleased to report financial results that are better than our approved 2023 Business Plan.**

As our developments progress, we will continue to work closely with our joint venture partners on our build programmes, extending over several years, to ensure we take a measured response to immediate market pressures.

Chris Arnold, Chief Finance Officer



<b>Profit &amp; Loss Account £'000 Year to 31st March 2023</b>	<b>Actual</b>	<b>Business Plan</b>
<b>LLP Participation</b>		
Share of LLP Profit/ (loss) before Tax	-	(358)
<b>Contracting Business</b>		
Revenues	243	861
Costs	(237)	(822)
<b>Contract Business Margin</b>	6	39
Operating Costs (£'000)	(1,433)	(1,514)
<b>Loss before Interest &amp; Tax (EBIT)</b>	(1,427)	(1,833)
Interest receivable	1,003	536
Interest payable	(797)	(739)
<b>Loss before Tax</b>	(1,221)	(2,036)
Corporation Tax	613	-
<b>Loss After Tax</b>	(608)	(2,036)
<b>Cumulative Profit &amp; Loss Reserves</b>	(3,048)	(4,477)

<b>Balance Sheet (£000) at 31st March 2023</b>	<b>Actual</b>	<b>Business Plan</b>
<b>Current Assets</b>	15,686	9,176
Debtors	2,370	-
Capitalised Pre LLP costs	306	544
LLP Build Leases	10,026	8,929
Share of LLP Retained Reserves	-	(358)
Bank & Cash	2,984	61
<b>Current Liabilities</b>	(18,734)	(13,653)
Creditors & Accruals	(4,337)	(142)
Working Capital Funding	(3,379)	(4,379)
Working Capital Funding interest	(992)	(203)
BCC Land Loan Notes	(10,026)	(8,929)
<b>Net Assets</b>	(3,048)	(4,447)
<b>Shareholder's Funds</b>	(3,048)	(4,447)



