

# Housing Delivery Team Update

Bristol Homes Board – January 2018

Jon Feltham, Head of Housing Delivery (Interim)

**Growth & Regeneration**

Housing Delivery Team

Slide 1



# Introduction

- Manifesto commitment from the Mayor to **build 2,000 new homes – 800 affordable – a year by 2020**.
- Cabinet approval to adopt and implement BCC's **Housing Delivery Plan 2017/20** (7<sup>th</sup> March 2017) – *an overarching document that aims to increase planned development (especially affordable housing), improve internal processes and provide direction for external organisations and developers*.
- The report approved:
  - a list of **Priority Action and Sites for 2017/20**;
  - capital expenditure through the new **Affordable Housing Funding Policy** for Homes West Bristol partners;
  - delegated authority to **submit for outline planning permission** on council owned sites, and to **procure a multi-disciplinary consultancy team** for these sites for pre-development work; and
  - Recruitment of additional staff to **build capacity** in the new Housing Delivery Team.
- Presentation made to the Bristol Homes Board in June 2017, outlining the new Housing Delivery Plan 2017/20. 800 affordable homes a year by 2020 a key focus of the Board.

# Progress (1)

- Single **multi-disciplinary team setup**, but not fully recruited for the challenges ahead. Key strands of the team include:
  - HRA Development Team (new council owned homes)
  - Housing Enabling & Strategy Team (S.106 schemes, CLH, Land and Grant Programme)
  - Special Projects Team (i.e. Hengrove, Lockleaze, etc.)
- **Support services** such as planning, property surveying and city design working well.
- A monthly **Housing Delivery Board** has been put in place to monitor the delivery of the annual housing delivery programme.
- **Cross-departmental work** improving.
- Good progress is being made on revising **key guidance documents**.
- New **Growth & Regeneration Directorate** recently announced and to be led by Colin Molton (Interim).
- Good understanding of the **programme** and additional **housing opportunities** across Bristol.
- Better understanding of the **needs of the team**.

# Progress (2)

- We're progressing well on the agreed priority sites for 2017/18:
  - 1) Rockwell EPH – *disposal to Homes West Bristol RP (Curo)*
  - 2) Hengrove Park (Phase 2) – *seeking outline planning permission before market disposal*
  - 3) Hartcliffe Campus – *seeking outline planning permission before market disposal*
  - 4) Haldon Close – *Homes West Bristol RP disposal*
  - 5) Alderman Moores – *new council homes and private homes to cross-subsidise affordable*
  - 6) Constable & Crome Rd – *Homes West Bristol RP disposal*
  - 7) Romney House – *seeking outline planning permission before developing through LHC*
  - 8) Filwood Broadway Cinema
  - 9) Filwood Broadway Swimming Pool – *Homes West Bristol RP disposal*
- A recent internal review concluding that it was currently involved in **over a hundred sites** of one kind or another. Not the original nine above plus the HRA development programme, Coombe House EPH, Prewett St, Henacre, Kingswear, Glencoyne Sq and Brislington Meadows.

# Progress (3)

- **Outline planning applications** imminent for three sites delivering **2,265 homes with 30% affordable** (policy compliant) – Romney House (269), Hengrove Park (Phase 2) (1,530) and Hartcliffe Campus (480). Facilitating the provision of high quality “place-making”.
- Special Projects Team looking at around 20 sites in Lockleaze for circa. **800 homes**.
- As part of BCC’s collaborative approach with Homes West Bristol partners, we have intensified our **Land Release** programme to RPs with 9 sites active for circa. **543 homes, with 50% affordable**. We are also preparing additional sites more suited to smaller partners with capacity and commitment to Bristol.
- BCC **Grant Funding** programme has seen a slow take-up from a standing start, but bids picking-up and currently approved 7 allocations for circa. £5m funding for **147 additional affordable homes**.
- RP’s starting to secure a number of “**land-led**” housing deals in anticipation of grant.
- Enabling & Strategy Team working on three schemes in an **Extra Care Housing Programme** for circa. **352 homes**.
- HRA Development Team working on 30 sites for circa. **512 homes (approx. 76% affordable)** through **direct delivery**.

