



Reigate & Banstead
BOROUGH COUNCIL
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Signed off by	Head of Housing
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To	Overview and Scrutiny Committee
Date	Thursday, 12 October 2023
Executive Member	Portfolio Holder for Housing and Support

Key Decision Required	N
Wards Affected	(All Wards);

Subject	Lessons Learnt: Pitwood Park, Cromwell Road & Lee Street
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Recommendations
No recommendations are proposed in this report. It has been prepared in response to a request from Overview & Scrutiny Members and sets out the Council's key reflections and learnings from recent housing delivery projects at Pitwood Park, Cromwell Road & Lee Street undertaken between October 2020 and August 2022.
Reasons for Recommendations
No recommendations are proposed.
Executive Summary
This report sets out a project overview for the three recent housing delivery projects at Pitwood Park, Cromwell Road & Lee Street. The report summarises the key information for each project and presents our high-level learnings. This overview of lessons learnt is intended to help shape and improve our approaches when undertaking future developments.

Background

1. The Council undertook the construction and delivery of three new-build housing led schemes between October 2020 and August 2022.
2. Pitwood Park (now known as Camelia Close): Further to planning permission being granted in 2018, Executive approval to proceed to contract in February 2020, and a competitive tender exercise, contracts were exchanged with Thakeham Client Limited to deliver 25 new build houses and flats. The development was mixed tenure, with 11 houses being sold to a local Registered Provider for shared ownership and the remaining 14 properties being sold on the open market. The development reached practical completion in August 2021.
3. Cromwell Road (now known as Wheatley Court): Further to planning permission being granted in 2018, Executive approval to proceed to contract in February 2020, and a competitive tender exercise, contracts were exchanged with Neilcott Construction Limited to deliver 32 new build flats and ground floor commercial space. The development reached practical completion in February 2022.
4. Lee Street (now known as Octavia Cottages): Further to planning permission being granted in 2020, Executive approval to proceed to contract in March 2021, and a competitive tender exercise, contracts were exchanged with Ark Build PLC to deliver four 1-bedroom bungalows. The development reached practical completion in August 2022.

Overview- Pitwood Park

Contractor	Thakeham Client Limited
Contract Type	JCT- Standard Building Contract with Quantities- 2016
No. new homes delivered	25
Final build cost £/m2 (including external works, preliminaries, overheads, profit, design fees etc.)	£2,316.76/m2
Final build cost £/m2 (excluding external works, design fees etc. to allow comparison with BCIS figures- below)	£1,953.28/m2
Comparable Build Cost (BCIS) (rebased to Q4/2019)	Housing- mixed developments: - Median: £1,526/m2 - Highest: £3,888/m2
Date of Contract Signing	7 th October 2020
Practical Completion- Houses	16 th June 2021
Practical Completion- Flats	11 th August 2021
First Unit Sale	30 th June 2021
Final Unit Sale	7 th June 2022
Energy Performance Certificate Rating	B

Corporate Plan Objectives- Pitwood Park

5. The following Corporate Plan (2020-2025) targets were achieved through the delivery of this project:

- Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size.
- Work with partners to create strong, safe and welcoming communities.
- Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area.

Project Specific Objectives and Goals- Pitwood Park

Original Objectives	Achieved Y/N	Comment
Reduce cost burden as current asset in poor condition and unattractive to potential industrial occupiers	Y	Original building demolished as part of development.
Contribute toward council vision to become self-sustainable in accordance with the adopted five year Plan 2015-2020	Y	See finance details for project. New development generated a capital receipt for the Council.
Help address the local housing affordability challenges	Y	11 of the new housing units were sold to Raven Housing Trust, for onward sale as shared ownership properties.
Create income stream that accrues from the benefit of predicted growth in property values	Y	See finance details for project. New development generated a capital receipt for the Council.
Provide housing options that will not be achieved by market forces and deliver regeneration of a site	Y	11 of the new housing units were sold to Raven Housing Trust, for onward sale as shared ownership properties. These units represented 23.4% of shared ownership properties delivered in this financial year.

