

# HCA development and land disposal strategy

**8 June 2011**

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# 1 Introduction

## Purpose

1. Access to a supply of development land is a vital ingredient in successful economic growth. A key role for the HCA is to work with government and other public bodies to unlock and accelerate the release of surplus public land for the creation of new homes and employment opportunities. As part of this we have been considering how we can best use the HCA's own landholdings.
2. The process of Local Investment Planning has helped us to understand the role that our sites can play in helping local communities achieve their ambitions and economic growth and as a result this, now is the right time for us to publish a strategy setting out how we want to take forward our local landholdings.
3. The Growth Review published alongside the 2011 Budget set out the government's objective to achieve strong, sustainable and balanced economic growth. It stressed the importance of land and housing supply and included a commitment to accelerate the release of public sector land to encourage new homes and jobs. Departments holding land will publish their release programmes and be held to account for delivery of new homes and jobs created as a result. We welcome the opportunity of being asked to lead by example including through publication of this land development strategy.
4. This is the Homes and Communities Agency's (HCA's) first development and land disposal strategy. It is intended that this will become an annual publication:
  - setting out our objectives in relation to how we use our land;
  - summarising the Agency's landholdings;
  - setting out the principles we use when making disposal decisions; and
  - setting out an indicative pipeline of sites that have been identified for accelerated disposal.

## Objectives

5. Recognising that land is key to development to promote economic, housing and community activities in local areas, the HCA has three key objectives in relation to our landholdings:
  - being transparent about our landholdings and our disposal principles and selling land in a way that creates a level playing field for potential end users to access sites when they are brought to market;

- not holding land longer than necessary – making sure it is disposed of to support local plans and ambitions **and** that it is transferred to end users as quickly as possible; and
  - carrying out disposals on terms that promote development, economic activity and growth (e.g. Build Now: Pay Later).
6. In disposing of land to achieve these objectives, the HCA will be guided by value for money. Disposals are expected to be at market value for land, given the agreed mix of uses.
  7. We expect to use our land to support the delivery of affordable housing to meet local needs. We will also seek to identify appropriate sites and opportunities for private rental and self-build (recognising that the number of occasions where this will be appropriate is limited in the context of our wider landholding). Such opportunities will be determined by the nature of the site (for example self-build lends itself to self-contained plots where infrastructure is in place), demand and supply locally and the appetite of the local authority.

## **Community Right to Reclaim Land**

8. The HCA expects to be added to the list of public bodies covered by the Public Right to Order Disposal (PROD) under which any citizen or organisation can ask the Secretary of State to direct that a specified parcel of land or property should be sold on the open market. Each request is considered on its own merit and focuses on whether the land is being sufficiently used for the purposes of the performances of the body's functions. We hope that the disposal principles and information about how we categorise our land contained within this document will help to provide context for any PROD requests.

## **Scope of this document**

9. This document has been prepared in advance of and does not assume the transfer of any former RDA land to the HCA<sup>1</sup>. The next 12 months may see changes in the HCA's landholdings as the RDA and London settlements are worked through. A mid year update will be prepared.
10. This strategy focuses on disposal to end users (those who would carry out the development or long term management of the asset). It does not cover transfers within government. This strategy does not consider how receipts will be used.

## **Other public land**

11. The Growth Review made clear that all public landowners would be asked to accelerate land release to support economic activity and housing growth. The HCA is leading the way with the publication of this strategy. It is also

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<sup>1</sup> Note: the sites for accelerated disposal in Section 6 include land in multiple public ownership including RDA coalfield sites

working with Treasury, the Government Property Unit and other to scrutinise and challenge other department's disposal plans and to help identify barriers and support needed.

12. The HCA already makes a range of tools available to other public landowners to assist with disposal and development including its Delivery Partner Panel, HCA framework panels, deferred receipts toolkit and legal contracts:  
<http://www.homesandcommunities.co.uk/ourwork/enabling>

## **Structure**

13. The remainder of this document is set out as follows:
  - Information about HCA's landholdings;
  - Core principles in disposal and development;
  - Strategic development sites;
  - Other land and assets - market sale sites and non-development assets;  
and
  - Indicative schedule of sites for accelerated disposal.