# Progress (4)

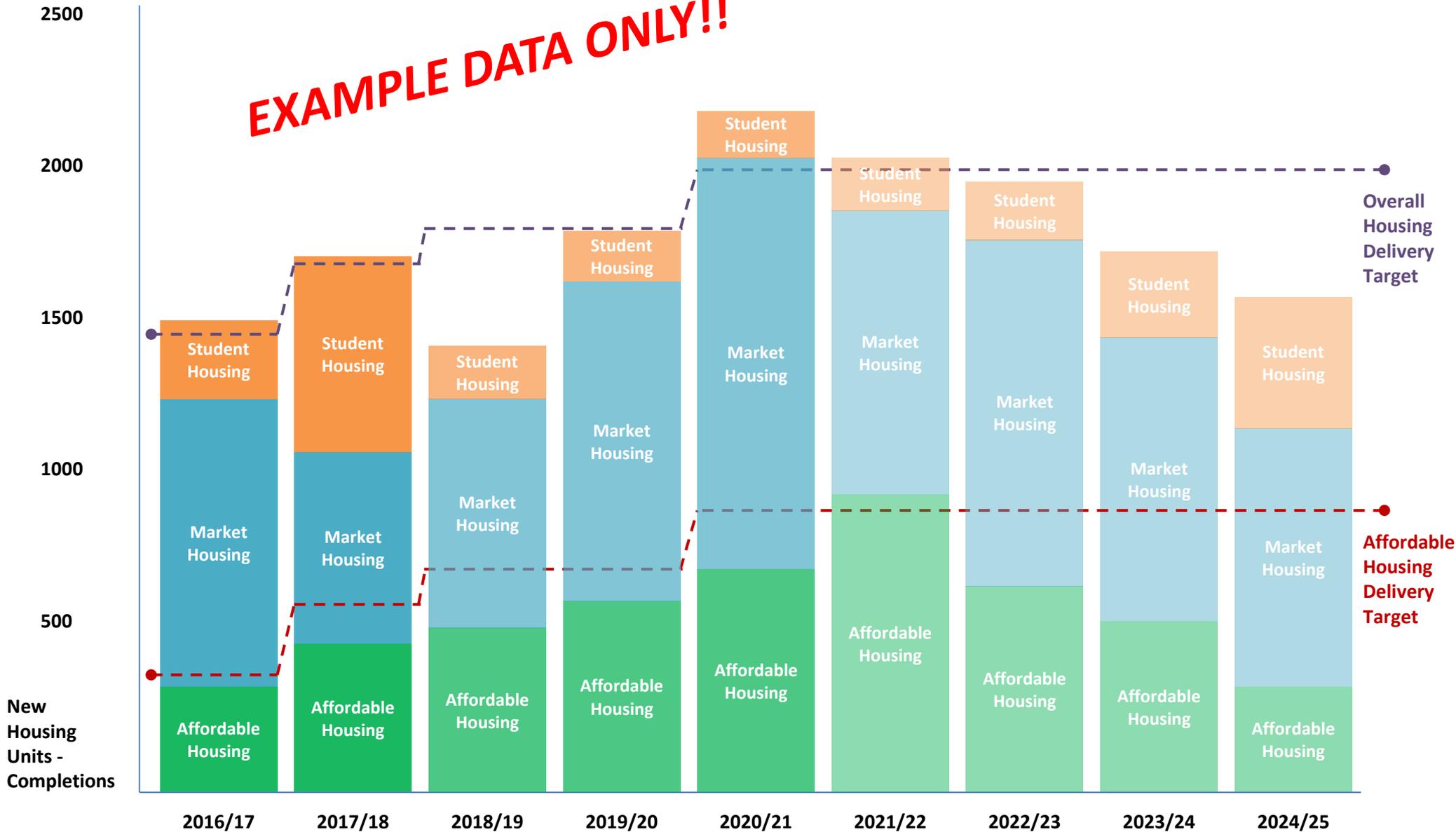
- Enabling & Strategy Team working on a long list of S.106 `affordable housing' sites through **market delivery**.
- Special Projects Team working on a number of **land disposals** for **Community Led Housing (CLH)**.
- Review undertaken of a number of key policy and guidance documents; particularly the proposed new **Affordable Homes Practice Note 2018** (incentivising developers to provide more affordable housing) and **Urban Living SPD** (with higher densities). We are also working on adopting a new **Community Led Housing Strategy**.
- The team has submitted a number of funding bids to help accelerate housing delivery:
  - **Estate Regeneration Fund** – Lockleaze (£1.086m)
  - **WECA Early Investment Programme** (10%) – Hengrove (£8m) and Lockleaze (£4.3m)
  - **Housing Investment Fund (HIF)** `Forward Funding Bid' - Hengrove (£34m) / HIF `Marginal Viability Bid' - Lockleaze (£6.686m) and Glencoyne Sq (£3m)
  - **Housing Deal**
  - **One Public Estate (OPE6)** – Land Release Fund (£3.8m) and Small Sites Programme
  - **Accelerate Construction: Local Authorities Programme**

