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Building the homes London needs

Working in partnership
with local authorities



Working in partnership

Too many Londoners remain in the grip of a housing crisis. We believe that housing associations and local authorities have a powerful shared mission to tackle this crisis head-on.

We believe this is a time for closer and deeper partnership between councils and housing associations. By co-ordinating our efforts, collaborating on larger sites, and sharing development expertise, we're sure that we can build more and better homes for Londoners than if we all go it alone.

This document provides examples of housing associations working in partnership with local authorities successfully across London and the south east and the benefits they can deliver for local communities.

Who we are

The G15 is the group of London's largest housing associations.

We're independent, charitable organisations and all the money we make is reinvested in building more affordable homes and delivering services for our residents.

Each G15 member is different, but we're all striving towards the same goal – to help solve the capital's housing crisis and improve the lives of Londoners.

G15 – investing in affordable homes

G15 housing associations house

1 in 10

Londoners



We're on track to deliver

55,000

affordable homes in London by 2021



In the last 2 years, G15 members

built more than a quarter of all new homes in London

We manage nearly

360,000

homes in London and

600,000

nationwide



G15 members help

7,000

people into work every year



We support

5,600

people into training every year



We invest

£4bn

in new and existing homes every year



We invest around

£1.1bn

every year maintaining our properties



What we can offer

- Dedicated, experienced teams ready to deliver and support councils to build more homes.
- A focus to maximise the number of affordable homes for low income households.
- A proven track record of delivering projects in partnership continuing to invest in communities during difficult economic times.
- A range of models that can be adapted to support the continued delivery of new homes, tailored to meet the particular needs of the local community.
- A wealth of experience in securing capital. Between 2011-2015 the G15 raised £2bn through our own private borrowing and resources to build 13,000 new affordable homes. The G15 members have secured an additional £1.7bn through the GLA Strategic Partnership.
- Our experience in working with councils to engage with communities in building, managing and selling high quality homes – offering a mix of tenures at different price points to match the needs of individual communities.



Our approach to working in partnership



- Housing associations, like councils, are here for the long term. We continue to own and manage homes for many decades, also providing opportunities, training and jobs to boost the local economy.
- We work with councils to understand each other's objectives and developing a close working relationship.
- We can offer joint venture arrangements that share risk and reward, and help ensure value for money.
- We focus on mutual goals and areas of interest; with no shareholders to satisfy.
- We are transparent in the way that we work; solving challenges together, and agreeing solutions together.
- We are flexible and open. We are not trying to compete with councils, we believe we can do more together.
- We share skills and expertise; increasing output as a result.

What we need



- A commitment at all levels from both councils and housing associations to work openly and collaboratively.
- Promoting good working relationships through clear lines of accountability, joint problem solving, and understanding each other challenges.
- Flexibility, settling any differences by mutual concessions.
- Maximising our limited incomes by pooling resources, sharing information, skills and research.
- Jointly using our understanding of the affordable housing sector to help shape government policy.
- Consistent policy and a shared commitment to maximise the number of homes for people in desperate need.

Partnership in action

Here are a few case studies to illustrate the flexibility and range of our offer.



Brighton & Hove



Joint venture partners

Brighton & Hove City Council and Hyde

Location

Brighton & Hove

Number
of new homes

1,000*

Gross development
value

£64.3m



Project summary

The council and Hyde hold a 50% equity interest in the joint venture vehicle. Hyde is to be employed by the joint venture as development manager and will also provide sales and marketing services. The council is providing the joint venture with corporate and financial services.

The rents of the new homes are linked to the national living wage, which directly addresses the problem with affordability in the housing market.

The first year's profits are projected to be approximately £6m shared 50/50, with the joint venture expected to boost the local economy by £1bn, including training and employment opportunities for the community.

Why the partnership works

The partners worked together to:

- Develop a transparent framework; holding regular meetings and sharing information between the partners at all levels.
- Create a truly affordable rent product linked to the national living wage, with lower risk given reduced exposure to market risk/cross subsidy model.

Lambeth



Joint venture partners

A2Dominion Group and Mount Anvil

Location

Keybridge, 80 South Lambeth Road,
London SW8

Number
of new homes

595

Gross development
value

£460m

Project summary

A2Dominion and Mount Anvil will deliver 595 mixed-tenure homes, 360 new school places and new retail space at Keybridge.

Working closely with Lambeth Council's Investment & Growth and Education teams as well as Wyvil Primary School, we have developed plans which will provide much needed school places for the borough. Along with providing homes and additional employment opportunities in the area, the scheme will enhance and support the economic stability of the area for

future generations. There will be over an acre of public space and gardens alongside 9,000 sq m of commercial space, creating 500-1,000 new jobs for the area.

There has been exceptional demand for the scheme – Keybridge is 96% sold and Keybridge Capital is already 40% sold after just one month on the market.

Why the partnership works

A2Dominion Group, Mount Anvil and Lambeth Council have a natural compatibility because of our commitment to schemes that deliver a lasting legacy, driven by excellent design. We've worked collaboratively and creatively to realise a mixed-use development comprising private and affordable apartments, a new primary school and improved public realm. The A2Dominion and Mount Anvil joint venture structure enables the sharing of risk, knowledge and skills.

