

# Housing Advisers Programme

Survey of Local Authorities and Suppliers (2017-18)

March 2018



## Acknowledgements

The Local Government Association (LGA) Research and Information Team would like to thank all the participants who took part in this research.

To view more research from the Local Government Association Research and Information team please visit: <https://www.local.gov.uk/our-support/research>

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# Summary

## Introduction

The Housing Advisers Programme<sup>1</sup> (HAP) is run by the Local Government Association (LGA) with the aim of helping local authorities to meet the housing needs of their local area. The 2017-18 Programme funded an independent expert for up to 20 days, to provide bespoke support to a local authority project to deliver homes, reduce homelessness, or generate savings or revenues.

To help evaluate the 2017-18 Programme's impact, all participating local authorities and suppliers were invited to complete a short online survey to capture their experiences of the Programme, at that point in time. The two surveys aimed to track the progress being made by local authorities and their allocated suppliers, and record any expected results. Feedback from the survey will be used to inform the development of the Programme as it moves forwards.

## Respondents

In February 2018, an online survey was sent by email to 39 local authorities (via officers working as heads/managers of housing, planning, growth or improvement) and a separate survey was sent to 16 suppliers. The two surveys were in the field for five weeks. Responses were received from 34 of the 39 local authorities (a response rate of 87 per cent) and 12 of the 16 suppliers (a response rate of 75 per cent).

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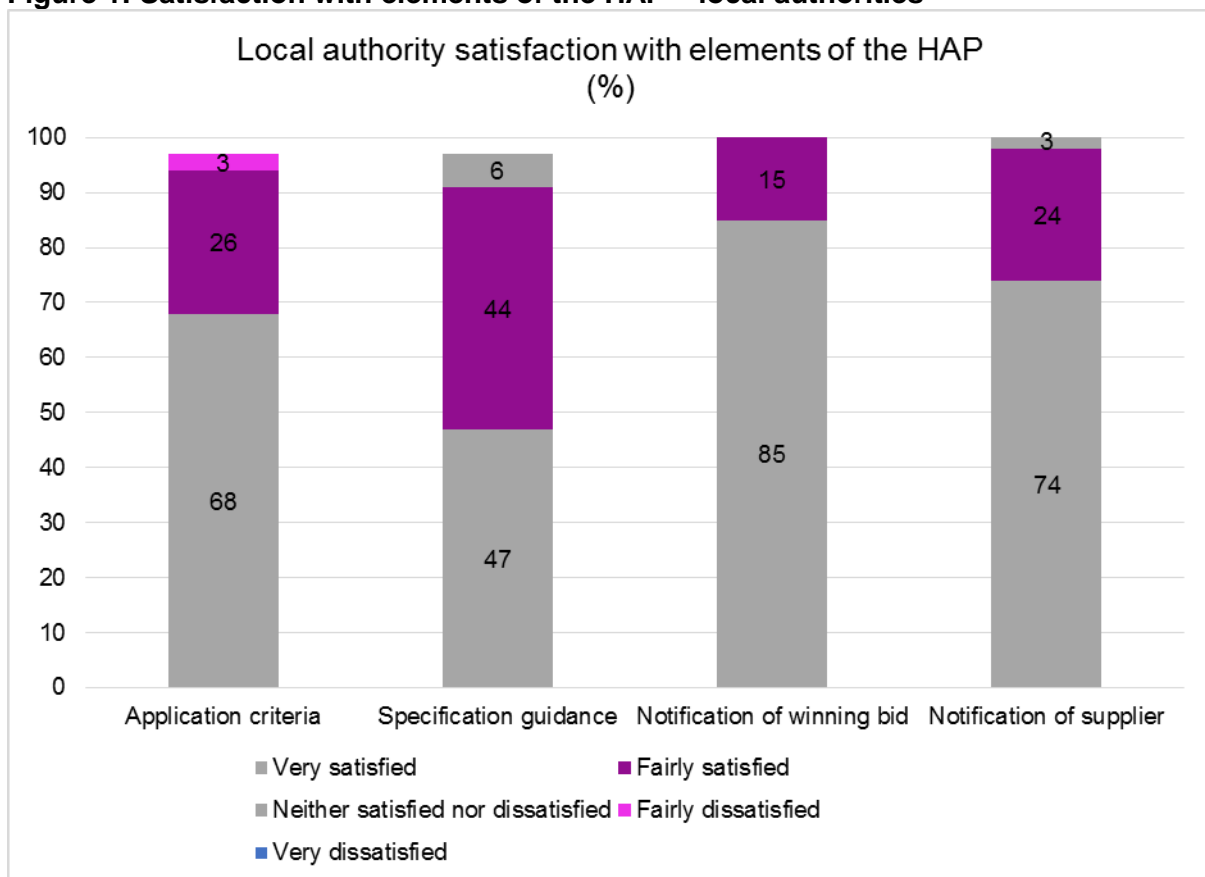
<sup>1</sup> [https://www.local.gov.uk/sites/default/files/documents/Housing%20Advisers%20Prg\\_0.pdf](https://www.local.gov.uk/sites/default/files/documents/Housing%20Advisers%20Prg_0.pdf)

## Key findings

### Councils' satisfaction with elements of the HAP

- Sixty eight per cent of councils (23 in total) were 'very satisfied' with the application criteria – and 26 per cent (nine councils) were 'fairly satisfied'.
- Satisfaction among councils with the guidance received about writing a good specification was largely split between 'very satisfied' (47 per cent, 16 councils) and 'fairly satisfied' (44 per cent, 15 councils).
- Eighty five per cent of councils (29 in total) were 'very satisfied' with the notification they received about their winning bid – 15 per cent (five councils) were 'fairly satisfied'.
- Seventy four per cent of councils (25 in total) were 'very satisfied' with the notification they received about their allocated supplier – 24 per cent (eight councils) were 'fairly satisfied'.