Key successes- Pitwood Park

6. This project was a good example of successful Council-led housing delivery. The key successes are reflected below.
7. **Variation to tenure type:** During the project the government still had not enacted the necessary secondary legislation that would make it possible for developers to market new homes as 'Starter Homes', as was intended by the Housing and Planning Act (2016). Consequently, the Council could not legally market the homes as Starter Homes and had to change the intended tenure mix. A successful planning application was submitted, allowing the scheme to navigate away from 'Starter Homes' to include Shared Ownership Properties. This demonstrated the ability to amend the scheme to allow for achievable outcomes. The change to shared ownership also provided the Council with a more streamlined, reliable method of selling the 11 affordable properties, as this was undertaken in a single straightforward transaction to a single buyer further to a competitive tender process (Raven Housing Trust).
8. **Review of financial appraisal pre- start on site:** The Council appointed a new Senior Development Project Manager in September 2019. A project review was instigated upon their arrival to ensure that a robust budgetary understanding was

achieved prior to entering a contract. This was positive as the initial scheme appraisal was incorrect and a thorough review meant that up-to-date and accurate figures were supplied to the Executive in advance of proceeding to build.

9. **Adapting to extenuating circumstances:**

- There was also a slight delay to contract signing, mainly due to the difficulties of navigating the contract signing whilst under Government lock-down. All obstacles impacted due to COVID were overcome and the Council was able to enter a contract with the builder. This spotlighted our ability to work flexibly during COVID.
- In July 2021, an unexpected incident occurred. A car crashed into the constructed bin store. This caused delays to the handover as the bin store had to be reconstructed to ensure safe access routes and egress for new residents. As the flats had not yet been handed over by the contractor to the Council, Thakeham were responsible for the repairs due to the incident taking place prior to Practical Completion and they pursued this on their contractor's all-risk insurance.

10. **Final Capital Receipt Position:** Whilst the expenditure was higher than anticipated at the time of Executive approval (but within the budget allocation), the Council was able to generate a greater capital receipt than was originally anticipated due to higher sales prices at point of sale.

Key Learnings- Pitwood Park

11. **Greater consideration for future management of the site at an earlier stage:** A Resident Management Group (RMC) was established to allow freehold of asset to be transferred and reduce longer term liabilities. A valuation was undertaken that found that owning the freehold would be a nil value asset and would be resource intensive to manage and maintain. A RMC was considered to be a cost effective route to divest this responsibility. This involved legal work to undertake the transfer of freehold from the Council to the RMC. Whilst this added additional costs, was lengthy, and unexpected, it demonstrated that unforeseen issues that arise on site can be tackled by working in partnership between teams. The overall benefit was that the Council reduced its long-term involvement in the project and removed the property from being a liability, however if we had identified this route for freehold ownership at the beginning of the development we could have more adequately prepared and resourced the work required.

12. **Greater consideration given to contract type:** More consideration was required on which contract type to use. On this scheme, using a Joint Contracts Tribunal (JCT) contract with Bill of Materials (BOM) exposed the Council to risks and costs which could have been mitigated by using a JCT Design & Build (D&B) contract. Not many consultants/suppliers are skilled at working with a JCT with BOM, and therefore at some points during the Pitwood Park contract it caused confusion and unnecessary complexities. Unfortunately, the project had already been tendered upon the arrival of the new Senior Development Manager, however, in hindsight the tender could have been re-run to allow for a JCT D&B to be implemented which would have allowed the contract to run more smoothly once on site.

13. **Construction Costs:** It is recognised that the cost of building this development was higher than the median BCIS figures. Whilst BCIS is a useful indicator it includes builders who are developing multiple sites who can achieve economies that would be significantly harder for Local Authorities to replicate, and developments situated on greenfield sites without the contamination challenges found on brownfield sites like Pitwood. In addition, many housebuilders deliver a basic product that the house purchaser then has to supplement (i.e. upgrading kitchen, installation of floor coverings, garden turf etc.). In the case of the properties at Pitwood Park the specification was to a high standard from the outset to maximise sales values, and therefore the construction costs when returned from the contractors at tender stage were higher than median build costs. The contract was tendered in accordance with OJEU¹ requirements and Thakeham were appointed further to a competitive tender² and confirmation from our Employer's Agent that the returned tender was satisfactory in both pricing and quality.