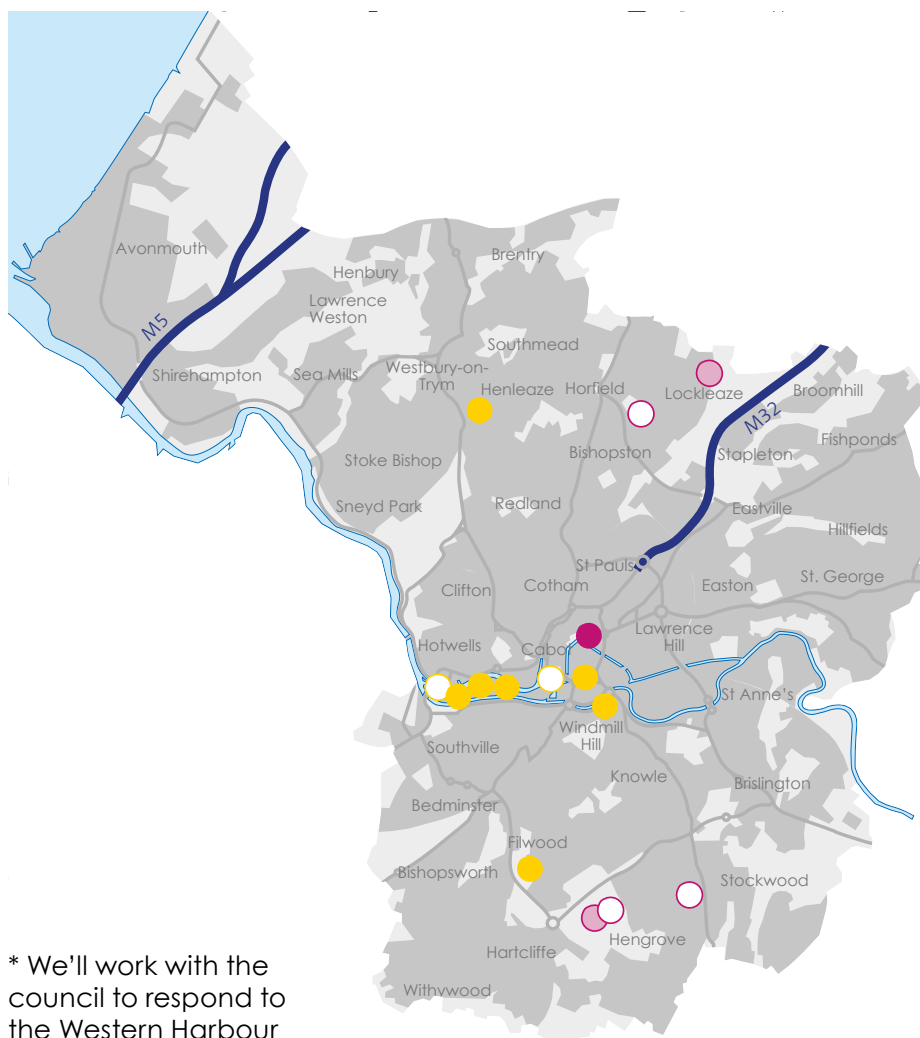
# Our developments

We work in partnership to build homes and spaces that create inclusive communities where people can thrive.

We will build 3,112 homes in the coming years, of which almost half will be affordable.

This is meeting a direct need to build more council housing, more homes for shared ownership, and mixed tenure communities that give people a safe and secure place to live and thrive.

- Between April 2022 and April 2023, we added two more sites to our development pipeline, and increased the number of homes we'll build by more than 100.
- A further two sites received outline planning approval – New Fosseway Road in Hengrove and Whitchurch, and Dovercourt Road in Lockleaze.
- We also started construction on two of our key sites: One Lockleaze and the Bookends (phase 1) at Hengrove Park.



## Key

### Completed

- Castle Park Energy Centre

### In construction

- One Lockleaze
- Hengrove Bookends

### Outline planning granted

- Hengrove Park masterplan
- Dovercourt Road
- New Fosseway Road

### Pre-planning permission

- Novers Hill
- Portwall Lane Car Park
- Baltic Wharf
- St Ursula's
- Castle Park
- SS Great Britain Car Park
- Spring Street

### Future pipeline

- The Grove Car Park
- Western Harbour\*

\* We'll work with the council to respond to the Western Harbour masterplan and bring forward new homes on the most appropriate sites.

Find out more about each development on our [website](#).



Cllr Tom Renhard breaks ground at Hengrove Park Bookends, with our MD Stephen Baker and development partner The Hill Group.

## Meeting housing need

We work in partnership with Bristol City Council to address specific housing need in the areas we build.

- Our outline plans approved for our New Fosseyway Road site in Hengrove include 70 extra care homes to help older people stay in their community for longer.
- We broke ground on Phase 1 of Hengrove Park, which is 100% affordable. The 53 apartments directly respond to the need for 1- and 2-bedroom homes for council rent in south Bristol.

CGI representation of New Fosseyway Road.



# Our communities

## Delivering social value


We're not just building houses; we're creating new communities. And for each development we are committed to making sure existing communities benefit too. This is different in each area we build, and we take our steer from local people who know best what is needed in their neighbourhood.

This social value can range from school assemblies on local conservation projects, through to on-site construction training that leads to employment.

We record and measure our Social Value using the National Themes Outcomes and Measures (TOMs) Framework.

### Social value at One Lockleaze

One Lockleaze is our first development site of 248 homes in North Bristol. Up to April 2023, working with our partners Countryside Partnership and Partners in Bristol, we delivered:


 **451** weeks of a pre-employment course to help local people access careers in construction.

This course has been running in Ashley Down but launched on-site at the One Lockleaze Skills Academy in May 2023

 **1281** hours of career mentoring for over 24's

 **308** hours of dedicated support to help young people into work

Funded **The Conservation Volunteers** who have worked across:  **10** sites


planted more than  **439** trees


 **274** native wildflower bulbs

removed  **26** bags of litter

and improved **10 metres** of public path

We worked with **Lockleaze Neighbourhood Trust** to fund:

 **1000** community welcome packs to anyone new to the neighbourhood

 and support their fly tipping feasibility study

We continue to work with LNT and local community assets like the Vench to find new ways to support the Lockleaze area.



## The One Lockleaze Skills Academy

The One Lockleaze Skills Academy is a unique training centre on a live development site, designed to help people kickstart their career in construction.

It launched in May 2023 and offers free short courses for anyone aged 19+, providing the essential skills needed to gain a job on a construction site.