**Figure 1: Satisfaction with elements of the HAP – local authorities**



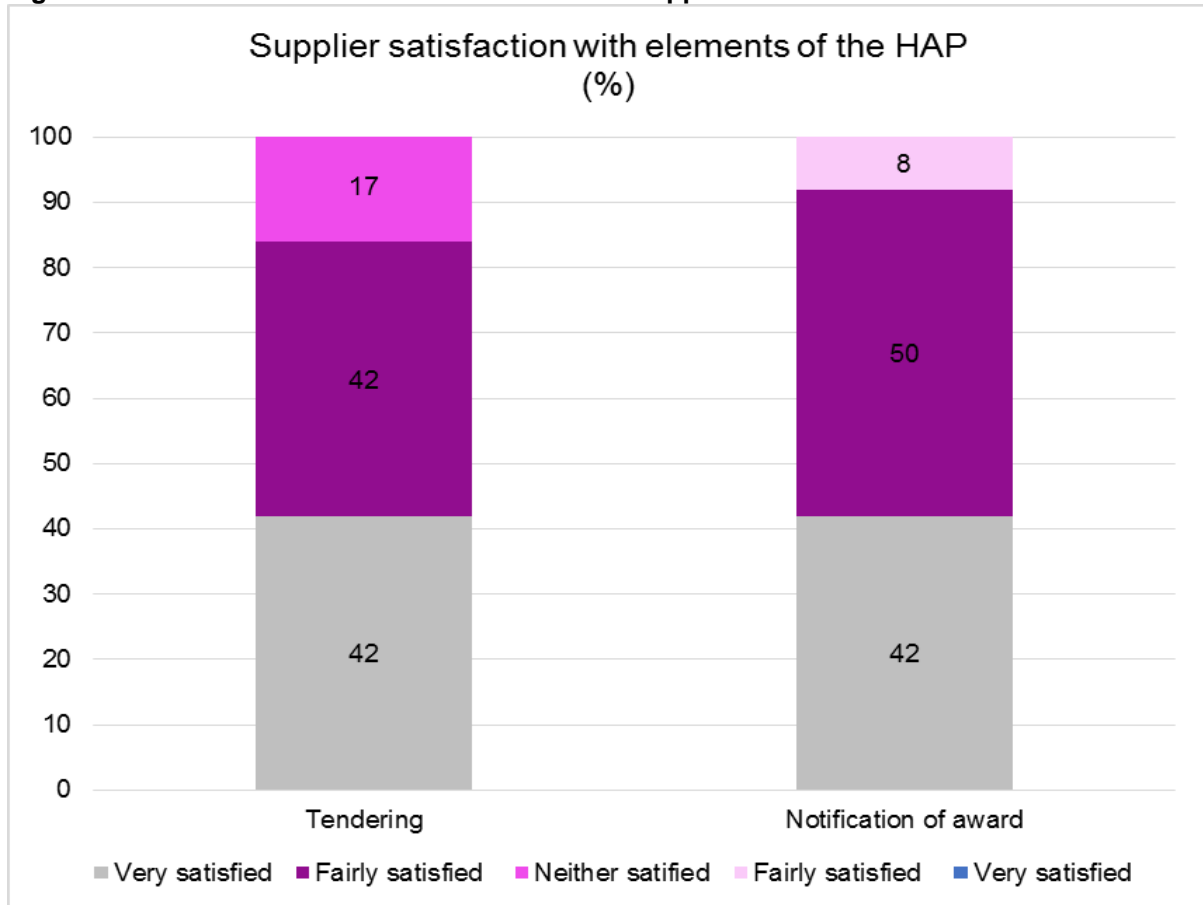
Base: all councils (34)

### Suppliers' satisfaction with elements of the HAP

- Most suppliers were satisfied with the tendering process used for the HAP – 42 per cent (five suppliers) were 'very satisfied' and the same number were 'fairly satisfied'.

- Most suppliers were satisfied with the way in which they were notified about the decision to award them a contract – 42 per cent (five suppliers) were ‘very satisfied’ and 50 per cent (six suppliers) were ‘fairly satisfied’.