# Trajectory (1)

- 2015/16 – 1,539 dwellings completed.
- 2016/17 – 1,994 dwellings completed, of which 199 dwellings affordable. 700 dwellings were student living (1,237 bed spaces).
- 2017/18 – agreed target for affordable 230 dwellings, but likely to be nearer 200 completed as delays have been experienced due to a shortage of bricks and bricklayers.
- Currently working on an **improved Housing Dashboard** that monitors “starts” and “completions” by quarters and includes student housing.
- **Lag effect** of “completions” impacting on this year and next years figures.
- Problematic and time consuming obtaining data from third parties in a timely fashion.
- Our data shows that we’re certainly on an **upward trajectory**.
- Current indication is that we’re likely to hit the Mayor’s target of 800 affordable homes by 2020.

# Trajectory (2)

**EXAMPLE DATA ONLY!!**



# Issues (1)

- Simplified strategic governance and decision-making not yet in place.
- Resourcing implications (people) are reducing the ability to intervene to remove blockers and thus accelerate delivery.
- Service Review of the team required to re-align resources with new priorities. We also need to consider a Programme Office role for the team and more commercial/development expertise.
- Need to appoint a dedicated **officer to lead on Community Led Housing (CLH)**. This will work closely with BCLT and the proposed CLH HUB. It will also lead on self-build disposals, custom build, co-housing, SME's and other emerging community-led initiatives to unlock the potential of smaller sites.
- Additional **support services** required for increased volume of work; particularly for planning, property surveying, city design, transport and legal (legal agreements, contracts and conveyance). Increased planning and enabling fees will help this.
- Constant additions and changes mean we are not being able to actively manage a single annual housing delivery programme.
- Now only looking to secure outline planning permission on market disposal sites (not the original nine priority sites) causing a change of direction on some sites.

# Issues (2)

- Need to focus on “**starts**” as well as “**completions**” as we can influence these quicker and they give **greater confidence** to “completions” data.
- HRA Development Team has potential to do more, but is being restricted by the **HRA headroom**. This needs addressing as we are anticipating having to give back **1-4-1 RTB receipts**.

# Challenges

- Working to a clear and **agreed programme** of work.
- Turning circa. 5,290 dwellings with **planning permission** into “starts”.
- Obtaining **data from developers** for the citywide housing database.
- Adequately **resourcing** the team with suitably skilled applicants.
- Accelerating market **filtration rates** when many of our sites are in similar areas.
- Discharging long lists of **planning conditions**.
- Developer’s **overpaying** for sites at a cost to S.106 “affordable housing”.
- Labour and material **shortages**.
- **Off-site manufacture (OSM)** and **modern methods of construction (MMC)**.

