



Homes
England

Making homes happen

Accelerated Housing Delivery on Large Sites

The Homes England Approach

November 2021



Overview

Homes England is the Government’s housing accelerator, with the appetite, influence, expertise, and resources to drive positive market change.

Homes England’s mission is to intervene in the market to ensure more homes are built in areas of greatest need, to improve affordability.

Key to Homes England’s strategy for unlocking land and accelerating delivery is investing in infrastructure and showing leadership on diversity, design, modernisation and streamlined procurement.

This document sets out Homes England’s overall approach to delivering large sites and outlines Homes England’s approach to accelerated housing delivery on large or strategic development sites, which is illustrated in the adjacent diagram.



This document is structured into two parts:

PART 1	Homes England’s Aims & Objectives	Provides further information on the aims and objectivities of the Agency and sets the operating context that allows Homes England to act differently to the market
PART 2	Homes England’s Approach	Provides further information on Homes England’s approach to delivering large or strategic developments and the drivers that address existing barriers to delivery

PART 1 Homes England's Aims & Objectives

This section provides further detail on the Homes operating context and remit set by Government.

Our Strategic Plan

The **Homes England Strategic Plan 2018-23*** is clear: Unlocking land, making it available for development at the earliest opportunity and accelerating housing delivery are clear strategic objectives of the Agency.

To achieve this, Homes England takes an Agency wide approach as well as working with Government Departments and local delivery partners to overcome these barriers and accelerate housing delivery. This is a core message that is important as part of our promotion of strategic sites and sets us apart from other landowners, promoters or developers.

At the heart of Homes England's strategy for unlocking land and accelerating the delivery of strategic sites are several key principles which set Homes England apart from other market leading developers of strategic sites. Homes England's position is unique and enables the Agency to view and strategic sites differently to market participants.

Within its broader operating context, Homes England has a range of tools and mechanisms available to it that supports the acceleration of strategic sites and aligns with the solutions identified to increase housing supply.

These have resulted in a strategic vision and targeted objectives that underpin Homes England's approach to the delivery of strategic sites, including:

- Working within the remit of Government programmes that require the Agency to deliver ahead of the market;
- Using wider influence to build confidence and accepting higher levels of risk in accelerating large scale developments where the market isn't able to;
- A commitment to early infrastructure investment and accelerated infrastructure delivery;
- Demonstrating industry leadership on diversity, design, modernisation and streamlined procurement;
- Releasing land at the earliest opportunity, holding it for no longer than is necessary, making sure that it is disposed of to support Local Plans and Local Authority ambitions; and
- Disposal of land on terms that promote early development, economic growth and achieve the Government's diversification objectives.

*Homes England Strategic Plan: www.gov.uk/government/publications/homes-england-strategic-plan-201819-to-202223

Taken together, this Agency wide response embeds a number of 'housing delivery solutions' within our delivery model. This helps the Agency overcome some of the key challenges associated with the delivery of large sites, including delivering homes above market-led rates, and ensuring the time lag between acquisition, allocation, planning permission, starts on site is minimised.

The second part of this document sets out Homes England's approach in more detail, providing further information on the tools and mechanisms available to Homes England and provides evidence on how Homes England has delivered to date.

Learning and Best Practice

Homes England has more than 1,400 staff working across investment, planning, and site delivery. With experience being drawn across the public and private sector, Homes England project teams have established themselves as one of the leading intelligent clients within the housing sector with the ability to address the most complex and challenging sites.

Homes England's internal resource is supplemented through access to world-leading consultancy support as part of established procurement frameworks, allowing easy and fast access to technical specialists.

Together, this resource pool can be called upon to assist with a range of challenges and provide integrated, multidisciplinary project teams that are able to progress sites at pace and address barriers to delivery.

Furthermore, within its wider role as the Government's housing accelerator, Homes England operates nationally with a range of landowners, developers, finance institutions and housebuilders.

This gives the Agency the widest possible access to knowledge upfront issues, access solutions and learning that can then be applied to its own portfolio at each stage of the planning, enabling and delivery process to accelerate delivery of its own sites.