**Figure 2: Satisfaction with elements of the HAP – suppliers**

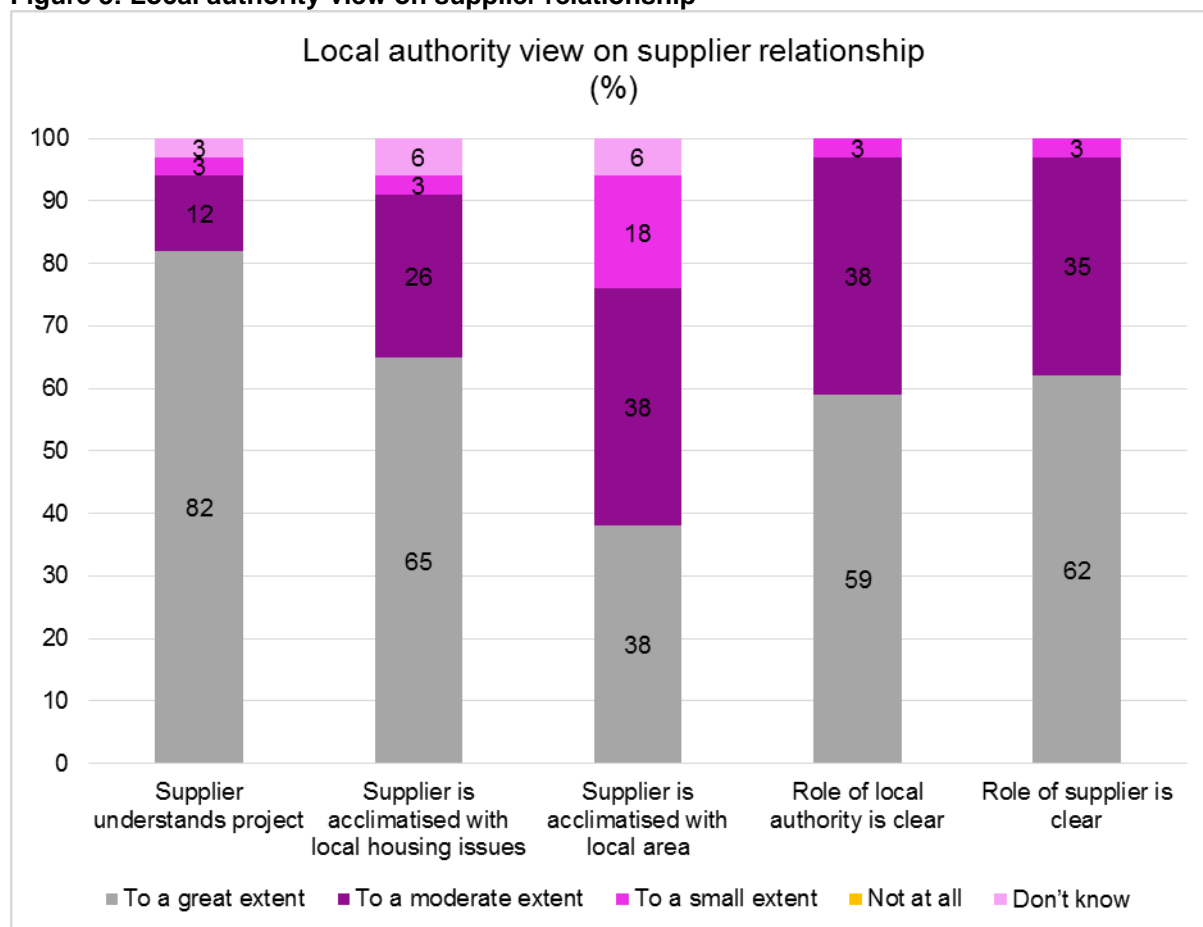


Base: all suppliers (12)

### Local authority view on relationship with supplier

- Seventy one per cent of councils (24 councils) were ‘very satisfied’ with their relationship with their allocated supplier – 21 per cent were (seven in total) were ‘fairly satisfied’.
- Eighty two per cent of councils (28 in total) said their supplier understood their council’s project ‘to a great extent’ – 12 per cent (four in total) were ‘fairly satisfied’.
- Sixty five per cent of councils (22 in total) said ‘to a great extent’ when asked if their supplier was acclimatised with their authority’s local housing issues – fewer said their supplier was acclimatised with their local area to the same extent (38 per cent, 13 councils).
- Ninety seven per cent of councils (33 in total) reported that the local authority role within the HAP was clear either ‘to a great extent’ or ‘a moderate extent’ – the same proportion gave the same feedback about the supplier role.

**Figure 3: Local authority view on supplier relationship**



Base: all councils (34)

### Supplier view on relationship with local authority

- All 12 suppliers reported being 'very satisfied' with their company's relationship with the council(s) with whom they were working.
- Fifty eight per cent of suppliers (seven in total) said they were 'very satisfied' with the helpfulness of their allocated council(s) in supplying them with local information – 33 per cent (4 in total) were 'fairly satisfied'.
- Ninety two per cent of suppliers (11 out of 12) said the role of the local authority was clear within the HAP 'to a great extent' or a 'moderate extent'.
- All 12 suppliers said the role of the supplier with the HAP was clear 'to a great extent' or 'to a moderate extent'.

### Budgeting and timetabling

- Seventy nine per cent of councils (27 in total) reported that their HAP was being delivered on budget, and 92 per cent of suppliers (11 in total) said their HAP project was being delivered on budget.
- Sixty eight per cent of councils (23 in total) said their HAP was being delivered on time, and 67 per cent of suppliers (eight in total) said their project was being delivered to agreed timescales.

## Introduction

The Housing Advisers Programme<sup>2</sup> is run by the Local Government Association (LGA) with the aim of helping local authorities meet the housing needs of their local area. Local authorities were invited, in mid-2017, to submit an application to the 2017-18 Programme for adviser support with projects that would help meeting a local housing need. The 2017-18 Programme funded an independent expert for up to 20 days, and aimed to deliver a balanced spread of projects that might enable a local authority leadership to deliver new homes, reduce homelessness, generate revenue, or find efficiencies.

To help evaluate the 2017-18 Programme's impact, all participating local authorities and suppliers were invited to complete a short online survey to capture their experiences of the Programme, at that point in time. The two surveys aimed to track the progress being made by local authorities and their allocated suppliers, and record any expected results. Feedback from the survey will be used to inform the development of the Programme as it moves forwards.

## Methodology

In February 2018, an online survey was sent by email to 39 local authorities (via officers working as heads/managers of housing, planning, growth or improvement) and a separate survey was sent to 16 suppliers. They were in the field for five weeks. Responses were received from 34 of the 39 local authorities (a response rate of 87 per cent) and 12 of the 16 suppliers (a response rate of 75 per cent).

The information collected by the survey has been aggregated, and no authorities or suppliers are identified in this report. As the response base is less than 50 for both surveys, care should be taken when interpreting percentages, as small differences can seem magnified. Therefore, where this is the case in this report, absolute numbers are reported alongside the percentage values.

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<sup>2</sup> [https://www.local.gov.uk/sites/default/files/documents/Housing%20Advisers%20Prg\\_0.pdf](https://www.local.gov.uk/sites/default/files/documents/Housing%20Advisers%20Prg_0.pdf)



## Full Results: Local Authorities

This section outlines the full set of survey results for local authorities.

### Application process

#### Application criteria and specification

Sixty eight per cent of councils responding to the survey (23 in total) were 'very satisfied' with the application criteria for the HAP, and a further 26 per cent (nine in total) were 'fairly satisfied' (see Table 1). One council reported being 'fairly dissatisfied' with the criteria and another was unsure.

In terms of guidance received on writing a good specification, 47 per cent of councils (16 in total) said they were 'very satisfied', and 44 per cent (15 in total) were 'fairly satisfied' (see Table 1). Two councils reported being 'neither satisfied nor dissatisfied' with the specification guidance they received and a further council was unsure.

**Table 1: Thinking back to the application process for the Housing Advisers Programme, how satisfied were you with the following elements?**

	Application criteria		Guidance on writing a good specification	
	Number	Per cent	Number	Per cent
Very satisfied	23	68	16	47
Fairly satisfied	9	26	15	44
Neither satisfied nor dissatisfied	0	0	2	6
Fairly dissatisfied	1	3	0	0
Very dissatisfied	0	0	0	0
Don't know	1	3	1	3

Base: all councils (34)

#### Improvements to application process

Responding councils were asked to provide feedback on how the application process could be improved. Eight responses were given and these are listed below:

- "I was content with the application process. There was not a structured application form and this was welcome as it created flexibility to outline the requirements of the project and the intended outcome of any successful application."
- "I was really impressed with the speed of the commission and with the selected supplier. [Names of supplier's staff] are brilliant to work with and have a wealth of knowledge and local contacts which has really benefitted our work."
- "It's sometimes tricky to be confident that the application being submitted is aligned to what is expected. Personally, I value seeing examples of "best practice", or key summaries of what is expected."

