

Housing delivery vehicles, partnerships and innovation

Harrow Council's Great Estates Model

APSE Seminar
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The ideology

- Affordable housing model systematically dismantled
 - Cuts to affordable housing grant
 - Comprehensive welfare and benefits cuts
 - Council and RP rents capped and cut
 - Extension of right to buy, no re-provision
 - Exemptions from planning requirements to provide affordable homes
- Housing White Paper – shift in approach?
 - Starter Homes rolled back
 - Acknowledgement of need for diverse tenures
 - Support for institutional build-to-rent
 - Guarded support for LA housing companies

The crisis

- Together with adult social care, has the capacity to ruin some Councils
- Planned housing targets don't meet need
- Homelessness now a daily reality – even in the less deprived boroughs
- Eg £4m pa overspend, £10m reserves
- New urgency
- Housing and homelessness now top our local political agenda

The response

- Planning for Housing Growth, AAP in place
- Opportunity Area and Housing Zone
- Established £1.75Bn regeneration programme to implement the planned growth
- £240m of Council investment
- Broadly based programme of social and economic regeneration
- Housing – and meeting local housing need – at its core: 5,500 new homes

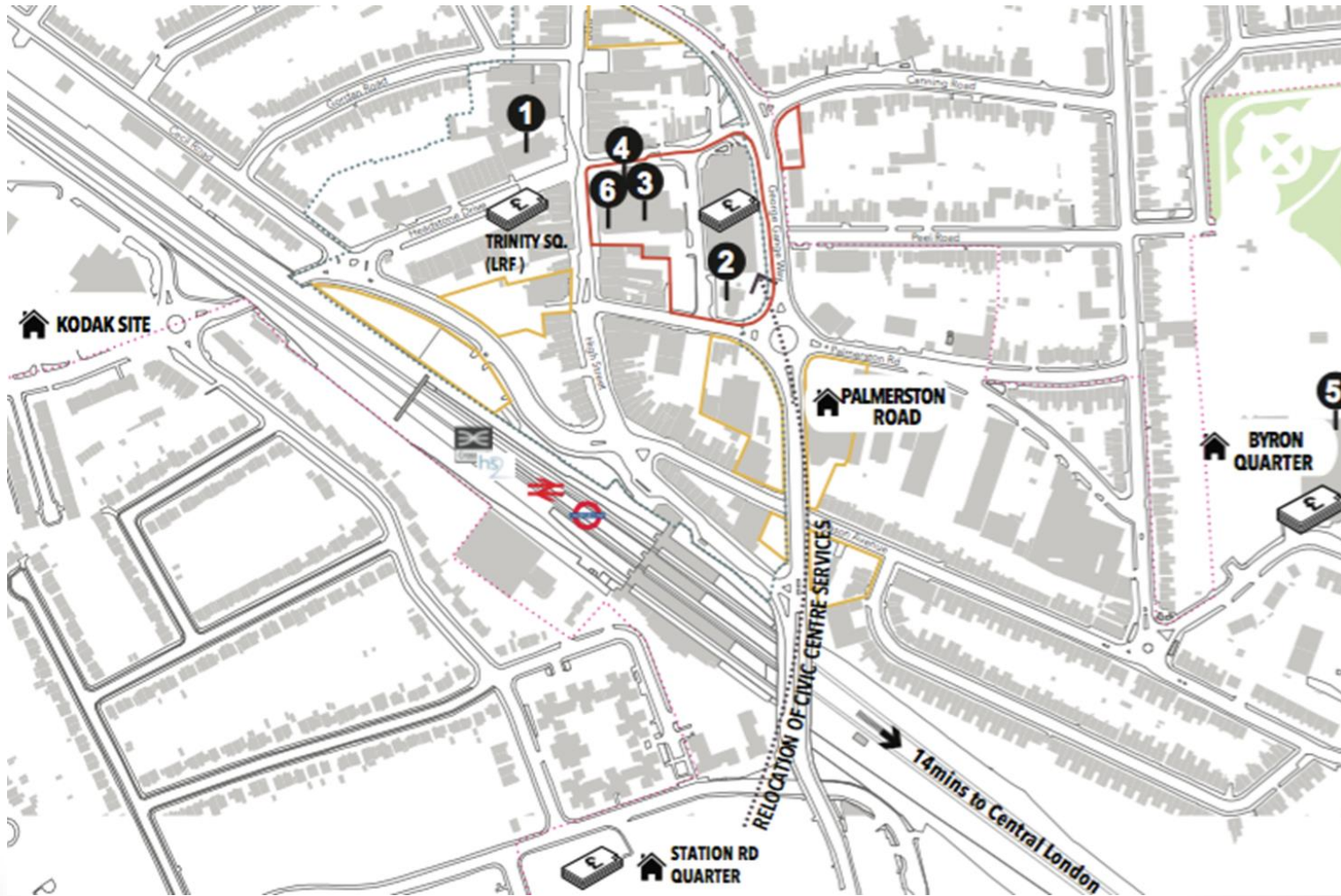
Our approach

- Great estates model
- Not selling the family silver
- Managing land assets for the long term
- Design quality, placemaking
- Council as master developer
- Creating build to rent portfolio
- Discounted market rent within BtR
- Creating temporary accommodation through property purchase
- Established SPV to hold and manage

Master developer

- Programme of 10 Council sites, 2,000 homes
- In house masterplanning and design team
- In house programme and project management
- Programme level procurement, legal, cost consultancy, financial modelling
- Control over scheme design and content, throughout the life cycle

Civic Centre move