## 2 HCA's landholdings

### Background

14. The HCA portfolio covers a wide range of assets and liabilities. The original case for the HCA (or its predecessors) to own the land will have resulted from some form of market failure; because the Agency (and its predecessors) was considered best placed to manage the risks associated with difficult sites; or to holistically plan and manage development opportunities, such as the new towns.
15. There is no consistent pattern in terms of regional distribution or type of site since the HCA's inherited land holdings are a reflection of the history of the Agency and its predecessor bodies. The main sources of assets and liabilities are (in order of size):
  - The residuary Commission for the New Towns (CNT) portfolio which was incorporated into English Partnerships when the bodies merged in May 1999 (4,023 ha);
  - A portfolio of redundant hospital sites, which was transferred to English Partnerships in April 2005 (1,505 ha);
  - Liabilities transferred from public bodies that have been wound up (chiefly Urban Development Corporations and Housing Action Trusts) (926 ha); and
  - The English Partnerships portfolio, which is chiefly brownfield sites awaiting reclamation and development and includes investment / development sites in urban areas (983 ha).
16. The landholdings referred to here represent the position at 31 March 2011.
17. Sites range in size from major development assets such as the Greenwich Peninsula in London and Northstowe in Cambridgeshire (where, together with other landowners, the 450 ha site has potential to deliver up to 9,500 homes) to small parcels of open space and footpaths.

### Definitions

18. In the remainder of this document we define the landholdings as follows:
  - **Strategic development sites:** sites suitable for development identified locally (for example through the Local Investment Plan process) as being of strategic priority, this includes sites allocated for development and some non-allocated sites agreed by the Agency and its local partners to be strategically important;
  - **Market sale sites:** other sites with a positive value which are not expected to play a strategically important role going forward (this includes

- **Non-development sites:** typically public open space, structural landscape, woodland and infrastructure such as roads or watercourses.
19. This document contains disposal and development principles for each typology.

## Landholdings

20. The HCA holds 7,438 ha of land as at 31 March 2011, with a current value of £690m.
21. Using HCA's operational areas, the land is distributed across England as follows:

	Hectares	% total
North East, Yorkshire and The Humber	633	9%
North West	1,433	19%
Midlands	2,603	35%
East / South East	2,080	28%
London	232	3%
South West	457	6%
<b>Total</b>	<b>7,438</b>	

22. The potential use of the land is set out below:
- under Building Agreement (including conditional agreements): 11%
  - residential (allocated and potential): 37%
  - commercial (allocated and potential): 18%
  - remainder (e.g. agricultural, substations, ground leases, non development land): 34%

## More information

23. Detailed information about individual sites is published on our website: <http://www.homesandcommunities.co.uk/land-property-assets.htm>

### **3 Development and land disposal principles**

24. This section of the strategy sets out the key principles the HCA will use when considering disposals and development across all the categories of land referred to in the previous section. Their application needs to be considered on a site by site basis and reflect local market conditions and the specific proposals for the use of the site.

#### **Value for money**

25. In disposing of land, the HCA will be guided by the objectives set out in paragraph five and value for money. We will seek market value for land, given the agreed mix of uses (the 'restricted' market value). We recognise that this may be less than Best Consideration (the 'unrestricted' market value)<sup>2</sup>.
26. Where the HCA is one of a number of public landowners in a local area we will work with them where possible, including to optimise the mix of uses and to get the best deal for the public sector as a whole.

#### **Working with local plans**

27. The HCA's approach to use will be determined by local planning policies. Where sites have a planning allocation, we will work within that, unless both the HCA and the local authority agree that a revised approach is appropriate. Where there is uncertainty, the HCA will work with local partners to consider options for use taking account of wider policies and objectives and site viability, using Planning Performance Agreements<sup>3</sup> where appropriate.

