

Bolton at Home Group Development Strategy 2019 - 2024

1. Introduction

- 1.1 Bolton at Home is a Registered Provider formed in 2011 through a Large Scale Voluntary Transfer and owns around 18,000 homes located across the borough of Bolton. Part of the rationale for the transfer was to establish an organisation that could develop good quality sustainable housing to meet the needs of the local community.
- 1.2 Arcon Housing Association is a registered provider and a charitable community benefit society that joined the Bolton at Home Group in April 2019. We manage 1245 properties across the Greater Manchester region, Lancashire and Cheshire

2. Our Aims and Objectives

The aim of Bolton at Home Group is to create:

“Homes and neighbourhoods we can all be proud of”

We want ‘to provide homes as a bedrock for strong places, and to support disadvantaged people and their communities to flourish’.

Bolton at Home Group Board are fully-supportive of the ambitions to grow and diversify our offer and the following strategy outlines Bolton at Home Group’s approach to sustained growth and delivery for the next five years. This strategy will outline how we will deliver on our objective of **“meeting the housing needs of our customers”** by **“Increasing the range of housing options for our current and future customers”** by delivering up to 1,400 new homes by April 2024.

Bolton at Home Group has clearly articulated its ambitions to grow and significantly increase its development activity to provide good quality, sustainable homes to meet the needs of our customers and residents now and in the future and to widen our geographical area of activity. This aspiration and determination to grow was recently emphasised and supported by Arcon Housing joining the Bolton at Home Group.

3. Our Current Position - Our Housing stock

The Group's stock is a mix of houses, apartments and bungalows which includes new build and refurbished homes. The portfolio offers a range of tenure including Social Rent, Affordable Rent, Market Rent a small number of fixed term tenancies and Shared Ownership properties, as well as a number of sheltered and supported schemes. The homes are spread across Greater Manchester, West Lancs, Cheshire East, High Peak, Cheshire West & Chester and Fylde.



From a standing start in terms of development, over the last few years we have seen a sustained increase in our development programme developing and acquiring 387 homes since 2012, including 102 in the most recent financial year 2018/19.

We now have even greater ambitions to significantly grow this level of development over the following years to meet housing need through a balanced and mixed range of tenure and property types.

This strategy describes the scale and location of future development activity. It identifies the types of development required, and the skills and tactics to be employed to deliver our objectives. The strategy provides a clear framework for delivery of the Group development programme in the coming years.

The key to success is to have a clear plan for development, set out here, and at the same time recognise the need for flexibility to adapt the strategy to changes in the

external environment and to be in a position to take advantage of new development opportunities that add value to the Group asset base.

The Development Strategy will also complement and be delivered alongside an Active Asset Management Strategy to optimise the use of our assets including the release of sites for new homes.

4. Why the need for new provision - the Context

4.1 Nationally there is significant evidence that demonstrates:

- Nationally, regionally and locally population growth is considerably outstripping housing growth.
- There has been a steady decline in social housing levels.
- There is a recognised need for good quality social rent and affordable rent (as defined by government guidance) and intermediate housing that offers our customers a sustainable secure home.
- There has been a recent fall in owner occupation levels from 71% of households in 2003 to 64% in 2015. In particular, the striking fall in ownership is amongst those aged between 25 – 34.
- A continued aspiration to own, with 80% of the population preferring to own than any other tenure, although fewer people are expecting to own, especially those renting privately.
- A rise in households in temporary accommodation, which has increased by 66% between 2010 and 2017 (according to the Ministry of Housing, Communities and Local Government), and increasing rough sleeping in recent years
- An increasingly larger older person population, there are now more people aged over 65 than under 16, and over half the population will be over 50 by 2020.
- A lack of quality supported housing options which places even greater pressure and impact on the NHS and adult social care.
- A narrowing of housing options for those aged under 35, exacerbated by benefit changes, including regulations removing the housing benefit element of universal credit for 18-21 year olds.

