

COUNCIL HOUSE BUILDING PROGRAMME PROCESS DOCUMENT

REGENERATION TEAM

JANUARY 2023

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1. Introduction

Harlow Council is embarking upon the delivery of a significantly increased programme of council house building. The document details the overarching process on how council house building schemes will be delivered, and key stakeholder decisions will be made alongside the Cabinet Report that was adopted at Harlow Council’s Cabinet Meeting on 24 March 2022. The preparation of this document has been led by the Regeneration Team working in partnership with colleagues and stakeholders within Finance, Housing, Properties & Facilities and Planning to ensure a shared commitment to the process that has been set out herein.

2. Governance

In line with the MSP approach to programme management, all schemes directly delivered through the Council House Building Programme will sit within a coherent governance structure with the Senior Responsible Officer sitting within the Programme Board to allow for efficient communication and effective decision making.

The SRO will provide Programme reporting to the HDC Senior Management Board on a quarterly basis and by exception.

The SRO will also consult with the Portfolio Holder for Regeneration to provide approval to schemes to progress through design processes and submission for Cabinet approval.

The Assistant Director for Regeneration will sit within both the Programme Board and will Chair the Delivery Board. This will allow for effective project management and programme control.

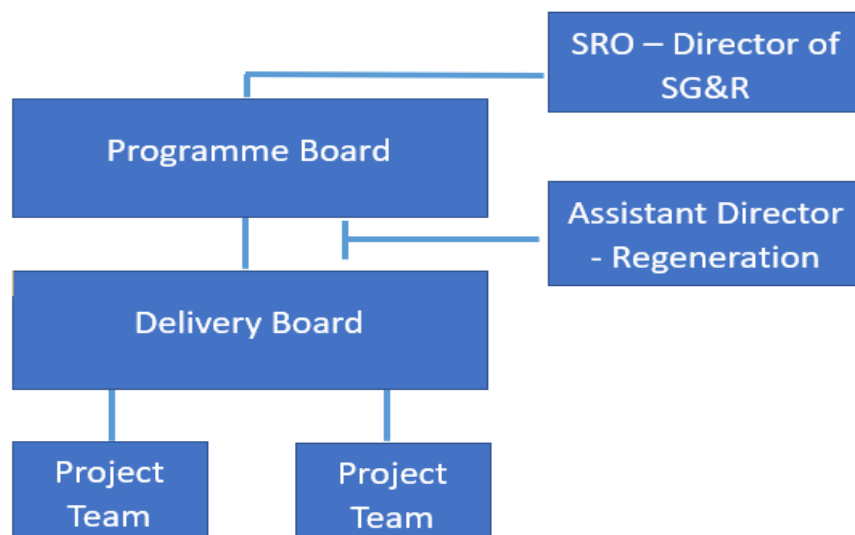


Fig. 1 – Council House Building Programme Governance Structure

Terms of Reference for both the Programme Board and the Delivery board have been developed and are detailed in Appendix 1.

2.1 Programme Board:

The Programme Board will be the key strategic decision-making body for the overarching programme. The board will meet on a six weekly basis and will be chaired by the Director for Strategic Growth and Regeneration. The Programme Board will bring together the key stakeholders from Regeneration, Planning, Housing & Property and Finance to ensure consideration is given to these operation and strategic areas and decisions are reflective of that input.

The Programme Board will utilise delegated authority to facilitate timely decisions for all matters reported by exception and provide direction for acquisition of land/buildings as well as approving schemes to be put forward to Cabinet for Members to consult on and approve.

Programme Board meetings will be fully minuted to meet audit requirements and to record key actions and decisions.

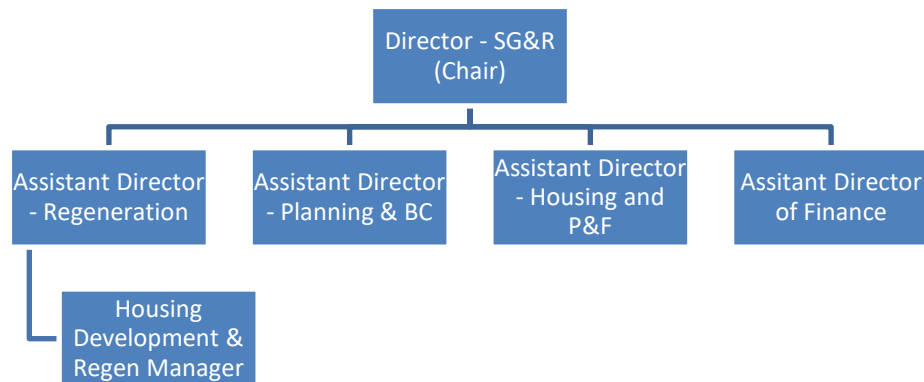


Fig. 2 - Membership of Programme Board

2.2 Delivery Board

The Delivery Board will be the key stakeholder and operational steering group for the schemes within the programme. The board will review the individual scheme proposals in detail and seek agreement on design, materials and products, unit typology & tenure, financial approach & viability, ongoing stewardship matters, procurement & delivery planning.