# Future Plans

- ***Exciting times ahead*** with great potential for the city through ***inward funding***.
- Temple Quarter (11,000)
- Western Harbour (3,500)
- Looking at several other ***key sites*** across the city.
- ***Joint Ventures*** to share in profit and risk and generate a “revenue” stream to the council.
- Market disposal of Hengove Park and Hartcliffe Campus for housing.
- Additional sites for Homes West Bristol RP’s.

# Coming Soon (1)

- Hengrove Park (Phase 1) (261) – *Kier Living with Curo to go on-site March 2018*
- Filwood Park (150) – *Barratt Homes with Yarlington on-site*
- Ambulance Station (375) – *PRS and affordable with Places for People*
- Westmoreland House (112) – *PG Enterprises recently acquired for development*
- McArthurs Warehouse (147) – *Guinness recently secured planning*
- Redcliffe Quarter (307) – *Change Living with Sovereign on-site*
- Redcliffe Wharf (36) – *Complex recently obtained planning*
- Blackberry Hospital (346) – *HCA sale to Linden Homes imminent*
- Dunmail School (161) – *HAB / United Communities secured planning permission*
- Shaldon Rd (49 with 30% affordable) – *BCLT / United Communities secured planning*
- Marksbury Rd (75) – *Linden Homes and Sovereign on-site*
- Wapping Wharf (93) – *Muse and Sovereign to go on-site with final phase in June 2018*
- Paintworks (Phase 4) (92) – *Crest Nicholson recently obtained planning*

# Coming Soon (2)

- Temple Quay (ND7 168) – *Legal & General recently obtained planning*
- Temple Quay (ND6 120) – *Legal & General submitted planning for PRS scheme*
- St Mary-le-Port (500) – *Site recently secured by a Developer*
- *Bath Rd (146) – “Land-led” deal by Sovereign Housing*
- *Midland Rd (62) – “Land-led” deal by United Communities with 100% affordable*
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# Slow Burners

- Dove Lane (250) – *Places for People still not on-site*
- Bedminster Green (988) – *huge potential across five sites*
- Fishponds Sites (400 across 3 no. sites) – *huge potential across three sites*
- Ashton Sidings (210) – *HCA site with Linden Homes, but requires planning*
- New Fosseway School Extra Care Scheme (263) – *advanced design, but requires planning*
- Brislington Meadows (300) – *BCC in negotiation with adjoining landowner, but needs planning*
- Lawrence Weston (95) – *Persimmon acquiring from BCC, but needs planning*
- Elizabeth Shaw (135) – *Generator obtained planning, subject to S.106 agreement*
- Brooks Dye Works (102) – *Acorn PG has planning, but still not on-site*
- Brook Rd (136) – *Persimmon has planning, but still not on-site*
- Bath Rd Filling Station (159) – *Hadley Property Group now seeking planning permission*



**Ambulance Station, Tower Hill (Link City)**  
*375 homes*

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**Dunmail School, Southmead (HAB / United Communities)**  
*161 homes*

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**Shaldon Rd, Lockleaze (BCLT / United Communities)**  
*49 homes*



**Satchfield Crescent, Henbury (BCC)**  
*20 homes*

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**Alderman Moores, Ashton Vale (BCC)**  
*133 homes*