This is our third joint venture together and speaks volumes of our trust in each other. We're exceptionally proud of what's been achieved through partnership at Keybridge, from both a reputational and commercial aspect.

"With progressive partners like A2Dominion, who we're now on our third joint venture with, we're able to create better housing solutions for Londoners and a positive legacy for the local community." Killian Hurley CEO, Mount Anvil.

Sutton



Joint venture partners

London Borough of Sutton and Clarion

Location

Durand Close/The Lavenders, Surrey SM5 and 12 other locations in Carshalton and West Sutton

Number
of new homes

675

Gross development
value

£162m

Project summary

Clarion was selected by London Borough of Sutton to redevelop and regenerate this estate, which had the worst crime and antisocial behaviour rate in the borough. The project involved the demolition of 300 homes and construction of 675 homes on the main estate and twelve satellite sites, as well as a new community centre and retail facilities.

Clarion worked with Sutton Council to establish a project steering group (the Lavender Housing Partnership) comprising local residents, elected members and other stakeholders to oversee the project, select sub-contractors and agree the design, masterplan and future management of the estate. The strategic project team comprised representatives from the Council, Clarion and our D&B contractors, Rydon Construction.

Why the partnership works

Land assembly involved decanting existing residents and the purchase of leaseholder interests. We worked closely with the council to initiate a CPO to ensure that no other parties had rights to the land.

Collaborative working and flexibility were vital following the 2008 property crash, which coincided with marketing the development's private sale units. As the original plan was to fund the affordable housing from these sales rather than HCA grants, the financial model had to be changed. Following intensive negotiations involving Clarion and the Council, the HCA provided grant funding that enabled us to switch the private sale units to affordable homes, resulting in a viable project for both parties.



Luton



Joint venture partners

New Homes for Luton – Luton Borough Council, Catalyst and Wates Living Space

Location

Luton



Number
of new homes

361

Gross development
value

£42.4m

Project summary

Catalyst formed the 'New Homes for Luton' partnership with Luton Borough Council and Wates Living Space to deliver a large-scale, sustainable housing delivery programme across a number of council owned sites. Clear lines of responsibility were agreed as part of our partnership agreement through which we sought to harness our individual strengths – with open-book accounting underpinning the delivery.

The programme was designed to increase the supply of homes using a cross-subsidy model. Across six separate schemes, the partnership delivered 361 homes for affordable rent, shared ownership and outright sale.

Why the partnership works

Each member of the partnership was able to utilise their assets and expertise to deliver much needed new homes in Luton. As well as providing the land, Luton Borough Council worked closely with the local community to establish wide ranging support for the partnership's plans. Catalyst was able to develop a financial model, set out design and build standard and drive the delivery of the new homes. Wates led on all elements of the construction programme, using their experienced supply chains to maximise output and delivery, and were a knowledgeable partner in engineering solutions for each site.

The partnership model meant that the project delivered higher levels of affordable housing compared to the level that the open market would offer. The partnership was also able to offer a programme of employment training and apprenticeships through the supply chain, and contribute £1,000 per new home built to the council's community fund for use on council-led community projects.

Chelmsford



Joint venture partners

Countryside Zest (CZ) – comprising London & Quadrant Housing Trust and Countryside Properties PLC

Location

Greater Beaulieu Park, Chelmsford

Number
of new homes

3,600

Gross development
value

£1bn

Project summary

The Beaulieu project has a lengthy history and comprises part of Chelmsford's first major planned expansion since the late 1970s. The initial vision was conceived by Countryside Properties PLC as a strategic development location capable of being a sustainable, mixed-use, new neighbourhood. In September 2008, Countryside Properties and L&Q formed a 50/50 joint venture partnership. The development will provide 3,600 mixed-tenure homes on a 604 acre site whilst also delivering a new railway station, up to 620,000 sq ft of flagship commercial space, three new schools and new neighbourhood centres including shops, health and community facilities and a new relief road.



Why the partnership works

Beaulieu is one of the most ambitious development projects undertaken by any housing association. The scale of this development has only been made possible on the back of a strong and effective working relationship with Chelmsford City Council. We invested significant time and effort up front in working with the city council to understand their ambitions for the project, so that they were accurately reflected in the vision and plans for the site. We involved the council in every aspect of the planning process including the design of housing zones, open space, public art and infrastructure. We also regularly attend the council's strategic meetings to monitor the development and ensure the project aligns with their strategic objectives.

Alperton



Joint venture partners

Network Homes and Hill

Location

243 Ealing Road Alperton, Brent

Number
of new homes

441

Gross development
value

£110m



Project summary

The 243 Ealing Road scheme delivered 441 tenure blind new homes on a previously derelict warehouse site in Alperton. We achieved 42% affordable on the site, delivering 57 for affordable rent, 130 for affordable home ownership (including shared ownership, shared equity and rent to buy) and 254 outright sales. We were supported with a £2.2m grant from the GLA and an additional £3.2m through the Mayor's Housing Covenant. All homes met Code for Sustainable Homes Level 4 and the scheme included airtight building fabric, a CHP system, PV on roofs and sustainable drainage.