The board will be chaired by the Assistant Director for Regeneration and be comprised of representatives of pertinent teams within the Council. The board will meet every four weeks.

The Delivery Board will report to the Programme Board via the Chair and Housing Development & Regeneration Manager.

The Delivery Board will replace the Housing Scheme Review Meetings, which were held on a monthly basis.

Meeting action points and decisions will be noted and circulated for audit purposes.

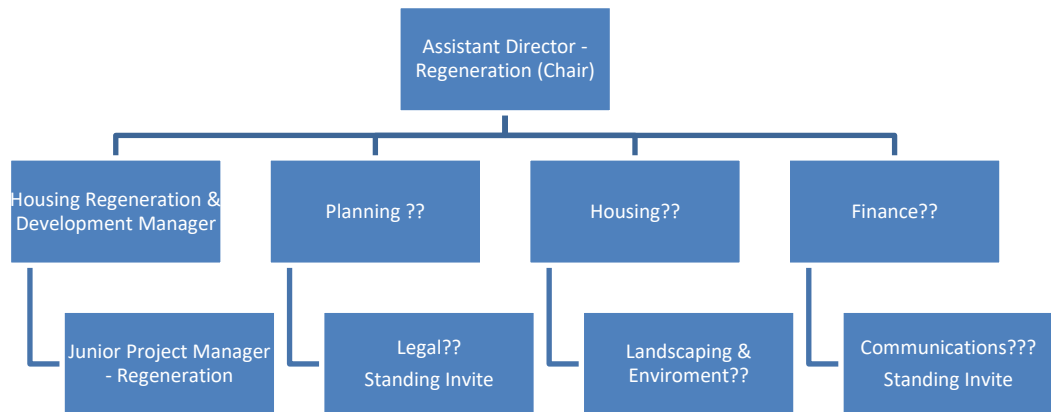


Fig. 3 - Membership of Delivery Board (Specific Job Titles TBC)

2.3 Project Teams

Individual and grouping of schemes will also have project teams for delivery purposes and will be chaired by the Housing Regeneration and Development Manager.

The membership of these teams will include architectural, M&E, Structural Engineering and landscaping design services, Employees Agent, Clerk of Works, Construction partner and other related services as dictated by the scheme/s and will vary upon point of scheme progress.

2.4 Team Responsibilities

Regeneration:

The Regeneration Team will lead on the day-to-day development of Council house building, using the currently identified programme as the basis of sites to be developed and review additional sites for inclusion. The Regeneration Team will validate the sites, from identification, through to site practical completion and handover.

Housing:

Housing will provide feedback on design, material and product selection, housing need, site availability, maintenance liability and cyclical testing and inspection requirements and issues connected with the wider estates e.g. disused garages, parking etc. Furthermore, Housing will be involved with the early stages of handover, visiting site to take photographs to enable the properties to be advertised for letting at the point of schemes completing and being handed over.

Finance:

The Finance Team will attend the board to offer advice and expertise on issues of funding and budgetary management for the overall programme as well as on and individual scheme basis. The

Regeneration Team and Finance Team will work closely, ensuring that the monthly budget monitoring returns are completed, to provide a realistic forecast of expected outturn of a project along with monthly/quarterly forecasts. The Finance Team will provide capital finance and HRA funding guidance together with being updated as to any Homes England grant funding received.

Planning:

Planning Services will provide overall comment and direction at feasibility stage as well as through the formal application process advising on policy context and process assurance as well as providing advice on positive scheme design.

Landscapes/Biodiversity:

The Landscapes and Biodiversity Team will provide feedback on existing and proposed landscape design, to ensure that the most suitable plants and trees are planted as part of the developments. Furthermore, Landscapes will provide the link at handover from the contractor and Regeneration Team to HTS (Property & Environment) Ltd for ongoing routine maintenance.

Legal:

The Legal Team will receive a standing invitation to attend the Project Delivery Board meetings and will be consulted as and when it is necessary for them to attend to discuss any site legal/boundary/rights of way etc. issues relating to schemes being put forward for proposal.