Examples of where Homes England wider activities support delivery on its own sites includes:

- **Markets, Partners and Places**
This is the Agency's catalyst for driving the market-changing activity to accelerate housing delivery. Key roles include leading and embedding research, analysis and economics into housing projects, leading engagement with markets, partners and places to provide strategic development expertise – bringing market intelligence, analysis, Government policy and internal capability together to formulate cross-agency approaches to tackling housing market challenges.
- **Housing Infrastructure Fund**
The Housing Infrastructure Fund administered by Homes England is a capital grant programme of up to £2.3 billion, which has helped to deliver up to 100,000 new homes in England. Funding has been awarded to local authorities, providing upfront grant funding for new infrastructure that will unlock new homes. Homes England's role provides exposure to the end-to-end infrastructure delivery process, working with a wide range of infrastructure providers and contractors and apply learning to its own infrastructure schemes.
- **Garden Towns & Villages Programme**
Homes England provides capacity funding to Local Authorities to unlock and support delivery of new settlements across the country. Whilst Homes England is not involved in these projects as a landowner, Homes England leads on sharing knowledge and best practice across all designated town and villages, benefitting from lessons learned in delivering new settlements. .

PART 2 Homes England's Approach

This section provides further detail on the structured approach Homes England takes to delivering large and strategic sites within its own portfolio.

Partnership Working

How Homes England secures support for schemes, and builds and maintains relationships

Partnership working is fundamental to Homes England's approach to identifying and progressing development opportunities and to delivering homes within large sites. Homes England seeks to begin, build, and maintain excellent working relationships with key partners on all projects.

Key aspects of the Agency's approach to partnership working include:

- **Understanding Partners**
Homes England is open about its strategic and project objectives, its abilities, and the parameters within which it works. Homes England seeks to understand and appreciate the differing objectives, aspirations and specific challenges of all delivery partners. The Agency seeks to develop approaches and solutions which positively address this diversity, which focus on the complementary and supporting role Homes England can play.
- **Identifying our Partners**
Homes England's partners include:
 - **Local Authorities** - the Agency seeks to work with a range of authorities, including Local Planning Authorities, in delivering Local Plan and wider growth objectives. Homes England works hard to support local priorities and ambitions and work collaboratively to bring forward sites that are supported locally;
 - **Landowners and land promoters**
Homes England works in partnership with those who control land interests, whether in seeking acquisitions or in working together on delivery;
 - **Developers**
Including through its disposals process, Homes England seeks to engage positively with the development industry, complementing and supporting its essential role in delivery;
 - **Statutory Agencies**
Homes England seeks to develop positive working relationships with the full range of statutory consultees and Agencies in delivering its large sites. Mutual cooperative and support is sought in achieving joint objectives; and
 - **Communities and local stakeholders**
While large site delivery is often controversial, Homes England seeks to engage positively and on an ongoing basis with local residents, community groups, businesses, visitors and employees to understand their perspectives.

- **Adapting Partnerships**

Depending on the project specific relationships and challenges, Homes England can utilise a range of formal and informal mechanisms for joint working, including:

- **Project Governance**

Formally bringing parties together, establishing roles and responsibilities, working practices and a framework for governance is important on all projects. The level required will vary due to the size, stage and complexity of the project and the partners involved, but experience shows that strong project governance is required, from inception through to delivery. On different projects Homes England can act as either the project led or as a partner, but the Agency will often seek to play the wider role of bringing appropriate delivery partners together. More complex sites will require larger more formal governance structures to be agreed which can include both thematic and hierarchical elements.

- **Statements of Common Ground**

Statements confirming points of agreement between partners and/or stakeholders can be extremely useful. Homes England takes a leading role in developing and negotiating such Statements with its partners. They can relate to specific topics or elements of a wider planning position, for example often as part of the Examination in Public process and can show either full or partial agreement of topics between parties and therefore also clearly identify the areas of disagreement which require further consideration.

