

HOMESWEST ACTION PLAN (AUGUST 2008)

OBJECTIVE – ACHIEVE A GREATER SUPPLY OF AFFORDABLE HOMES

Target – Achieve a 25% increase in number of affordable homes (over and above what would have been achieved anyway) by 2010, from July 2005

Target	Action/Task	Timescale	Who	Progress to date (April 2008)
SOURCING AND ACQUISITION OF LAND	Mike Day, Mike Grist, James Gibson and Stephen Lodge			
RSLs to act as lead developers on open market sites.	RSLs to identify land coming onto the market via agents/land finders.	N/A	RSLs	Various sites being pursued.
Secure at (option or acquisition) least one major site (min 100 units) in next two years for joint delivery.	Appoint Savills.	May 2009	RSLs	Savills appointed initially for 1 year to source sites over 100 units. Savills appointment extended and 50 units to be sourced in view of current market we feel the original target is unrealistic and therefore need to focus on small sites.
Acquire medium sized sites (<100 units) by 2008/9 to deliver minimum 1200 units.	Each RSL to appoint Land Managers/site finding agents.	2008/9	RSLs	All RSLs have now appointed Land Managers. Savills appointment extended and 50 units to be sourced in view of current market we feel the original target is unrealistic and therefore need to focus on small sites.

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Number of schemes per RSL (unit nos.)	Each RSL to have delivered or have on site 400 units by 2008/9 (50:50 S106/other).	2008/9		Information needs to be collated and tracked more carefully. <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Delivered</u></th> <th style="text-align: center;"><u>On Site</u></th> </tr> </thead> <tbody> <tr> <td>Sovereign</td> <td style="text-align: center;">399</td> <td style="text-align: center;">234</td> </tr> <tr> <td>Somer</td> <td style="text-align: center;">342</td> <td style="text-align: center;">744</td> </tr> <tr> <td>Sarsen</td> <td style="text-align: center;">95</td> <td style="text-align: center;">77</td> </tr> <tr> <td>Knightstone</td> <td style="text-align: center;">194</td> <td style="text-align: center;">252</td> </tr> <tr> <td></td> <td style="text-align: center;">1030</td> <td style="text-align: center;">1307</td> </tr> </tbody> </table>		<u>Delivered</u>	<u>On Site</u>	Sovereign	399	234	Somer	342	744	Sarsen	95	77	Knightstone	194	252		1030	1307
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Land Assembly target to follow when other land opportunities secured.	Identify areas/sites suitable for land assembly.	June 2008		No progress to date.																		
RSL boards to agree funding for HomesWest Projects.	Commencing assembling land packaging / options.	Completed	RSLs	All four RSLs have Board approved land banking facilities.																		
RSLs to acquire options or lockout agreements on sites = 400 units by 2009/10	RSLs to investigate local strategic plans to identify potential emerging areas of redevelopment current outside development boundaries.	Completed	RSLs	Was part of Savills' brief.																		
	RSLs to attempt to secure options on land where planning consent is not yet secured.	Ongoing	RSLs	Now part of Savills' brief. Concerns whether current market will allow this.																		

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SOURCING AND ACQUISITION OF LAND	Mike Day, Mike Grist, James Gibson and Stephen Lodge			
Establish joint RSL land holding vehicle – LLP or similar if required.	Site/S Sites to be identified by LA partners for use with LLP model.	Complete	Tim Southall	Sites have been identified but subject to open market competition.
	Legal framework to be established for LLP.	Complete	Mike Day	Framework agreed, details to be confirmed as and when necessary.
	Partnership/Consortium Agreement to be developed in readiness for large scale land acquisition between RSL partners.	Complete	RSLs	Framework agreed.
Increase capacity within RSLs to identify development opportunities.	Recruit individual land managers or site finder.	Completed	KHA RSLs LAs	Savills appointed.
	Savills to be appointed to assist with development opportunities.			
Seek agreement with public bodies as preferred development partners in order that land supply can be directed towards HW.	Engage with EP to secure interests at Locking Castle, Hanham Hall Hospital etc.	Complete	LAs/RSLs	Sovereign now working with Barratts.
	Savills to make contact with various large scale land owners, i.e. Church of England, British Rail, MoD etc to seek large scale mutually beneficial arrangements. RSLs to produce list of organisations.	March 08	Savills	Have found on allocated sites and own contacts.
	Contact key developers involved in Section 106 sites in current Homes West area to secure volume deals for the benefit of HW ensuring best price and long term benefits for developer.			Continue to talk and current market issues.