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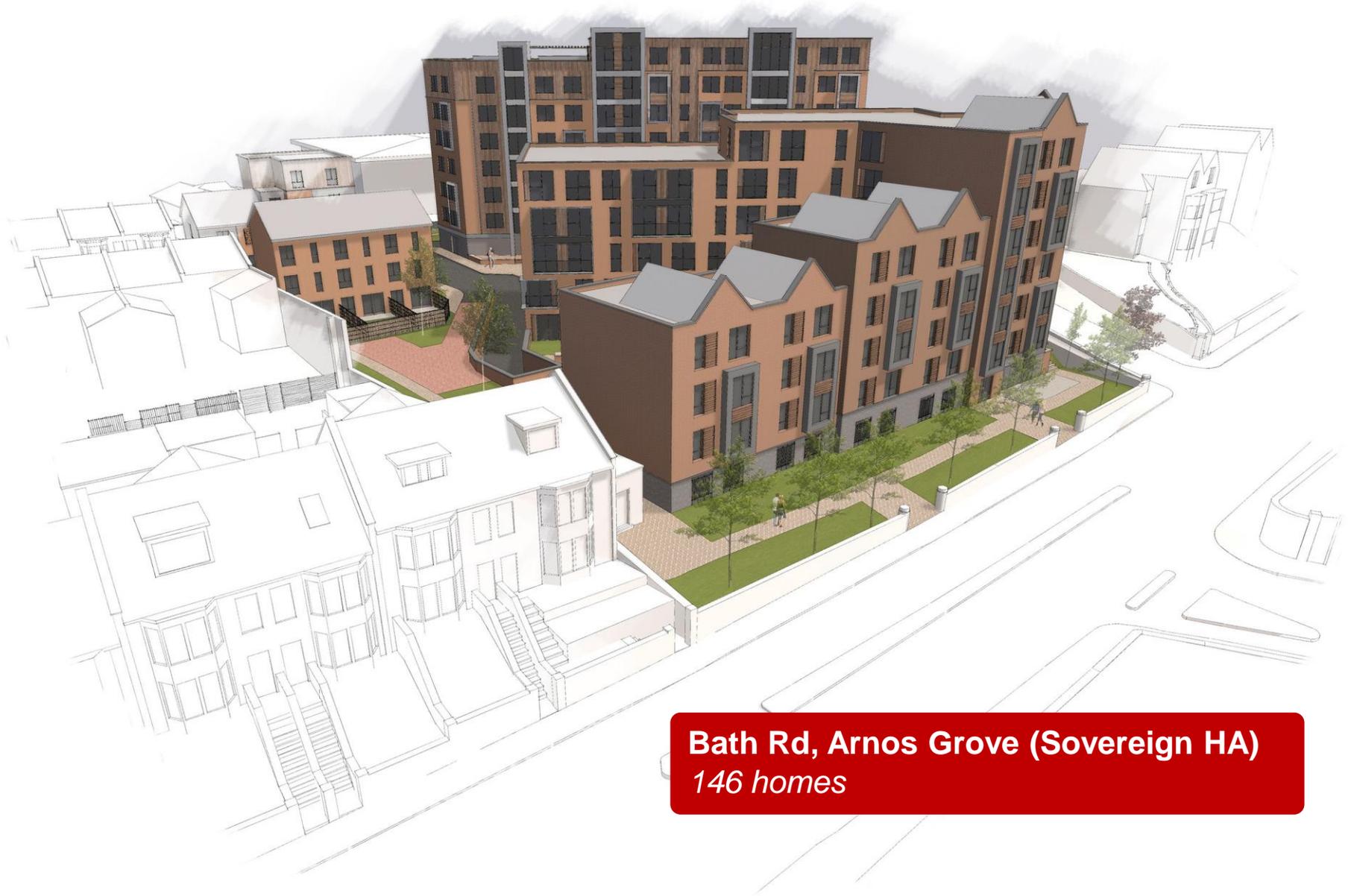


**McArthur's Warehouse, Harbourside (Guinness)**  
*147 homes*

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**Bath Rd, Arnos Grove (Sovereign HA)**  
*146 homes*