The construction costs on Pitwood Park were further elevated during construction due to multiple complications mainly at the early stages of the project³, but also some omissions within the original specification. Some of these items would have been negated by using a design and build contract as some risks and liability for expenditure could have been transferred to the contractor (see paragraph 12), whilst some would have been mitigated by undertaking more in-depth pre-construction surveys which given the brownfield nature of the site would have been well-warranted (see paragraph 14).

14. **Pre-construction surveys:** There is a requirement to do more extensive pre-construction surveys prior to tendering to ensure risk of additional costs is minimised. On this project, the start on site date had to be postponed due to the presence of on-site contamination.
15. **Understanding marketing challenges:** It is recognised that there was a delay in the sale of the 1-bed flats at Pitwood Park. Two of the 1-bed flats took ten months post-completion to reach final sale, whilst in comparison the 2-bed flats were all sold within four months of handover. We understand that this was in part due to the impact of COVID-19 on sales of flats nationally, with people aspiring to have their own outdoor space, but also 1-bed flats were less popular generally due to people wanting workspace at home. Future developments will need to look at the viability of 1-bed flats for sale, and where included the design of 1-bedroom flats will need to be carefully considered to ensure that they are appealing to potential buyers.

Financial Summary- Pitwood Park:

EXPENDITURE

¹ OJEU is an abbreviation for the Official Journal of the European Union. When a public sector body within the European Union wants to buy any goods, works, or services over a certain value ("threshold") it must advertise in the Official Journal of the European Union (OJEU). This advertisement takes the form of a contract notice, also known as a tender notice

² This tender was weighted 75% price/ 20% quality/ 5% in-person presentation.

³ These included- but were not limited to: the discovery of historic soakaways onsite, requirements to have unexploded ordnance (UXO) monitoring on-site, enhancements to damp proof membranes (DPM) and damp proof courses (DPC) following review with Building Control, installation of deep-bore soakaway to ensure successful site drainage, revisions to landscaping and importing of topsoil required to satisfy remediation strategy.

Capital Programme Budget – final budget as approved at Executive February 2020	£6,448,000	Included £802,100 for existing land value ⁴ .
Forecast Expenditure at Executive February 2020	£5,654,723	As reported to Executive
Variance Between Forecast and Budget- underspend	(£793,277)	
Final Expenditure at March 2023	£5,786,550	
Variance Between Final and Budget – underspend	(£661,450)	
DISPOSAL INCOME		
Forecast Disposal Income (Capital Receipt) at March 2020	(£7,036,247)	
Final Disposal Income	(£7,953,935)	
Variance Between Final and Forecast – additional Capital Receipt	(£917,688)	
PROJECT BUDGET OUTTURN		
Net underspend compared to budget plus additional capital receipt compared to forecast	(£1,579,138)	
NET PROJECT INCOME		
Final Expenditure	£5,786,550	
Final Disposal Income	(£7,953,935)	
Net Capital Receipt ('Surplus') Excluding Land Value	(£2,167,385)	
Surplus as % of Project Costs Excluding Land Value	37.46%	Net capital receipt/final expenditure (*100)
Net Capital Receipt ('Surplus') Including Land Value	(£1,365,285)	
Surplus as % of Project Costs Including Land Value	23.59%	Net capital receipt/final expenditure (*100)

⁴ Land Value calculated by Wilkshead & Eve- and included in Part 2 Executive Paper : 26th April 2018.

Overview - Cromwell Road	
Contractor	Neilcott Construction Limited
Contract Type	JCT Design and Build Contract 2016 (with Client Contract Amendments)
No. of new homes delivered	32
Final build cost £/m2 (including external works, preliminaries, overheads, profit, design fees etc.)	£2,267.86/m2
Final build cost £/m2 (excluding external works, design fees etc. to allow comparison with BCIS figures- below)	£2,168.92/m2
Comparable Build Cost (BCIS) (rebased to Q3/2020)	Housing with shops/offices/workshops or the like: - Median: £2,082/m2 - Highest: £5,457
Date of Contract Signing	12 th June 2020
Practical Completion- Flats	8 th February 2022
Energy Performance Certificate Rating	B

Corporate Plan Objectives- Cromwell Road

16. The following Corporate Plan (2020-2025) targets were achieved through the delivery of this project:
- Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size.
 - Work with partners to create strong, safe and welcoming communities.
 - Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area.