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REDUCING BUILD COSTS	Mike Grist, Stephen Lodge, Mike Day and Phil Stevens			
Consider implications of setting up Homes West building company.	Look at practicalities, risks and cost associated with acquiring a jointly owned building company to make us competitive with open market.	Complete	James Gibson	Done – not seen as practical.
Consider ways of decreasing building costs to improve competitiveness on site.	Consider partnering with one contractor across the whole of the Homes West operating area.	Complete	RSLs	OJEU framework for Aster, Somer and Arcadia in place. Sovereign have separate framework for their partnership.
	Seek to reduce costs through the supply chain using supply chain management techniques.	Complete	RSLs	Ongoing through Framework agreements.
Consider employment of Joint Contract Manager.	Look at practicalities, risks and cost associated with acquiring Joint contracts Manager to make us competitive with open market.	Complete	James Gibson	Agreed this is not cost effective.
To reduce build costs per square metre.	Canvass known partnering contractors on the likely benefit to them of offering them a 2 year forward order book (on a rolling basis) with a range of sites and resulting build cost reduction.	Completed	RSLs	Framework in place.
	Review all other factors that could help reduce build costs that we might be able to influence or alter how we procure new homes.	Completed	RSLs	Framework in place.
	Select 2 partnering contractors.	Completed	RSLs	Framework in place.
	Review cost/volume/risk impacts after two years.	Completed	RSLs	Framework in place.

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REDUCING BUILD COSTS	Mike Grist, Stephen Lodge, Mike Jay and Phil Stevens			
Partnering with limited number of consultants to reduce fee's.	Prepare list existing consultants.	Completed		Framework in place.
Seek preferred client status in exchange for forward order book.	Appoint limited number of Employers Agents	Completed		Framework in place.
PLANNING RELATED:	Enabling Managers			
Increase capacity and density of known sites.	Identify sites suitable for higher density uses, i.e. supported housing/sheltered housing or suitable for reduced parking.	N/A	Enablers	
	Identify land where additional parcels (back gardens etc or land in ownership of RSL/LA) can be added to increase density and overall capacity.	Ongoing	RSL + Enablers	BCC garage sites and parks strategy, North Somerset land very unlikely to be brought forward.
	Identify any remodeling opportunities to make use of under-used land on existing estates.	Ongoing	RSL + Enablers	Somer review of sheltered, Somer PRC's and Bristol PRC's.
	Search RSL/LA terrier list/land ownerships to see where ransom strips may exist and where opportunity may exist for additional development within existing schemes or on adjacent land through land assembly initiatives.	Ongoing	RSL + LA's	Limited programme.
Allocate sites outside of local plan designation.	Seek land on edge of urban settlements where there is little "hope" value for the land owner and promote as an exceptions site.	Dec 07	LAs/RSLs	Now part of Savills brief. Some opportunities identified but not found to be suitable.

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PLANNING RELATED:	Enabling Managers			
Lobby Planners to assess impact of other Section 106 financial contributions on the amount of affordable homes being purchased.	Work to be scoped.	Ongoing	LAs/RSLs	Some lobbying taking place but limited input.
OFFER A WIDER TENURE CHOICE	Tim Southall			
Homes West to pilot two flexible Shared Ownership/Homebuy schemes.	Financial and risk analysis is concluded by all strategic partners on the new flexible model prepared by Tribal.	Complete	Tim Southall	75% sale model undertaken by Somer/Sovereign and Sarsen.
	Commitment to model to be sought from Association boards.		RSLs	75% sale model undertaken by Somer/Sovereign and Sarsen.
Shared ownership / Homebuy schemes	IGP grant to be sought to employ consultant and promote LCHO initiatives in Bristol including the BME community.	Complete	Sarsen (Jackie Yandell)	IGP funding secured for 2007-09. Project Co-ordinator appointed by Sarsen and in post operating 2 days a week from United HA's office.
	Progress Report.	Complete	Tim Southall	75% sale model undertaken by Somer/Sovereign and Sarsen.
	Final Report.	Complete	Tim Southall	75% sale model undertaken by Somer/Sovereign and Sarsen.
	Pilot sites to be identified and procured.	Complete	Tim Southall	75% sale model undertaken by Somer/Sovereign and Sarsen.
	Model to trialled.	Complete	Tim Southall	75% sale model undertaken by Somer/Sovereign and Sarsen.
	Post completion feedback to be sought.	March 06	Tim Southall	75% sale model undertaken by Somer/Sovereign and Sarsen.