

# A SELA JOINT COMMITTEE GOOD HOMES PROGRAMME UPDATE



16th March 2023



# ASELA JOINT COMMITTEE GOOD HOMES PROGRAMME

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# PROGRAMME RESET





### Vision

To deliver high quality places to live, work, visit and invest that reflect and enhance the best of what our towns, countryside and coast have to offer.

To provide an increased supply of high-quality housing to meet the full range of housing needs in sustainable locations across South Essex.





### Strategic Place Partnership (SPP) with Homes England

Homes England and ASELA have identified 3 Strategic Outcomes for the SPP. These outcomes are based upon the housing need within ASELA, the opportunities and challenges that are faced and the ambition for delivery.

The outcomes respond to the local challenges faced in South Essex and build upon the existing collaborative approach to working between Homes England and ASELA. The outcomes place value on the success and value of this new way of working, as well as the step change anticipated in the delivery of housing growth in South Essex.

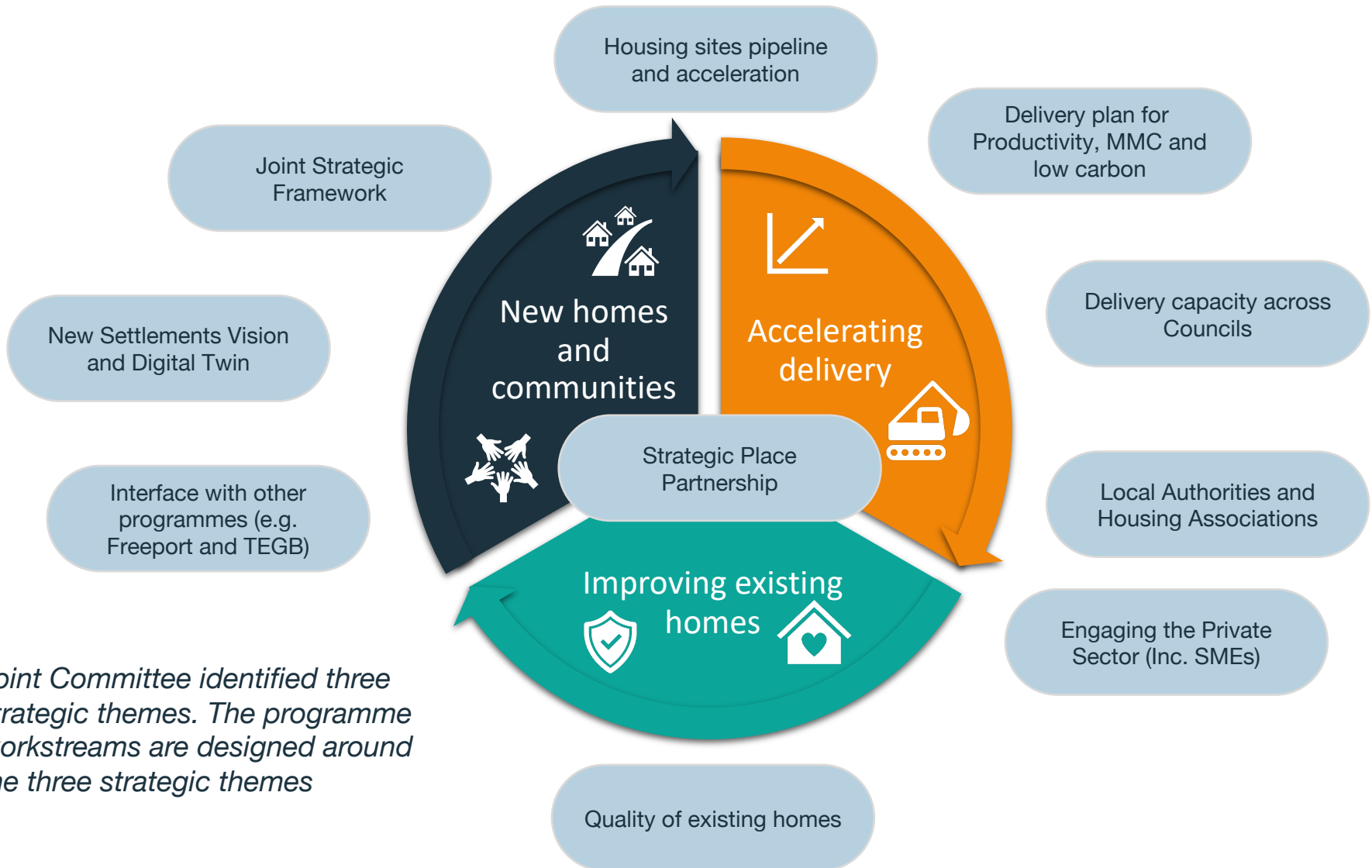


The three Strategic Outcomes are:

1. Collective view of housing delivery opportunities across ASELA and what is required to unlock them
2. Targeted place-based engagement and resource alignment around priorities with key partners, both local and national
3. Accelerated new homes delivery to support the housing needs of South Essex

# ASELA GOOD HOMES PROGRAMME

## STRATEGIC THEMES AND WORKSTREAMS



*Joint Committee identified three strategic themes. The programme workstreams are designed around the three strategic themes*



### ASELA Joint Committee

- Provide overall accountability and decision making for the programme
