

Development strategy 2022/2027

Our development strategy supports the delivery of our corporate plan 2022/2027. We seek to add value through our ongoing and future development aspirations, together with a continued commitment to work only within the London Borough of Sutton.



Demand

We will focus primarily on providing homes for older people (over 55s), which sets us apart from our 'competitors' – in the UK by 2041, it is estimated that 26% of the UK's population will be aged 65 or over. There is also a clear need for affordable housing in Sutton and the strategic housing market assessment (SHMA) identifies a net need of 1,018 affordable homes each year up to 2031 (comprising: 39% one bedroom, 35% two bedroom, 24% three bedroom and 3% four bedrooms or more).

Creating new homes and enhancing our existing assets

We have purposely elected to avoid setting annual targets, as we consider this to be counter-productive to our small business. Our focus is to create new homes by sweating our assets, whilst enhancing our existing homes for the benefit of all.

As a small provider, it is important that we remain flexible and agile. By creating our own development pipeline, we have placed ourselves in a strong position to deliver new homes for local people and whilst 'airspace' development is not new, we believe our approach is a little different.

In summary, we will build new homes and enhance our existing assets to:

- provide affordable homes for older people (over 55s) in Sutton;
- create homes that our residents are proud to live in;
- ensure our homes are sustainable, energy efficient and compliant.



Programme, delivery and approach

As a small RP, it is important that (true) partnerships underpin all that we do. A good client creates a better team and delivers an enhanced project. We aspire to be an exceptional, innovative and inspirational client, with decisions made to secure the best long-term outcome for the organisation and our residents. Within this strategy we propose to deliver the following schemes with planning approval, as part of our approved phase 1 development programme:

SCHEME	NEW HOMES	MIX
Ronald House	5 flats	4 x 1b1p / 1 x 1b2p + lounge
Kent Court	1 flat	1b1p
Bridges Court	1 flat	1b1p
Trickett House	18 flats	8 x 1b1p / 10 x 1b2p
Griffiths Close	17 flats	6 x 1b1p / 11 x 1b2p + lounge
Cloverdale Court	21 flats	1 x 1b1p / 20 x 1b2p + day centre

HAPPI principles

These are based on ten key design criteria, which include good light, ventilation, room to move around and good storage. They have particular relevance to the spectrum of older persons' housing, which needs to both offer an attractive alternative to the family home and be able to adapt over time to meet changing needs.

Asset management and sustainability

Our development aspirations will continue alongside our asset management and sustainability strategies (2022/2027), to provide the guiding principles for key investment decisions regarding the management and maintenance of our existing stock and future new homes, as well as Sutton Housing Society's commitment to achieving net zero carbon by 2050.

Social footprint

To ensure our development projects deliver social value, we have adopted the Sustainable Procurement Task Force definition of social value: *'a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.'*

To deliver our social footprint, we aim to:

- use our development opportunities to increase skills and employment in Sutton and its surrounding areas;
- ensure that any growth is inclusive, bringing along existing residents and vulnerable groups;
- support the health and wellbeing of our residents by improving their homes.

Our priorities (2022/2027)

Our main aims are to:

- deliver our approved phase 1 development programme;
- progress our phase 2 opportunities through to planning submission, site by site, to maintain our development pipeline, starting with Thomas House;
- maintain continuous partner qualification with the GLA;
- secure GLA grant funding and/or public subsidy to help deliver our programme;
- supplement the overall programme through small ad-hoc infill opportunities to our existing sites;
- enhance our existing schemes through investment and improved communal facilities;
- consider modular construction and modern methods of construction (MMC) solutions where appropriate that offer capital cost and construction time benefits;
- where possible, adopt and/or incorporate HAPPI principles;
- use our airspace development programme to learn lessons and pass these on to the next project;
- share our airspace experiences, in particular with our 'smaller' colleagues.