Britain's housing system is clearly not delivering the homes that the country needs or that people can afford. Government's own 2017 White Paper starts from the point that they are faced with the task of 'Fixing our broken housing market' at a national level. Sadly the broken housing market is having a direct impact on the lives of many of the communities we work within.

The government's expectations around the role housing associations should play in delivering new homes is clear from the White Paper:

- *“urge housing associations to explore every avenue for building more homes...;”*
- *“expect all associations to make the best use of whatever development capacity they have to help meet local housing need...;”*
- *“expect housing associations to make every effort to improve their efficiency, in order to release additional resources for housebuilding”*

4.2 Regionally - Greater Manchester Housing Strategy

“The Greater Manchester Housing Strategy identifies safe, decent and affordable housing as a priority – homes to fit the needs and aspirations of current and future citizens.”

Sub regionally the Greater Manchester Spatial Framework includes a new policy commitment “to deliver at least 50,000 affordable homes by 2037, and a major drive to ensure at least 30,000 of these are social homes.”

New homes are an important part of ensuring we can meet the housing demands of existing and prospective residents, and enable reductions in dependency on expensive, reactive public services by better matching our residents’ changing housing needs.

5. **Our Response to the Challenge - Growing Sustainably to Deliver More “a commitment to building new homes”**

We are now able to support a substantial and sustainable development programme, and where we have the right support and are able to pool resources with local authorities we believe we can do even more.

We will bring our development experience to provide advice on relevant planning policies and Section 106 agreements to help unlock further development.

We will seek more partnerships and joint ventures with local developers and local authorities.

We will utilise Homes England support, through public land or grant funding, to increase and enhance our programme plan to build around 1,400 homes over the next five years.

We will build homes based on local housing need and what is truly affordable for people, and our programme will aim to include predominantly Affordable Rent, and Shared Ownership. We will also aim to deliver Social Rent homes where it is viable for us to do so and it meets the needs of the local area (e.g. Salford, Manchester, Trafford, Stockport and Bury – the GM areas where grant for Social Rent can be accessed). Where opportunities are available to develop market rented properties or properties

for outright sale, we will consider these if the profits allow us to deliver even more social housing.

Shared ownership will play an increasingly important role in meeting housing need so, as well as strengthening our development capacity; it will continue to feature strongly in our programme.

We will continue to increase and diversify our tenure offer such as our market rent portfolio through one of our subsidiaries R-haus. Building on existing strengths in this area, we will aim to increase on our 160 homes over the next few years. We want to meet a variety of housing needs, and renting is increasingly the choice that suits people's lifestyle and circumstances. A growing and profitable portfolio supports our social objectives too, ultimately supporting us to build more affordable homes.

6. Development – How we will do it!

The majority of our development activity will comprise of new build and acquisitions. Acquisition of property will comprise of –Section 106, 'right to buy' buy-backs, purchases from other housing associations and where appropriate strategic acquisitions of other buildings/properties that present a good opportunity to convert for residential accommodation purposes.

Homes England expects that Section 106 development opportunities will be delivered without recourse to public funding. We will continue to consider opportunities to develop under such arrangements, by appraising and evaluating individual sites as they become available to us.

Since 2011 Bolton at Home has retained Investment Partner Status with Homes England and we have been successful in delivering a number of new build programmes as a member of the Bloc Partnership.

The Bloc Partnership is a group of organisations that works through Great Places' Investment Partner status to secure Homes England funding. Bloc is more than just a conduit for grant; shared working in a number of areas ensures that Bolton at Home benefits from sharing of best practice, access to shared training, programme management resources, procurement frameworks and standard house types.

In a relatively short period of time we have clearly established ourselves as a developing group and we will continue to grow our development capacity and expertise. However, Homes England are continuing to encourage consortia of Associations such as Strategic Partnerships to make collective offers in order to gain economies of scale and streamline commissioning arrangements, therefore we are committed to remain as an active member of the Bloc Partnership with Great Places as the Lead Investment Partner with Homes England.

6.1 Land and Assets

We will ensure that our property assets are regularly reviewed to identify schemes where redevelopment would be a more effective use of assets to help meet current housing need and that all suitable areas of land are efficiently developed.