Insurance & Risk:

The Insurance and Risk Team will ensure dialogue with the Council’s Copywriters to ensure adequate cover before, during and following construction. It is important that early engagement is made with the Insurance and Risk Team to enable understanding of the programme of works and what level of insurance is required.

2.5 Reporting

Reports will be prepared ahead of both the Programme and Delivery Board meetings and circulated 3 days prior to the meeting. The Housing Regeneration & Development Manager will prepare the report in line with the reporting cycles for the board meetings and will be issued along with any other relevant documents for review/discussion.

Reporting Schedule

Board Name	Meeting Schedule	Additional Activities	Reporting Schedule
Programme Board	<ul style="list-style-type: none"> • Every 8 weeks • Additional meetings by exception 	<ul style="list-style-type: none"> • Programme Risk Review for approved schemes - Quarterly • Additional activities by exception 	<ul style="list-style-type: none"> • Programme Highlight & Progress report – every 8 weeks to include: <ul style="list-style-type: none"> • Scheme Progress Update for all schemes – milestone updates • Site options update • Finance Review • Change/Issues • Decision requests
Delivery Board	<ul style="list-style-type: none"> • Every 4 weeks 	<ul style="list-style-type: none"> • Individual Scheme Risk Review – Every 4 weeks 	<ul style="list-style-type: none"> • Delivery Highlight reports every 4 weeks to include:

Board Name	Meeting Schedule	Additional Activities	Reporting Schedule
	<ul style="list-style-type: none"> • Additional meetings by exception 	<ul style="list-style-type: none"> • Additional activities by exception • Programme Risk Review - Quarterly 	<ul style="list-style-type: none"> • Scheme Progress Update for all schemes – milestone updates • Site options update • Finance Review • Resource allocation • Change/Issues • Decision/Direction requests • Scheme Risk Review • Programme Progress Review – every 8 weeks (Review)

The Regeneration Team have prepared standing agendas and reporting templates for both the Programme and Delivery Boards.

3. Process

Step by step of scheme completion from validation to handover with short definition of each

3.1 Identify site

Regeneration officers will visit the site and undertake a validation visit, to determine whether the site is viable for development. This decision will be made via a validation checklist (included in Appendix), site photographs and officer's initial observations. The site validation checklist will include a box for a site to be referred to the Programme Board for discussion and will be signed off by the officer and the Assistant Director of Regeneration.

3.1.1 OFFICERS VISITING A SITE TO COMPLETE THE SITE VALIDATION CHECKLIST AND TAKE PHOTOGRAPHS OF THE SITE. VALIDATION CHECKLIST AND PHOTOGRAPHS TO BE SAVED ON FILE.

3.1.2 SITE VALIDATION CHECKLIST TO BE SIGNED OFF BY OFFICER AND ASSISTANT DIRECTOR OF REGENERATION.

3.2 Due Diligence & Risk Appraisal (land ownership / Title Report / Utility & Asset Search)

A site plan is prepared by the Regeneration Team, using the Council Geographic Information System (GIS). The plan will be issued to Legal Services with request for a full report on the title to be undertaken and provided. Legal Services will identify any potential issues or restrictive covenants that may apply to a site. Similarly, Property & Facilities officers will be copied, with request for a full utility/asset search of the site to be undertaken. Property & Facilities will provide information on National Grid, Thames Water, Affinity Water, Virgin Media and Cadent. Due diligence searches will also be undertaken to determine whether the land is Housing Revenue Account (HRA), or General Fund (GF) owned land.

3.2.1 ACTIVITY – DECISION TO BE MADE BY THE DELIVERY BOARD AS TO WHETHER THE SCHEME SHOULD PROCEED TO FEASIBILITY OR REPORTED AS UNVIABLE TO PROGRAMME BOARD

3.3 Feasibility

Architects will prepare initial site layout and block plan options to determine typologies and number of housing units that can be delivered on the site, considering housing need in the site locality. At this point a financial viability appraisal will be undertaken to establish potential scheme costs and funding route.

3.3.1 ACTIVITY – DECISION TO BE MADE BY THE DELIVERY BOARD RE: PREFERRED DESIGN OPTIONS

3.4 Site Clearance, surveys & ground investigations

Where necessary site clearance will be undertaken, which will be followed by specialist surveys, which include ground investigations, topographical, arboriculture, ecology, acoustic etc.

3.4.1 ACTIVITY – DECISION REQUIRED BY PROGRAMME BOARD RE: SITE SURVEYS

If site surveys show prohibitive results, then the Programme Board will make decision whether to proceed or to bank the site for future use or consider alternative immediate use.

3.5 Initial consultation with public/stakeholders

Where required, the Regeneration Team will lead initial public/stakeholder consultation on proposed plans for the identified site.

