

# Developing a Registered Provider Collaborative Partnership

---

Tameside Borough Council

July 2021

---

**Contact:** Helen Brzozowski  
**Email:** [helen.brzozowski@arc4.co.uk](mailto:helen.brzozowski@arc4.co.uk)  
**Telephone:** 07721011276  
**Website:** [www.arc4.co.uk](http://www.arc4.co.uk)

© 2020 arc<sup>4</sup> Limited (Company No. 06205180)



## Table of Contents

1.	Introduction .....	2
2.	The role for Registered Providers .....	4
3.	Our offer to Registered Providers.....	4
4.	Creating Leaders in our Places .....	6
5.	Delivering new homes .....	7
6.	Delivering specialist housing.....	9
7.	Creating a better quality PRS market .....	11
8.	Supporting homelessness and homelessness prevention.....	12
9.	Better Health creation .....	12
10.	Supporting social value and a low carbon society.....	13
11.	Submission Requirements .....	13
12.	Selecting Area Leads .....	14
	Appendix 1: Approach to scoring Area Lead proposals.....	<b>Error! Bookmark not defined.</b>

*This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.*

*arc<sup>4</sup> Limited accepts no responsibility or liability for, and makes no representation or warranty with respect to, the accuracy or completeness of any third-party information (including data) that is contained in this document.*

Registered Address: arc4, 41 Clarendon Road, Sale, Manchester, M33 2DY

Email : [businessteam@arc4.co.uk](mailto:businessteam@arc4.co.uk) Web : [www.arc4.co.uk](http://www.arc4.co.uk)

arc4 Limited, Registered in England & Wales 6205180 VAT Registration No: 909 9814 77

Directors Helen Brzozowski and Michael Bullock

## 1. Introduction

- 1.1 Tameside is a Borough of significant opportunity and is actively seeking to work more closely with a preferred number of Registered Providers. This will help us to strengthen partnerships, create innovative and tailored solutions together and deliver for the specific needs of the area and local people. We are a progressive authority; we do things differently and we are currently mobilising to further build on our current strengths and assets.
- 1.2 The Council and NHS Tameside & Glossop CCG have come together to form one organisation – Tameside & Glossop Strategic Commission and ‘Our People Our Place Our Plan’ outlines our aims and aspirations for the area, its people and how we commit to work for everyone, every day. The plan is structured by life course – Starting Well, Living Well and Ageing Well, underpinned by the idea of ensuring that Tameside & Glossop is a Great Place, and has a Vibrant Economy. Within each life course we have identified a set of goals that set out what we want to achieve for people in the area throughout their life. <https://www.tameside.gov.uk/corporateplan>.
- 1.3 People want to live in places with great schools, good jobs and excellent transport connections, access to sport and leisure and retail and social opportunities and this all needs to be underpinned by an excellent choice of homes. For our neighbourhoods to be attractive places to live, work and invest, an integrated and connected approach is essential. Tameside along with the GMCA is currently driving huge changes in the way public services are delivered. This is redefining our relationship with residents – doing with, not to. We are re-designing services at the place level to ensure that they deliver better outcomes for local people. Having access to a safe, decent affordable home is an essential part of this transformation. We see housing as the cornerstone to Starting Well, Living Well and Ageing Well.
- 1.4 A safe, warm affordable home is the bedrock for positive health creation on which to build resilient communities, deliver our ambitions for future generations, and create opportunity. The influence of ‘good’ housing is far reaching, which is why our newly emerging housing strategy places housing as a ‘launch pad’ to challenge the way in which we deliver new homes and services. The principal aim of the new Housing Strategy must be to accelerate the pace of housing development and improve the quality and choice of the local housing offer. New homes are an important part of ensuring we can meet the housing demands of existing and prospective residents and enable reductions in dependency on expensive public services by better matching our residents changing housing needs.
- 1.5 We understand the value of partnership and are an active partner within the Greater Manchester Combined Authority and we understand the significant role that Registered Providers (RPs) will have working alongside the Council to create solutions and deliver our objectives. We also have positive partnerships with developers and private landlords and are working to strengthen those to also support the Council to deliver its objectives set out in the Corporate Plan.
- 1.6 We will expect RPs to take an asset and strength-based approach to creating and maintaining communities that are cohesive and sustainable with a focus on supporting the following outcomes that:

- maximise the delivery of new homes at pace across the Borough;
- utilising existing stock and nomination arrangements together with delivery of new affordable rented homes, contributing to rebalancing communities and demonstrating that these homes are truly affordable to local people;
- create intermediate products that support households into tenures of their choice as they move through their lifecycle;
- develop models of delivery for new homes and services in partnership with the Council;
- support the borough to develop a higher quality secure private rented sector offer;
- develop place-based management solutions that promote community engagement, promote financial and digital inclusion and reduce social isolation;
- positively disrupt the private rented sector market to create more stable and better managed communities, reducing fuel poverty and tackling anti-social behaviour;
- demonstrate a long-term commitment to social and economic investment which supports local people and communities, particularly supporting tenants into education, training and employment;
- deliver specialist accommodation that meets our evidence-based need requirements and also provides person centred solutions;
- support the authority to meet its homelessness obligations and supports preventative approaches;
- create an accommodation and service offer for older people to remain living in their homes for longer and access to specialist accommodation as it is required; and
- bring empty homes back into use.
- demonstrate social value that benefits the communities and neighbourhoods of Tameside
- support the Council's plans for re-purposing the borough's town centres
- support other relevant Council initiatives e.g. Home Improvement Agency, Handy Person Service

## Covid-19

- 1.7 The Covid-19 outbreak has demonstrated both the fragility of how the world's economy was organised, but also the immense power of communities working together. The strength of community working was particularly true in Tameside. We will play our part in supporting our residents and partners to meet these exceptional challenges. We recognise that all organisations will need to adapt to new working arrangements, and we anticipate our policies and practices will need to adjust to the new circumstances. Through the coming months, we will continue delivering our services to residents and partners and crucially, lay the foundations for meeting future needs. This document is one example of that.

## 2. The role for Registered Providers

- 2.1 Tameside wants to work with committed Registered Providers who will have a wider economic and social impact. We want to build relationships over a longer time period, creating solutions to our challenges, sharing risk and reward and delivering with a focus on the needs of local people.
- 2.2 We intend to create a Registered Providers Partnership that we can work with on a more permanent basis. We want Registered Providers to make commitments to the Council about future investment and resources and in return the Council is setting out the benefits of joint working arrangements.
- 2.3 The Partnership intends to ensure that Registered Providers who we work with can support all or some of the outcomes outlined in the introduction and we want Registered Providers to work to their strengths both in terms of expertise and geographical impact. We understand that there are likely to be lead Registered Providers in some specialist areas or geographical locations and others who play a supporting role. All are important.
- 2.4 As part of this process, we understand that some Registered Providers will be considering their future role in Tameside and will work with you to fully support a managed exit if Tameside is not a preferred location for investment in the future. There may be a role for us to broker stock swaps or alternative management arrangements of your current stock in Tameside.
- 2.5 We are asking Registered Providers to explain how they plan to work alongside the Council, and we are asking for specific commitments to be made over the next five years. Those organisations that can commit to meeting the outcomes that Tameside has identified as priorities, will be invited to be a member of the Registered Provider framework. In addition, we are asking providers who wish to be Area Leads to set out the areas where they wish to be the Lead.

## 3. Our offer to Registered Providers

- 3.1 The Council is currently developing a new five year Housing Strategy that very clearly sets out our commitments to improve the pace of delivery of new housing, how we intend to deliver our services and our commitments to local people. We are maximising our powers and partnerships, thinking differently and looking for create people centred solutions. Details of our emerging thinking can be found in in our Corporate Plan and the presentation about the Housing strategy.
- 3.2 For Registered Providers who are part of the partnership, we will investigate the opportunities to;
  - Enter into continuous market engagement, identifying opportunities for development, providing support to access funding through National programmes and sub regional partnerships.
  - Work in partnership to unlock challenging sites. We intend to work within the Greater Manchester Combined Authority framework to maximise resources available from the Housing Investment Fund but we also intend to develop a Housing

Investment Fund that can provide investment funding to support viability. We anticipate this will include commuted sums, capital receipts, new homes bonus and prudential borrowing. This fund can be used flexibly to unlock sites with our partners members.