As part of building up a future pipeline of development opportunities, we will consider making strategic land acquisitions and assets (land banking) which will allow us to develop schemes at a time which maximises the outputs for us and ensures future growth in the business. A process for land banking will also be developed as part of the Development Strategy action plan.

6.2 Standards and Design Brief

For us, great design goes beyond the aesthetic, with neighbourhood, place-making, customer safety and security, creating a sense of ownership and belonging, accessibility and low cost in-use being important in equal measure. We will strive to achieve high standards of design, construction and sustainable development. Previously we have utilised the Innovation Chain North (ICN) standard house types and Employers Requirements. Going forward we will review these to develop a design brief that delivers the high-quality, energy efficient and durable homes with low maintenance costs that our customers aspire to live in. There is also a need to strike an appropriate balance between these drivers and the need to provide value for money and maximise the amount of new affordable housing which can be provided.

We will attempt to influence the design of non-grant funded Section 106 schemes at the initial stages through dialogue with the local authority and developers . Whilst they will not be required to meet all aspects of the design brief they will be required to meet items considered essential by us.

Our design brief will be continually reviewed and updated to ensure that it meets current regulations. It will continue to include examples of best practice and any partnering contractor will be encouraged to suggest changes to improve the end product.

6.3 Property Types and Tenures

We are committed to providing new affordable homes for our customers, this can and will take different forms in different locations. However, the majority of our development programme will consist of affordable rented family accommodation, utilising grant funding whenever this is available. Opportunities to deliver Social rented accommodation will also be part of the overall programme. Social Rented will only attract grant in certain locations and we will pursue delivery of Social Rented homes in these locations. In other areas we will also consider Social Rent and if we are able to make it financially viable will also pursue this tenure type.

Shared Ownership will be targeted at people who would be unable to afford to purchase outright on the open market. We want to support home ownership within existing communities particularly for young people who want to be independent and take a first step on the housing ladder.

Outright sales properties will be developed where we are able to develop for a clear profit, which we can then reuse monies/income to support our strategic objectives.

We are keen to develop mixed, tenure blind schemes, combining rent and shared ownership within a scheme.

We are also very keen to develop homes for our most vulnerable customers, actively looking for opportunities to develop accommodation for older people and supported housing, and this will play an important part of our development programme. To achieve this a number of Extra Care schemes will be developed to meet the identified need in the areas we are currently active, these could also include schemes developed in partnership with others.

All development proposals will need to have their housing mix requirements assessed on a site by site basis. Housing need will demonstrate a demand for many different options in different locations and the mix pursued will complement this need and demand and be an offer that is sustainable and flexible for the long term. This will result in ensuring we have a wide range of housing solutions to meet the breadth of the customers we work with from young persons, older persons, families, singles and people with disabilities.

Going forward the lack of grant funding will inevitably mean exploring and considering mixed tenure schemes to enable the cross subsidy of schemes to make them viable. This may include developing properties for outright sale and shared ownership and where appropriate intermediate and market rent. However, those opportunities for cross subsidy will be prudently considered.

New forms of tenure and products supporting people into incremental ownership and rent to buy will also be considered as part of our programmes going forward and where these are viable and present a good opportunity to customers will be piloted.

6.4 Geography

Currently our core area of stock ownership is within the Greater Manchester area, this is where we see the majority of our traditional development activity; new build affordable rent and shared ownership. Going forward we will be investing where we can make the biggest difference and will concentrate our future activity in manageable geographic areas, building on relationships with key strategic local authorities and partners, such as Bolton Council, Salford, Manchester and Rochdale along with other GM authorities and the Greater Manchester Combined Authority. In

this tighter and more efficient operating area we will be able to deliver the right high quality, focused community investment and build many more new affordable homes.

We will however consider opportunities within the wider North West area, if these meet our strategic objectives and contribute positively to our existing stock holding.

The Group recognises an element of any development programme will be, and should be, opportunistic and flexible and our approach to geography will facilitate this.