3.5.1 ACTIVITY – REGENERATION TEAM TO DISCUSS SCHEME PROPOSALS WITH PORTFOLIO HOLDER FOR REGENERATION AND WARD COUNCILLORS.

3.6 Approval by Programme Board

The Programme Board will be presented with the site validation information and photographs and feasibility designs. This information will be supplemented by public/stakeholder consultation responses where appropriate. The Board will review and approve/reject the site. If the site is approved, the project will move to detailed design.

3.6.1 STAGE 1 APPROVAL CHECKLIST TO BE SIGNED OFF BY DIRECTOR OF STRATEGIC GROWTH & REGENERATION AND PORTFOLIO HOLDER.

3.7 Detailed Design

Formal design up to Stage 2 will be carried out by an architect with designs fed back to the Delivery Board for approval/ comment.

3.7.1 ACTIVITY – DESIGNS WILL BE REVIEWED BY THE DELIVERY BOARD. COMMENTS AND AMMENDMENTS WILL BE FED BACK TO THE ARCHITECT.

3.7.2 ACTIVITY – DISCUSSION TO BE HELD WITH PLANNING AND HOUSING COLLEAGUES RE: PARKING PRESSURES ON SPECIFIC SCHEME AND WITHIN THE WIDER AREA. DOES THIS AFFECT VIABILITY OF THE SCHEME?

A Pre-App meeting with the Planning team will be undertaken for formal feedback on the designs. Any feedback will be reviewed, and designs amended accordingly prior to a full planning application being submitted.

Design team to provide indicative delivery programme and QS summary of the scheme.

3.7.3 ACTIVITY – DECISION TO BE MADE BY THE PROGRAMME BOARD ON SUBMISSION OF FORMAL PLANNING APPLICATION & SUBSEQUENT PROCUREMENT.

3.7.4 ACTIVITY – REGENERATION TEAM TO DISCUSS DETAILED PLANS WITH PORTFOLIO HOLDER FOR REGENERATION, WARD COUNCILLORS AND MEMBERS TO SUPPORT AHEAD OF PLANNING APPLICATION.

3.7.5 RISK REGISTER TO BE REVIEWED AND UPDATED AT PROGRAMME AND DELIVERY BOARD (STANDING AGENDA ITEM)

3.8 Planning Application

The Architect / Employer's Agent (EA) will submit a planning application. Once validated case officer, consultation will take up to eight weeks for minor applications and up to 13 weeks for major applications. The planning officer will prepare their report and recommendations for Development Management Committee (DMC).

3.8.1 ACTIVITY – AGENT/ARCHITECT/DESIGN TEAM SUBMITTING THE PLANNING APPLICATION TO COMPLETE THE HGGT SUSTAINABILITY AS PART OF THE SUBMISSION.

3.9 Development Management Committee

The Development Management Committee will be presented with the report from the Planning Officer and consider recommendations. The applicant may be asked to provide some further information or answer any questions that members of the committee may have. The Committee will also listen to any objections to the application, before voting to approve or reject the application.

3.9.1 ACTIVITY: REPORT TO PROGRAMME BOARD RE: PLANNING DECISION.

If planning is denied, the Delivery Board will consider site amendments and other factors from the Programme Board. If the planning decision is positive, the Regeneration Team will proceed to Procurement.

3.9.2 ACTIVITY – PROGRAMME BOARD TO REVIEW TENDER PACK/SPECIFICATION AND SIGN OFF ALONG WITH HOUSING SIGN OFF OF SPECIFICATION.

3.10 Procurement

The Regeneration Team will liaise with the Procurement Team and the lead architect to establish a framework route for Procurement. Once a route has been established, the

procurement process would proceed to establish those contractors wishing to tender. Procurement tenders should be returned within 6-8 weeks. Tender returns are validated, and analysis process carried out by Procurement, Delivery Team and Architect, which can take up to four weeks.

3.10.1 ACTIVITY – REPORT TO PROGRAMME BOARD FOLLOWING TENDER RETURNS AND ANALYSIS FOR DECISION AT CABINET.

Regeneration Team to prepare Cabinet Report and liaise with Governance re: timescales for forward plan and reporting pack for Cabinet.

3.10.2 ACTIVITY – CABINET DECISION TO APPROVE & APPOINT CONTRACTOR.

3.11 Contract Award and Pre-Commencement Meeting with Contractor

Meet with successful contractor to discuss lead in times, site specific issues, resident newsletters, site hoarding, contact directory, site parking, reporting format. Also discuss discharge of pre-commencement planning conditions. JCT (with amendments) or other contract executed.