- **Delivery Partnerships (including Collaboration Agreements and Joint Ventures)**

These are used to agree, structure and legally document delivery arrangements between Homes England and its relevant delivery partners.

Such mechanisms can be used across various stages of the project life cycle (from planning promotion to disposal and long-term stewardship) and are bespoke arrangements relevant to a particular scheme.

They can, for example, provide the framework for sharing of costs including planning and de-risking, infrastructure, disposal and associated technical services, alongside procurement of works, infrastructure, and services. They can also govern land acquisition, securing payment for land interests, equalising land value between parties and profit share arrangements. They can also stipulate and secure long term management arrangements and the transfer of land within the partnership and to third parties.

Examples of Partnership Working

Burtree Garden Village, Darlington

Homes England acquired 79ha of greenfield land at Burtree Garden Village in March 2020 by taking over and exercising an existing Option Agreement.

The land forms part of the proposed 2,200 home landscape-led new settlement to the northern edge of the North East town of Darlington. The Burtree Garden Village site has historically been promoted by a consortium of landowners led by a local developer Hellens Land Limited. Homes England is currently in a Collaboration Agreement with Hellens on the 79ha (196 acre) part of the site, with both the cost and receipts being shared between the two parties. There is an agreed governance structure including a Delivery Board.

Homes England are also the main contact between the wider site landowners and the Borough Council in their role as LPA and landowner.



Ripon Barracks, Ripon, North Yorkshire

An active 86ha Ministry of Defence site, one of a number for which a high-level Memorandum of Understanding with the Defence Infrastructure Organisation (DIO) is in place. A framework governance structure has been established, which includes a Project Executive Group and Steering Group sitting below the national governance. In partnership and prior to Harrogate Local Plan Examination, a joint Statement of Common Ground was signed by the Local Authority, County Council, and the DIO which secured support for the development of 1300 homes. It also strengthened housing delivery and the role of the site within the development strategy, committed to infrastructure delivery, whilst establishing masterplan and delivery principles. Alongside this, Homes England has established a strategic overview group of regional stakeholders and delivery partners which included Local Authorities and the Local Enterprise Partnership (LEP) and has undertaken a series of engagement and consultation events to build local stakeholder relationships.



South West Rugby, Warwickshire



Delivery of this 5,000-home development had stalled due a range of factors including significant upfront infrastructure requirements, the complexities of an agreed mechanism to recover the costs of enabling infrastructure and the involvement of multiple landowners / promoters who are progressing their respective parts of the allocation on an individual, rather than a site wide basis.

Between March and June 2020, Homes England acquired 92.06 ha of land from Warwickshire County Council (WCC) and a private landowner. Homes England is now taking a lead role in a consortium of developers and landowners to help deliver the scheme. Working with Rugby Borough Council, WCC and the consortium, Homes England has helped shape the South West Rugby SPD through its work on the site wide masterplan and through detailed representations.

Working closely with its public sector partners, Homes England has helped shape a Framework s106 and contributions master matrix which will enable Rugby to secure the requisite contributions from each application on the site to ensure that the site wide infrastructure costs (approximately £120 million) are collected so that key infrastructure can be delivered in a timely manner to facilitate delivery.

De-risking Sites

How Homes England minimises delivery risks from the outset

Once opportunities have been identified, Homes England develops and implements robust planning and enabling strategies to remove development risks, utilising a range of tools and working with our partners.

- Due Diligence** – Homes England compiles a range of technical information on its land interests, before and after acquisition. We work to gain an understanding of constraints and opportunities, informing our initial appreciation of likely project outcomes and economic viability. Working with our multi-disciplinary panel consultants, this can include desk top studies, surveys and intrusive investigations, appropriate to the nature of the site. We seek to ensure that technical information gathered can be utilised throughout the planning, de-risking and disposals processes. In practice, the level of due diligence completed by Homes England can reduce the likelihood of the Local Planning Authority needing to implement pre commencement planning conditions.
- Remediation and Demolition** – Homes England seeks to prepare previously developed sites for development through undertaking remediation activities and leading on demolition programmes. Our Technical Centre of Excellence team, along with our panel consultants, advise on and implement tailored strategies aimed at mitigating or removing site development risks, providing certainty around future development costs and timescales. This activity can also remove delays in the development process and the requirement for planning conditions.
- Land Assembly** – Homes England can intervene to assemble land opportunities, including through the acquisition of land, to unlock a wider development opportunity or to remove development constraints. Whether large or small scale, this activity can represent a significant de-risking intervention to facilitate the delivery of new homes. Where justified, we can also utilise development option agreements to gain control of third-party land interests for the short or longer term.