The academy has both classroom and practical workspaces, meaning students could be learning the art of plastering, plumbing or brickwork on a real house, on an active building site.

Three students from the first cohort, from left to right – Callum, Ragan and Cardell

**Ragan, 23, was in the first cohort of students that joined the academy in May 2023. He said:**

“ My dream is to own my own development site, to help other people. I want to build affordable houses for people who are struggling, and I want to be able to build a house for my mum any my grandparents.

This course will give me my CSCS card which will get me my next job on a development site and without the skills academy, I wouldn't have been able to afford it. So, it means to world to me and, is getting me closer to my dream. ”

Just a week after finishing his course, Ragan got a job on a construction site and is one step closer to his dream.



# Developing with communities

Local people know best what will work in their communities, so we work in tandem with communities to create the best designs for new developments.

## Redcliffe Way

It has been a long-held aspiration of Redcliffe Residents Action Group and Redcliffe Neighbourhood Forum to reunite North and South Redcliffe, so we worked closely with them to develop our plans for 122 new homes (40% of which will be affordable). To ensure true community-led design, we launched a design competition in partnership with community

groups and leaders from St Mary Redcliffe Church to find the right proposal for this unique site. Residents continued to work with the winning architect team Groupwork, McGregor Coxall and Hydrock, to shape plans as they progressed, and we're now seeking a development partner to bring the scheme to life.

## Novers Hill

We launched a design competition for our Novers Hill project in Knowle West and formed a panel with members of the community, including Friends of the Western Slopes. The brownfield site on Belstone Walk

is next to a well-loved wildlife corridor. More than 20 local firms responded with proposals for a residential scheme of around 50 new homes that would enhance the local area.





# Health and Safety

Health and safety standards are critically important and a number one priority for our business. Our development partners have robust health and safety strategies in place to ensure a safe and healthy environment on our construction sites. We also conduct independent health and safety assessments too. We will continue to evaluate our health and safety performance and training needs as we grow.



## High-quality, sustainable homes

We aim to exceed industry and policy standards to create places that benefit both people and the planet. Our aspiration to meet an EPC rating of A and RIBA Climate Challenge targets are embedded in our plans for all our developments.

The **2030 Climate Challenge** is a voluntary initiative for the construction industry, helping design teams demonstrate a clear commitment to tackling climate change.

It includes key sustainability targets for building design, including:

- annual energy use
- embodied carbon over the building's lifecycle – meaning the carbon footprint of all materials and services that go into the building
- annual water use.

These targets help us ensure our development partners are working towards low carbon or net zero homes.



## Energy Centres

We work with our Bristol City Leap partners to maximise on-site generation of renewable energy

- **Castle Park Energy Centre** contains England's largest water source heat pump, contributing low carbon heat to the city's Heat Network. It provides low carbon heating and hot water to more than 1000 homes and businesses.
- The ground-breaking energy centre took top prize at a major European energy awards ceremony. The "Heat Pump City of the Year", awarded by the European Heat Pump Association, highlights global cities and regions taking advantage of this innovative, low carbon technology.



- Water source heat pumps are estimated to reduce the amount of energy needed to heat a building by 80%, helping support the city's fight against climate change. Castle Park Energy Centre demonstrates that this innovative technology can be "plugged in" to existing heat networks, opening up vast amounts of heat in the UK's waterways.

In the financial year 2022-23, we also started concept work on an **energy centre at our Hengrove Park development too**, which will supply the homes' heating and hot water by air source heat pumps. The energy centre will create a district heating network and providing a much more sustainable and environmentally friendly alternative to traditional boilers.