3.12 Start on Site

Initial site meeting. All relevant external parties to be present along with Regeneration and Housing Officers. These meetings are to be held on a regular monthly basis or as needed. Minutes to taken by Employer's Agent (EA) and circulated to all meeting parties. These minutes will then be communicated internally to the Delivery Board. Team to start to prepare Asset Document and update throughout the build period as information becomes available from the contractor and EA.

3.12.1 ACTIVITY – HIGHLIGHT REPORTING TO DELIVERY & PROGRAMME BOARD – DECISIONS BY EXCEPTION WHERE NECESSARY.

3.12.2 ACTIVITY – LIAISE WITH HOUSING OFFICERS & COMMS FOR REGULAR SITE VISITS & PROGRAMME UPDATE.

3.12.3 ACTIVITY – LIAISE WITH INSURANCE AND RISK TEAM TO ENSURE ADEQUATE INSURANCE COVER.

3.13 Pre-Completion

Snagging process to be completed with all items identified being rectified prior to final handover. The Regeneration Team will liaise with the Housing Operations Team regarding compliance matters and expectations for relevant MEP testing and inspection certification. Resident user handbook to be agreed and visits arranged for Empty Homes Team and Estates & Tenancy Management to photograph properties to advertise for rent. The Communications Team will be notified of handover dates for official press release and Portfolio Holder / Programme Board visit.

3.13.1 COMMUNICATIONS TEAM TO PREPARE PRESS RELEASE AND ARRANGE REGENERATION PORTFOLIO HOLDER SITE VISIT/HANDOVER VISIT.

3.14 Practical Completion & handover

The Regeneration Team and EA will meet on site to take handover of resident's handbooks, warranties and certificates, equipment manuals, keys, take and photograph meter readings for utilities, ensure that properties are secure and that any outstanding defects have been rectified. EA to issue the Practical Completion (PC) certificate to the contractor and Regeneration Team, highlighting any outstanding pieces of information or defects. The Regeneration Team will then handover all documentation and keys to Housing representatives. The EA and QS to prepare final account, prior to 12-month defect period liability cost retention.

3.14.1 ACTIVITY – REGENERATION TEAM TO COMMISSION REINSTATEMENT COST ASSESSMENTS FOR NEW DEVELOPMENT AND PROVIDE REPORT TO INSURANCE & RISK TEAM.

3.14.2 ACTIVITY – INSURANCE & RISK TEAM TO LIAISE WITH COUNCIL'S BROKER TO ENSURE THAT NEW PROPERTIES/DEVELOPMENT IS INSURED AT THE POINT OF HANDOVER.

3.14.3 ACTIVITY – REGENERATION TEAM TO COMMISSION A VALUATION OF THE NEW PROPERTIES TO BE UNDERTAKEN. VALUATION REPORT TO BE PROVIDED TO HOUSING, INSURANCE & RISK TEAMS.