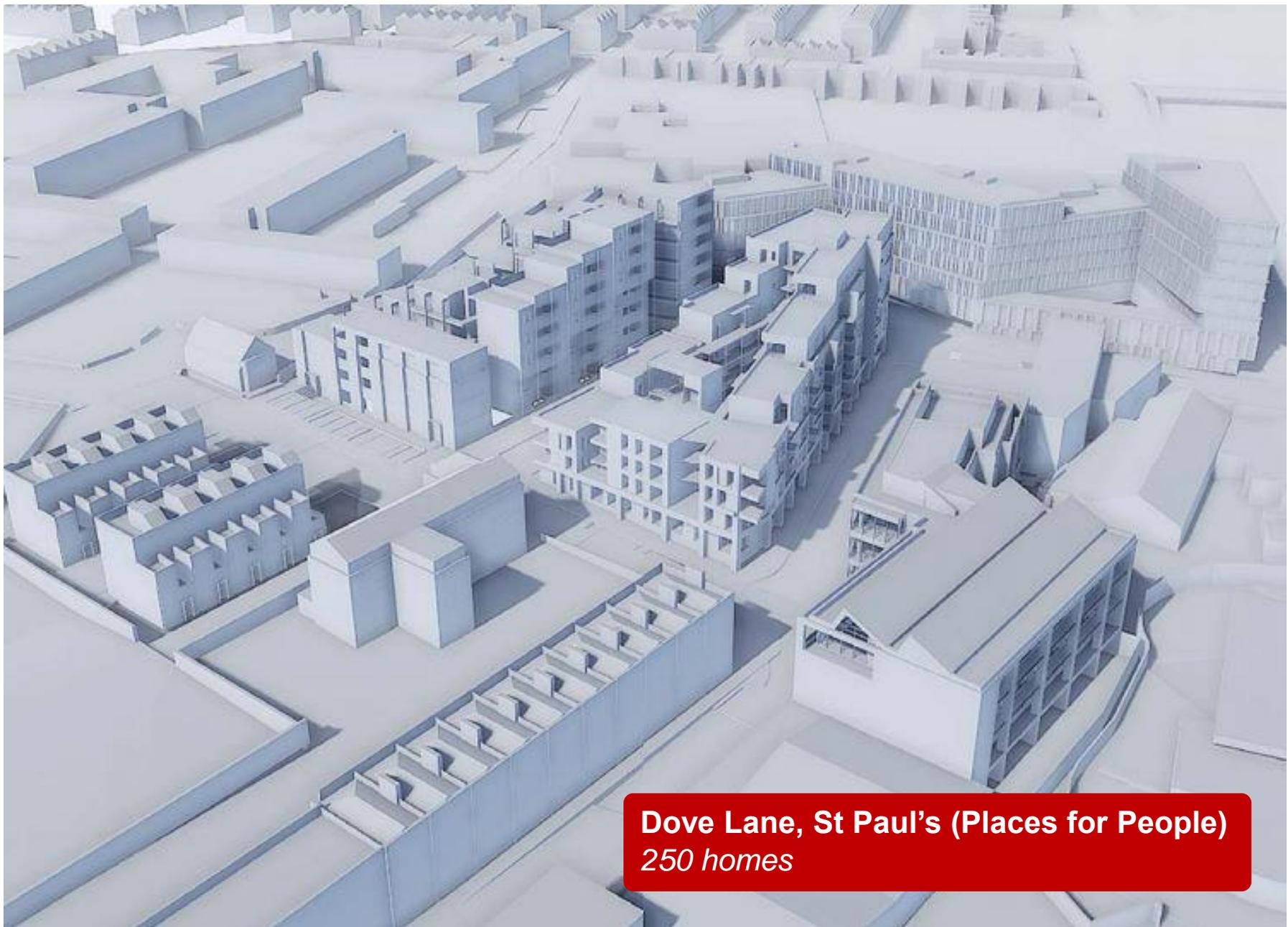
**ND7 Temple Quay North, Temple Gate (Legal & General)**  
*168 homes*

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**Dove Lane, St Paul's (Places for People)**  
*250 homes*

**Bedminster Green (Various)**  
*Circa. 1,000 homes*