**Credit: Rebecca Noakes Photography  
Castle Park Energy Centre**



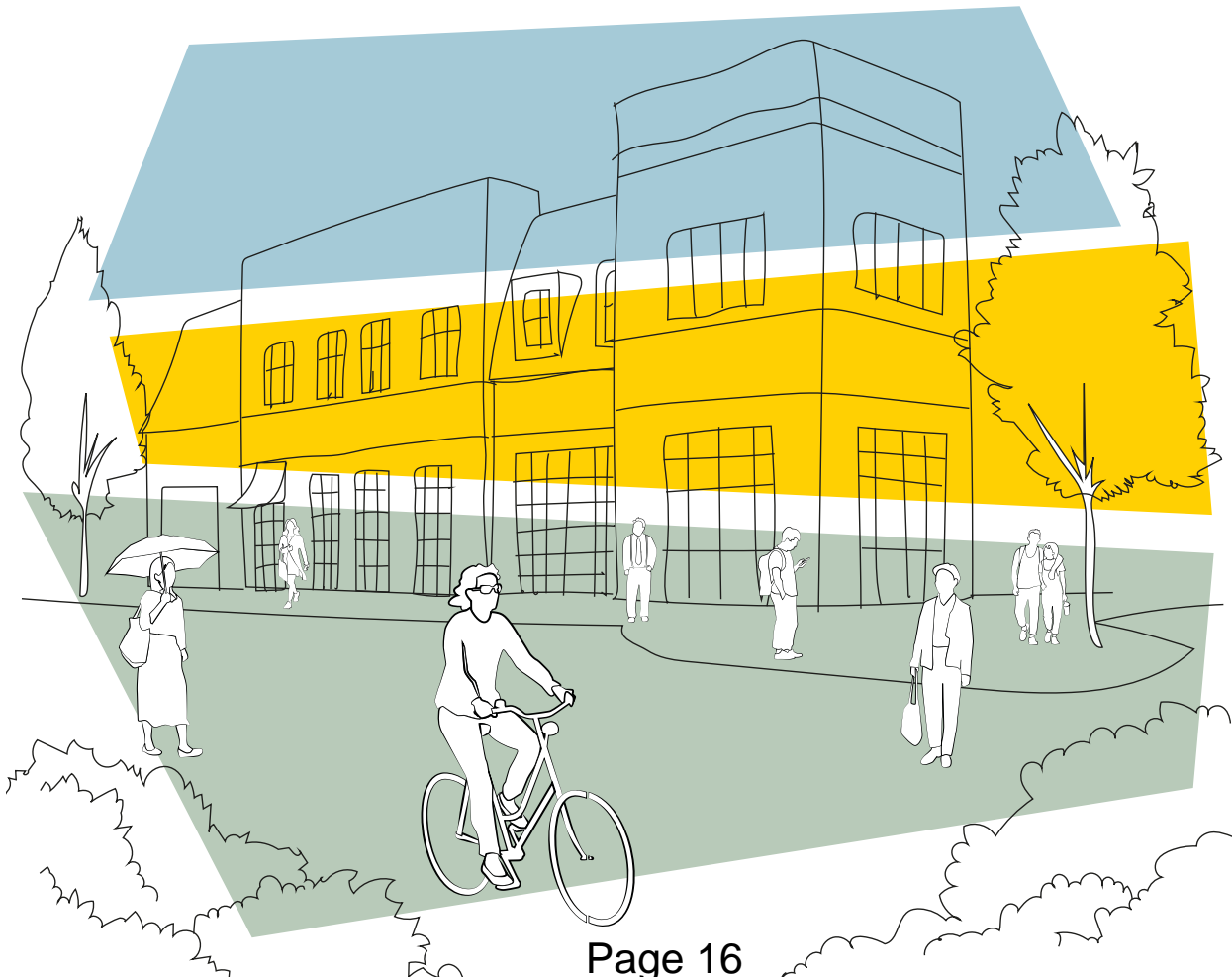
## Respecting ecology

Biodiversity Net Gain is a way of making sure the habitat for wildlife is in a better state than it was before development.

- All our sites achieve at least 10% biodiversity net gain (BNG), with an ambition to reach 20% as defined by the DEFRA metric.
- We review all our projects at design stage: Hengrove Park is exceeding 20% and our Baltic Wharf scheme shows a 30% gain in wildlife habitats.

Building with Nature is a voluntary scheme that sets best practice standards for quality green infrastructure. It awards developments that prove they will benefit people and planet.

- New Fosseway Road has already received a Building with Nature design award.
- Baltic Wharf has received a full Building with Nature award.





## Conservation volunteers in the community

Our One Lockleaze Green Gym, run by [The Conservation Volunteers \(TCV\)](#) has already planted more than 439 trees and 274 native wildflower bulbs on 10 sites across the community.