Project Specific Objectives and Goals- Cromwell Road

Original Objectives	Achieved Y/N	Comment
Improve the Social, economic and environmental wellbeing of Residents.	Y	By providing affordable accommodation the Council has improved the overall well-being for the 32 households occupying the development.
Assist residents particularly younger individuals, couples and families with low to middle income get on the property ladder via help to buy schemes and provision of affordable homes.	Y	Whilst the Council has not provided access to the property ladder (due to change of tenure type), we have assisted lower-income residents to access affordable homes.
Generate direct economic and social benefit via provision of new jobs through re-occupation of the shop units.	Y	New shop units are completed and available to let.

Key successes- Cromwell Road

17. **Review of financial appraisal pre- start on site:** As per Pitwood Park, Cromwell Road underwent a review to ensure that a robust budgetary understanding was achieved prior to entering contract. This was due to having a new project manager on board, so the re-evaluation was deemed necessary to ensure that the finances were fully understood. The financial re-profiling of the scheme was submitted to Executive and approved in February 2020.
18. **Variation to tenure type:** Officers worked with a consultant and a small group of Members to appraise the scheme for alternative tenures, including an option for the Council to retain the stock and let them as social housing, instead of delivering a scheme which purely delivered homes for sale. The Executive agreed to the 100% social housing scheme which delivered the first secure Council tenancies since the Large Scale Voluntary Transfer of the Council housing stock to Raven Housing Trust in 2002. This scheme has been well-received and will generate an on-going revenue stream for the Council.
19. **Securing Homes England grant funding:** Further to altering the tenure mix, Officers successfully secured Homes England grant funding of £1.36m which cross-subsidised the delivery of the affordable homes on this project.
20. **LABC award:** The development was named the region's Best Large Social Housing Development in the LABC Building Excellence Awards 2022 which was testimony to the excellent quality of build delivered by Neilcott on this project.

Key learnings - Cromwell Road

21. **Impact of the pandemic:** Delays to the project were caused due to inclement weather and shortages of construction staff as a result of COVID outbreaks. The revised practical completion date was set as the 16th of November 2021. A further delay to the November completion occurred due to cumulative shortages of materials and labour over the course of the project. This pushed the handover date to 10th December 2021 initially, and then back to early February 2022. COVID and material shortages produced a number of challenges, and whilst these events were outside of the Council's control, an understanding of the impact of delays would be beneficial to be understood from the outset of a project.
22. **Challenges in letting the commercial space:** Despite a number of viewings, a tenant, or tenants (the commercial space had the ability to be sub-divided) was difficult to secure. The Council's Property Team led on this, and this continues to be a challenge with the unit remaining unlet. However, the location is not prime commercial space, and commercial space continues to be hard to let post-covid. The Property Team remain optimistic that with Marketfield Way completing, there will be increased interest in this space. This space was always going to be challenging due to its location and needs to continue to be informed by marketing advice.
23. **Time taken to remedy defects and settle final account:** Under the terms of the JCT contract, the Council holds a 1.5% retention to incentivise contractors to remediate any outstanding defects. At Cromwell Road the process of remediating defects has taken 9 months with the final defects now being resolved. Neilcott has had challenges in getting access to the properties. As there are 32 tenants occupying

this block, most of whom are working, this has taken a considerable amount of coordination from Neilcott. For future developments we need to find better ways of working with both the Contractor and the tenants to ensure that defects are promptly resolved so that the final account can be agreed, and the retention payment discharged.