- Responsible for the Housing Delivery Plan
- Overall accountability for the Housing Programme

### Good Homes Programme Board

- Approve the Strategic Place Partnership business plan and yearly Delivery Plan
- Drive place-based delivery of ASELA housing targets and SPP outcomes
- Agree ASELA spatial and thematic priorities
- Align Homes England and ASELA resources in South Essex
- Articulate the funding and resource that will unlock housing growth
- Collaboration with other key delivery partners and involving new partners to support the delivery of the ambition

### Good Homes Working Group

- Progress the SPP Delivery Plan
- Operational activity on the programme workstreams
- Progression of housing sites pipeline
- Shared knowledge / skills
- Consideration of emerging topics – such as MMC

# ACHIEVEMENTS







## ASELA GOOD HOMES PROGRAMME

### STRATEGIC PLACE PARTNERSHIP



#### Achievements in year 1

- ✓ Setting up of Strategic Place Partnership, including signing the MOU and draft Business Plan
- ✓ Joint Strategic Framework drafted
- ✓ Pipeline of housing sites identified and profiled used to engage with HE for funding opportunities
- ✓ Five stalled sites identified as a priority and a package of work agreed for each to accelerate delivery. The sites have the potential to deliver 548 homes (164 affordable).
- ✓ Monthly and bimonthly reporting to HE and ASELA Board
- ✓ Housing and Infrastructure Programme Director post agreed, funded and filled on interim basis (to October 23)
- ✓ Digital Twin large settlements 1st stage report drafted
- ✓ Local Authority and Housing Association workstream in progress, working in partnership to deliver affordable housing projects across three demonstration projects.