- “Maybe use examples or lead sentences with examples to demonstrate types of answer.”
- “N/A. My colleague made the application, she is on secondment now but it appears to have gone well and LGA contacts had been very helpful.”
- “Reading the application criteria I assumed the project wouldn’t be successful as it failed to meet the key criteria. I emailed to find out if the project would have any chance and was pleasantly surprised to hear that it would. However, I believe other projects may have been put off from applying by the criteria.”
- “The prospectus gave sufficient guidance on the criteria and application process. Guidance on the format was given. Perhaps the only improvement may be a standard pro-forma application form to address all of the points required.”
- “There were quite unclear timescales on decision making. In future, it would be useful to know when decisions will be communicated.”

## Notification process

### Notification of successful bid

Eighty five per cent of responding councils (29 in total) reported being ‘very satisfied’ with the notification they received of their authority’s successful application to the HAP. A further 15 per cent (five in total) said they were ‘fairly satisfied’ (see Table 2).

**Table 2: How satisfied were you with our notification of your authority’s successful application to the Housing Advisers Programme?**

	Number	Per cent
Very satisfied	29	85
Fairly satisfied	5	15
Neither satisfied nor dissatisfied	0	0
Fairly dissatisfied	0	0
Very dissatisfied	0	0
Don’t know	0	0

Base: all councils (34)

### Notification of supplier

Seventy four per cent of responding councils (25 in total) reported being ‘very satisfied’ with the notification they received about the supplier allocated to their authority to deliver their Housing Advisers projects. A further 24 per cent (eight in total) said they were ‘fairly satisfied’ and a further council was ‘neither satisfied nor dissatisfied’ (see Table 3).

**Table 3: How satisfied were you with our notification about the supplier allocation to deliver your project?**

	Number	Per cent
Very satisfied	25	74
Fairly satisfied	8	24
Neither satisfied nor dissatisfied	1	3
Fairly dissatisfied	0	0
Very dissatisfied	0	0
Don't know	0	0

Base: all councils (34)

## Further themes

Responding councils were asked to think about the advice offered by the HAP (the three themes of housing, planning and homelessness) and consider if there were any further themes that could be included. Thirteen responses were provided, covering a range of areas and these are listed below:

- “1) Understanding specific need of certain groups 2) Critique of major residential development to be used as a lessons learnt exercise.”
- “Advice and information.”
- “Housing for older people.”
- “I think that there is sufficient scope within these areas to address our gaps.”
- “I think these are already comprehensive. There are so many elements within each of these themes that I think broadening it may dilute its efficacy.”
- “Improving the health and wellbeing of residents is becoming an increasingly important work-stream...I would welcome further support from the Housing Advisors Programme to undertake a multi-agency review of the DFG [Disabled Facilities Grants] system and to explore ways for agencies to be more closely aligned and to explore local government reform with a view to reducing reliance on DFGs where other measures can provide better outcomes for customers.”
- “None, the areas specified are the key areas.”
- “Research – I think a dedicated research offer could help with constructing business cases behind initiatives.”
- “Something around aligning housing with key social care/health agendas.”
- “The specialist housing work was the only aspect currently we needed assistance with.”
- “The themes of Housing and Planning are broad enough to cover a wide range of areas so I don't think there is any need to expand these further.”
- “Viability – making it happen!”
- “Welfare reform and affordability.”

## Relationship with supplier

### Supplier relationship

Seventy one per cent of responding councils (24 in total) said they were 'very satisfied' with their authority's relationship with their supplier and 21 per cent (seven in total) were 'fairly satisfied' (Table 4). A further two councils said they were 'neither satisfied nor dissatisfied' with their authority's relationship with their supplier and one was 'fairly dissatisfied'.

**Table 4: On the whole how satisfied are you with your authority's relationship with this supplier?**

	Number	Per cent
Very satisfied	24	71
Fairly satisfied	7	21
Neither satisfied nor dissatisfied	2	6
Fairly dissatisfied	1	3
Very dissatisfied	0	0
Don't know	0	0

Base: all councils (34)

### Local insight and understanding

Responding councils were asked about the extent to which their supplier understood their project, were acclimatised with local housing needs and acclimatised with the local area. As shown in Table 5, 94 per cent of councils (32 in total) reported that their supplier 'understands our project' to 'a great extent' or 'a moderate extent'. Ninety one per cent of councils (31 in total) said their supplier was 'is acclimatised with our local housing issues' to a great extent' or 'a moderate extent'. In terms of suppliers being acclimatised with an authority's local area, 38 percent (13 councils) said this was the case 'to a great extent' and the same percentage said it was the case 'to a moderate extent'.

**Table 5: In your opinion, to what extent do the following statements apply in relation to your authority's supplier for the Housing Advisers Programme?**

	Our supplier understands our project		Our supplier is acclimatised with our local housing issues		Our supplier is acclimatised with our local area	
	Number	Per cent	Number	Per cent	Number	Per cent
To a great extent	28	82	22	65	13	38
To a moderate extent	4	12	9	26	13	38
To a small extent	1	3	1	3	6	18
Not at all	0	0	0	0	0	0
Don't know	1	3	2	6	2	6

Base: all councils (34)

## Clarity of roles

Responding councils were asked about the extent to which the roles of the local authority and supplier were clear within the HAP. As shown in Table 6, 97 per cent of councils (33 in total) said the role of the local authority was clear to ‘a great extent’ or ‘a moderate extent’ and 97 per cent (33 councils) said this was the case for the role of the supplier.

