

APPENDIX A: Deliverables and associated SMART metrics for Housing Delivery Plan

Spelthorne Borough Council Housing Delivery Three-Month Action Programme (12 Weeks)

Introduction

The following proposal sets out a structured three-month programme of consultancy support designed to enable Spelthorne Borough Council to produce a credible, evidence-based and fully deliverable Housing Delivery Plan. This plan will meet the requirements of the Government's Housing Delivery Test (HDT) and establish a clear, practical foundation for the transition of housing delivery responsibilities into the new West Surrey Council ahead of vesting day. The programme comprises four integrated workstreams, running in parallel from 12 October to 3 January, each with clearly defined SMART objectives, measurable outputs and aligned interdependencies to ensure disciplined progress and timely completion.

There will be 4 deliverables which are as follows:

Deliverable 1: Case for Housing Action (Weeks 1 to 6)

Develop a clear understanding of why housing delivery matters and a shared source of housing data. This will establish a place-based narrative that positions housing delivery as an enabler of growth, prevention and long-term financial sustainability. It will also quantify the scale and impact of current housing pressures, together with the consequences of failing to accelerate delivery. This includes the additional costs arising from rising homelessness presentations, increased demand for temporary accommodation, and further growth in houses in multiple occupation. A clear, evidence-based understanding of these financial and operational implications will be essential as the borough transitions into the new West Surrey authority.

Purpose: To build an evidence-led narrative that anchors the entire programme.

Deliverable 2: Housing Delivery Pipeline Tracker (weeks 1-10)

Review the current list of potential housing sites and create a clear plan showing which sites can deliver soon and which could support longer-term growth.

Purpose: Create a single, prioritised, investable pipeline with readiness and risk clearly assessed.

Deliverable 3: Market Testing and Partner Engagement (weeks 4-11)

Undertake structured engagement with registered providers, developers, investors and delivery partners. This will establish a basis for regular and ongoing engagement with housing investors over the short and medium term – one that will sustain through LGR transition.

Purpose: Test appetite, delivery models and routes with Registered Providers (RPs), developers, and investors.

Deliverable 4: Priority Action Plan (weeks 8 – 12)

Review all existing housing data and produce a clear, prioritised Housing Delivery Pipeline. This should identify both quick-win opportunities and longer-term sites capable of supporting sustained growth, setting out for each:

- the key actions required
- indicative timescales
- critical risks and dependencies
- the steps needed to move the opportunity forward

The final output will be an investable Housing Delivery Pipeline that gives the Council a clear view of what can be delivered, when it can be delivered, and what must happen to ensure delivery is achieved, providing a robust and actionable basis for decision-making and resource allocation.

The work will culminate in a clear, deliverable programme, including recommended next steps, critical path sequencing, and the governance arrangements required to maintain oversight, track progress and ensure accountability. This will include proposed reporting cycles, decision gateways, and escalation routes, giving assurance that delivery risks are actively managed and that the programme remains aligned with corporate priorities and available resources.

Inner Circle will work closely with internal staff members across relevant departments.

Purpose: Integrate evidence, pipeline, and market feedback into a clear, Council-ready delivery programme.

The SMART metrics for these deliverables are:

1. Case for Housing Action (Weeks 1–6)

Purpose: Build a shared, evidence-led narrative that anchors the whole programme.

SMART Objectives

- **Specific:** Produce a complete diagnostic evidence pack and a Committee-ready narrative that clearly sets out the housing delivery gap, statutory risks, affordability pressures, TA trajectory, and economic drivers.
- **Measurable:** Deliver a diagnostic pack (max 20 pages), 10 headline messages, visual evidence suite (minimum 8 charts/maps), and a 10-slide summary.

- **Achievable:** Uses existing HDT data, TA records, affordability metrics, and local economic datasets already held by the Council.
- **Relevant:** Provides the evidence base required for pipeline prioritisation, market engagement, and the final Action Plan.
- **Time-bound:** Completed, validated and signed off by Week 6 (Week commencing 23rd November).

Weeks 1–2 — Evidence Assembly & Diagnostics

- Consolidate HDT data, affordability metrics, TA trends, waiting list pressures, HMO patterns.
- Produce a succinct diagnostic pack covering delivery gap, statutory consequences, affordability, TA cost trajectory, market conditions.
- Map local economic drivers (Heathrow, London labour market, Thames Valley, M3 corridor).
- Identify 6–8 headline messages for political and corporate leaders. SMART Output: Draft diagnostic pack completed, validated and signed off by end of Week 2 (week commencing 26 October).

Weeks 3–4 — Narrative Development

- Draft the Case for Housing Action structured around prevention, growth, and financial sustainability.
- Develop minimum 8 visual evidence items (charts, maps, infographics).
- Test narrative with senior officers and portfolio holder. SMART Output: Draft narrative and visuals completed and signed off by end of Week 4 (week commencing 9th November).

Weeks 5–6 — Refinement & Signoff

- Incorporate feedback from internal leadership.
- Produce final narrative pack and 10-slide summary.
- Publish internal briefing note. Milestone: Case for Housing Action signed off by Week 6 (22 November).

2. Pipeline Tracker (Weeks 1–10)

Purpose: Create a single, prioritised, investable pipeline with readiness and risk clearly assessed.