6.5 Information on Demand – key local authority partners

Housing need information is gathered from a range of sources including housing waiting lists, housing need surveys, engagement with key partners and consultation with existing customers. We will continue to develop key strategic relationships with a number of Local Authorities.

6.6 Sustainability and Technological Innovation

We recognise that the issues of escalating material costs, skills and labour shortages could be a key barrier to building new homes. We will take a proactive approach to exploring how we can deliver new homes more efficiently through modern methods of construction such as pre-manufactured modular housing. We will look to collaborate with other organisations who have established factories or planning to and seek to add to the research and development of such methods. We will learn from our first modular offsite scheme at Victory Road, Little Lever and put the learning from this in to future projects.

We will use Building Information Modelling (BIM) when appropriate to aid design, particularly any complex elements, and support certainty in the construction process.

We will seek to explore how technology can be incorporated in supporting development growth and improve the experiences of customers once homes are built. We will also develop homes that are energy efficient and use renewable energy technology to support this. However, we will always make sure technology applied makes business sense and is intuitive and easy for customers to use.

We will apply design and specification methods that allow our homes to be flexible and adaptable for changing use in future.

We urgently need to reduce the energy demands of our homes and meet the carbon neutral targets that will be presented to us in the next few years. We will explore the provision of renewable heating systems over the next 12 months and aim to introduce these in to all our new build homes going forward. Introducing this approach will help support GM's ambitious plans for delivering a net zero carbon neutral city region no later than 2038 and to meet the aspirations of Government who are looking to set minimum environmental standards for all new housing, including a commitment to removing traditional fossil fuel heating systems from 2025 through a "Future Homes Standard."

7. Resources and Funding

We have an aim to deliver 1,400 new homes over the next five years to meet the needs of people in our communities to support us to achieve this our ambitions will be funded by:

- Maximising income from rents whilst operating within rent-influencing guidelines and affordability for customers.
- Utilising existing loan facilities, secured on Group stock.
- Maximising funding from revenue and grants and sourcing capital contributions from public bodies and other stakeholders.
- Delivering value for money by making improvements to services and reducing costs.
- Re-investing the proceeds of asset sales.
- Generating and re-investing the proceeds of other non-social housing activities.
- Growing our own talent pool through apprenticeships and graduate positions as part of our workforce planning to ensure we have the right people going forward in the organisation to deliver our growth ambitions.

We will be securing funding, through debt, to the extent that it can be supported by continuing operating surpluses.

7.1 The Business Plan

To increase the scale of the programme to meet the identified housing need, replenish our reducing stock portfolio and meet the strategic priority of growing the business, we have refinanced to access additional funding to support our development ambitions.

Our Business Plan currently facilitates the approved development programme capacity for the next 3 which aims to deliver 970 homes for the 2020-23 period. Going forward we will look to refinance to support our ambitions to deliver in total the 1400 homes over the next 5 years.

The funding strategy will consider how best to maximise Bolton at Home's Group loan financing to generate the capacity to develop more new homes and grow the business to secure a greater return on investment. Under the new Funding Strategy the following additional funding sources could be considered:-

- Securitisation of funds using unencumbered assets and the income stream from the new units could offer a route to provide the resources to deliver this additional funding capacity for growth.
- Loan refinancing

7.2 Grant & Subsidy

We envisage the majority of grant and subsidy will be accessed through Homes England to support the delivery of new build Affordable products such as Affordable Rent, Shared Ownership, Supported Housing and in the right locations Social Rent.

While opportunities are there we will look to secure these subsidies through the range of Affordable Homes Programmes via bidding rounds, continuous market engagement (CME). As Homes England looks to enter in to more Strategic Partnerships we will continue to have dialogue with lead partners and where appropriate will look to join these to accelerate growth and secure long term funding.

We will continue to pursue Affordable Housing Section 106 opportunities (Affordable Housing that developers are required to provide through planning gain obligations on new development sites in order to be able to secure planning permission). New provision through this route will either be through the acquisition of discounted properties from developers or by using commuted sums accumulated from developers who have discharged their site specific affordable housing obligations by making payments to local authorities.