**Table 6: To what extent are the roles of the local authority and supplier clear within the Housing Advisers Programme?**

	Role of local authority		Role of supplier	
	Number	Per cent	Number	Per cent
To a great extent	20	59	21	62
To a moderate extent	13	38	12	35
To a small extent	1	3	1	3
Not at all	0	0	0	0
Don't know	0	0	0	0

Base: all councils (34)

## Budget and timetabling

### Current status

Of the 34 responding councils, 79 per cent (27 in total) said their Housing Advisers project was being delivered on budget and the remaining were unsure. Sixty eight per cent of councils (23 in total) said their project was being delivered to agreed timescales, while 12 per cent (four in total) said it was not being delivered on time and 21 per cent (seven in total) were unsure if this was the case. See Table 7 for details.

**Table 7: Currently is your Housing Advisers project being delivered on budget and to agreed timescales? Please outline any issues that have arisen?**

	On budget		On time	
	Number	Per cent	Number	Per cent
Yes	27	79	23	68
No	0	0	4	12
Unsure	7	21	7	21

Base: all councils (34)

### Budget or timetabling issues

Respondents were asked if any issues had arisen with either the budget or timing. Four councils gave details regarding the budget (a further council said no issues had arisen) and 14 were given regarding timing (a further council said no issues had arisen). Responses are provided below:

#### Budget:

- “Have not had an update but assuming work is within budget.”

- “It appears that a significant amount more work needs to be done, and it's unclear if this can be achieved within budget.”
- “Subject to an extension.”
- “This was taken out of the hands of the LA and is direct between the supplier and LGA. This has made it rigid.”

**Time:**

- “The project is progressing well, but did not fully commence until late 2017.”
- “Agreed initial project plan will be achieved after the final report as LA needing to agree the way forward with information provided.”
- “At this stage it is not at all clear what [name of supplier] will deliver, or by when.”
- “Due to sickness (my own) and workloads across the team we have found it difficult to find time to gather the information required by [name of supplier] – this is now under control, but has likely caused a delay.”
- “It would be useful to make links with similar projects in other local authority areas. Also to make links with and benefit from related LGA work programmes, e.g. Ageing Well, to which access currently appears to be restricted.”
- “The project is not being delivered to the timetable we envisaged but it has become clear as it has proceeded that the timetable may not have been realistic.”
- “There has been a slight delay whilst [name of council] has considered and reviewed the draft reports.”
- “This has been because of both parties (supplier and LA) but supplier has not reached the targets set. “
- “Timescale given to spend money is far too short and restrictive. Means that all advice has to be received in one lump not over course of project.”
- “Unfortunately our project has been significantly affected by sickness of key personnel both at [name of council] and at [name of supplier]. This has substantially delayed the project.”
- “We are ahead of schedule.”
- “We are on track. Our original work plan was indicative. Some of the early work has taken longer due to external factors but we will have covered the most important pieces of work by the end of March.”
- “Work is on time. Further separate commission will take us beyond the end of March.”
- “Work is taking longer than anticipated.”

## Outputs and outcomes

Full details of the expected outputs and outcomes for each project taking place as part of the HAP, as reported by responding councils, can be found in Annex A and Annex B.

## Full Results: Suppliers

This section outlines the full set of survey results for suppliers.

### Tendering process

#### Tendering for the Programme

Of the 12 suppliers who responded, 42 per cent (five in total) said they were ‘very satisfied’ with the tendering process for the HAP, and a further 42 per cent (five in total) were ‘fairly satisfied’. Seventeen per cent of suppliers (two in total) reported being ‘neither satisfied nor dissatisfied’. See Table 8.

**Table 8: Thinking back, how satisfied were you with the tendering process for the Housing Advisers Programme?**

	Number	Per cent
Very satisfied	5	42
Fairly satisfied	5	42
Neither satisfied nor dissatisfied	2	17
Fairly dissatisfied	0	0
Very dissatisfied	0	0
Don't know	0	0

Base: all suppliers (12)

#### Improvements to tendering process

Responding suppliers were asked to provide information on how the tendering process could be improved. Seven respondents gave feedback and details are provided below:

- “Tendering process was fine. Not too onerous, which was important. Considering there were multiple tenders to apply for.”
- “Clearer process for being able to seek clarification – briefs from the local authorities were very short and sometimes insufficient for the purposes of proposing the best approach. May have meant better use of time once working with the client local authority too – who often hadn’t considered things they would have done if they’d had to write a more detailed brief. In all cases I spent time trying to finalise the brief once I’d started the work (I’d expect this in all circumstances but much greater for this project).”
- “There were many similar type of tenders going out over a number of days and maybe it would have been better to have provided a list of what was going to come out in one go (per category) so bidders could assess what they should bid for.”
- “Having never been through this process before I was unsure and could not find any guidance as to how I navigated through your tendering portal so had to ask other advisers who I knew were tendering.”
- “Very efficient – brief was clear and once appointed administration was excellent re request for invoicing etc.”



- “Clear feedback to bidders.”
- “It was a very short period – and with existing work commitments I could not submit (being essential a single person operation) a proposal in the timescale. I did however secure an amended project following a further tendering process- so good flexibility and hopefully a good outcome for all.”

## Notification process

### Notification of award

Responding suppliers were asked about the way in which they were notified about the LGA’s decision to award their company the HAP contract – 42 per cent (five suppliers) said they were ‘very satisfied’ with this process, 50 per cent (six suppliers) were ‘fairly satisfied’ and one supplier was ‘fairly dissatisfied’. See Table 9.

**Table 9: How satisfied were you with the way in which you were notified about our decision to award your company the Housing Advisers Programme contract?**

	Number	Per cent
Very satisfied	5	42
Fairly satisfied	6	50
Neither satisfied nor dissatisfied	0	0
Fairly dissatisfied	1	8
Very dissatisfied	0	0
Don’t know	0	0

Base: all suppliers (12)

### Improvements to notification process

Respondents were asked to provide feedback on how the notification of the contract award decision could be improved. Five suppliers provided comments and these are listed below:

- “Process from award to being introduced to the LA was a bit ad hoc/unclear.”
- “Again, other than dates when tenders had to be in, I could find no guidance or information regarding how and when I would be notified.”
- “Very clear that we should proceed to engage with local authority but contacts at LGA if required.”
- “We did not seem to get the uploads and were left guessing which we had been successful for.”
- “Fairly straight forward.”