SMART Objectives

- **Specific:** Build a consolidated tracker of all known sites with full attributes and a consistent readiness/risk scoring framework.
- **Measurable:** Minimum 40 sites logged, each with 10 core attributes; readiness/risk scoring applied to all; 10–15 priority sites identified; pipeline dashboard produced.
- **Achievable:** Uses existing planning, housing, property and RP datasets.

- **Relevant:** Forms the backbone of delivery routes and the Action Plan.
- **Time-bound:** Completed, validated and signed off by Week 10 (Week commencing 21st December).

Weeks 1–3 — Data Collection & Consolidation

- Gather all sites: Council-owned, RP-owned, private developer schemes, stalled sites, strategic opportunities.
- Capture key attributes: planning status, constraints, viability, land ownership, delivery partners, timescales.
- Build initial tracker structure (Excel/Power BI). SMART Output: Initial tracker populated with minimum 40 sites by Week 3 (Week commencing 2nd November).

Weeks 4–6 — Readiness & Risk Assessment

- Apply consistent scoring framework across all sites.
- Identify “quick wins”, “medium-term”, and “strategic” sites.
- Flag sites requiring intervention. SMART Output: Full scoring applied to 100% of sites by Week 6 (Week commencing 23rd November).

Weeks 7–8 — Prioritisation & Intervention Mapping

- Prioritise 10–15 investable sites for early action.
- Define required interventions.
- Produce draft pipeline dashboard. SMART Output: Priority list and draft dashboard completed and signed off by Week 8 (Week commencing 7th December).

Weeks 9–10 — Finalisation & Governance

- Validate pipeline with planning, housing, property, and regeneration teams.
- Establish update cycle and governance route.
- Produce Committee-ready pipeline summary. **Milestone:** Prioritised, investable pipeline completed, validated and signed off by Week 10 (week commencing 21st December).

It is noted Deliverables 1 and 2 overlap at Week 6. The evidence base will inform pipeline prioritisation

3. Market & Partner Engagement (Weeks 4–11)

Purpose: Test appetite, partnership models, and delivery routes with RPs, developers, and investors.

SMART Objectives

- **Specific:** Conduct structured engagement with a defined list of partners and produce a market-tested delivery routes report.
- **Measurable:** Minimum 10–15 engagement sessions, one briefing pack, site summaries for all priority sites, and a market-tested delivery routes report.
- **Achievable:** Builds on existing RP and developer relationships.
- **Relevant:** Ensures delivery routes are realistic and aligned with market appetite.
- **Time-bound:** Completed by Week 11 (Week commencing 4th January).

Weeks 4–5 — Engagement Preparation

- Develop market pitch.
- Identify target organisations.
- Prepare briefing materials and site summaries. SMART Output: Engagement pack completed, signed off and issued by Week 5 (week commencing 16 November).

Weeks 6–8 — Engagement Rounds

- Hold 10–15 structured conversations.
- Test appetite, delivery models, barriers, and opportunities.
- Capture insights systematically. SMART Output: Engagement log completed by Week 8 (week commencing 7th December).

Weeks 9–10 — Synthesis & Delivery Route Mapping

- Translate feedback into delivery routes for each priority site.
- Identify RP-led, developer-led, Council-enabled, and investor-backed routes. SMART Output: Draft delivery routes mapped by Week 10 (week commencing 21st December).

Week 11 — Final Market Report

- Produce and sign off market-tested delivery routes report.
- Share with senior leadership. Milestone: Market-tested delivery routes validated by Week 11 (week commencing 4th January).

4. Housing Delivery Action Plan (Weeks 8–12)

Purpose: Integrate evidence, pipeline, and market feedback into a clear, Council-ready delivery programme and turns it into the action plan.

SMART Objectives

- **Specific:** Produce a full Housing Delivery Action Plan with site-specific actions, governance, resourcing, KPIs, and a 12–36-month roadmap.
- **Measurable:** One Action Plan document (max 30 pages), 10–15 site action sheets, governance framework, KPI set, Committee report, slide deck, and Q&A briefing.
- **Achievable:** Draws directly on outputs from the first three workstreams.

- **Relevant:** Provides the Council with a credible, deliverable programme aligned to best practice.
- **Time-bound:** Signed off by Week 12 (week commencing 11th January).

Weeks 8–9 — Action Plan Structure

- Define structure and draft delivery roadmap. SMART Output: Action Plan skeleton completed by Week 9 (week commencing 14 December).

Weeks 9–10 — Site-Specific Action Development

- Produce 10–15 site action sheets covering delivery model, partner route, interventions, timeline, and risks. SMART Output: Site sheets completed and validated by **Week 10 (21st December)**.

Weeks 10–11 — Governance & Resourcing

- Define Housing Delivery Board terms of reference.
- Identify internal resource requirements and external support.
- Set monitoring framework (KPIs, reporting cycle). SMART Output: Governance and KPI framework completed and signed off by Week 11 (4th January).

Week 12 — Finalisation & Committee Preparation

- Produce Committee report and slide deck.
- Prepare Q&A briefing for Leader, Committee Chair and Vice Chair, CEO.
- Finalise Action Plan for approval. Milestone: Council-ready Housing Delivery Action Plan delivered by Week 12 (11th January).