We will also utilise internal subsidy, where this is required to enable schemes to “stack up” and enable us to deliver on our ambitions. Internal subsidy will normally be generated from our business plan or from cross subsidy from surpluses made on shared ownership homes or open market sales.

Where internal subsidy is required we will assess the level on an individual scheme basis. The greater the level of internal subsidy required, the fewer number of affordable rented units we will be able to develop given a fixed level of positive contribution from other development streams.

All committed expenditure will be contained within the annual approved development budget and future financial forecasts. The level of internal subsidy will be put into the context of delivering an aggregate development programme having a positive effect on the long term financial plans of the Group.

7.3 Development Parameters

In the current economic and political environment, it is important that we develop within prudent parameters.

The overall development programme must be financially balanced, meaning that in aggregate the financial performance of new developments must have a positive

effect on the overall financial plans of the organisation in the long term. This allows certain developments to be subsidised where appropriate.

- Grant and other subsidies will be sought where this is appropriate and commercially sensible.
- Maximise opportunities to acquire properties under Section 106 Agreements with private house builders.
- The cost/value relationship of projects will be assessed by the Executive Development Team,
- There will be a clear and realistic exit strategy for each new development wherever possible and appropriate?
- Wherever possible schemes will meet the minimum standards of the adopted design brief for that specific type of property.
- Where internal subsidy is required the level will be in line within the agreed parameters assessed and deemed appropriate for each individual project.

All potential schemes will be assessed against the agreed parameters, which will be reviewed annually and approved by the Group Development Committee, these assumptions will consider:

- Management Charge
- Maintenance Charge
- Major Repairs Assumptions
- Voids and Bad Debt
- Cost of borrowing
- Rent Levels
- Inflation
- Internal Rate of Return
- Net Present Value
- Internal Subsidy

8. Governance

The Group Board will be responsible for approving the Development Strategy and the overall development programme which is contained within the Business Plan.

The Development Committee will approve individual schemes.

The Executive Development Group will agree and sign off appropriate schemes and recommended these to the Development Committee for approval.

Our Development Procedure and Processes will also be reviewed during 2020.

Appendix 1 outlines the Governance and Approval process.

9. Procurement, Procedures, Compliance and Probity

Bolton at Home participation in the Innovation Chain NW procurement group ensures that Bolton at Home has access to procure contractors and consultants through a procedure compliant with European Law. As well as providing the opportunity for long term relationships with our supply chains, the opportunity to pursue competitive tendering within or outside of the frameworks ensures that our partners stay sharp and competitive whilst improving understanding, project team working, standardisation, maintaining quality, providing employment and training opportunities and, ultimately, improving value for money.

Bolton at Home will continue to develop robust internal development procedures. Our procedures will continue to be constantly reviewed in order to ensure that new or changing requirements – be they internal or external – are thoroughly incorporated into our Development Procedure Guide and that all such guidance, procedures and workflows are conducive to remaining compliant with legislation, Health and Safety requirements and the Homes England's Compliance Audit Requirements for Development.

Bolton at Home Group recognises that a development programme requires excellence and diligence in respect of probity and avoidance of fraud, bribery, corruption and conflicts of interest. Our policies and procedures will continue to be regularly reviewed by skilled external consultants in line with wider corporate audit and assurance policies, based on checks and balances within the wider organisation, consistent messages to Development staff, ongoing processes of awareness raising, training and audit.

10. Value for Money

Bolton at Home is part of the Innovation Chain North (ICN) procurement group which consists of 16 housing organisations who work together on delivery of our respective development programmes through jointly procured contractor and consultant frameworks. This approach not only facilitates compliance with European procurement law, it also means we can develop strong relationships with our supply chains, improving understanding, project team working, standardisation, maintaining quality, providing employment and training opportunities and, ultimately, improving value for money. We also utilise robust Key Performance indicators and cost benchmarking to ensure that we continue to improve quality, value for money and learning.