- Work with Registered Providers to create new sites. This would include detailed examination of public sector and social landlord held assets and land to explore radical options for creating new sites;
- Share risk on sites. The Council intends to become more engaged with housing delivery, which may be direct delivery, investment in new housing and utilising our assets. We will be working with our preferred Registered Providers to look at joint site delivery where this is appropriate, particularly in more challenging locations.
- Support Registered Providers with land packaged deals enabling Registered Providers to access better quality sites in return for delivering more challenging sites.
- Support Registered Providers to develop intermediate housing products. Building on the previously successful LAMS product and some of the exciting products developed by GM partners, we intend to establish a legal mechanism to develop equity loans. This will enable equity loans to be provided on new developments to help to reduce sale values and improve access to home ownership for local people. For Registered Providers, it can be used to de-risk commercial schemes and provide flexibility to enable schemes to move forward. The Council will manage this process, hold charges and fund equity loans where this supports scheme viability.
- Develop equity loans to create person centred solutions, this may include funding equity loans to achieve our outcomes in partnership with our Registered Providers. For example, the potential to purchase larger property for families who foster children in Tameside but whose home is too small. An equity loan could fund the difference in the cost of their original home and the larger home. The equity loan would be repaid to the Council in the future. Equity loans could be used for other property purchases too.
- Work with Registered Providers to financially support alternative delivery models such as custom build, co-operative living and Community Land Trusts.
- Provide a fast track route through our planning system where schemes meet local need as set out in our evidence base.

3.3 This is not an exhaustive list and we would be happy to discuss these in more detail but are keen that Registered Providers work with us to develop solutions in more detail.

3.4 The Council intends to adopt a LIFE (Lead Influence Follow Exit) model approach for Registered Providers. To that end, we are keen to ensure that we have lead Registered Providers across the Borough and recognise that your existing footprint and investment plans may be defined spatially. We consider this to be appropriate and would ask that you set out preferred locations for working with the Council.

3.5 The following section sets out the challenges in the Council and the type of support that is needed from Registered Providers. We are asking Registered Providers to consider these challenges and respond to the questions asked. We are particularly looking for

specific commitments that Registered Providers can make to Tameside over the next five years and beyond in terms of:

- Building new homes
- Place management
- Delivering for people with specialist accommodation requirements

## 4. Creating Leaders in our Places

4.1 We need strong place management of neighbourhoods in Tameside. This needs to be coordinated, area-based and involve a multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those living there. We are redefining our relationship with residents – doing with, not to and we are re-designing services at the place level to ensure that they deliver better outcomes for local people.

4.2 We want to work with named Registered Providers across our towns and neighbourhoods. This does not mean that we would expect a lead Registered Provider to deliver all of the homes in an area where it was leading. We expect lead Registered Providers to work alongside the Council to ensure that individual locations have a holistic investment approach across all tenures that creates better balanced and healthy neighbourhoods. The role of a lead Registered Provider would be to work with the Council and supporting Registered Providers:

- to create a pipeline of deliverable sites across the Borough, maximising the provision of affordable housing and ensuring that delivery meets the needs of that location.
- to create innovative approaches to new delivery and take an investment role as necessary
- to develop intervention strategies with the Council and partners to improve poorly performing locations e.g. empty homes, poor private renting, open space management etc.
- to attend appropriate partnership meetings and be a ‘voice’ for their lead area
- to contribute to strategy making for the area
- to share pre-agreed data with the Council on matters relating to local area
- to encourage social cohesion through community organisations

### Consultation Questions

*Where do you believe your organisation should the lead manager of Place and why?*

*What approach will you take and what will your priorities be?*

*What support do you need from the Council?*

## 5. Delivering new homes

### Well-designed, quality housing

- 5.1 The design and quality of new housing is an important part of any new provision in the borough. It makes a crucial contribution to successful placemaking. We anticipate that homes built by partners will be consistent with the national aspirations for well designed, quality homes in good settings as well as our objectives for attractive and sustainable communities.

### Delivering new affordable and low costs home ownership properties

- 5.2 The importance of delivering sufficient new housing provision, and especially affordable housing, has returned to the top of national political priorities. There is no single definition of affordability and no single agreed point where housing becomes un-affordable. Every local authority in the UK has issues with affordability and demand for affordable housing remains strong. Tameside lost over 5,000 socially rented homes through Right to Buy since the policy's introduction in 1980.
- 5.3 One in ten households in Tameside are in some form of housing need, ranging from overcrowding, accessibility and adaptability issue through to living with domestic hazards like damp and mould.
- 5.4 The solution should not simply focus on providing more affordable housing in all locations. Instead, the Council needs to emphasise flexibility in delivery, based not only on viability but also existing provision. In some areas, we need more affordable housing; in other areas what is lacking is a higher value offer.
- 5.5 The Council has an established relationship with Ashton Pioneer Homes that has brought over 150 empty properties back into use and provides high quality management services to private tenants. <https://www.tameside.gov.uk/emptyhomes>.
- 5.6 The Council is interested in approaches that will encourage better use of existing stock e.g. acquisition and upgrading of existing stock, bungalows that can free up family houses or incentives to encourage people to right size.