# INDICATIVE DELIVERY PLAN





Workstream	Purpose	Potential activities	Intended Outcomes (Inc. Strategic Outcomes)
<b>Strategic Place Partnership</b>	<ul style="list-style-type: none"> <li>Alignment of Homes England and ASELA strengths and resources on shared strategic housing delivery priorities and outcomes</li> <li>Utilise ASELA governance arrangements for the SPP, to direct and monitor the alignment of key resources</li> <li>To co-ordinate engagement with relevant partners, ensuring consistency of message and efficient use of resources for SPP and partners, including LA's</li> </ul>	<ul style="list-style-type: none"> <li>Governance structure and ToR for meetings</li> <li>Approve SPP Business plan and yearly delivery plan</li> <li>Establish reporting framework</li> <li>Monitoring and measurement of outcomes and impact</li> <li>Stakeholder engagement plan</li> <li>Strategic Partner AHP funding programme engagement</li> <li>Review resourcing requirements</li> </ul>	<p>Board structure and scheme of delegations established / refreshed and embedded in ASELA and Homes England</p> <p>Resource agreed by ASELA partners to support governance</p> <p><i>SPP Strategic Outcome 3 – accelerate and increase delivery of housing</i></p>
<b>Joint Strategic Framework</b>	<ul style="list-style-type: none"> <li>Joint Strategic Framework for development up to 2038</li> </ul>	<ul style="list-style-type: none"> <li>Endorsement of Joint Strategic Framework by Programme Board</li> <li>Engagement &amp; subsequent adoption by Joint Committee</li> </ul>	<p>Published Strategic Framework for South Essex</p> <p><i>SPP Strategic Outcome 1 – collective view of housing delivery</i></p>
<b>New Settlements Vision and Digital Twin</b>	<ul style="list-style-type: none"> <li>Preparation of the Vision, Stewardship proposals and development of a 'Digital Twin' for the 3 proposed new settlements.</li> </ul>	<ul style="list-style-type: none"> <li>Approval of New Settlement Digital Twin Report by Programme Board</li> <li>Identify next steps</li> <li>Explore opportunities for linked datasets and options to 'host' the digital twin.</li> </ul>	<p>Report on the vision for new settlements.</p> <p><i>SPP Strategic Outcome 1 – collective view of housing delivery</i></p>
<b>Interface with other programmes</b>	<ul style="list-style-type: none"> <li>Joint working with other ASELA programmes (e.g. Freeport and TEGB)</li> </ul>	<ul style="list-style-type: none"> <li>Identify links with significant programmes e.g. Thames Estuary Growth Board and Freeport and build relationships with key individuals in these programmes.</li> </ul>	<p><i>SPP Strategic Outcome 2 – aligning resources with key partners</i></p>



Workstream	Purpose	Potential activities	Intended Outcomes (Inc. Strategic Outcomes)
Housing sites pipeline and acceleration	<ul style="list-style-type: none"> <li>Unlocking the housing sites needed to support the forecast population and household growth</li> <li>Developing the pipeline of sites/ projects, including public sector land and strategic infrastructure, that will need support of the ASELA partners to accelerate delivery over the next 5 years</li> <li>Map existing funding/ investment and potential opportunities across ASELA/all government departments to enable alignment/ prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>Agree support for Tranche 1 priority sites for delivery in 22/23</li> <li>Produce site specific support (e.g. business cases)</li> <li>Maintain pipeline of sites and explore options around mapping</li> <li>Validate the pipeline and assurance framework to assess sites</li> <li>Recommendations for Tranche 1 /2 sites</li> <li>Funding mapping</li> </ul>	<p>Priority sites enabled to start on site in 2024</p> <p>Pipeline of sites for delivery beyond 2024 agreed</p> <p><i>SPP Strategic Outcome 1 – collective view of housing delivery and single pipeline</i></p>
Local Authorities and Housing Associations	<ul style="list-style-type: none"> <li>Strategic partnership agreement between ASELA and HAs to increase delivery and focus on affordable homes with a single plan</li> </ul>	<ul style="list-style-type: none"> <li>Use collaborative approach for LA/HAs to create models for: <ul style="list-style-type: none"> <li>ASELA pipeline</li> <li>Regeneration scheme</li> <li>Settlements</li> </ul> </li> <li>Identify key learning and future opportunities</li> <li>Delivery of demonstration sites</li> <li>Develop an MoU / partnership between ASELA and HAs.</li> </ul>	<p>Progress the demonstration sites into the delivery cycle by no later than April 2023.</p> <p>A new model for accelerating affordable housing delivery.</p> <p>Signed MoU between ASELA, HAs (and potentially other deliverers)</p> <p><i>SPP Strategic Outcome 2 – place-based engagement</i></p>
Engaging the Private Sector (inc SMEs)	<ul style="list-style-type: none"> <li>Market Stimulation - development of a proposition targeted at house builders who are not currently operating in the area and MMC.</li> </ul>	<ul style="list-style-type: none"> <li>Market engagement with key developers</li> <li>Seek to agree MoU to encourage increased activity and presence in South Essex</li> <li>Agree protocol for promoting sites to SMEs</li> </ul>	<p>Signed Memorandum of Understanding with key organisations</p> <p><i>SPP Strategic Outcome 2 – aligning resources with key partners</i></p>
Delivery capacity across Councils	<ul style="list-style-type: none"> <li>Local Authority partners working collaboratively to increase capability and outputs</li> <li>Utilise the Homes England capacity funding offer to build and share knowledge, intelligence, skills, and capacity in key areas of development process with Local Authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Explore the political and operational support for shared services and / or a collaborative delivery vehicle and what work would be needed to develop the business case for the proposal</li> </ul>	<p>Local Authority partners working collaboratively to ensure delivery capacity across South Essex</p> <p><i>SPP Strategic Outcome 3 – accelerate and increase delivery of housing</i></p>
Delivery Plan for Productivity, MMC and Low Carbon	<ul style="list-style-type: none"> <li>To establish actions that will enable ASELA to increase local housing productivity (including MMC) and ensure that all new homes can meet the national Future Homes Standard and the target of net zero carbon by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>HE to engage with government departments and partners for MMC and low carbon</li> <li>Agree preferred approach to low carbon homes and accelerating MMC in ASELA</li> </ul>	<p>Link to MMC activity in ASELA sub-region</p> <p><i>SPP Strategic Outcome 2 – place-based engagement</i></p>