We will continue to work hard to achieve ongoing cost savings across our development programmes whilst seeking to maintain quality, space and environmental standards and affordability for our customers, in a period which is likely to see increasing costs across the construction industry. This will inevitably lead Bolton at Home and our ICN partners to increasingly seek more economic methods of construction, where costs are rising and where trades and skills are increasingly difficult to procure. Scoping of Off Site and Modular Construction has been going on for many years and we will look to build on our Victory Road project as part of our drive to improve value for money and increase development capacity in the future.

We will look to introduce a Project Journal approach to ensure that we improve quality and value for money based on cross-organisational working, the project team approach and learning from our experiences and what customers tell us about the new homes that we build.

11. Partnership and Procurement

Bolton at Home Group will continue to build on its excellent relationship with Bolton Council and to collaborate with other key stakeholders, partners, house-builders and contractors in the area to develop an effective and sustainable development strategy.

To achieve some of the objectives contained within the strategy, there is a requirement to:

- Develop further existing partnerships and extend and create new partnerships with local authorities, and housing developers.
- Develop more formalised strategic partnerships with speculative developers and house builders including potential Joint Venture arrangements.

In relation to procurement there is a requirement to review the process to:

- Consider the effectiveness of existing procurement frameworks.
- Investigate alternative methods of construction such as modular off-site.
- Consider an alternative approach to procurement frameworks.

12. Managing Delivery and Performance Management

Delivery against Homes England programme targets for completion of new homes is a critical success factor which will be monitored by Bolton at Home Group Board and progress against wider performance indicators and targets will be monitored by the Development Committee.

As well as the customer satisfaction data that we will use to drive continuous improvement to our designs, specifications, services and procedures, we will continue to engender a high and improving performance culture across our development activity. Through the ICN framework we will use a suite of Key Performance Indicators

to benchmark contractor and consultant performance on every project including cost, delivery time, quality, service and added value which are used to inform decisions about future allocation of contracts. All of our projects will go through risk assessment and financial appraisal to ensure they are delivered within set performance benchmarks for costs. As part of the Development Strategy Action Plan we will be reviewing and introducing a new performance management measurement process.

12.1 Key Performance Indicators

Key Performance Indicators (KPIs) for the development function are set out in Appendix One of the strategy. These will be reviewed on at least an annual basis having been agreed by the Development Committee and Board.

12.2 Monitoring, review and evaluation

The outputs from strategy will be monitored on an annual basis and will be reviewed every 3 years, this will be overseen by the Executive Development Group, Development Committee and Group Board.

13. Customer Experience

Customer satisfaction with new homes is extremely important to us and we will be further developing our customer satisfaction surveys within 6 months of handover and move-in. We aim to achieve in excess of 95% satisfaction levels with our new homes. However, our surveys are detailed and do not allow complacency, providing customers with the opportunity to comment on anything and everything about their new home: from access arrangements, their garden, room sizes, room layouts and fixtures right through to their neighbourhood. We will continue to use the data we collect via customer surveys as well as from complaints, compliments, cross-organisational working and best practice to develop and improve the design and specification of our new homes, the effectiveness of our lettings and the aftercare service that we provide in the first 12 months after completion.

We will continue to work across the organisation and with our Local Authority partners and complement our wider Customer strategies to ensure that our new homes are targeted at appropriate markets and demographics, are accessible to a wide range of customers, are appropriately priced and are sustainable from the perspectives of long term housing needs and demands.

14. Risk Register & Risk Mitigation

14.1 Low Demand / Unsuitable Property Type

The key risk with the provision of new homes is that we develop properties that are not sustainable either in terms of the ability to let or through the creation of unforeseen management and maintenance issues through poor design.

The potential consequence is a premature requirement to dispose of the property. This may require regulator and local authority consent and repayment of any grant or subsidy received.