#### **Supporting economic development and regeneration**

28. The HCA does not intend to hold sites longer than necessary. In considering the timing and nature of the disposal the HCA will ensure that its land disposals work with objectives for the economic development and regeneration of an area.
29. Factors that could influence the timing of disposal include:
- strategic objectives for the area – for example if a major regeneration scheme is planned, the HCA would not release its site to market in advance of the wider scheme without appropriate contractual conditions;
  - local market and competing supply – the HCA would not want to 'flood the market' if other land is already in the market and undeveloped; and

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<sup>2</sup> For more information on these terms follow this link:

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/462483.pdf>

<sup>3</sup> See this link for more information:

[http://www.atlasplanning.com/page/topic/index.cfm?coArticleTopic\\_articleId=98&coSiteNavigation\\_articleId=98](http://www.atlasplanning.com/page/topic/index.cfm?coArticleTopic_articleId=98&coSiteNavigation_articleId=98)



- market appetite – where appropriate, the HCA will carry out de-risking activities to improve the attractiveness of a site to potential purchasers and speed up its development once sold (see paragraph 52).

## **Promoting development and avoiding trailing wires**

30. In disposing of sites, the HCA seeks to use payment terms (e.g. Build Now Pay Later) and contract structures that will incentivise development. We will do that on our own land and encourage other public bodies to do the same.
31. When disposing of sites the HCA will aim to achieve a clear, sustainable exit having secured the desired uses and achieved financial close. The Agency would seek to avoid trailing wires. The only situation where the HCA would anticipate an ongoing role post development and financial completion is through Local Asset Backed Vehicles.

## **Partner selection**

32. When disposing of land, the HCA will seek to ensure that the purpose for which it is being developed meets the needs of the local community (using the planning system as the primary means to achieve this objective). The partner selection process should be transparent and identify the best placed organisation to develop the agreed use based on value for money and deliverability of proposals – both the construction phase and long term management.
33. Each disposal is unique and whilst we set out below some of the core principles influencing the choice of disposal route, the HCA will consider each case on its merits.
34. Disposals can be progressed by two broad methods:
  - Competitively – there is a general presumption that such competitive disposals will be openly advertised and can include tender and auction; and
  - Non-competitively – sales by private treaty or negotiated disposals.
35. The guidance for central government bodies within *Managing the Money* is that a competitive process should be the norm and that disposal by private treaty is the exception. To go down the negotiated disposal route there is a requirement to demonstrate that a non-competitive disposal will result in a better overall outcome for the public sector. This could include compelling practical reasons relating to the nature of the site to identified party's status as a special or unique purchaser capable of extracting the full development potential (in terms of value, quality or outputs as appropriate).
36. There are two options in respect of competitive disposals:
  - Single Stage Disposal - For simple sales or sales requiring a quick process then a single stage process is possible with interested parties

- Multi Stage Disposal - The alternative is to adopt a multi-stage process with the first stage being a quick and efficient process to enable shortlisting of the interested parties.
37. The HCA will continue to adopt a case by case assessment relating to whether disposal opportunities have characteristics which raise the potential for the opportunity to be considered as a procurement of Works. This technical assessment in conjunction with the view of local stakeholders and consideration of challenge risk will inform the case by case assessment. The incorporation of the EU Procurement Directive into English Law establishes that property transactions are outside the scope of the Regulations. However this position becomes less clear when a simple sale is not adopted and where there is potential for the disposal objective to fall within Works and Services requirements. Based upon its current understanding of current relevant case-law and the Commission's decisions, Office of Government Commerce (OGC) has identified the characteristics when a 'development agreement' between a public body and a developer may be less likely to comprise a public works or works concession contract. This guidance can be found at [http://www.ogc.gov.uk/documents/PPN\\_1210\\_Public\\_Procurement\\_Rules\\_Development\\_Agreements\\_and\\_s106\\_Planning\\_Agreements\\_Updated\\_and\\_Additional\\_Guidance\\_.pdf](http://www.ogc.gov.uk/documents/PPN_1210_Public_Procurement_Rules_Development_Agreements_and_s106_Planning_Agreements_Updated_and_Additional_Guidance_.pdf).