### Consultation Questions

*How many (and type) of new affordable homes can you commit to delivering in Tameside? What are your preferred locations?*

*Will you require grant support from Homes England or do you plan to deliver through the planning system or via your own resources? (Please give an indication of scale)*

*What is your approach to delivering social rent, affordable rent, Low Cost Home Ownership products and what is your preference? Explain any tailored products you could offer in Tameside such as a bespoke shared equity product.*

*Provide details of any alternative models you could offer to bring empty homes back into use and how many homes you would commit to bringing back into use using that model or the model currently being used by the Council?*



*What support will you require from the Council?*

*How much land i.e. generating approximately how many potential units (all tenures), do you already own in the borough, and how much do you intend to acquire?*

*Can you confirm your nominations commitment with the council, how you performed against them during the last financial year and if you did not meet them, why and your plans to improve performance including your on going commitments to support the needs of clients in the Borough including Children's Services, Adults and the needs of the homelessness Team.*

## Delivering market housing

- 5.9 The current housing offer in Tameside is focused around 2 and 3-bed properties with very few smaller and larger properties. Tameside needs to ensure new build homes are well-designed, safe, and environmentally sustainable, in a range of types, sizes and tenures as well as being age-friendly.
- 5.10 70% of house moves within Tameside are from households already in Tameside, making it a self-contained housing market. Tameside needs to take advantage of the wider Greater Manchester economic catchment area, with good quality housing options being a key driver in attracting investment and catalysing economic growth.
- 5.11 Estate agents involved in the HNA Stakeholder survey in 2017 confirmed that the greatest demand is for detached and semi-detached houses with 3 and 4 bedrooms and gardens. The HNA 2017 also noted the potential for alternative provision of housing, including co-living (particularly for developments catering for an ageing population) and custom self-build options.
- 5.12 Future developments will make the best use of land, reflect household aspirations, taking account of density and addressing the local mix of housing to create neighbourhoods of choice.

## Consultation Questions

*How can you help us to deliver more market housing, how many homes can you commit to developing, what value of homes will you develop?*

*Where would you like to develop?*

*For market housing, our priority is to invest to earn and we are interested in hearing about delivery models you can develop with the Council utilising its assets and resources?*

*Does your organisation have any experience of developing or managing build to rent market housing?*

*Does your organisation have an appetite to deliver build to rent housing/apartments in Tameside? If so, what type of scale would you envisage?*

*What are the challenges to developing and how can the Council help?*

## 6. Delivering specialist housing

- 6.1 For better outcomes and for ensuring vital services are financially sustainable we must aim for long-term plans over short-term crisis prevention; Our priority is to create solutions that ‘invest to save’.
- 6.2 Addressing the number of children looked by the authority needing housing and support services are fundamental priorities for the Council. For these children, moving towards independence, crisis management is more expensive in the short term and less effective in the long-term. There are now significant budget pressures emerging from young people who have recently turned 18 and have delayed transition due to lack of appropriate supported accommodation.
- 6.3 Access to suitable accommodation; intensive and safeguarding support to particularly vulnerable children and young people will be a critical part of the new housing strategy. Officers from Housing and Children’s Services in partnerships with our Registered Provider partners that own existing stock and accommodation and those who specialise in supported housing are working pro-actively on a pipeline of new opportunities, this has already delivered two new units (at the time of writing) of accommodation and is actively progressing bringing a former supported housing project back into use.
- 6.4 Our priority is to plan ahead for specialist housing for families and children with physical and learning disabilities. There is a current need to provide alternative appropriate accommodation in the borough for existing clients. In addition by 2031 there will be a need for an additional 83 units of specialist accommodation for people with learning disabilities and 281 units of supported accommodation for residents with mental health needs. By 2035 we need an extra 720 wheelchair friendly homes, including 187 fully wheelchair adapted properties.
- 6.5 More local young people who are also care leavers are now in need of support to make the transition from care to living independently. The support available for children and young people in care is intended to bridge the gap between leaving care and living in the adult world. The focus is to support the young person throughout their transition to independence.
- 6.6 Recent research by the Housing LIN commissioned by the Association of Directors of Adult Services (ADAS) included a housing census that has identified a broad client group living in over 2,400 units of supported accommodation across 150 schemes in Tameside. More importantly the research predicts that without growth in the current stock, there will be a shortfall of 866 units of accommodation with support by 2035.

