

Development Policy

Next Review: 2030



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Development

1. Introduction

1.1 The purpose of this Policy is to outline Rosehill's approach to the development of new build homes.

1.2 Therefore the main objectives of this Policy are to:

- Detail how Rosehill will meet one of our Strategic Objectives.
- Set out how Rosehill will carry out any development activities.
- Set out control measures for ensuring the development process is well managed.
- Demonstrate how we will meet the Scottish Social Housing Charter Standards and Outcomes.

2. Legal and Regulatory Framework

2.1 Whilst this Policy sets out to explain Rosehill's approach to development it must do so in the context of legal and regulatory requirements. Therefore the following relevant legislation has been taken into account in the development of this Policy:

- "Glasgow Standard" published by the City Council.
- Housing for Varying Needs design standards (relating to general needs, amenity and wheelchair housing)
- Secure by Design (Gold Standard)
- Current Building Regulations, including "Silver Level" Sustainability Aspects 1 to 8 Where achievable within available funding, the Association will aim to meet the higher, non-mandatory "Greener Standards" set by the Scottish Government.
- Local and national planning requirements.

2.2 The Scottish Social Housing Charter

2.2.1 The Social Housing Charter came into effect in April 2012 and this sets the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. The Charter replaces the Performance Standards and the outcomes relevant to this Policy are:

1. Equalities

Social Landlords perform all aspects of their housing services so that every tenant and other customer has their individual needs

recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

2. Communication

Social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

3. Participation

Social landlords manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

4. Quality of Housing

Social landlords manage their businesses so that tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.

5. Repairs, maintenance and improvements

Social landlords manage their businesses so that tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

13. Value for Money

Social landlords manage all aspects of their businesses so that tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

2.2.2 Social landlords are responsible for meeting the standards and outcomes set out in the Charter. The Scottish Housing Regulator is responsible for monitoring, assessing and reporting on how well social landlords, individually and collectively, achieve the outcomes.

2.2.3 In line with the regulatory principles, the Regulator's approach to monitoring landlords' achievement of the outcomes and standards in the Charter will be based on each landlord's performance information and

their own assessment of their performance. Therefore, for each year ending on 30th September, we will be expected to:

- Measure and assess our performance in progressing towards or achieving the Charter outcomes and standards
- Provide the Regulator with some key performance information on our achievement of the outcomes and standards
- Report our performance to tenants and other service users who use our services.

2.3 Organisational Values

Our Vision:

"We will provide excellent quality affordable and efficient homes in neighbourhoods that are well managed and maintained; we will contribute to sustaining communities where people feel safe and want to live by providing housing and other services and working with our voluntary and statutory partners."

Our Values:

Our Core Values are:

We Will

- Invest and Support

We will be

- Engaged and Responsive
- Accountable and Compliant
- Fair and Approachable
- Efficient and Responsible
- Excellent and Committed

3. Strategic Brief

- 3.1 As part of our strategic objectives, we will strive to continue to develop more new housing to contribute to Glasgow City Council's Housing Strategy incorporating the Scottish Government's Affordable Housing Supply Programme to deliver 50,000 affordable homes throughout Scotland. The opportunities to develop may be suppressed by the availability of land within the local area but we will actively attempt to acquire any suitable land.

3.2 Rosehill will develop new housing to achieve our strategic objectives by applying the following:

- Good design
- Good space standards
- Built to last
- Accessible and adaptable
- Energy efficient
- Good quality external open space
- Affordable to tenants in relation to the costs of living in the home
- Reductions in environmental impact achieved by Rosehill and our contractors during the construction process, for example in relation to waste management, treatment of hazardous waste, responsible use of energy and water, and recycling and reuse of materials where feasible.

3.2 Rosehill is committed to building new homes that are accessible and adaptable, to meet a range of needs including situations where tenants' needs change over time. This is the essence of the Housing for Varying Needs design standards that all new grant-funded affordable housing in Scotland must meet.

3.3 While we will often provide specialist housing (such as housing suitable for wheelchair users), we will do this in integrated developments that have been designed to produce a range of house types, rather than standalone specialist housing developments.

3.4 Rosehill's Design Brief describes the standards and specifications we aim to use within our developments.

4. Development Viability (Appraisal)

4.1 Rosehill has to satisfy ourselves that any development project:

- Is viable in the short term
- Is viable in the long term
- Represents value for money

4.2 In the short term, a development project will be viable if the amount of grant on offer plus the amount of private finance/ own resource that the rental income will support can meet the costs. Assumptions relating to cost need to be realistic and up to date. Where there is an element of special needs there may be additional capital funding from another source but the calculation is the same in principle.

Where there is a shortfall, i.e. the amount of grant plus the private finance /own resource does not meet the costs Rosehill may:

- Abort the project, but take responsibility for any costs already incurred
- Reduce the specification to cut costs until sufficient savings are made to restore the project to viability
- Seek additional funding from another source e.g. if the project included innovative features it might be possible to obtain additional funds for that specific element of the project
- Put in additional funds from its own resources to cover the shortfall

4.3 To be viable in the long term a development project must from its conception address issues of:

- Maintenance costs throughout its projected lifespan;
- Demand levels for the size and type of accommodation and the location;
- The adaptability of the accommodation to changes in future needs and aspirations.
- Where special needs projects are involved particular consideration needs to be given to the revenue funding aspect.