## **Delivery Partner Panel**

38. The HCA's Delivery Partner Panel (DPP) offers a quick and compliant means to undertake site disposals. It provides a one stop shop for the procurement of a developer and is being extensively used both by the HCA and by our partners. As the panel has already been procured through a fully compliant OJEU process, it can be used to dispose of sites via mini competition and, even for complex development projects; these are regularly undertaken in 12 to 14 weeks.
39. The DPP consists of three regional clusters with 17 members on each. The panel runs until January 2013. Well developed processes and clear simple guidance exists to help staff to use the Panel as efficiently as possible. The Panel is designed to offer considerable flexibility in the way that it is used, from team selection, including selection of a Registered Provider to flexibility around the form of contract used; non-HCA land can be developed using the DPP Building Lease or other form of contract if this is more appropriate. The DPP member remains as the single point of responsibility throughout.
40. The DPP has been used successfully on a wide range of sites by the HCA. There are currently 42 HCA schemes, which will deliver over 14,000 homes, identified for development through the DPP.
41. In addition to this, we have also used the panel to involve DPP members earlier in the development process, making full use of soft market testing and viability advice provided by panel members.

42. The Panel can be used for:
- housing schemes and mixed use, housing led schemes;
  - schemes of any size;
  - a range of contract structures;
  - schemes incorporating listed buildings;
  - schemes where planning permission does or does not exist;
  - soft market testing and early stage viability advice – this is often provided free;
  - commissioning a broad range of services covering all aspects of development and construction;
  - funding and finance of schemes;
  - schemes incorporating ‘works and services’ which require an OJEU compliant procurement process.
43. The HCA will use the Panel for our own land in many cases but in deciding which procurement route to use for each site we will consider the local market, local development activity and the nature of the development to be provided on the site, amongst other things.

## **Community led approaches**

44. The HCA is committed to ensuring a level playing field in its partner selection, including community-led approaches. A community-led approach could compete on an even footing in a competitive market, either operating on its own or through partnership with a more experienced developer, Registered Provider, local authority or other private or public sector partner. There is no defined set of circumstances in which a community-led approach should or should not work. However there are some factors which are particularly beneficial to the success of the model:
- Local authority support and / or a positive relationship between the group and the local authority;
  - A local authority or other public body with time and resource to commit to enabling the community to come together and deliver the scheme;
  - A shared commitment to a community led approach from all partners involved in the project;
  - Availability of external expertise with experience in the sector;
  - Strong and coherent community groups with a clear shared vision; and

- A business plan that sets out a financially sustainable approach to the long term management of the asset.

## **Self-build**

45. Where plots have been identified as suitable for self-build, the approach to disposal will depend on the nature of the site. Individual plots may be sold directly to market, e.g. auction or through local advertisement. Where there is, for example, the potential to create a street of self-build units we may look to dispose to a partner who puts in place infrastructure and then sells plots on to self-builders.

## 4 Strategic development sites

### Options for use and planning

46. Strategic sites will have been identified through Local Investment Planning and other strategic dialogue, usually including identification of a mix of uses to reflect that strategy.
47. Paragraph 27 describes the HCA's approach to considering options for use if there is planning uncertainty. Once the mix of end uses is agreed, the HCA may choose to agree a planning brief with the local authority (or in some circumstances seeking an outline consent if that process would resolve significant uncertainty about the use). Having achieved sufficient certainty about use, to remove significant risks, the HCA would seek to dispose of the site and transfer the majority of the planning process to the developer, to allow them to bring their scheme through the local planning process.
48. Where long term assets (e.g. former CNT land holdings) are not yet allocated the HCA will work with local planning authorities through the statutory planning process so that appropriate sites can be brought forward in due course with suitable infrastructure.
49. Local planning policies will set out the requirements for sustainability and other elements of design and build quality on each site. If local planning authorities propose specific standards which relate solely to the HCA's land holdings, we would seek to discuss viability with the local planning authority. In London, our disposals will reflect the Mayor's London Housing Design Guide.
50. Sites will be disposed of on a nil grant basis and provision of affordable housing (Affordable Rent and Low Cost Home Ownership) should be provided in the proportion required by planning policies, subject to viability. Affordable homes built on the HCA's land will be required to be built to the same standards as those in receipt of the HCA's investment through the Affordable Homes Programme<sup>4</sup>.
51. Development briefs will be used to set out HCA's requirements.