The Avenue, Chesterfield



Over an 18-year period, Homes England cleaned up the former Avenue coking works in Derbyshire. The 240-acre brownfield site was thought to be one of Western Europe's most contaminated locations.

The site works included clearance and remediation of the redundant plant area using innovative solutions to deal with pollution, diversion and cleaning of the River Rother and construction of the Flood Alleviation Scheme in partnership with the Environment Agency, to manage flood risk.

At the same time, the Agency ensured that wildlife was protected and enhanced, through delivery of a new 50ha nature reserve, country park and Sustainable Urban Drainage System. The former coking works site has been completely transformed to provide recreation opportunities, community facilities, new homes, school, and employment.

Accelerated Planning

How Homes England gains approvals quickly

Homes England takes a proactive approach to the planning process, working with partners to promote our sites for development, securing planning certainty quickly and effectively and minimising lead in times.

Underpinning the Agency's planning strategy is the preparation of high-quality masterplans for all sites. Homes England's master planning process sets out how ambitions for design quality and place making can be achieved. Working with the Agency's multi-disciplinary panel of qualified consultants and urban designers and utilising the skills of our internal Master Developer and Design team, proposals are supported by masterplans which respond to the Building for a Healthy Life Criteria. Embedding Building for a Healthy Life assessments throughout the development of our masterplans ensures that positive "green lights" are achieved as schemes advance through the planning process.

Homes England masterplans set a framework for site promotion and outline planning stages, as well as setting a comprehensive approach for developers of individual parcels to respond to. Masterplans also identify opportunities for a master developer role for the Agency in delivering key enabling infrastructure.

Key stages of activity include:

- **Site Promotion**
Homes England promotes its land holdings within the statutory Local Plan preparation process. Seeking to adopt a positive working relationship with Local Authorities, fellow landowners and other agencies, Homes England crafts effective site promotion materials which advocate the benefits of allocating Homes England-owned land for development. The Agency stays involved in all stages of the Local Plan process, from initial consultation through to Examination and Adoption, working with multi-disciplinary panel planning consultants. The Agency also engages with Supplementary Planning Documents, Neighbourhood Plans and other plan-making activity to promote its land interests and the wider role of the Agency, including its Investments, Affordable Housing and Market Places and Partners functions. Opportunities are sought to twin-track site promotion alongside due diligence and planning application tasks, reducing delays within the planning process.
- **Planning Applications**
Working with multi-disciplinary consultants, Homes England devises and implements an appropriate planning application strategy, tailored to the land holdings in the Agency's control. The aim is to accelerate the process from acquisition to delivery, whilst also providing certainty to developer partners. Technical due diligence work, master planning and outlines planning consents provide a robust framework to move with speed and clarity through the reserved matters stage. This work can be progressed at risk, for example whilst a Local Plan allocation is pending confirmation in an adopted Plan. Homes England seeks to negotiate section 106 agreements, conditions and other planning obligations early in the process, removing further unknowns for our developer partners.

- Local Planning Authority Resourcing**
 Homes England seeks to engage positive, proactively and on an ongoing basis with Local Planning Authorities. The Agency builds strong working relationships consolidated through Memoranda of Understanding, Statements of Common Ground and Collaboration Agreements, as appropriate. Homes England also makes use of pre application offers and agrees Planning Performance Agreements with Local Planning Authorities, which again help to facilitate and accelerate the planning application process.
- Preparing Delivery Frameworks**
 Alongside accelerated and co-ordinated planning strategies, Homes England prepares detailed delivery strategies at the planning stage in partnership with Local Authorities and other delivery partners. Key delivery strategies include the preparation of site-specific infrastructure delivery plans and Design Codes to provide certainty for partners and Local Planning Authorities, to speed up process and ensure key criteria are agreed early on – minimising the time it takes to determine future Reserved Matters applications.