Financial Summary - Cromwell Road:

Forecast Budget Outturn⁵

Capital Programme Budget – final budget as approved at Executive February 2020	£8,669,638
Total Expenditure at April 2023	£7,804,402
Retention/Final Balance (imminent)	£100,000
Budget Outturn at June 2023	£7,904,402
Variance Between Final and Budget - underspend	(£765,236)
Homes England Grant	£1,360,000
Final anticipated expenditure	£7,904,402
Final Grant Income	(£1,360,000)
Sum to be funded from Prudential Borrowing	£6,544,402
Value of development as at 31.12.22	£8,137,600

Overview - Lee Street

Contractor	Ark Build PLC
Contract Type	JCT- Design and Build 2016 (with Client Contract Amendments)
No. of new homes delivered	4
Final build cost £/m2 (including external works, preliminaries, overheads, profit, design fees etc.)	£4,578.34/m2
Final build cost £/m2 (excluding external works, design fees etc. to allow comparison with BCIS figures- below)	£3,761.93/m2.
Comparable Build Cost (BCIS) (rebased to Q2/2021)	Estate Housing- single storey: - Median: £1,526/m2 - Highest: £3,888/m2 One-off housing detached (3 units or less)- single storey: ⁶ - Median: £2,368/m2 - Highest: £4,432/m2
Date of Contract Signing	14 th May 2021

⁵ Note that this is still the forecasted budget outturn as the final account has not yet been agreed. This is due to the defects taking substantially longer than anticipated (see paragraph 23)

⁶ Whilst Lee Street was a 4-unit development, the 3-unit figure has been included to show that there is a substantial variation between small housing developments and larger 'estate housing' developments.

Practical Completion- Houses	15 th August 2022
Energy Performance Certificate Rating	B

Corporate Plan Objectives- Lee Street

- Secure the delivery of homes that can be afforded by local people and which provide a wider choice of tenure, type and size.
- Ensure new development is properly planned and sustainable, and benefits the borough's communities and the wider area.
- Provide targeted and proactive support for our most vulnerable residents.

Project Specific Objectives and Goals- Lee Street

Original Objectives	Achieved Y/N	Comment
The opportunity to provide housing for low income single people at affordable rents.	Y	By providing affordable accommodation the Council has improved the overall well-being for the individuals occupying the development and future tenants Due to the properties being used as temporary accommodation (with the intention of getting individuals ready for more permanent accommodation) the benefit of these properties extends to multiple future occupants.

Key successes - Lee Street

24. **Utilising Constructionline to Tender for Contractors:** Due to the pandemic and staff resourcing, there were delays in getting Lee Street ready for tender. To mitigate further delays in the programme the Council opted to use Constructionline to procure a shortlist of contractors which removed the requirement to undertake a pre-qualification questionnaire for the tender. In addition, as part of the tender, the Council included a weighting element for the tender programmes duration to encourage lean programmes from bidding contractors. The full range of procurement options available is something to consider from the outset of the project, and greater advice needs to be taken, especially now that the Council has a procurement manager in place.
25. **Value engineering on the project:** As part of the contractor's design work to build out the project, an application for a s73 planning variation was included. This included changing the roof design which was overly complicated for a scheme of its type. Making these adjustments realised a small saving on the project build costs. Where possible, value engineering should be incorporated in all projects.
26. **Ensuring good relations with neighbouring Thames Water Sewerage Facility:** An issue arose regarding Thames Water discharging water directly onto the site (effectively treating it as a soakaway), which led to temporary measures having to be introduced to redirect the flow of water away from the foundation works into a nearby manhole. Ark Build raised a complaint directly to Thames Water. The Council managed to establish with Thames Water that they were responsible for a

faulty pipe that was discharging water from their land onto the site, and a temporary measure was put in place in advance of them agreeing a permanent fix. This issue which was not foreseen caused a lot of issues on site. However, between Council staff, and the site foreman, we applied significant pressure to Thames Water, which led to the issue being fixed (initially temporarily), and then a lasting fix being implemented.