The development proved so popular among homebuyers that we had to accelerate construction to meet demand and the development was completed 18 months ahead of schedule.

Why the partnership works

Network Homes stepped in to purchase the derelict warehouse site after the initial purchaser and developer filed for bankruptcy. On the basis of our close working relationship with Brent and mutual trust built up over years of working together, the planners provided a letter of comfort confirming they would work with us to obtain the consent we needed to deliver our vision for the site and kick start Brent's regeneration vision for the area. We worked closely with Brent Council at every level throughout the design process, with the quality of our new proposal allowing the planning department to agree the changes through reserved matters and move quickly into delivering the scheme.

Deptford



Joint venture partners

London Borough of Lewisham and Peabody Sherrygreen Homes

Location

Amersham Vale, New Cross and Frankham Street, Deptford

Number of new homes

319

Gross development value

£57m

Project summary

The Deptford Southern Sites was a bid that Peabody and Sherrygreen won through a competitive process from the London Borough of Lewisham. Comprising two former schools at Amersham Vale in New Cross and Frankham Street in Deptford, these sites were the final phase in a wider regeneration of Deptford with a requirement to deliver 16% affordable homes and a land receipt. As joint venture partners, Peabody

and Sherrygreen committed to delivering a minimum of 37% affordable homes across both sites through reducing our profit margin. This approach was instrumental in our being selected as the partners to work with Lewisham on the project.

Why the partnership works

The route to achieving planning permission was prolonged for a number of reasons; however we worked closely with LB Lewisham to ensure we achieved resolution to grant in late 2017. This was facilitated through an agreement to vary the Development and Sale Agreement to enable the delivery of 50% affordable homes on Frankham Street. Subsequently we made a proposal to LB Lewisham to utilise Right to Buy Receipts to deliver additional affordable rented homes, so that Frankham Street is now 75.6% affordable. This still maintains the land value for the council which is essential to finance the wider regeneration. Across both sites we will now be delivering 141 affordable rented units and 55 shared ownership homes; over 58% affordable homes in total.

Lambeth



Joint venture partners

Lambeth Council and Metropolitan Thames Valley Housing

Location

Clapham Park Estate, Lambeth

Number
of new homes

2,500

Gross development
value

£1bn



Project summary

Clapham Park covers an area of approximately 33ha and is located between Brixton, Clapham and Balham. The estate transferred to Metropolitan Thames Valley in 2005 when council residents voted in favour of a stock transfer from Lambeth Council; a move which would see a total regeneration of the area.

Since 2005, over 500 new homes have been built and a further 700 refurbished. The new masterplan (2018) will provide a further 2,500 mixed tenure homes, 4.18ha of public amenity space, a new park, new play areas, community facilities, shops and improvements to the highway and public transport.

The application is considered to be the largest full detailed planning application of its kind in the UK.

Why the partnership works

Metropolitan Thames Valley and Lambeth Council have fostered a collaborative approach since the stock transfer in 2005 and have focused on delivering the commitments made to the community in respect of the regeneration. This includes estate management services, community involvement, skills and training opportunities and job creation.

Metropolitan Thames Valley is the largest registered provider in Lambeth and has an active affordable housing development programme running alongside the Clapham Park Estate Regeneration.

Tottenham



Joint venture partners

London Borough of Haringey
and One Housing

Location

Protheroe House, Tottenham

Number
of new homes

50

Gross development
value

£20.5m

Project summary

Protheroe House, completed in 2016, is an extra care scheme developed under One Housing's Season brand. It received grant funding from the Mayor's Specialist Housing Programme and provides 50 affordable extra care flats along with communal facilities. A feature which sets the scheme apart is the community café – The Larder, which draws in customers from the local area.

One Housing delivers integrated, dementia friendly, homes which incorporate both care and support for residents as well as a facilities management service;

all of which ensure that customers receive a seamless overall service.

The scheme has won four awards for design, innovation and inclusion and features in the European Guidance on Housing for Older People.

Why the partnership works

Haringey's design brief for Protheroe House challenged bidders to replace a dilapidated 1970's built sheltered scheme with a new design prominently visible from Tottenham High Road. They wanted something that would invite the community in and act as a symbol of new investment in the area in the wake of the Tottenham riots in 2011.

Having won the tender, One Housing worked closely with Haringey to develop the scheme. The project group, comprising representatives from Haringey and One Housing, met on a regular basis with key local departments including housing, planning and adult social care. The joint and detailed approach to the commissioning and delivery of this scheme has ensured its continued success as a vibrant, innovative extra care scheme.

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G15 would like to thank outgoing G15 Development Chair David Gannicott of Hyde for his extensive contribution to our work over the past two years. We wish David well in his retirement.

a2dominion


catalyst


CLARION
HOUSING GROUP

 Hyde

L&Q

 Metropolitan
Thames Valley

 Network
Homes

 Notting Hill
Genesis

 ONE
HOUSING
LIVING BETTER

 OPTIVO

 Peabody

Southern
Housing
Group

shgroup.org.uk

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