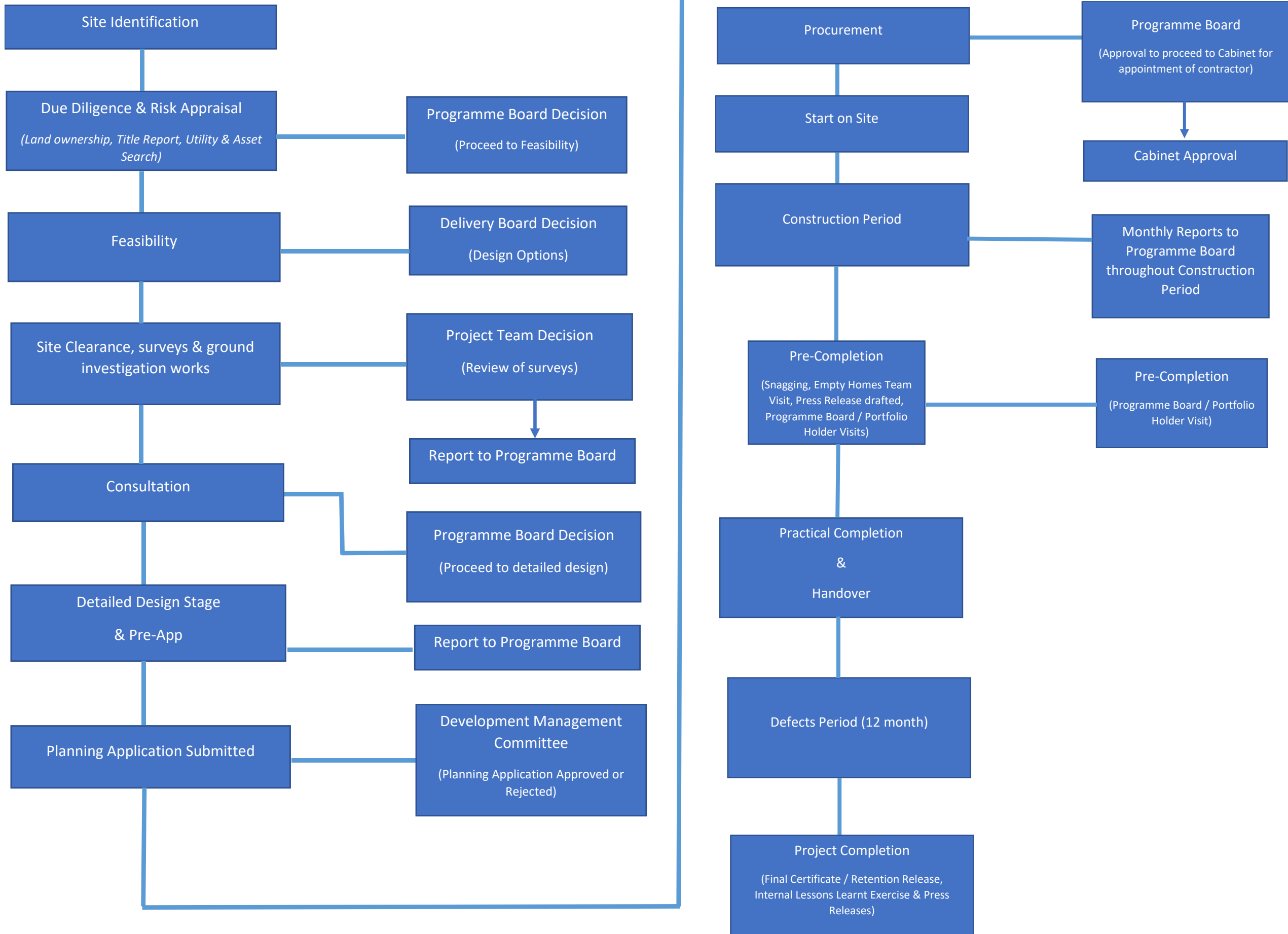
3.14.4 ACTIVITY – HEALTH & SAFETY FILE TO BE HANDED OVER TO HOUSING AND PROPERTY SERVICES.

3.15 Defects Period

Within the 12-month defect period, the Regeneration Team will seek regular reports on responsive repairs and/or call-out requests from HTS (Property & Environment) Ltd and communicate these to the EA and contractor. The EA will coordinate regular return visits with the Regeneration Team and contractor to inspect any issues that have been raised and general condition of structure, fixtures and fittings relating to the final build. Any defects will be listed by the EA and the contractor will rectify within an agreed period.

3.16 End of Project

The EA will issue the final certificate and release retention to the contractor. An internal 'Lessons Learnt' exercise will be held by the project team to evaluate the experience and any revisions to this process document that may be required. The Communications Team will issue a final press release at the end of the project.



4. Programme Risk Management Approach

Risk management will be conducted at both a programme and project level following the analysis and management approach.



A Strategic Risk Register has been developed and is shown in Appendix 4.

A further delivery risk register will be produced for the projects and will be compiled, reviewed and strengthened in partnership with appointed contractors to ensure comprehensive identification and mitigation.

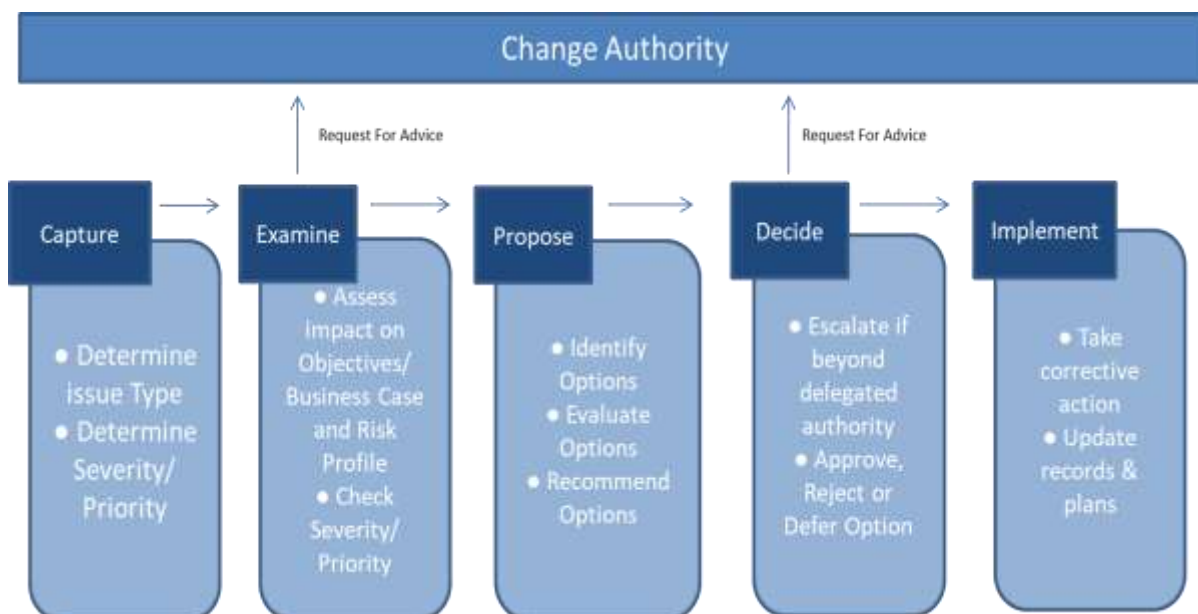
The main risk management roles and responsibilities are:

- SRO – has overall responsibility for putting in place an effective risk management policy and process
- Programme Board – has oversight responsibility for risk management processes
- Assistant Director Regeneration – responsible for implementing risk management policy
- Risk owner – the person best placed to direct or take mitigating action against individual risks dependent on programme and/or project

These roles will be supported by members of the Programme Board and/or Project Boards as defined within the risk registers.

Both the Strategic Risk Register and the individual project Risk Registers will be actively reviewed on a quarterly and monthly basis respectively to monitor unrealised risk and to react to issues as and when they occur.

All emerging change approval and escalation management required will be controlled at a Programme and Project level with the flow process below. Change authority will sit with the Programme Board and Project Boards dependent on the level of request.



The key barriers and areas of risk to delivery are as follows:

- Governance
- Finance
- Procurement
- Delivery

5. Finance

The Programme Board will grant approval to a scheme, allowing the Delivery Board to commence the housebuilding process as set out in section 3 of this document. Once approval has been given, the Regeneration and Finance Teams will meet to discuss the best funding mechanism to deliver the scheme. There are several funding mechanisms that can be used to fund a scheme which will need to be assessed. The key funding mechanisms are set out below.

5.1 Feasibility Costs

Feasibility costs of a development will initially be funded from Harlow Council's Programme of Development (POD) funding. This funding will fund costs of site clearance, initial designs through to Programme and Delivery Board approval, due diligence then detailed designs to RIBA Stage 3 and submission of the planning application. Where a scheme successfully obtains planning permission, the scheme will then be deemed as 'live' and the costs of stages 1-3 will be transferred to the new development's capital scheme code, with POD being credited back. Where schemes are aborted, feasibility fees will remain funded by POD.

5.2 Housing Revenue Account (HRA)

Developments will be funded from the Housing Revenue Account (HRA). The HRA will be the primary funding mechanism for all new housebuilding projects.

5.3 Right To Buy (RTB) Retained Receipts

The Council can use a maximum of 40% of retained Right to Buy (RTB) receipts against the construction cost of a development. Where RTB receipts are used, the remaining 60% of costs will be met from the HRA.

There are regulations around use of RTB retained receipts, with the Council having a five-year rolling programme. Failure to use RTB retained receipts will result in the Council needing to repay the funds back to central government.

5.4 Homes England Affordable Homes Programme 2021-26 Grant Funding

The Affordable Homes Programme 2021-26 is a £11.5 billion funding pot which will award funding for social rent, supported housing and a renewed commitment to delivering homes using modern methods of construction (MMC)¹. Harlow Council is a registered Investment Partner with Homes England, which allows the Council to submit bids for funding of new affordable homes. The Council has already successfully bid for funding from this scheme, being awarded a grant of £640,000 for the Bushey Croft Development, which delivered 16 new social rented properties, which completed in July 2022.

If the Council successfully bid for Homes England grant funding, other funding mechanisms such as use of RTB retained receipts are unable to be used as this would be classified as double subsidy.

5.5 Budget Ledgers

The Regeneration Team will keep budget/expenditure ledgers for all individual schemes as well as a programme level budget ledger. The budget ledgers will be updated regularly with expenditure exported from the Council's financial management database, Agresso².

5.6 Budget Monitoring Reports

The Assistant Director of Regeneration will receive the monthly capital budget monitoring reports and review and provide any necessary updates. The Regeneration Team's finance officer will receive copies of the monthly capital budget monitoring reports to enable accurate updates of scheme and programme budget ledgers.