4.4 Value for Money can be a more subjective judgement but it is the Rosehill's responsibility to ensure that the considerable cost of developments secures the highest quality of accommodation for its tenants. To do so requires Rosehill to ensure that it employs consultants and contractors of the highest quality and that they work to a quality based strategic brief. As well as this Rosehill needs to adopt tools such as Value Engineering to ensure that, insofar as possible, all waste is excluded from the process as well as the output.

4.5 Each project has to be considered in terms of its long term use and contribution to building a sustainable community within Rosehill's area of operation. Only projects that appear to contribute to this long-term aim should be pursued.

5. Funding

5.1 Rosehill will ensure that any new build development is financially viable and fundable, will meet our Business Plan requirements, and will not adversely impact on the future operation of our business or tenants. We will secure grants from Glasgow City Council to help fund our developments with the balance being funded from our existing cash resources.

5.2 Rosehill will bid via the Affordable Housing Supply Programme to Glasgow City Council on an annual basis as required. Regular meetings with Glasgow City Council take place.

5.3 Financing any developments will have a significant impact on our cash resources. Detailed financial appraisals will be completed prior to us committing to any new build development.

6. Procurement

6.1 Procurement of Rosehill's development activities (consultant, contractor appointment) will be in accordance with Rosehill's Purchasing, Procurement and Tender Policy.

7. Opportunities for Joint Working

7.1 Rosehill has a proven successful track record in planning and delivering development projects. Where appropriate, we are also open to partnership working with other organisations, including Glasgow City Council, other RSLs and private developers. When considering such potential arrangements, Rosehill will apply business testing on any proposed partnership organisations. This will include risk assessment and appropriate due diligence tests.

8. Asset Management

8.1 Rosehill will take account of the following asset management issues when identifying sites and developing project appraisals. This will form part of the appraisal process:

- The location and performance of our existing housing stock, and any future plans for investment or possible disposal. We need to ensure that we can look after the stock we currently have.
- Need and demand for the proposed housing. Prior to purchasing any sites, Rosehill will make an evidence-based assessment of the anticipated need and demand for the housing to be provided.
- How new housing stock would be managed and whether this would ensure that tenants receive a high quality service.

9. Governance

9.1 Rosehill's development activities are led by the Management Team through the Scheme of Delegated Authority with the following items reserved to the Management Committee:

- Approval of project procurement strategy / methods
- Purchase of land and buildings for development
- Approval of housing mix and project briefs for development projects
- Appointment of consultants and contractors based on Procurement Policy and Financial Regulations
- Approval of tender acceptance and acceptance of grant offers and offers of private finance
- Signing of formal building contacts
- Approval of additional contract expenditure above 7.5% of the approved contract sum
- Settlement of contractual claims

10. Equal Opportunities

10.1 We are committed to ensuring equal opportunities and fair treatment for all people in its work. In implementing this Policy, we will provide a fair and equal service to all people, irrespective of factors such as gender, race, disability, age, sexual orientation, language or social origin, or other personal attributes.

11. Performance Management

11.1 We will monitor performance using the following:

- Progress Reports including project budget monitoring
- Project KPIs can be set for individual projects e.g. tenant satisfaction, Secure by Design, local labour.

12. Tenant Participation

12.1 We are a tenant focussed organisation and as such we are committed to involving tenants in all aspects of our work and ensuring that tenants are included, informed and consulted about decisions that have an impact on the way their homes are managed.

12.2 As part of this commitment we will involve our tenants in the development of our policies and seek feedback where appropriate. We will ensure that any significant changes to this Policy and other Policies which will affect our tenants will be the subject of consultation.

13. Risk Management

- 13.1 In all the key areas of our business we need to consider any risks which may arise. To this end we have in place a robust Risk Management Policy and from this flows our Risk Register. We have identified our strategic risks which are regularly monitored by our Management Team and Audit and Risk Sub-Committee.
- 13.2 Key to the mitigation of the risks associated with Development is having a comprehensive policy in place to manage the process. This policy sets out Rosehill's approach to development. Each development project will have a project risk register which will inform our Risk Register.
- 13.3 To ensure we continue to manage the associated risks we will periodically review this Policy to ensure compliance with all legislative requirements and regulatory and best practice guidance.

14. Complaints Procedure

- 14.1 We aim to get things right first time and provide a good quality service to our tenants and other customers. However, we acknowledge that things can go wrong and that some tenants or other customers may be unhappy with the service provided.
- 14.2 We promote our Complaints procedure through our website and periodic articles in our newsletters. In addition, we initially issued all of our tenants with a copy of the new Procedure introduced in October 2012. This information leaflet is also issued to all new tenants as part of the signing up pack.
- 14.3 We are required to report specifically to both our Management Committee and the Scottish Housing Regulator on any complaints concerning equalities issues.

15. Data Protection

- 15.1 On the 25th May 2018 the legislation governing data protection changed with the introduction of the GDPR. Following the UK's exit from the EU, and the end of the transition period which followed, the GDPR formed part of the retained EU law and became the UK GDPR which together with the Data Protection Act 2018 constitute the UK's data protection legislation.

16. Policy Review

- 16.1 This Policy will be reviewed at least every five years or sooner to ensure it continues to reflect current thinking and practice and to comply with legislative requirements and regulatory guidance.



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