Redeveloping the Civic Centre site

REGENERATION PROJECTS: Poets Corner

BUILDING A BETTER
HARROW



Leisure Centre site



Redeveloping town centre car parks



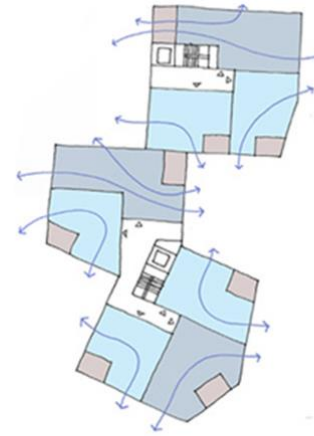
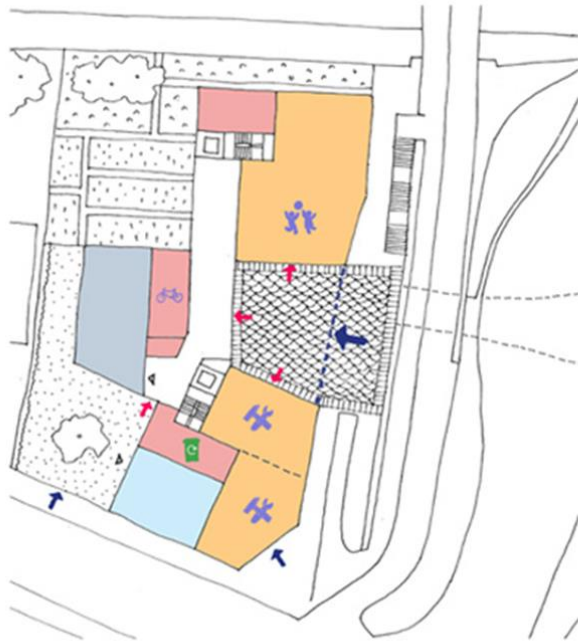
Build to Rent

- 650 home programme
- Targeting local need – live or work locally
- Managed by Harrow Council's Smart Lettings
- Owned by Council's Concilium group – no RTB
- For the tenants: No fees, long lease options, responsive and professional local management
- Good quality, purpose built rental homes
- Affordable component – discounted market rent, London Living Rent (1/3 of average local income)
- Generates £2.3m pa net income stream (and growing)

Build to rent pilot



Town centre build to rent



Family build to rent



View of Option 2's mews courtyard, with amenity and playspace at its heart.



Option 1

- 1 Mews street with trees
- 2 Play and amenity space as a focal point
- 3 Three storey townhouses
- 4 Apartment building takes advantage of site geometry
- 5 Parking concentrated to north
- 6 Limited mews parking
- 7 Gate access to alley
- 8 Montessori access enhanced



Option 2

- 1 Mews street with trees
- 2 Playspace
- 3 Amenity seating and planting
- 4 Clear legible apartment building entrance and cores
- 5 Ground floor flats plus two storey townhouses
- 6 Apartment building interlocked with townhouses accessed from mews to create flexibility
- 7 All parking concentrated to north plus under-croft parking
- 8 Gate access to alley
- 9 Montessori access enhanced



Trees, seating, and landscaping used to create an attractive, calm atmosphere.



The payback

- Medium and long term income £2.3m+ pa net
- Appreciating asset to hold, manage, sell
- Temporary accommodation programme woven in – meanwhile uses and interim lettings
- Rigorous focus on placemaking and design
- Complementary workspace programme
- Developer JV partnering to extend reach
- Public sector partnering – eg TfL – to deliver strategic infrastructure