# ASELA GOOD HOMES PROGRAMME

## THEME 3: IMPROVING EXISTING HOMES



Workstream	Purpose	Potential activities	Intended Outcomes (Inc. Strategic Outcomes)
Quality of existing homes	<ul style="list-style-type: none"> <li>Joint working to improve quality of existing housing stock across south Essex</li> </ul>	<ul style="list-style-type: none"> <li>Investigate opportunities for improving existing stock including opportunities for retrofit, eg. develop Business Case for a pilot project for retrofit.</li> <li>Explore opportunities for an ASELA intervention on empty homes and under-occupation.</li> </ul>	Strategic Outcome 2 – place-based engagement

### SPOTLIGHT ON HOUSING ASSOCIATIONS WORKSTREAM

As a core feature of transforming housing delivery in South Essex, it was agreed last year, to bring together the leadership teams of the Local Authorities, Regional Housing Associations and Homes England to consider innovative models of collective intervention in the market to get more homes built where they are needed.

Three major opportunities for delivery collaboration were identified. These were:

- To identify housing schemes in South Essex, that are currently stalled or deferred, but could be unlocked by leveraging the respective strengths of the strategic partners working in tandem.
- To identify and agree an area of South Essex for regeneration where the strategic partners could combine and use a housing scheme to anchor and accelerate the areas regeneration and levelling up programme.
- To take the work underway on new settlements in South Essex and bring forward a new model for accelerating affordable housing as a core feature of the overall proposition. This will describe the timescales and main activities required to successfully transform delivery on a larger scheme and scale.

These three areas have been used to design Phase 2 of the programme, the Governance Group overseeing the programme is the ASELA Good Homes Programme Board and a Solutions Team made up of all partners is meeting in between to develop the three work areas.

The Solutions Team have been focusing on the delivery of projects to demonstrate how the partnership can make a practical difference on the ground. They have also been considering how a 'partnership' could be formalized between the Local Authorities and Housing Associations. This is still in development but will help to shape the direction of this workstream April 2023 onwards.

# FUNDING





# ASELA GOOD HOMES PROGRAMME

## STRATEGIC PLACE PARTNERSHIP



### Funding Position

The delivery of such a comprehensive programme will require significant and recurring revenue and capital financial settlement. The greater the investment, the greater acceleration that can be delivered.

Certainty of funding is as important as scale. Therefore, the SPP will seek to create a transparent and consistent funding settlement that will underpin the delivery of the business plan. The Local Authority partners will consider contributing an agreed amount in an annual settlement.