27. **Contingency Allowances:** The Council received very high quotations from the utility companies (electric & water) for the required installations for the new homes. These outstripped the provisional sums set within the contract. These costs were covered within the project contingency, however, it left less in the contingency to cover other items if they were to arise. Many organisations have noted that over the pandemic that utility charges were increasing exponentially, with long delays. On this project the Council had included a large contingency (15%), so it is recommended on future small projects to allow for items such as this.
28. **Partnership working with Contractors:** The planned handover date of June 2022 was set back because of issues with incoming below ground services. BT, UKPN, S&ESW, and Thames Water all cited resourcing issues affecting them undertaking their final connection of services, despite early orders being placed by Ark Build. These caused a delay with BT. The Council supported Ark Build on this matter, including emailing the utility providers directly to influence their timescales. Due to not having a confirmed date from BT, the Council were delayed in fixing a handover date. Whilst frustrating this remained out of the Council and the Contractor's control. We applied pressure on the utility providers and feel that we got the best outcome in the circumstances.
29. **Construction Costs:** It is recognised that the cost of building this development was higher than median BCIS figures. Whilst BCIS is a useful indicator it includes builders who are developing multiple sites who can achieve economies that would be significantly harder for local authorities to replicate, and developments situated on greenfield sites without the contamination challenges found on brownfield sites. In addition, many housebuilders deliver a basic product that the house purchaser then has to supplement (i.e. upgrading kitchen, installation of floor coverings, garden turf etc.). The Council was aware that, being a small development, the cost of Lee Street was going to be high p/m² and this was flagged with Executive Members in the part 2 report (March 2021). However, Ark Build was appointed further to a competitive tender exercise, with three contractors submitting tenders at a similar level. Costs once on-site were further impacted by utility connection fees coming in far in excess of the provisional sums included.
30. **Achieving Grant funding form Homes England:** The Council applied for Homes England Partner status during the course of our development of Lee Street which was achieved, and a grant application was made and secured for £190,000. Further to the development the Council achieved a positive Homes England compliance audit, with no areas of concern.

Key learnings - Lee Street

31. **Ensuring objectives are shared with Members:** The planning application was recommended for deferral at the October 2019 Planning Committee. This caused delays to Time and Cost as consideration was given to the future direction of the project. The delay presented by the Planning Committee decision caused an increase to costs and spend due to redesigns required. The reason for deferral was due to the units being 'micro' units⁷. These were the intended units to be delivered on this site (due to the end user being single people in Temporary Accommodation), however, there should have been greater awareness raised with planning committee members to ensure that this was known, to avoid deferral. Moving forward, we need to ensure that the Portfolio Holder is fully briefed and that the project has gained awareness prior to planning, so that any nuances are anticipated by committees.
32. **Programme Delays:** Tender documents were released approximately 3 months later than anticipated. The impact of COVID-19, and the upheaval that resulted meant that the original timescales proposed were no longer feasible, as most of the Project Manager's resource has been spent keeping both Cromwell Road & Pitwood Park from slipping too far behind schedule. The tender document release was also delayed whilst further advice was sought on the procurement route. This was an unavoidable delay due to resourcing and outside contributing factors. Future schemes should include some time contingency to allow for unexpected slippage.
33. **Advance negotiations with utility providers:** Thames Water rejected a proposal by Ark Build to connect a joint foul and surface water drain into an existing manhole, requesting instead two separate connections. The Council believed the rest of the road had a joint connection, and therefore challenged Thames Water in order to achieve the most logical and cost-effective solution for the development. A new connection was installed that was effective, however, further negotiations with Thames Water were required to achieve this. In future, we may consider getting all utility agreements in place prior to starting on site to avoid challenges such as this.

Financial Summary- Lee Street

Forecast Budget Outturn⁸

EXPENDITURE		
Capital Programme Budget – final budget as approved at Executive March 2021	£849,971	No record of land value prior to gaining planning permission
Total Expenditure at April 2023	£839,487	
Retention/Final Balance due August 2023	£18,356	
Refund due from Thames Water	£4,883	
Budget Outturn at April 2023	£852,960	

⁷ RBBC's Development Management Plan (adopted September 2019) Policy DES5 states that "As a minimum meet the relevant nationally described internal space standard for each individual unit except where the Council accepts that an exception to this should be made in order to provide an innovative type of affordable housing that does not meet these standards."