## Relationship with local authority

### Local authority relationship

All 12 of the responding suppliers said they were ‘very satisfied’, on the whole, with their company’s relationship with the local authority (or authorities) that were working with (see Table 10).

**Table 10: On the whole, how satisfied are you with your company’s relationship with the local authority (or authorities) that you are working with?**

	Number	Per cent
Very satisfied	12	100
Fairly satisfied	0	0
Neither satisfied nor dissatisfied	0	0
Fairly dissatisfied	0	0
Very dissatisfied	0	0
Don’t know	0	0

Base: all suppliers (12)

### Local insight and understanding

Fifty eight per cent of suppliers (seven in total) said they were ‘very satisfied’ with the helpfulness of their allocated council(s) in supplying them with local information (see Table 11). A further 33 per cent of suppliers (four in total) were ‘fairly satisfied’ and one supplier was ‘neither satisfied nor dissatisfied’.

**Table 11: On the whole, to what extent has your allocated local authority (or authorities) been helpful in supplying you with local information?**

	Number	Per cent
Very satisfied	7	58
Fairly satisfied	4	33
Neither satisfied nor dissatisfied	1	8
Fairly dissatisfied	0	0
Very dissatisfied	0	0
Don’t know	0	0

Base: all suppliers (12)

### Clarity of roles

Asked about the extent to which the roles of the local authority are clear within the HAP, 83 per cent of responding suppliers (10 in total) said this was true ‘to a great extent’, one said ‘to a moderate extent’, while a further supplier said it was ‘not at all’ the case (Table 12).

Similarly, asked about the extent to which the roles of the supplier are clear within the HAP, 67 per cent of suppliers (eight in total) said this was true ‘to a great extent’ and 33 per cent (four in total) said it was the case ‘to a moderate extent’.

**Table 12: To what extent are the roles of the local authority and supplier are clear within the Housing Advisers Programme?**

	Role of local authority		Role of supplier	
	Number	Per cent	Number	Per cent
To a great extent	10	83	8	67
To a moderate extent	1	8	4	33
To a small extent	0	0	0	0
Not at all	1	8	0	0
Don't know	0	0	0	0

Base: all suppliers (12)

## Budgeting and timetabling

### Current status

Of the 12 responding suppliers, 92 per cent (11 in total) said their Housing Advisers project was being delivered on budget, while one supplier said this was not the case. Sixty seven per cent of suppliers (eight in total) said their project was being delivered to agreed timescales, while 17 per cent of suppliers (two in total) said this was not the case and the same number were unsure (see Table 13).

**Table 13: Currently, is your Housing Advisers project being delivered on budget and to agreed timescales?**

	On budget		On time	
	Number	Per cent	Number	Per cent
Yes	11	92	8	67
No	1	8	2	17
Unsure	0	0	2	17

Base: all suppliers (12)

### Budgeting or timetabling issues

Responding suppliers were asked if any issues that had arisen with either their project's budget or timing. Two suppliers gave details about budgets and three gave details about timing. Responses are provided below:

#### Budget:

- “The budget is constrained and tight; does not take into account travel expenses; but will be delivered as agreed.”
- “No issues as such but the nature of the work, sourcing accommodation for councils to purchase is not straightforward in a competitive market in terms of private investors and the dearth of available properties or land.”

#### Timing:

- “Details in confirming range of client groups and obtaining stakeholder lists – but all is in hand!”
- “On time in the sense that will be finished by end of March. However, in all cases it took a long time to arrange project set-up, once set up the briefs changed (for two of three LAs), difficult to arrange to speak to people and

extract information. Has meant delivery at the last minute. Felt that LAs not prepared for the requirements on their – already very limited – capacity to support the projects, particularly with other pressures e.g., HRA2017.”

- “The original timescale was by the end of March – but it may be better for the LA to hold a couple of days back for completion of the project (post consultation of the document).”

## Outputs and outcomes

All responding suppliers were asked to provide details of the expected outputs and likely longer term outcomes of their projects. Details are provided in Annex C and Annex D.

## Annex A: Project outputs – local authorities

**A1: Please tell us, what are the expected outputs of your project? For example, details on how to set up a housing company or training and guidance to tackle homelessness and meet new duties etc.:**

Delivery of new temporary accommodation solution. Options for improving the Council's Housing Options Service.

Business case for building modular homes for rent on council owned sites.

Guide, advise and act as a critical friend to the Council in the early stages of our Joint Venture to ensure approach to procurement, acquisition and development appraisal is in line with good practice Detailed procedural notes on land acquisition and developments Appraisal and challenge of the business cases presented for the Joint Venture.

We will have costed options to set up a housing scheme for single people. This will reflect local circumstances as well as drawing in best practice examples from elsewhere.

Development of an Independent Living Centre model that will deliver the intended project objectives. Development of an outline business case for the preferred ILC model. Alignment and integration with the business case for community hubs.

A clear way forward with fully appraised options and report to Board on our approach to overcome the loss of around 80 units of temporary accommodation. Using funding differently to prevent homelessness better and reduce the numbers of people in temporary accommodation.

We are seeking a report which will set out options on how we can take the next steps to increase our facilitation/direct provision of affordable housing – which will feed into our Housing Strategy and HRA Business Plan.

A schedule of council owned sites with options for type/tenure/number of housing or sale. The sites will be ranked using an agreed matrix to identify barriers to delivery and viability to enable the council to prioritise future housing delivery activity. There will also be options for site combining to achieve different delivery options including options to purchase land on adjoining sites to improve deliverability.

A number of written products to review current practice and steer long term strategic. Also support to develop various aspects of policy and practice by the local authority.

A robust and independent data analysis providing the bedrock for a Student Housing Strategy for [name of council].

We expect to receive advice and viability of setting up a housing company and how to do this. We are also expecting some information around whether we need to develop our own housing stock in order to meet the new homeless duties.

Improved access to the private rented sector and more accurate targeting.

A Viability Supplementary Planning Document and guidance regarding alternative methods of calculating affordable housing contributions from developers via S106 planning gain.

Evaluating delivery vehicles that are appropriate to our local issues/housing market.