In order to mitigate this risk, for every scheme we will:

- Undertake a demand assessment and reconcile this to the property mix being proposed
- Review the proposed location to ensure that the area has adequate infrastructure and amenities to support a sustainable development
- Review the design of the scheme both from a property letting and an estate management perspective
- Assess the appropriateness of any mixed tenure development if that is proposed

14.2 Sales Risk

In addition, increasing the number of sales units (shared ownership), exposes us to the volatility of housing market and in particular house prices. In order to mitigate this risk, there will be a limit on the number of shared ownership units that we are contractually committed to at any one time, and the value of the exposure.

- Sales Risk Commitment should be that we are not in contracts for total surplus on first tranche sales of more than £2.5m at any one time.

With regard to outright sales units, we will look to undertake these through our development company Stone Cross Homes Limited and any potential programme of outright sale will be subject to further review going forward.

We are also mindful of welfare reform changes and the introduction of Universal Credit and direct payment of rent to tenants presents further challenges, which we have weighed up carefully and considered the impact on our customers, our business plan, and alongside other calls on resources.

Taking all this into account, Bolton at Home Group is committed to embarking on a programme of carefully managed growth, supported by:

- a rigorous approach to understanding the value of our asset base, and using it judiciously and effectively to support the provision of new homes
- an efficient operating cost base
- robust business planning and financial capacity for development
- a clear framework for risk management

Our development activity has many external influences: Government policy, local and sub-regional strategies, Homes England, the wider housing market, changing

demography and the economic climate all have an effect on our plans to develop new housing. The key contextual influence that will overlay the delivery of our development strategy in the period 2019-2024 is Government welfare policy and its effect on Bolton at Home Group finances. Bolton Council and Homes England continue to support new affordable provision as waiting lists continue to grow; Government support for the Affordable grant funded product and demand from customers both remain strong, with extensions to the Shared Ownership and Affordable Housing Programme (SOAHP). But despite ongoing capital support, growing demand and the success of our Affordable Homes Programme, Welfare Benefit Reform will remain a key contextual influence and risk over this strategy period.

Being alive to the impacts of welfare reform and other strategic influences whilst retaining the ability to flex our development activity to suit changing circumstances and threats will continue to be crucial in delivering the outcomes of this strategy. This approach will ensure that the 2016-2022 programme is again successful in respect of strong demand for our new build Affordable Rent homes.

We will remain vigilant in responding to changes in the wider housing market and we will continue to align our development plans to national, sub-regional and local housing and economic strategies, tracking and addressing external influences on demand and demographic changes such as the growth in the population of older people with care and support needs, the growing market rented sector and the shift to a housing support role in health and social care commissioning.

Risk management is an intrinsic part of Bolton at Home's Group development strategy, utilising robust Homes England compliant procedures, highly skilled staff and cross-organisational working, we can ensure that development risks are reduced as far as possible. Our funded programmes in 2016-2022 are the outcome of structured bids that recognise to our business plan and financial capacity.

Our robust procedures ensure that we de-risk development activity as far as we can (bar not developing at all.) We will continue to understand and mitigate development risks by:

- Retaining a clear understanding of development risks, ensuring that we have the right measures and controls in place to respond to changing risk environments;
- Constantly horizon scanning emerging risks and opportunities through networking, stakeholder relationships and sector knowledge;
- Introducing project risk registers, project reviews and project team principles with stakeholder involvement;
- Using contractor and consultant frameworks in pursuit of value for money and quality and using robust contractual relationships to ensure that we minimise direct construction risks to the organisation.

