



Moving Thetford Forward

"to deliver large scale new communities, ensuring they remain desirable places requires a new approach"

Successful places are characterised by:

- Good design
- High quality public realm
- Integrated range of house types and tenures
- Good connectivity to surrounding places

Creating an affordable housing delivery team

- A joint resource for all sites
- Working to develop a strategic approach delivering
 - Affordable housing
 - Stewardship services
 - Jointly with strategic partners
- Collaborative approach to project negotiation and delivery
 - Improving value for money

Creating an affordable housing delivery team (cont'd)

- Combined capacity giving security of delivery
 - Partners with strong track records of delivery
- Ensuring the planning of affordable housing and inclusive communities is an integral component
 - Better input into design and planning
 - Options appraisal
 - Tenure and procurement
- Close partnership working to avoid delivery barriers
 - Director level engagement
- Rising to the challenge of:
 - High quality design
 - Maximising the benefit of subsidy
 - Long term global budgeting

Creating an affordable housing delivery team (cont'd)

- Key objectives:
 - Reducing costs through efficient procurement
 - Maximising the benefit of subsidy across projects
 - Improving predictability of outcomes
 - Maximising HCA investment
 - Ensuring affordability for residents
 - Demonstrating excellent value for money
- Promoting good urban housing design
 - Exceeding minimum design standards
 - Achieving high CSH ratings and principles of sustainable construction
 - Functional, comfortable, adaptable, well built attractive homes
 - Early engagement leading to fully inclusive communities from the outset.

Sustainability through management

- A cohesive response to the stewardship of new communities
 - Joined up local management
 - Cohesive in planning and delivering services
 - Strengthens community cohesion
 - Leading to attractive and vibrant places
- One point of contact residence
- Ongoing working with stakeholders providing holistic and coordinated neighbourhood services responsive to local need

Sustainability through management (cont'd)

- Accountable structures along with local people to influence local services
- Financially self supporting
- Establishing common standards and availability of services
- Supports community cohesion
- Community assets could be owned by SMO to create income stream
- Funded by asset ownership – management of service charge activity – household precepts – endowments from land value

Holistic Housing Management Service

- SMO jointly owned by developing RPs providing:
 - Common standards
 - Best practise
 - Service to Residents of affordable homes across Thetford
- Providing core management activities (all or selected)
- Ensuring a common service across existing and new Thetford estates and between landlords

Why SMO to include existing estates?

- 90% of affordable housing already in Thetford could be rolled into SMO on day one
- To give a critical mass to set up one team approach as delivery of growth begins
- Longer term provides value for money (double the portfolio of homes to manage)
- Removes “them and us” stigma for residents
- One team/contact point:
 - Strategies
 - Implementation plans
 - Standards
 - Policies
 - Procedures

- Common approach/Team for critical issues:
 - ASB and tenancy enforcement
 - Rehousing, management of demand
 - Community engagement and capacity building
- Co-ordination improved across Thetford and across programmes (growth and regeneration)
- Sets “Exemplar” standards and encourages others to join (note “Youswitch” and audit framework)
- Management of the public realm on existing estates could be rolled in at a later stage

Governance and Structure

- SMO Management only company (stakeholders: developing RPs (by percentage) and LA)
- Manages existing social housing within Thetford
- Manages new affordable housing in Thetford
- Manages public realm assets

Governance and Structure (cont'd)

- Public realm assets in the ownership of the SMO
- Development consortium of 2-3 RPs established
- To develop and own affordable housing assets on
 - New growth sites
 - Offsite provision and regeneration