Example of Accelerated Planning

Burgess Hill, Northern Arc, Mid Sussex – 200ha urban extension (3,500 homes)



- Land assembly** – Homes England acquired a number of freehold interests since March 2018
- Prepared an **Infrastructure Delivery Plan, Masterplan and Phasing Strategy**, approved by MSDC, September 2018
- Submission of **Outline Planning Application** (3,080 homes excl. Phase 1 Freeks Farm), December 2018
- Developer selected** for Freeks Farm Phase 1, March 2019
- Reserved Matters Planning Application submitted** for Phase 1 (Freeks Farm), July 2019
- Reserved Matters Planning Approval** for Freeks Farm, October / November 2019
- Phase 1 Strategic Infrastructure Start on Site**, November 2019
- Phase 1 housing starts**, March 2020

Total time from acquisition to start on site = 24 months (2 years)

Infrastructure Delivery

How Homes England supports the early delivery of enabling infrastructure

On its large sites, Homes England adopts a master developer role with the ability to invest upfront in the enabling infrastructure that is necessary to unlock its sites. In this way, serviced development plots can be made available to the market at pace.

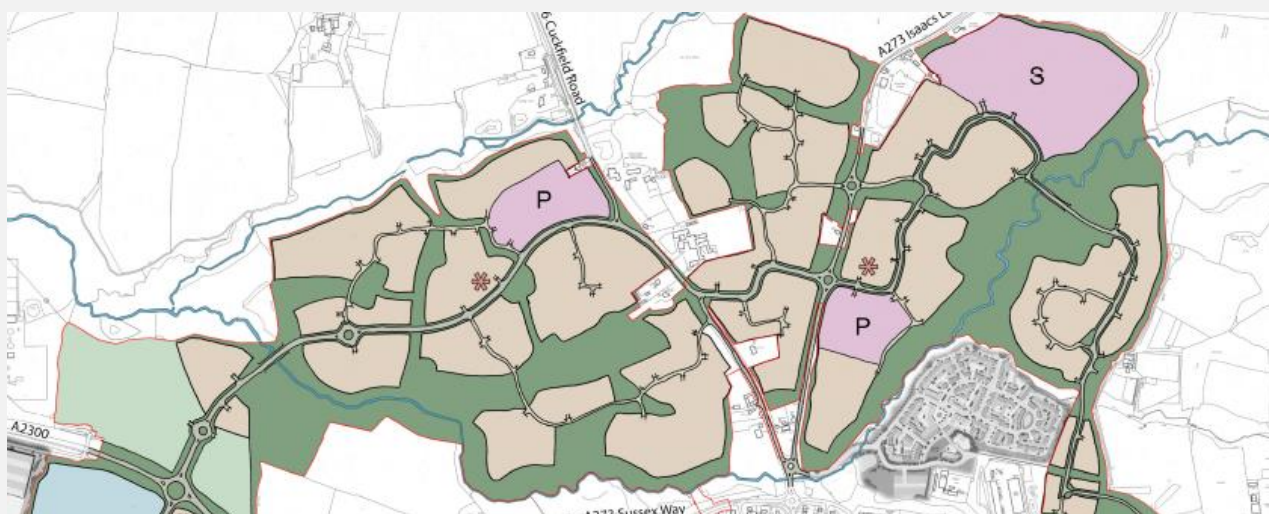
To ensure investment in new infrastructure is delivered early to open up sites, enable multiple outlets and address existing capacity constraints, Homes England can take on the role of master developer to secure investment, directly deliver or work with third parties to accelerate the delivery of key infrastructure.