### Investment prior to disposal

52. The HCA may invest to de-risk the site prior to disposal. As a principle, the HCA proposes to undertake the minimum necessary pre-disposal work. Often for strategic development sites there will be some complexity relating to planning, title, site conditions or environmental status. As many as possible of the investigations relating to such matters should be transferred to the purchaser but usually a small amount of upfront investigation and / or work with the local planning authority can clarify the position and de-risk the site. Generally such investment would be recoverable when sites are sold and

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<sup>4</sup> See section 5.27 of the Affordable Homes Programme framework - <http://www.homesandcommunities.co.uk/sites/default/files/our-work/affordable-homes-framework.pdf>

such investment would be made where it is good value for money and affordable.

53. In order to promote development and reflect market risk, very large sites may need to be sub-divided into manageable development parcels and disposed of in phases. If some primary infrastructure is required to achieve that division into phases, the HCA will need to consider how it can be funded, given public sector expenditure constraints. Wherever possible we would look to development partners to provide this infrastructure and use land value and payment terms to support this (e.g. an open book approach to providing infrastructure reflected in the land value paid).

## **Disposal routes**

54. Strategic development sites will generally tend to be disposed of through a multi-stage disposal or through OJEU compliant procurement, either via the DPP or via a stand alone OJEU compliant process.
55. We will generally dispose of strategic land on a single site basis. However, in some cases (e.g. geographical proximity) it may be appropriate to dispose of more than one site as a package. In some cases, the best value for money route may be through a joint venture or Local Asset Backed Vehicle. Joint ventures would only be considered in the case of very large sites (with an expected construction phase of over four years) and an options appraisal would be carried out prior to selecting the preferred route. If local partners have developed or are developing a local asset backed vehicle, the case for linking to or investing the HCA's assets in that vehicle would be considered on a case by case basis and be subject to state aid and tax considerations.

## **Disposal terms (including Build Now: Pay Later)**

56. The disposal terms used can make a significant difference to delivery. Reviewing the timing of payments (so that they might be at completion rather than upfront) can significantly improve developer's cashflows: reducing financing costs and allowing limited capital to be targeted on other upfront (e.g. infrastructure) costs. Use of deferred payment can unlock viability on marginal sites and can help the developer to manage its risk and reduce the amount of capital tied up in the project prior to homes being sold.
57. The terms of disposal will be considered on a case by case basis and reflect the development economics of a particular site and the risks associated with its development. In deciding which of the following broad sets of terms to use, the HCA will seek to maximise the rate of development on a site (given the local market) whilst ensuring value for money. The decision on terms will focus on the optimal risk transfer to balance those objectives.
58. In some situations the terms will be set before the disposal process starts, in other cases the disposal process will be used to test different terms to assess which offers the best value for money for that site.

59. For smaller, self-contained sites where infrastructure costs are low and / or sites where demand is strong, an upfront payment may be appropriate as the sole basis of going to market.
60. For other sites, we would frequently ask bidders to respond on three bases:
  - o upfront payment with overage;
  - o payment on milestones, for example at agreement of building lease, start on site, completion of phase (with overage), subject to a longstop date; and
  - o percentage share of sale values as units are sold, subject to a longstop date with a specified payment sum at that date.
61. Generally we would look to dispose of sites or phases at a scale where the repayment period would be no more than five years. Where payment is in the form of a percentage of receipts (the third option above), the longstop date will always be within a five-year period.
62. Bids will be compared on a discounted cashflow basis and scenarios tested.
63. Overage, is defined by the OGC as a method to capture “an element of improved development value where ... there is a general uplift in the market or where the market value of the end development is not known at the time.” The HCA will use overage alongside the base payment to capture value increases that were unexpected or uncertain at the time of disposal. This includes the situation where the market value at the end of the development exceeds that anticipated at the time of the disposal which may be as a result of increased house prices, and / or improved planning permission, amongst other things. Overage will be applied to all sites with an expected value of over £0.5m and other sites where it is considered appropriate (e.g. large, low value sites in an uncertain market or sites where a change in planning is possible).
64. Contracts will also include provision for clawback, including in the circumstances where the scheme is in material breach and forfeiture provisions are triggered requiring the clawback of the undeveloped land.
65. We will consider on a case by case basis (taking account of the local market and local authority view) whether as part of our disposal terms we wish to include a scenario under which part of the site is developed for private renting and will consider further how terms can best be structured to promote this.