### Consultation Questions

*What commitments can you make to the Council in terms of provision of specialist accommodation in terms of type, numbers, locations?*

*What innovative approaches and best practice have you delivered that you can replicate in Tameside? And are there other approaches that you are aware of and willing to develop/deliver?*

*What support will you require from the Council?*

## Delivering for older people

- 6.7 We know that in future years Tameside will be home to a much larger and diverse group of older people. In 2018 Greater Manchester became the UK's first age-friendly region, as recognised by the World Health Organisation.
- 6.8 The number of people aged 65 or over in Tameside is expected to increase from 39,600 in 2017 to 58,600 in 2039, a 48% increase<sup>1</sup> At the same time, the proportion of people aged 80 years or over is set to increase from 4.3% to 7.3% of the population over the next twenty years. A key challenge is in ensuring support and choice for older people wanting to stay in their own home or find appropriate housing choices for older people as their circumstances change.
- 6.9 The range of housing options available to older people across Tameside will need to be constantly reviewed, with homes needing to be more adaptable and designed with potential care needs in mind. This will include development of different forms of open market housing for older people to downsize into. At the same time, demand for Residential and Extra Care Support is expected to increase dramatically over the coming decade.
- 6.10 There is a predicted shortfall of 1,711 units of sheltered housing by 2035 and a shortfall of 866 units of housing with care by 2035.

## Consultation Questions

*What new housing can you commit to developing for older people, explain how this meets our specific requirements, the client groups the accommodation will support and preferred locations?*

*Will you develop new housing in line with the principles of the Housing an Ageing Population Panel for Innovation (HAPPI)?*

*What services can you offer/support to help older people remaining living in their own home for longer?*

*If you have stock specifically for older people in Tameside will it be fit for purpose over the next two decades and if not, what plans do you have for replacement?*

*What support will you require from the Council?*

---

<sup>1</sup> Tameside Council, *Tameside Housing Needs Assessment*

## 7. Creating a better quality PRS market

- 7.1 The PRS has grown substantially in Tameside over the past 10 years. The growth in this sector has been driven in part by trends in other tenures, with more households unable to access mortgage required to secure homeownership or a social home.<sup>2</sup>
- 7.2 Most landlords offer a good service to their tenants. However, it is estimated that more than a quarter of privately rented homes in Tameside fail to meet the Decent Homes standard.
- 7.3 We have commenced developing our work with Let Us, the GM ethical letting agency and have a range of links with landlords to lease properties. Work is already underway to explore the potential to augment existing regulatory powers with initiatives such as selective licencing in areas that are having a detrimental impact on the local community.
- 7.4 The Council has an established arrangement to co-host local meetings with the National Landlords Association which is a representative body for private landlords. The Council has used this forum to raise awareness of a range of issues including adult and children's safeguarding and the introduction of Welfare Reform.

### Consultation Questions

*What more could we do and how may you assist the Council in delivering this ask?*

*Would you be interested in leasing private rental stock to improve quality and management and what models would you propose and at what scale?*

*What support would you require from the Council?*

*Are you planning to deliver Build to Rent products in Tameside? How many units, in what locations and what type of property would you plan to deliver?*

*What support would you require from the Council?*

---

<sup>2</sup> Rhodes, D. and Rugg, J. (2018) *Vulnerability amongst Low-Income Households in the Private Rented Sector in England*, University of York and Centre for Housing Policy

## 8. Supporting homelessness and homelessness prevention

- 8.1 Whilst spending by local authorities on homelessness services such as temporary accommodation has steadily increased since 2010 nationally, spending on overall housing services has fallen by 21% in real terms over the same period.
- 8.2 Fundamental factors in homelessness include the lack of affordable homes, the insecurity of private renting and changes to the welfare system since 2010.
- 8.3 We intend to take an increasingly targeted approach, identifying those households who are most vulnerable and providing them with personalised support. This will enable us to spend limited resources in the best way possible. We specifically want to reduce the number of people in expensive temporary accommodation and reducing the number of rough sleepers.