The Agency's approach to infrastructure delivery in its capacity as master developer includes:

- **Testing Appetites**
As part of the option appraisal process for all schemes, Homes England will always test the need for public sector intervention on its sites and determine whether the role of master developer is an effective means to accelerate housing delivery. By definition, this means that the Agency is actively bringing forward infrastructure on sites where the market can't – directly addressing barriers to delivery and unlocking land for development.
- **Investing in Infrastructure Early**
Backed by Government, Homes England's funding agreement allows it to take a longer-term approach to the funding and financing of infrastructure that is not available to the market. This allows Homes England to invest more, invest earlier and invest in a wide range of infrastructure needed to unlock land, maximising development capacity and accelerate delivery.
- **Direct Delivery**
Homes England has the skills and capabilities to plan, design and build enabling infrastructure. Utilising its in-house Technical Centre of Excellence teams and access to a wide range of expertise across its procurement frameworks, Homes England can assemble highly qualified teams to design and deliver a wide range of infrastructure.
- **Working with Partners to Deliver**
As a Government Agency that takes an active role in infrastructure delivery, Homes England has established relationships with other Government Departments, Local Authorities and infrastructure providers. This enables innovative or bespoke solutions to be undertaken to accelerate infrastructure delivery and enable early capacity to accommodate future growth on large sites.
- **Preparing Robust Cases for Intervention**
As part of the Government's Green Book appraisal, Homes England is required to demonstrate the case for investment and secure HM Treasury approval for investing in our sites (over £30m). In seeking approval for infrastructure investment alongside the preparation of Local Plans and / or the determination of planning consents, Homes England undertakes the preparation of site-specific Infrastructure Delivery Plans, providing certainty on the availability of funding and certainty of deliverability early in the process.

Examples of Infrastructure Delivery

Burgess Hill, Northern Arc, Mid Sussex



£163m direct initial investment up to 2023 for land acquisition, progression of planning and significant infrastructure investment to deliver road, bridges, landscaping, drainage and utility works to accelerate the initial delivery of 1,250 homes, with at least £39m invested in infrastructure alone.

Committed infrastructure delivery to date includes £7.6m for the Eastern Bridge and Link Road and c.£6m for the Western Link Road both let in Summer 2020. These works have enabled the disposal of serviced plots on the eastern and western ends of the masterplan for delivery of much needed homes in the area. Homes England’s investment has leveraged additional public investment in the wider area – including £17m investment in the A2300, £6.7m Housing Infrastructure Fund funding for offsite sewerage treatment works and additional Local Enterprise Partnership Local Growth Deal Funding for the Burgess Hill area.

West of Ifield, Horsham

Homes England is working in partnership with the Department for Education (DfE) to accelerate the delivery of new secondary provision on the site, addressing an acute shortfall of places in the wider area that would otherwise impact on delivery rates for the scheme. The partnership working involves DfE leading on detailed planning and delivery of a new secondary school.

Homes England is leading the delivery of the first phase of enabling utilities and highway infrastructure alongside the Local Plan promotion and Outline Planning Application to secure up to 3,250 homes, associated social and community infrastructure. The partnership approach will ensure that the secondary school is delivered alongside the first housing completions and therefore avoid the need for restrictive triggers as part of a future consent.



Chalgrove Airfield, South Oxfordshire



Homes England is leading on the delivery of offsite highway infrastructure as part of a circa.£100m package of highway and public transport improvements needed to unlock the site.

Homes England has appointed a design consultant to bring forward detailed planning alongside the Outline Planning application for the development to enable the delivery of over 3km of new offsite highways as part of the first Phase.

