

Annex D	Delivery Options - overview										
Option	Options	Tenure	pros	cons	short/ Medium/ Long term option	Resources	risk	Council retain control	funding	Recommendation	
1.1	Direct Delivery	Development and retention of homes by the Council - Council direct landlord of housing tenants	Secure tenancies provided	Council retain full control	providing delivery in competition for future sites with other Registered Providers. Right to buy implications	Medium/ long	Full team required to support development stage, tenancy management team including lettings and ongoing maintenance facilities etc - currently no resource available to support this option - significant costs in short term, could be economies of scale longer term as number of properties managed increase.	inexperienced in developing housing sites right to buy risk following cost floor protection resulting in loss of social rented units	full control of process	Council would need to become a registered provider to obtain funding opportunities through Homes England and Government initiatives	Not recommended - significant resources costs - all risks retained - tenants could be secure tenants - Tenants acquire the right to buy after 3 years at discounted rate long lead in to recruit resources, and external consultants to progress with planning applications, tender for build etc
1.2	Direct Delivery	Development by the Council and long lease to arms length third party	Long lease of site/ building as a whole. Head leasee let individual assured shorthold tenancies	Council retain full control of development	would have to dispose of completed site under long lease 21 years +	Medium/ long term	Full team required to support the development stage to point of build completion and long lease put in place. Current no resources available to support this option, significant development costs in the short term, could be economies of scale longer term if development team are used on a number of projects	inexperienced in developing housing sites	Loss of some control however some requirements can be included within commercial long lease arrangements	loss of funding opportunities as Council would not be registered provider and commercial lease for tenant of the site, no partnership arrangement	Not recommended - significant resources costs - all risks retained on build - unlikely to obtain funding support - require long lease disposal to seek to protect flexible tenure options - long lead in to recruit resources, and external consultants to progress with planning applications, tender for build etc
1.3	Direct delivery	Housing Investment Company	Assured shorthold tenancies	If more than 75% of company owned by the Council no requirement to pay SDLT on land and property transferred into the company	Costs of running the Company as well as the development and tenancy management would require funding	Long	Full team required to support development stage, tenancy management team including lettings and ongoing maintenance facilities etc - currently no resource available to support this option - significant costs in short term, could be economies of scale longer term as number of properties managed increase. Additional costs potential for resources for company management and directors etc.	Council remain liable should company business case be unsuccessful. Economies of scale on developments on in place currently	Control retained if retain sole ownership of company	likely that funding is provided via cost subsidy of units with private housing necessary	Not recommended - significant resources costs to set up development and tenancy management resource -resource require for company management -full due diligence on tax requirements necessary for large development programmes - all risks - unlikely to obtain funding support - long lead in to recruit resources, and external consultants to progress with planning applications, tender for build etc
2.1	Community Led Housing	Community Land Trusts	Freehold disposal of site	Continue to support non Council owned sites for development funding to support this option available	can be used to stifle unwanted development - needs to be clear managed objectives and timescales		available within existing team - funding available to extend fixed term posts		Loss of control on delivery of site unless detailed development agreement in place which will require resources to implement and manage risk	Sites fail to be delivered or used to stall unwanted development in some circumstances	Recommended where communities have ambition and desire to deliver housing -continuing support to be provided where this option possible Not recommend for main focus of swift delivery of social rented zero carbon homes due to timescales and lack of control
2.2	Community Led housing	Self build	Freehold disposal of site	local engagement and ambition			available within existing team - funding available to extend fixed term posts		Loss of control as freehold disposal but delivering against this requirement		Recommend on sites these suit this option in areas where there is an identified need No recommended for main focus of swift delivery of social rented zero carbon homes

3.1	Partnership delivery	JV or long term partnership arrangements	Freeholder long leasehold disposal of site, any freehold disposal timed to ensure delivery of redevelopment so Council retain control and input on final business case and development	Council retain control and the benefits of working with partners who have the experience, resources and funding opportunities to maximise the benefits and opportunities available to maximise the number of social zero carbon houses developed. Skills and knowledge to provide detailed business case to assess options on the site. Partners willing to take more risk on development and investing in zero carbon where long term arrangement in place to work with the Council. Opportunity to embed zero carbon delivery with the registered provider on all schemes not just Council schemes longer term.	will depend on form of partnership delivered	short - long term, partnership arrangement could change to allow short turn around on delivery of Kemble site but long term strategic partnership	Affordable Housing Programme Manager post to be fill - not available within existing posts Carbon Housing specialist designer required from the outset to ensure carbon design embedded for commencement of project Specialist legal advice on partnership options for final decision on partnership detail	final partnership arrangement cannot be agreed	Council can consider level of control as part of the partnership options	Joint funding opportunity with Council putting in land and possible financial resource along side registered provider with the ability to draw down on government funding via registered provider.	Recommended option to secure long term partnership, benefits of experience and skills and resources, and funding opportunities through existing registered providers
3.2	Partnership delivery	Piecemeal Partners	Freeholder long leasehold disposal of site, any freehold disposal timed to ensure delivery of redevelopment so Council retain control and input on final business case and development	Council retain control and the benefits of working with partners who have the experience, resources and funding opportunities to maximise the benefits and opportunities available to maximise the number of social zero carbon houses developed. Skills and knowledge to provide detailed business case to assess options on the site. Partners willing to take more risk on development and investing in zero carbon where long term arrangement in place to work with the Council. Opportunity to embed zero carbon	will depend on form of partnership delivered	Long term position on how to deliver but short individual arrangements potentially on site by site basis	Affordable Housing Programme Manager post to be fill - not available within existing posts Carbon Housing specialist designer required from the outset to ensure carbon design embedded for commencement of project Specialist legal advice on partnership options for final decision on partnership detail	final partnership arrangement cannot be agreed	Council can consider level of control as part of the partnership options	Joint funding opportunity with Council putting in land and possible financial resource along side registered provider with the ability to draw down on government funding via registered provider.	Recommended option where constraints or specialist service need require engagement and delivery via a specific partner outside of the main affordable housing delivery partnership