The 'landlord offer': a tried and tested package of financial and non-financial incentives to landlords of nightly paid TA that is attractive – A business case that can be presented to LBN funders in order to resource this 'offer', and enable the conversion of nightly paid TA to ASTs.

[Name of council] will have a clear understanding of specialist housing need and can determine our future priorities for funding and land allocation through the Local Plan for the priority groups.

The aim is to give an overview of the private rented sector within [name of council] and an indication of where properties may be found in alternative areas. We intend to refresh our offer to private landlords and the information gathered will feed into a new policy.

Advice on direct delivery of housing, potentially via a company, that meets the specific local circumstances and ambitions/objectives of the council.
Increase in temporary accommodation. Considering in-house vs local company options for delivery primarily based on financial and resource implications. Changes in S106 and affordable housing negotiations to include temporary housing.
We expect to receive guidance on how to set up better temporary accommodation provision in our district.
To provide information to inform decision making re the resources required to access accommodation through the private rented sector.
Details to be provided on how to set up a JV along with funding options and some modelling of returns.
Production of a Protocol to support the Duty Refer specified within the Homelessness Reduction Act.
Effective engagement with local population regarding housing with care which will inform strategy development.
A report prepared by [name of supplier] with a recommendation from them about the best form of housing delivery vehicle to create, taking account of [name of council] financial capacity, risk appetite and financial resources.
Affordable Homes SPD S106 information.
To review the background and possible options for unlocking delivery on a stalled brownfield site with planning permission.
Report and modelling detailing the viability of a local housing company.
The market intelligence that will support establishing a Local Development Company. The information will also support other key housing projects.
Review relevant S106's – Consider implications of 125 year lease – Review demand data from BPHA – Review [name of local area] Insight data – Begin identifying target geographical areas – Begin identifying the 'affordability gap' i.e. those that can afford SO or SE but not Help to Buy.
A study outlining the characteristics of the [name of local area] Town Centre residential offer, including stakeholder views. Identification of gaps and future opportunities with future actions identified.
Comprehensive and seamless housing advice front line service delivered in a timely manner and with increased levels of customer satisfaction. Reduction in the use of temporary accommodation.
A package of alternative incentives for private landlords to work with the Council. Ideally, a memorandum of understanding with other agencies to tackle homelessness.
The project is looking at ways that the Council can improve build out rates within the [type of authority] and this involves looking at initiatives that the Council can be proactive in delivering. It also involves looking at the end to end planning process and how it can be improved.

## Annex B: Project outcomes – local authorities

A2: Please tell us, what are the likely longer term <u>outcomes</u> of your project? For example, house building, savings achieved or permanency for those in temporary accommodation:
Delivery of a temporary accommodation scheme Savings against the Council's spend on temporary accommodation. Improved housing options service. Implementation of new services to respond to the requirements of the Homelessness Reduction Act.
House building setting an example of a proactive council using underutilised council land revenue generation.
Housing development of 88 units, development commencing October 2018: forecast build rate 44 homes per annum. The 88 unit development will then create a recyclable fund from the developer profits to finance further build projects on marginal development sites commencing April 2020 with a forecast build rate of 40 homes per annum. Estimated construction of 168 houses by March 2022.
Delivery of shared housing for single people excluded from a very expensive market. The project has looked local partnership options with RPs and the voluntary sector and as well as aiming for the bricks and mortar delivery other partnerships are being developed e.g. we have jointly and successfully bid with a local RP and Homeless Day Services to work with Crisis to pilot Renting Ready linked to the accommodation that will be provided through this work.
Delivery of Independent Living Centre/s appropriate to the needs of older and disabled people living in [name of local area]. Integrated and high-quality services to older and disabled people. Improved scope and geographical coverage of housing advice and information for older and disabled people. Increased choice of inclusive design and adaptations through influencing market changes
Development of purpose built temporary accommodation, reduced numbers in temporary accommodation, separate offers with appropriate support for single vulnerable people and families.
Potential new delivery model(s) Advice on the options, such as a Local Housing Company Information to set out financial options for growth.
The council intends to deliver more housing using our own land and finding smaller sites that would otherwise be overlooked by traditional housing developers. The council will consider the options for market housing, affordable housing for sale or rent and temporary accommodation. Some small sites may be identified for self/custom build and modern design such as off-site construction homes. The project will inform the work of the regeneration team to improve underutilised and unattractive parts of the district. The report will include recommendations to sell sites that have been identified as unviable for housing delivery and these funds will go towards housing delivery on suitable sites.
Greater awareness and understanding within the local authority, leading to a wider range of choice and options in the local area.
A strategically targeted approach to the provision and management of student housing that balances those needs with the needs of the wider population of the district.
What savings and potential income generation we can achieve in the long term through having our own housing company and/or building our own portfolio of properties for various uses.
More people appropriately and sustainably housed.
Improved viability negotiations and roll out of guidance to neighbouring authorities.
The local authority having a direct role in house building (potentially across a range of tenures/addressing a broad range of housing needs).
Savings achieved through a reduction in nightly paid TA placements – Increased

discharges of duty for homeless households into the PRS - Increased opportunity to use the flexible homelessness support grant to prevent homelessness (rather than being required to off-set losses from TA).
We will be able to plan and deliver appropriate housing for those requiring specialist accommodation. This will give residents more security and could result in savings for the Council as schemes can be properly targeted.
Hopefully it will enable us to increase the availability of private rented sector accommodation within [name of council] for households at risk of homelessness.
House building by the council, outside the HRA.
Increase in temporary accommodation through existing approved funding and potential borrowing. Potential mix of private leased sector units and direct purchase.
Long term we anticipate savings and more sustainable provision of temporary accommodation along with improved landlord engagement.
More effective provision of services.
Increased investment portfolio in shared equity housing with a housing association partner.
Increased partnership working in the prevention of homelessness.
Likely long term outcomes will be development of housing with care schemes across the county using models appropriate to each specific district. The advisor input will have ensured that we have listened to local population and will deliver schemes that are wanted and have a good take up. Housing with care will support people to live independently for longer.
If [name of council] decides to follow the recommendation and create a housing delivery vehicle, we anticipate that a company will be created to build new affordable homes in the district to accelerate and increase the delivery of new homes and ultimately reduce reliance on nightly paid temporary accommodation.
Clear planning guidance for development.
Delivery of nearly 200 homes of which 40 per cent will be affordable.
Assuming a Local Housing Company is viable the longer term outcomes could include but not limited to: Generate a Medium Term Income Stream Increase the standard of Private Sector Properties Increase Local House building reduce temporary accommodation.
It will accelerate and improve delivery of housing in the borough and support bids for future funding.
Refine target geographical areas -Refine affordability gap – Process Framework/Flow Chart – Best practice review of Marketing Strategy for Shared Ownership and Shared Equity – Marketing script/approach.
To identify future town centre residential opportunities, potential partners and issues to address to realise the opportunities.
A far more robust approach to front line housing advice service and an increase in joint partnership working with other teams within the organisation to tackle homelessness. With the increase emphasis on prevention and housing advice at the initial stages it is anticipated there will be a reduction in the use of TA.
Reduction of homelessness through increased prevention.
House building.



