

## Appendix 1

### Greater Cambridge Housing Development Agency – The Development Process and Skills and Knowledge Input

Development Stages	Skills and Knowledge Required
<p><b>Site Identification –</b> Development land audit; initial development feasibility and constraints mapping, legal title and legal searches; land assembly and acquisition. Process to capture both new opportunities and prioritisation of schemes.</p>	<p>Negotiation skills re land acquisition Local Plan and planning process including ‘exception sites’. Legal rights as they apply to land Land conveyancing Site services required for a housing development Access, site location and appreciation of other site constraints and opportunities.</p>
<p><b>Development Brief –</b> Lead partner’s requirements for the site (or programme of sites) – desired outcomes and outputs for the development – financial (capital and revenue); use; built form and standards; and risk appetite. <i>Milestone Decision</i></p>	<p>Partner policies and procedures Appreciation of the political dimension Risk assessment</p>
<p><b>Development Option Appraisal –</b> Indicative scheme layouts within density and planning policy parameters. Detailed constraints mapping, topographical and ground and site surveys. Impact of different disposal and development options on value and financial viability - including evaluation of procurement routes and required development partners. Risk assessments including tax implications. <i>Milestone Decision</i></p>	<p>Affordable Housing sector and options to deliver. Understanding range of development consultants and the services they offer. Expert in assessing financial viability of housing development. Legal options for land disposal eg outright sale, development agreement, joint venture etc. Public sector procurement. Appreciation of tax and state aid law. Finance options.</p>
<p><b>Implementation of Preferred Development Option –</b> Dependent on selected option, procurement route and selected development partners, progression of detailed scheme design</p>	<p>Risk management. Commercial negotiation Sustainable Housing Standards.</p>

<p>and land disposal and construction contracts including development of lead partner's specification. Any required procurements to implement the above including financial and other checks of partners. Pre-application discussions with planning authority and achievement of planning approval. Finalise scheme viability assessment and scheme budget. Negotiation of final legal terms of contract.</p>	<p>Collation of critical pre planning information Commissioning of external consultants including design team. Health and Safety considerations Critical analysis and evaluation of legal agreements</p>
<p><b>Construction Stage –</b> Management of build contract, build quality, cost control and required variations.</p>	<p>Technical and construction knowledge. Knowledge of build contracts. Contract management Cost control.</p>
<p><b>Handover into Use and Occupation –</b> As built drawings. Building equipment operational manuals. Defects period. Estate management strategy; establishing rents and service charges. Marketing and sales of intermediate housing and market housing options. Letting of other retail and commercial uses and transfer into community uses where applicable. Transfer of public realm and highway into management and maintenance.</p>	<p>Internal customer relationships. Promotion and marketing Sales</p>
<p><b>Community and stakeholder consultation –</b> To be undertaken at any stage of the development process as required and appropriate to the scheme.</p>	<p>Presentation and communication skills</p>
<p><b>Partnership Working -</b></p>	<p>Strategic approach to networking New business relationship management Key networks eg HCA/local developers/Registered Providers</p>
<p><b>General</b></p>	<p>Schemework audit Monitoring systems</p>

	Valuations for accounting purposes
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**Milestone Decisions** – The authority of the lead partner to proceed will be required at different stages of the development process. The ‘milestone’ decisions will vary from scheme to scheme and will need to be agreed as part of the Development Brief for each scheme. The above schedule shows some indicative point for Milestone Decisions for illustrative purposes.

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**Key Skills and Knowledge Required by Position** – The list below is not exhaustive and a general level of understanding of the development process will be required across all positions. The list provides a flavour of the key skills and knowledge that differentiates the input at different positions.

**Managing Director** - overall managerial responsibility for the delivery of the City Deal objections.

- New business relationship management
- Partner policies and procedure and appreciation of the political dimension
- Risk assessment
- Legal options for land disposal eg outright sale, development agreement, joint venture etc.
- Finance options
- Commercial term negotiations

**Assistant Director and Housing Development Managers** – Partner account managers

- New business relationship management
- Partner policies and procedure and appreciation of the political dimension
- Risk assessment
- Legal options for land disposal eg outright sale, development agreement, joint venture etc.
- Finance options

- Commercial term negotiations
- Procurement
- Critical analysis and evaluation of legal agreements
- Project management and team management

### **Housing Project Officers and Trainees – Project management**

- Local Plan and planning process including 'exception sites'
- Site appraisal
- Financial viability assessment
- Collation of critical pre planning information
- Commissioning of external consultants including design team.
- Health and Safety, technical and construction considerations .
- Build contract management and cost control.
- Internal customer relations .

### **Commercial Director**

- Marketing intermediate housing and market housing products
- Sales strategy
- Promotion and communication strategy for the HDA