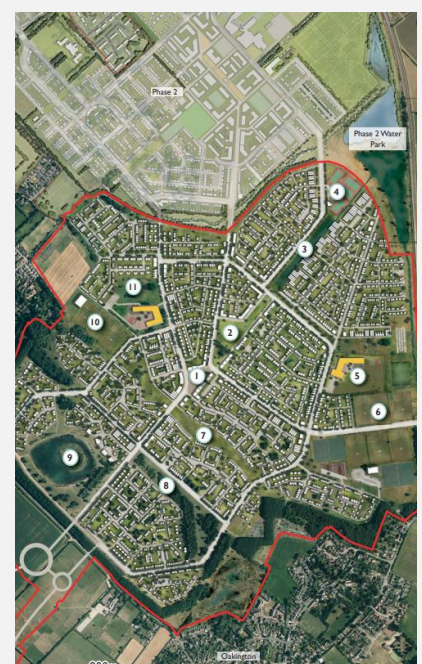
The offsite infrastructure package and direct involvement of Homes England has also involved the sharing of information with local delivery partners alongside a commitment to fund a proportion of their costs as part of the s106 agreement which has helped accelerate the planning and delivery of other highways improvements so that they do not constrain delivery of the Chalgrove Airfield scheme once construction has started.

Northstowe, South Cambridge

Homes England has completed land assembly of over 500ha, submitted outline applications for 8,500 homes and undertaken early investment in strategic and social infrastructure.

£33m of section 106 payments have been made supporting early delivery of a range of community benefits including schools, health and civic uses.

Homes England have let a £65m enabling works contract which is nearing completion. This will provide highway and utility infrastructure to unlock Phase 2 accelerating the delivery of 3,500 homes through the release of serviced parcels to development partners. Land for 700 homes is under contract already with a further 500 homes and commercial uses within the Town Centre to be released for development in 2022. Homes England will continue to invest in infrastructure and community facilities in order to support the phased disposal whilst seeking to drive pace, quality and market diversification.



Accelerated Delivery

How Homes England builds at pace

As set out in the Homes England Strategic Plan, there are a range of tools and mechanisms available to Homes England to accelerate housing delivery. Specifically, in relation to large and strategic sites and in its capacity as master developer, Homes England can create the conditions necessary to accelerate housing delivery through its land disposal processes.

The ways by which Homes England achieves accelerated delivery from its developers – and how this increased delivery pace is contractually guaranteed – is set out below:

- **Working with a diverse range of delivery partners**

By working with a diverse range of developers, the Agency not only helps to promote greater strength in depth and create better resilience across the development sector, but it also helps to create opportunities for accelerated delivery. By working with development partners who each have different specialisms, attitudes to risk, target buyer audiences and housing product types, it becomes possible to select development partners who will work side by side on large sites in a collaborative manner. Because these varied developer types deliver different product types and seek end occupiers of differing socio-economic backgrounds, competitive tension between the developers can be more easily managed - meaning housing delivery rates / market absorption thresholds can be kept high.

- **Promoting outstanding design**

Whilst the Building for a Healthy Life (BfHL) toolkit ensures Homes England can establish a strong design baseline as part of its outline planning applications, raising design standards is a process that continues on through the respective disposal and Reserved Matters work stages:

- Homes England establishes compliance with BfHL as a 'pass / fail' measure within its disposal tenders – and also allocates scoring marks to 'design' across its tenders in order to incentivise developers to go beyond minimum compliance;
- Once a preferred developer has been selected, Homes England then obliges the developer to participate in a Design Review process coordinated by an affiliate member of the Design Network. The developer is then required to incorporate the comments received via the Design Review process into their Reserved Matters pack before it is submitted to the local planning authority; and
- In taking this approach, Homes England hopes that it can accelerate reserved matters planning determination timescales – and in turn bring forward timescales by which a development starts on site. This is because, by demonstrating that the scheme designs have been through an iterative improvement process (involving independent and objective design scrutiny via Design Review), it is hoped that this will build confidence within local planning authorities and pave the way for a smoother passage through planning.



- **Tenure diversification**

In addition to varying a development's housing offer by house type, style and price point, Homes England regularly accelerates delivery by imposing tenure diversification requirements on specified development phases. This can involve mandating – via the sales process – that a developer must develop an 'above policy' level of affordable housing on the site or else private rented sector accommodation. In the same way that working with a diverse range of development partners helps to promote accelerated delivery, diversifying tenures has the same effect, and essentially helps to maintain strong housing completion rates by avoiding the 'sales saturation' issues that traditionally cause developers to slow down their pace of delivery.