## Annex C: Project outputs – suppliers

**A3: Please tell us, what are the expected outputs of your project? For example, details of how to set up a housing company or creating a joined-up system to tackle homelessness etc.:**

[Council name]: A report discussing the local and wider context for housing delivery vehicles and describing a range of potential options available to the Council in terms of setting up such a vehicle. [Council name]: Provision of critical friend advice to the Council in relation to its ongoing joint venture company. [Council name]: Support to the Council in the provision of housing through the purchase of sites and the use of S106 receipts. [Council name]: Land assessments, physical feasibility assessments and financial viability assessments on a range of Council sites to assess the potential for delivery of housing. [Council name]: Independent advice on the potential avenues the Councils could pursue to return to owning their own housing stock.

I will need further time to respond to this.

Primarily about appraisal of different options to supply TA or alternative accommodation. Including financial analysis, evaluation of some current provision, advice on setting up a local authority housing company, advice on use of s106, and evaluation of specific options on purchase of a new hostel, and different leasing options.

[Council name]: recommendations on additional offer to enable more PRS homes to be available to low income households, young people and high risk offenders, and more general recs on how the LA and partners can support success in this, and implementation of the HRA17 [area name]: recs re development of the ILP from service and strategic perspective [area name]: recs re: access to the PRS and support to develop partnerships to support implementation of the HRA17 and development of new homelessness strategy.

A case study is being compiled. Report will consist of Executive Summary, Introduction, background and methodology, development analysis, financial analysis, delivery options (company, RP, JV), legal implications (vires, corporate structure, governance, tenures, financing, tax, procurement, state aid, employment and pensions) risk assessment, conclusions.

To demonstrate how to purchase developments/sites and also to improve systems that prevent homelessness more effectively.

Two different outputs: To provide clear and robust guidance on conducting and updating development viability appraisals To provide advice on the benefits and drawbacks of alternative approaches to calculating the affordable housing contribution on a scheme.

To comment on the suitability of a shared ownership scheme being considered by the local authority in terms of the impact on the local authority's financial position with a view to identifying ways in which the scheme can be offered on a wider scale within the constraints of the local authority's revenue budget.

Mapping the current homeless process for [area name] Developing a homeless pathway for [area name] Developing a review procedure and protocols for [area name].

We will provide [area name] with an in-depth appreciation of their local market and the perspectives of developers of the market (through a survey) and together we will determine a strategy to respond to opportunities and overcome challenges to support the delivery of new homes in the town centre.

High level business case for local housing companies.

Draft Affordable housing SPD to aid/strengthen the delivery of the [area name] plan – stating approaches to key delivery issues including viability, mortgagee clauses – a list of standardised affordable housing clauses that should be drafted to implement district plan & SPD – standardised legal agreement layout.

## Annex D: Project outcomes – suppliers

**A4: Please tell us, what are the likely longer term outcomes of your project? For example, house building, savings achieved or permanency for those in temporary accommodation:**

[Council name]: A housing delivery vehicle which increases the supply of housing in the local area and supports the Council in achieving its objectives. [Council name]: A well-run joint venture company through which the Council will be able to achieve its objective of developing 168 houses by 2020. [Council name]: Increased delivery of affordable housing in the local area. [Council name]: Increased delivery of affordable housing in the local area in a way that is cost-effective and maximises the potential delivery. [Council name]: Council-led delivery of affordable housing in the area, informed by best practice in the sector and supporting the Councils to achieve their shared objectives.

I will need further time to respond to this.

Likely to achieve a reduction in use of B&B, financial savings for the councils, better quality and location of accommodation for homeless households, and increased ability of the councils to cope with increasing demand following the HRA introduction.

Prevention of homelessness from PRS through: earlier identification; better support to landlords and tenants to sustain Improved move-on from temporary and supported housing and better use of this housing to meet other needs. Households better equipped to sustain tenancies and meet own housing needs in future. Better use of local resources to deliver HRA17 and minimise impact of additional burdens on the council.

House building dependent on development and financial reality in different locations.

I would expect both Councils to be able to prevent homelessness more effectively and to be better placed to avoid emergency accommodation, like bed and breakfast and nightly paid hotels which are expensive and detrimental to households.

Through greater clarity for both issues described above – outcomes can include less time spent in negotiating new housing schemes through the planning process (thus speeding up the housebuilding process) and greater consistency in achieving community benefits (including affordable housing), from new schemes.

Increased affordable housing supply on new sites using s106 monies that have previously banked on the LA's balance sheet and not used for their intended purpose.

For [area name]: by mapping their current process they can identify good practice, gaps in current provision and effective audit trails to include, where appropriate, within the new process. [name of local area]:, the aim is to improve the customer process and prevent homelessness more effectively. For [area name]: to improve partnership working and encourage a county wide approach to preventing homelessness.

Delivery of modern homes in [name of local area]: Town centre Increase in values Support to the wider Town Centre through increased footfall to support the vitality of the centre.

The delivery of additional homes on Council owned land.

Securing plan led level, type and form etc. of Affordable housing – more effective and efficient approach to planning applications – as developers and landowners will be aware of what is required at the earliest stage – aiding the LPA to secure affordable housing for the long term (mortgagee clause).



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