## **Form of contract**

66. In most circumstances, the HCA's preferred disposal approach will be by way of Building Lease. They provide the HCA with the ongoing legal interest in the land through to plot completion thereby providing adequate protection in respect of any imposed conditions or deferred payment arrangements.

67. Building Leases have the following benefits:

- Building Leases are registrable legal interest and as such are preferred by the funders of developers and registered providers. They are capable of being charged providing security to the development funding. Building Licences/Development Agreements are not capable of providing such security.
- Building Leases will also afford funders adequate step in rights should a developer default.
- As the HCA will be adopting a fairly standardised format this will provide consistency of approach to the market and should ensure disposal and transactional costs are kept to a minimum.
- Freehold will transfer to the developer or end purchasers after development / financial close, e.g. to a purchaser of an individual plot from a developer on completion of the sale or in relation to a block of flats to a developer on practical completion of the first unit.



## 5 Other land and assets

### Market sale sites

68. Market sale sites are those which have not been identified as making a strategic contribution to the local area through the Local Investment Plan or other similar process. These sites are generally much smaller than the strategic sites and / or their end use may be clearly defined (e.g. agricultural land with little chance of achieving planning permission for development). The nature of these sites and our desire for proportionality means that we have chosen to disengage from these sites in as simple a manner as possible.
69. For market sale sites a development brief would not be required. Subject to case by case consideration, the partner selection route is more likely to be disposal than procurement.
70. Freehold transfer would normally be used with partners expected to build out in accordance with planning and building regulations. Market sale sites will usually be disposed of using an upfront payment at freehold transfer.
71. The HCA will not hold these market sale sites longer than necessary, subject to the principles set out in paragraph 30. The prioritisation of selection of sites for disposal will be influenced by holding costs and income generated. The HCA will seek to disengage early from sites with highest holding costs but may need to consider the timing of disposal of certain assets if their receipt or income is needed to balance the costs of other sites.
72. Where market sale sites are in the same location as non-development sites (see below), their role in potentially off-setting liabilities will be considered prior to disposal and this may impact on the disposal timetable.
73. Clawback provision may be included for change of use from a prescribed purpose.

### Non-development sites

74. The portfolio of non-development sites includes a wide variety of different types. Some will have very limited potential use, e.g. grass verges etc. Others, for example sites intended for use as open space following reclamation may be subject to a range of potential options around end use including potential use for sustainable energy generation, the type and anticipated use of open space. It is expected that use options and options for the specification of ongoing requirements (e.g. formal parkland or natural space) will have been considered, and costs and benefits assessed before an end use and ongoing requirements are specified, based on value for money and affordability. Where such sites have a role to play in a wider development proposal we would expect to reflect any value arising.

75. The disposal route chosen will depend on the nature of the site, its potential use, the most likely recipient and is likely to include provision for clawback on change of use.
76. For footpaths, highways, grass verges, etc, we would generally expect the recipient to be the local authority and would seek to dispose on a freehold basis with a clawback condition in case of change of use.
77. For open space there may be a range of potential recipients including the local authority and / or community and not for profit organisations. In such cases, the HCA will seek to transfer the site to such a body (preferably in perpetuity) with a clear specification of the level of ongoing management required, which will be tested for value for money and affordability. Such disposal would have due consideration to the procurement rules referred to in Paragraph 38.
78. In many cases there will be an ongoing cost associated with the transfer of the site. This could potentially be funded through the use of an endowment or dowry. The HCA will also review over the next six months the geographical balance of such liabilities and assets to identify whether real virtual balanced packages can be identified in particular areas – for example by funding the cost of the endowments on liability sites by sale of market assets in the same local area. The HCA will also work to agree a clear framework for DCLG / HMT approvals of endowments in the early part of 2011/12.
79. Such transfers have the benefit to the public purse of reducing holding costs as well as ensuring that assets are managed in and by local communities.