- **Guaranteeing performance**

Whilst Homes England can use its land disposal processes to impose product/tenure diversification, design and MMC requirements that will drive an improved pace of delivery, the Agency must maintain a long-term involvement in the project to ensure that its selected development partner achieves the required level of acceleration. Homes England does this by selling land through its new pre-procured developer panel, known as the Dynamic Purchasing System (DPS).

- The DPS is a new panel that is more flexible than any of the Agency's predecessor panels - and has a broad level of developer representation (ranging from small to large developer, MMC specialists, RPs and contractors).
- By selling land through this procured panel, the Agency can sell its land by means of a Building Lease. The Building Lease provides the developer with a 125-year interest in the land and is the contractual means via which Homes England is able to impose legal obligations on the developer. Such obligations will include (as standard):
 - The requirement to start and complete the development in line with defined timescales;
 - To develop the site in line with an agreed design specification (i.e., a design as agreed under the reserved matters consent);
 - To develop the site in line with an agreed MMC specification; and
 - To develop the site in accordance with an agreed tenure split (NB affordable housing levels required within the lease would never be less than the level mandated under the site's S106)
- Once these delivery requirements have been fixed within the Building Lease, it becomes the developer's legal obligation to satisfy these delivery requirements.
- In monitoring the developer's performance against their obligations under the lease, Homes England appoints an independent Compliance Inspector – who will attend site monthly throughout the project's life and provide reports on the developer's performance. If the developer fails to deliver in line with its legal obligations, they are required to remedy the breach. If they do not remedy the breach – then Homes England can forfeit the lease (essentially terminate the developer's interest in the land).
- Homes England has never had cause to terminate one of its Building Leases - which demonstrates the effectiveness of the Building Lease approach in incentivising developers to successfully deliver against their accelerated delivery pace obligations.

- **Driving innovation**

In response to the country's growing construction skills shortage, Homes England is promoting the use of Modern Methods of Construction (MMC) as a more productive / less resource intensive way of building homes. Whilst productivity is a key motivating factor behind Homes England's advocacy of MMC, a beneficial by-product of this is that MMC homes can generally be constructed more quickly than traditionally built homes.

- As part of its disposal process, Homes England mandates a minimum MMC requirement from bidding developers – and awards marks to developers who elect to adopt more sophisticated forms of MMC or incorporate MMC systems into more of their plots (or both);
- This ensures that some form of MMC build is incorporated into all larger Homes England sites – and helps to ensure that schemes can be built more quickly; and
- Since large elements of MMC homes are developed off-site, it also means that delivery delays for example associated with adverse weather conditions, become less of an issue - as fewer construction work packages are carried out on site.

Examples of Delivering at Pace

Pewterspear Green, Warrington

The Site is located just off junction 10 of the M56 and is located in South Warrington near the village of Stretton. Pewterspear was marketed via Homes England's Procurement Framework in summer 2017 and Outline Planning Permission was achieved in September 2017. Barratt were selected as preferred development partner and exchanged with Homes England in March 2018. Reserved Matters consent for 180 homes was achieved in October 2018 and the deal completed in December 2018.

House building commenced in January 2019 and the last home was completed in September 2021. The pace achieved on site averaged 5.45 homes per month (excluding a 3-month shut down period due to COVID-19).



Appleton Cross, Warrington

Outline planning permission was achieved in January 2018. The site was marketed via Homes England's Procurement Framework in summer 2018 and Barratt and David Wilson were selected as preferred development partners and exchanged with Homes England in March 2019. Reserved Matters consent was achieved in September 2019 and the deal completed in January 2020.

House building commenced in March 2020. As the developer has two product outlets (Barratt and David Wilson Homes), they have committed to delivering the 370 homes over a 50-month programme and are on target to complete the last home in December 2024. The average pace achieved will be 7.4 homes per month.



[REDACTED]

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