### Consultation Questions

*What tools/partnerships/innovations can you bring to assist in delivering solutions to the increasing demand in this area?*

*What specific commitments can you make?*

*How many properties can you make available to the Council to provide temporary accommodation, in what locations, what type and size and over what period?*

## 9. Better Health creation

- 9.1 A safe, warm and secure home underpins people's ability to build a better quality of life; it improves general health outcomes and enables people to maintain independence. Poor housing is a driver of poor health and of pervasive and growing health inequalities. However, housing also has a huge influence on our mental health and wellbeing, affordability has a major impact on our ability to keep homes warm, how we are able to travel to work and how we maintain social connections. Living where you can afford and having security in knowing you won't be 'kicked out' at a moment's notice helps us to put down roots and have a stable base, a sense of community and belonging.
- 9.2 Unfortunately, not everyone has the same opportunities for good health. Those who are elderly or young, isolated, without a support network, and adults with disabilities are more likely to be affected and this has a significant impact for society and individuals. People are unable to work because of poor health and will need more support and care. Poor health carries a high financial cost for the state, including the costs of treating avoidable illness and social security costs associated with poor health.

### Consultation Questions

*What can you do to help us to build on our commitments for better health creation in Tameside?*

*What examples can you give us of how your work/developments/services has impacted on supporting improvements in the Health and Social care services*

## 10. Supporting social value and a low carbon society

- 10.1 The Council's Social Value Charter commits to ensuring that value created is retained within local communities as areas of Tameside are developed and transformed.
- 10.2 The Council is committed to addressing the challenges of climate change. The borough's housing provision needs to contribute towards a low carbon society and specifically to support the city region's ambition is to be carbon-neutral by 2038. This will be through measures such as new zero carbon homes, as well as measures to reduce the carbon footprint of existing stock by improved energy efficiency.

### Consultation Questions

*How can you support us to bring benefits to the residents of Tameside in the following areas:*

- *Sustain long-term investment in communities?*
- *Encouraging community participation?*
- *Create cohesive and sustainable communities?*
- *Creating employment and training opportunities?*
- *Delivering on the climate change agenda and zero carbon targets?*
- *Supporting wider community agendas?*
- *Investing in public realm?*
- *Any other areas of social value?*

*We are fully committed to reducing the carbon footprint of existing stock. Can you set out your existing plans, milestones to improve and measure success, in reducing your carbon footprint of existing stock. Can you outline your achievements to date for stock held in Tameside?*

## 11. Submission Requirements

- 11.1 The consultation questions are lengthy however only brief answers are required unless you wish to provide details, and these should be completed in the table in Appendix B, we will have regard to all the submissions and these will help to shape the partnership in its initial stages. For example they will give the Council an idea of the resources it needs to commit to the partnership.
- 11.2 Any supporting documents you wish to provide will be gladly received.
- 11.3 The Council requires that Registered Providers who join the partnership are committed to meeting the Council's objectives.
- 11.4 The Council requires all Registered Providers who join the partnership to commit to offering the Council at least 75% of nominations on relets of current stock. The Council also requests that on any new build grant funded rented properties, 100% will be offered as nominations to the Council on first and subsequent lets as long as the RP remains in the partnership. Any s.106 properties delivered will have local connection

and nomination writes covered in the agreement, and neither s.106 nor grant funded properties should be counted towards the 75% nominations for existing stock.

- 11.5 We are happy to answer any questions. Please contact xxx phone/email. We will keep responding organisations apprised of any clarifications ***of a general nature***. So, it is essential you supply us with two email contact points for this.

## 12. Selecting Area Leads

- 12.1 We hope to be able to select Area Lead organisations through discussion and mutual agreement by all or the majority of partnership members, and this process will start at the partnership's initiation meeting.
- 12.2 Area Leads working rationally and collaboratively with other RPs seeking to ensure any S106 units in the area are taken forward by the most appropriate RP to achieve the best return for the Authority.

## Appendix A: - Expressions of Interest Questionnaire

### 1. Which Areas of Tameside are you Most Interested in Working In?



The map below shows the 19 Tameside wards colour coded into 9 neighbourhood areas. Please indicate if you are interested in working in area as the Area Lead or any other role by placing an X in the relevant boxes below. Multiple roles can be selected as all may apply.