Homes England have committed funding to date as follows:

<b>Grant Funding – Director Post</b>	£250K	Until October 2023	Grant to ASELA
<b>New Settlements Study</b>	£250K	Until September 2022	Appointment via Homes England Multi-disciplinary framework
<b>Grant Funding – Capacity funds for pipeline development</b>	£120K	Until March 2023	Grant to ASELA
<b>Technical Due Diligence on Priority Sites</b>	£145K	Until March 2023	Appointment via Homes England Multi-disciplinary TDD Framework





# ASELA GOOD HOMES PROGRAMME

## Oct 22-Oct 23 CRITICAL TIMELINES / RESOURCING

Oct-22    Nov-22    Dec-22    Jan-23    Feb-23    Mar-23    Apr-23    May-23    Jun-23    Jul-23    Aug-23    Sep-23    Oct-23

Strategic Place Partnership    Homes England funding for Programme Director post until Oct 23 – resource beyond Oct 23 TBC

Joint Strategic Framework    Resourcing post April-23 to be agreed with Homes England from existing grant

New Settlements    Resourcing post April-23 to be agreed with Homes England from existing grant

Interface with other programmes    Homes England funding for Programme Director post until Oct 23 – resource beyond Oct 23 TBC

Housing pipeline and acceleration    Homes England funding until Mar 23    Resourcing post April-23 to be agreed with Homes England from existing grant

LA / Housing Associations    Moat/CHP/Estuary - facilitation funding in place until Mar 23    Resourcing post April-23 to be agreed with Homes England from existing grant

Engaging Private Sector    Homes England funding for Programme Director post until Oct 23 – resource beyond Oct 23

Delivering capacity across Councils    Homes England funding for Programme Director post until Oct 23 – resource beyond Oct 23 if business case required

Productivity (MMC, Low Carbon)    Resourcing post April-23 to be agreed with Homes England from existing grant

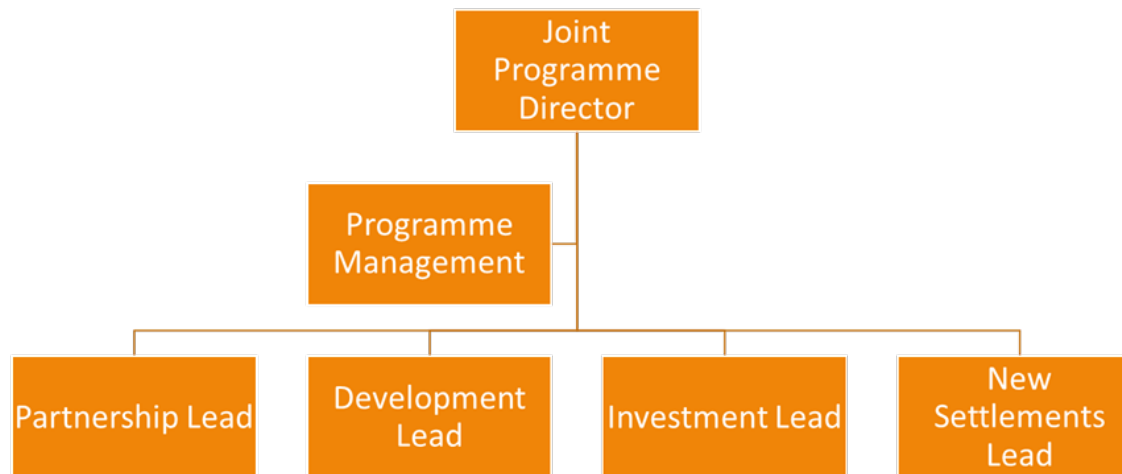
Quality of existing homes    Resourcing post April-23 to be agreed with Homes England from existing grant

# ASELA GOOD HOMES PROGRAMME LONG TERM RESOURCING REQUIREMENTS



Post October 2023 we are proposing that a core team will need to be in place. The core team would manage, coordinate and oversee the range of fundamental activities required to deliver the programme. Posts could be full or part time dependent upon the volume of work. Individuals could be sourced from across the partnership. The teams beneath the leads could also grow to deliver a greater range of interventions as the programme progresses; this could include commissioned consultancy advice.

Proposed structure:



Certain strategic interventions would require the deployment of a specialist team to work with the Core Team; these could include Transport and Infrastructure, Affordable Housing and Planning and Governance.