⁸ Note that this is still the forecasted budget outturn as the final account has not yet been agreed. End of Defects inspection was carried out in August 2023, and defects are in the process of being remedied.

Variance Between Final and Budget - overspend	£2,989	
GRANT RECEIPTS		
Homes England Grant	£190,000	
S106 Grant funding required	£662,960	£187,011 lower than originally anticipated (as approved at Executive at March 2021), due to Homes England grant received.
PROJECT OUTTURN		
Final anticipated expenditure (s106 & Homes England)	£852,960	
Value of development as at 31.12.22	£1,249,600	

Lessons Learnt - Summary

34. Overall, the Council has provided 61 new dwellings in the Borough and developed sites which were underutilised in their previous forms.
35. All three projects were delivered within budget despite being delivered during the COVID pandemic which brought uncertainty to the construction industry due to implications for health & safety, safe working conditions, labour and material shortages, and material and utility price increases.
36. Officers also had to adapt at short notice to having to work from home with restrictions placed on site visits.
37. During the period the Council has strengthened our partnership working with partner Registered Providers through the sale of shared ownership properties, and the management of rental properties. In addition, the Council has forged a new partnership with Homes England with the benefits of levering in over £1.5m of grant funding.
38. Our achievements have been recognised via an industry accolade, which is especially commendable given that these developments were some of the first to be delivered by the Council in many years.
39. The developments have achieved targets set out in the 5-year plan, Housing Delivery Strategy and Homeless & Rough Sleeping Strategy and have provided both well-needed homes for local people, and improvements to our local areas.
40. Learnings and reflections from the projects will be used to inform our design and development processes moving forwards.

Legal Implications

41. As these developments are now complete, there are no legal implications to consider.

Financial Implications

42. The financial implications of the schemes are set out in the report.

Equalities Implications
43. All three developments meet the accessibility compliance standards as set out by building regulations at the time of construction. Future developments will need to examine whether these standards could be improved upon, considering the demand for accessible homes.
Environmental Sustainability Implications
44. Since these developments were initiated, the council has also adopted its Climate Change and Sustainable Construction SPD (2021). For any future developments, a balance will need to be struck between enhanced sustainable measures and financial viability considerations, noting that sustainability improvements which are retrofitted are typically more costly than building in sustainability measures from the outset. It should also be noted that there are likely to be higher mandated standards in the future. 45. Future developments should be considered on a case-by-case basis, but that as a starting point, solutions should be recommended that are in accordance with the Council's own policies and strategies.
Communication Implications
46. No current communications implications but there may be opportunity to further showcase the work of the council on these housing delivery projects, at a suitable time in the future.
Risk Management Considerations
47. The risk management implications of the schemes are set out in the report.
Consultation
48. Executive Members were consulted about these proposals.
Policy Framework
49. The Corporate Plan 2025 sets a housing objective to secure the delivery of homes that can be afforded by local people and choice of tenure, type and size. Actions include working with partner organisations to deliver homes for local people, delivering a minimum of 30 percent affordable housing on housing schemes on Council-owned land, continuing to secure private rented and social housing to prevent homelessness, prioritising local people for affordable housing, and using or planning policies to secure affordable housing. 50. These schemes also support the Housing Delivery Strategy (2020-2025) and the Homelessness and Rough Sleeping Strategy (2022-2027).
BACKGROUND PAPERS
<ul style="list-style-type: none"> Development of Unit 1, Pitwood Park (Executive, 26th April 2018)

- Agree a change of tenure mix and entering into a build contract for the Pitwood Park Development (Executive, 27th February 2020)
- Development of 16-46 Cromwell Road, Redhill (Executive, 26th April 2018)
- Cromwell Road Development: Confirmation of the updated capital budget forecast and entering into a build contract (Executive, 27th February 2020)
- Ownership, tenure and management of Wheatley Court, Cromwell Road (Executive, 24th March 2022)
- Lee Street Development: confirmation of the updated capital budget forecast and seek authority to progress the planning and build stages. (Executive, 27th February 2020)
- Lee Street Development (Executive, 25th March 2021)