Interest Area	Neighbourhood Area								
	1	2	3	4	5	6	7	8	9
Area No.									
Area Lead									
Managing RP									
Developing RP									
Empty Buildings									



If you have indicated you would like to be an Area lead, please answer the four questions below, otherwise please skip to question 2:

a. Why do you believe your organisation should be Area Lead for the neighbourhoods indicted about?

b. What approach will you take and what will your priorities be?

c. What resources to you already have invested in these areas, and what additional capacity can you bring?

d. What support do you need from the Council?

**2. Which Tenures of General Needs Housing are you Interested in Delivering in Tameside?**

Subsidy	Tenure	X if Applicable
None	Open Market Sale	
None	Open Market Rent	
s.106	Social Rent	
s.106	Affordable Rent	
s.106	Shared Ownership	
s.106	Rent to Buy	
s.106	New Affordable Home Ownership Tenures	
Grant	Affordable Rent	
Grant	Shared Ownership	
Grant	Rent to Buy	
Other	If Other please state below	


**3. Which specialist areas or initiatives would you like to have involvement with in Tameside?**

<b>Area</b>	<b>Type</b>	<b>X if Applicable</b>
Supported Housing	Purpose built self-contained new build	
Supported Housing	Dispersed accommodation (existing or new build)	
Supported Housing	Young Adults Leaving Care	
Older Peoples	Sheltered	
Older Peoples	Extra Care	
New Initiatives	New Affordable Home Ownership Tenures	
New Initiatives	Custom and Self Build	
New Initiatives	Co-living	
Long Term Care/Support Schemes	Up to 12 units self-contained	
Long Term Care/Support Schemes	Over 12 units self-contained	
Long Term Care/Support Schemes	Shared accommodation (existing, purpose built or adapted)	

Empty Properties	Bringing existing dwellings back into use	
Empty properties	Repurposing existing buildings	
Private Sector	Housing Association Leasing schemes	
Private Sector	Regeneration work e.g. town centres.	
Other	If 'Other' please state below	

## Appendix B: - Consultation Responses

### Delivering new homes

*How can you help us to deliver more market housing, how many homes can you commit to developing, what value of homes will you develop?*

*For market housing, our priority is to invest to earn and we are interested in hearing about delivery models you can develop with the Council utilising its assets and resources?*

*Does your organisation have any experience of developing or managing build to rent market housing or have appetite to do so?*

*What are the challenges to developing and how can the Council help?*

### Delivering specialist housing

*What new housing can you commit to developing for older people, explain how this meets our specific requirements, the client groups the accommodation will support and preferred locations?*

*Will you develop new housing in line with the principles of the Housing an Ageing Population Panel for Innovation (HAPPI)?*

*What services can you offer/support to help older people remaining living in their own home for longer?*

*If you have stock specifically for older people in Tameside will it be fit for purpose over the next two decades and if not, what plans do you have for replacement?*

*What support will you require from the Council?*

### Creating a better quality PRS market

***What more could we do and how may you assist the Council in delivering this ask?***

***Would you be interested in leasing private rental stock to improve quality and management and what models would you propose and at what scale?***

***What support would you require from the Council?***

***Are you planning to deliver Build to Rent products in Tameside? How many units, in what locations and what type of property would you plan to deliver?***

***What support would you require from the Council?***

**Supporting homelessness and homelessness prevention**

***What tools/partnerships/innovations can you bring to assist in delivering solutions to the increasing demand in this area?***

***What specific commitments can you make?***

***How many properties can you make available to the Council to provide temporary accommodation, in what locations, what type and size and over what period?***

**Better Health creation**

***What can you do to help us to build on our commitments for better health creation in Tameside?***

***What examples can you give us of how your work/developments/services has impacted on supporting improvements in the Health and Social care services***

## **Supporting social value and a low carbon society**

***How can you support us to bring benefits to the residents of Tameside in the following areas:***

- ***Sustain long-term investment in communities?***
- ***Encouraging community participation?***
- ***Create cohesive and sustainable communities?***
- ***Creating employment and training opportunities?***
- ***Delivering on the climate change agenda and zero carbon targets?***
- ***Supporting wider community agendas?***
- ***Investing in public realm?***
- ***Any other areas of social value?***

***We are fully committed to reducing the carbon footprint of existing stock. Can you set out your existing plans, milestones to improve and measure success, in reducing your carbon footprint of existing stock. Can you outline your achievements to date for stock held in Tameside?***