For National Wildflower week we worked with the Lockleaze Neighbourhood Trust and the Bumblebee Conservation Trust on local educational events and gave residents a bee welcome pack that included information on the campaign and how they can help bees and wildlife.





## The One Lockleaze Green Gym

Our One Lockleaze project funds The Conservation Volunteers (TCV), a nationwide charity, to run a 'Green Gym' in the community. Sonia Parsons works with volunteers to improve spaces for nature and help people make a positive impact in the community.

### Why is it so important to create, improve and care for green spaces?

“Green spaces are vital for both wildlife and people. Pollinating insects are sadly in decline and, in the past 50 years, we've lost around half of the recorded bee, butterfly and moth populations.

Improving the spaces we have creates a more biodiverse habitat for pollinating insects which encourages other species too. Also, not everyone has access to a garden, so publicly accessible greenspaces are important for our wellbeing.”

### Any favourite Lockleaze projects?

“My favourite, and biggest, project is the nature space we've created at Lockleaze Sports Centre. We've transformed an unused area into a haven for nature and developed a food growing space for the community. We've planted orchard trees, filled raised beds, created a patch of wildflower meadow and added in native shrubs. It's amazing to see the difference that the volunteers have made over the past year.”

### Tell me a bit about the volunteers – what do they get from being a part of this?

“It's proven that both exercise and being outdoors benefit our mental health and wellbeing. The Green Gym combines both, with the added benefit of socialising and making a positive impact in the community.

We call it a Green Gym, as a typical day can include digging, lifting, bending and stretching.

We welcome those struggling with mental health issues such as anxiety and depression, who may find volunteering in nature helps them feel more positive.

TCV has worked with the University of Westminster and other researchers over many years to verify the health outcomes for volunteers taking part in the Green Gym. These studies found a 33% improvement to physical health, 22% improvement to life satisfaction and 26% reduction in anxiety for volunteers.”



Sonia Parsons runs the "Green Gym"



# Our People



Our team has grown to eight members of the staff in the financial year 22/23 and we are confident we have the right strengths and expertise to deliver our vision. We have also expanded our Board which now also includes the Chair of Audit & Risk Assurance Committee.

The team took home three Bristol Property Awards, two for Castle Park Energy Centre, in the Sustainability and the Winner of Winners category.

Our Development Director, Christiana Makariou won the Rising Star award, highlighting her talent, work ethic and commitment to the housing sector and social value in the city.



# Looking ahead

We have a strong pipeline of more than 3,000 homes, transforming brownfield sites into homes and communities for Bristol. So, 2023 is already shaping up to be a busy year. What you'll see from Goram Homes over the next few months is a firm priority on our four priority sites:

- **One Lockleaze** – 268 homes, the first of which will be completed this year
- **Hengrove Park** – 1435 homes and a landmark development for south Bristol. We're already building the first of the council homes, and aim to secure reserved matters planning permission for the next phase this year
- **Dovercourt Road** – securing reserved matters planning permission for 140 new homes
- **New Fosseway Road** – securing reserved matters planning permission for c.200 new homes including an extra care facility

We'll also work on progressing our wider pipeline of sites through the planning process, working with the community every step of the way.

I'm also looking forward to the completion of our first homes in One Lockleaze this year and welcoming the first residents to this new neighbourhood of 268 homes, complete with a new wildlife corridor between the well-loved Stoke Park and Concorde Way.

At Goram Homes each one of us is motivated by building sustainable, beautiful homes for our city, in the numbers needed to support our growing population. Our pipeline will accelerate the number of new homes being built here, adding to the 2,563 homes completed in the year 2021/22. And I'm incredibly proud that almost half of the homes we'll develop in the next decade will be affordable – either for council housing, social rent through a housing association, or shared ownership. This is essential as we support Bristol City Council's need to provide a safe and secure home for those on its housing waiting list.

It's also been heartening to see the first cohort of students go through our skills academy, some of whom have already got employment on construction sites in the city. Wherever we build, we make sure our developments are making a positive impact, from skills training to conservation projects – and there's much more to come.

Thank you for your ongoing support. We'll keep building for Bristol.



Stephen Baker, MD

# Goram Homes

[www.goramhomes.co.uk](http://www.goramhomes.co.uk)

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