15. The Programme - What We Propose to Develop in 2019-2024

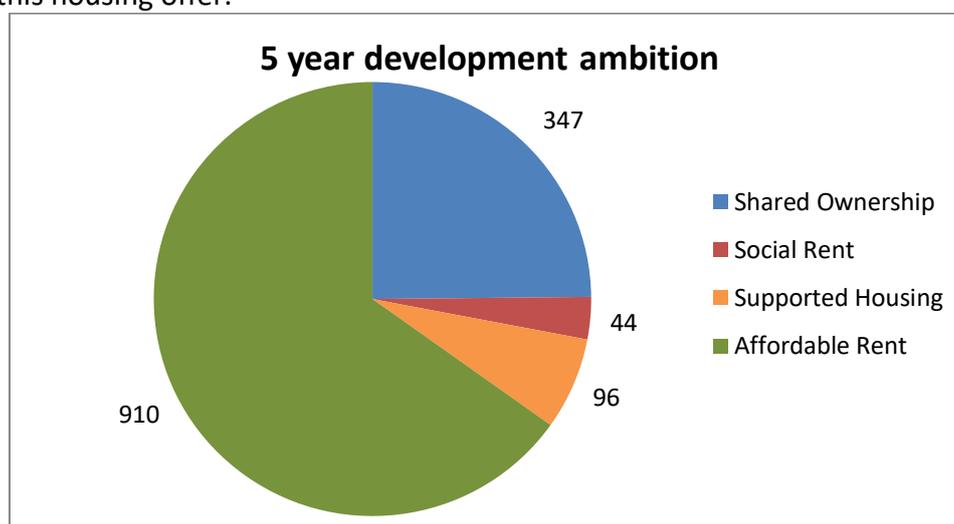
The majority of our programme will be delivered via direct development, but some new stock may be developed by and acquired from others such as house-builders without the benefit of grant funding. Bolton at Home Group will also look to engage in Homes England Continuous Market Engagement process to deliver appropriate schemes. We will also explore supported housing and other extra care development with commissioners and will seek to deliver such opportunities which are viable and sustainable and will be subject to continued alignment with the business plan.

Obviously bidding for additional funding through Homes England Continuous Market Engagement process for affordable schemes which will be delivered in this strategy period will be restricted by business plan capacity.

Indicative 5 year programme:

	*Social Rent	Affordable Rent	Rent to Buy	Shared Ownership	Supported	Market Sale	Market Rent	Total
19/20	12	194		76	5			275
20/21	8	190		98	10			306
21/22	8	176		49	73			306
22/23	8	175		62	4			241
23/24	8	175		62	4			241
Total	44	910		347	96			1397

*Increased delivery of Social Rent will be explored and were this is viable look to deliver more of this housing offer.



16. Equality analysis

Following on from the Equality Analysis for the previous Development Strategy and we will strive to eliminate discrimination in service delivery and provision. New

developments and new housing provision will be undertaken to create opportunity for all protected characteristics and to promote good relations between different groups within the community.

Our inclusive approach to stakeholder involvement in working-up proposals for new homes, based on local demographic and housing needs information, provides opportunities to ensure that all of our new homes meet the aspirations and needs of each community in which we are working. We will build on our experience of developing for a wide range of cultural, ethnic, disability and supported housing requirements in delivering an appropriate and sustainable mix of new housing through our 2019-2022 programme. Diversity will also be considered on a scheme by scheme basis to ensure we achieve our goals.

17. BH Group Related Policies

The following Bolton at Home Group strategies/policies will be considered alongside the Development Strategy:

- Active Asset Management Strategy
- Disposals Policy
- Group Business Plan

Date approved	16 January 2020
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Development Approval Process and Governance

Stage 1 – Initial Assessment

Development Team assess viability by completing:-

- an appraisal signed off by Development Director/Executive Director of Finance (BH)
- an appraisal signed off by Development Director/Executive Director of Finance (Arcon)



Stage 2 – Executive Development Group

(Group CEO, Deputy CEO, Executive Finance Director, Director of Development and Growth BH, Director of Development Arcon, Finance Director Arcon, MD Arcon)

For Development schemes EDG considers the proposal to:-

- approve to proceed (subject to Development Committee or Board for final approval to bid for grant funding and to enter in to contract)
- or reject

For S106 schemes EDG considers the proposal to:-

- approve to proceed to offer (subject to Development Committee or Board final approval to enter in to contract)
- or reject



Stage 3 – Development Committee Approval

- Approval of all individual schemes up to value of £5m



Stage 4 – Board

- Approve Group Development Strategy
- Approve Development Programme for each year.
- Consider and approve variations in year
- Approve all individual schemes over £5m
- Receive update reports on development and sales progress.