Regular contact between the Council's Finance Team and Regeneration Team will be essential to ensure accurate information and reporting against budgets.

¹ Affordable Homes Programme 2021-26, National Housing Federation, URL: <https://www.housing.org.uk/our-work/building-new-homes/AHP-2021-26/>

² Or other financial management database if Agresso should ever be replaced.

6. Appendices List:

Appendix 1

COUNCIL HOUSE BUILDING PROGRAMME

PROGRAMME BOARD TERMS OF REFERENCE

Membership

Director of Strategic Growth and Regeneration (Chair)

Assistant Director for Regeneration

Assistant Director for Planning & Building Control

Assistant Director for Finance

Assistant Director for Housing Operations (Property)

Purpose

- To have primary oversight of the delivery of the Council's housebuilding programme
- Provide strategic direction for the future development of the programme
- Provide provisional approval to all projects before they progress to planning application submissions, agreeing outline designs and budget allocations
- Receive and discuss progress reports on all projects in the programme
- Receive reports on potential site acquisitions and agree recommendations in relation to those
- Make recommendations to the Director of Strategic Growth & Regeneration and the Portfolio Holder for Regeneration for formal project approvals
- Approve progress reports to the Senior Management Board
- Ensure that the Programme delivers against the objectives as set out in the March 2022 Cabinet Report on Council Housebuilding

Appendix 2

HARLOW COUNCIL HOUSEBUILDING PROGRAMME

Site Validation Checklist

Name of Officer(s) Completing Checklist:	
Job Title:	
Date:	

Section 1 – Site Details

To be carried out on initial site visit.

Site Address:	
Description of Site:	
Is the site owned by HDC:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Current Use of the site:	Residential <input type="checkbox"/> Commercial <input type="checkbox"/> Garage Block <input type="checkbox"/> Vacant Land <input type="checkbox"/> Other <input type="checkbox"/>
If Other, give details:	

Photographs Taken:	Yes <input type="checkbox"/>
	No <input type="checkbox"/>

Section 2 – Due Diligence

To be carried out in the office following the site visit.

Is the site owned by HDC:	Yes <input type="checkbox"/>
	No <input type="checkbox"/>
What is the allocated use in the Local Development Plan?	
Is the site Greenbelt / Green Wedge/Finger or Brownfield:	
Land Status:	HRA <input type="checkbox"/>
	General Fund <input type="checkbox"/>
Will the site have Members support for development?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>

Section 3 – Due Diligence (Part 2)

Initial discussions on the site to be undertaken to inform decision to refer to Programme Board.

No. of units achievable (est)	
Has a discussion with Planning been held re: the principle of housing development on the site?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>
If yes, is there a parking issue in the wider area?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>
Will On-Street / Off-Street parking need to be re-provided within the development?	Yes <input type="checkbox"/>
	No <input type="checkbox"/>

Pamwin Appraisal outputs. Do they reach hurdle rates?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Funding Mechanism to be considered: (RTB or HE Grant)	HRA <input type="checkbox"/> RTB <input type="checkbox"/> HE Grant <input type="checkbox"/> Other <input type="checkbox"/>
If Other, give initial details:	

Section 4 – Other Issues & Opportunities

Other Issues with the site:	
Other potential opportunities for use of the site:	

Section 4 – Recommendation

Site recommended to be referred to the Programme Board for permission to progress to Feasibility Stage.	Yes <input type="checkbox"/> No <input type="checkbox"/>
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Section 5 - Signature

	Name	Signature
Officer completing validation checklist		
Assistant Director of Regeneration		

Appendix 3

HARLOW COUNCIL HOUSEBUILDING PROGRAMME

APPROVAL CHECKLIST

Scheme Title:	
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Scheme Summary:	
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Stage 1 Validation

Technical feasibility completed	
Programme Board approval (date)	
Planning documentation completed	

Approvals

	Name	Signature
Director of Strategic Growth & Regeneration		
Portfolio Holder for Regeneration		

Stage 2 Approval

Planning consent obtained (date)	
Build specification and Housing inclusions confirmed	
Funding package confirmed (detail to be provided)	

Preferred contractor selected (detail)	
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Agreements

	Name	Signature
Assistant Director of Housing		

Approvals

	Name	Signature
Director of Strategic Growth & Regeneration		
Portfolio Holder for Regeneration		

Cabinet <i>(date & link to Cabinet Minutes)</i>	
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Stage 3 Delivery

	Start on site date	Completion date (expected)
Confirmation of start on site and expected completion (dates)		

Appendix 4

Strategic Risk Register