## 6 Disposal programme

80. The schedule on the next page provides an indication of the sites that the HCA expects to bring forward for development and disposal over the next two years. These will be subject to review and due diligence and in practice it is likely that there will be substitutions, but the purpose of publishing this information now is to provide a preliminary indication to partners of potential disposals.
81. The list comprises a number of disposals / procurements in HCA's base programme. It also includes a number of sites where disposal / procurement is being accelerated on the basis of a review of landholdings based on the following criteria:
  - demand;
  - additionality / acceleration;
  - deliverability;
  - value for money; and
  - affordability.
82. The identified sites are listed below. Subject to technical due diligence these will be disposed of (including accelerated disposal of phases where an overarching agreement with the developer is in place) over the next 18 months in accordance with the principles set out in this document with the aim of accelerating the delivery of up to 3,000 starts on site in addition to those delivered against the HCA's main corporate plan targets.
83. Sites listed include some sites where another public body is the lead landowner and the HCA is supporting disposal.
84. As set out in this document, sites will be disposed of / developers procured through a combination of the DPP, site specific OJEU and traditional disposal. Opportunities will be advertised in due course over the next two years as individual sites come forward.

## HCA disposal programme - indicative site list 2011/12 - 2012/13

Subject to due diligence

Site	Brief Site Description	Area (ha)
Milford Hospital Milford Surrey	This former hospital site is located in a rural area adjacent to an operational hospital. The local authority is very supportive of development and the HCA will prepare the site for development by demolishing existing redundant buildings and preparing a development brief to allow marketing to commence.	12.80
NE sector (Forge Farm) Crawley	The site is a key strategic site for Crawley and extends to approx 119 ha. The HCA's ownership is 42.89 ha. The Secretary of State granted planning consent on 16 February for 1,900 homes, 5,000 sq m of B1, B2, B8 employment space, 2,500 sq m of retail space, a local community centre, a primary school, landscaping plus infrastructure. The HCA will work with the local authority and adjoining landowners to accelerate activity on this site.	42.89
Spencers Park Hemel Hempstead	This site has the potential to deliver 272 new homes of which a number will be self-build. The site links into a larger mixed use housing and employment scheme being promoted by the HCA and the Crown Estate. Previously announced on 31 March.	29.12
The Grand Parade Crawley	The HCA holds the freehold interest of two brownfield sites on the edge of Crawley's main town centre area. The HCA's interests extend to an area of 0.091 ha (0.225 acres). Both sites are currently vacant and all buildings have been removed. This is a key regeneration area for Crawley Borough Council, who would like these sites developed to kickstart the step change of the high street area.	0.09

Nethermayne/Dry Street Basildon	HCA owned strategic reserve site allocated in Local Plan adjoining a further 8.5 ha of land owned by South Essex College and subsidiary land owned by Basildon Borough Council. This site is identified as a priority in the LIP and has strong local authority support. The HCA will work with local partners to produce a site masterplan that will allow a mixed use high quality development to be brought to the market enabling the relocation of the college to the town centre.	35.00
Connaught Barracks Dover	The site occupies a prominent location in Dover. The overall wider site comprises a total area of 56 ha of which 12 ha are developable. The site is a LIP priority project with site specific priority in Dover's Core Strategy. The HCA will prepare a development brief for the site taking forward the extensive community consultation that has already taken place. This will be used as the basis for marketing. The HCA will also carry out repair works to Fort Burgoyne located within the site and a Scheduled Ancient Monument to make the site more attractive to the market.	56.00
Runwell Hospital Chelmsford	Redevelopment of this former hospital site is an important local authority priority. The HCA will work with the local authority to agree demolition of existing redundant buildings and prepare a site masterplan to allow the site to be brought to market.	101.00
St Clements Hospital Tower Hamlets	This former hospital site is being marketed via the Delivery Partner Panel and has capacity for 217 residential units in accordance with Tower Hamlets planning policies.	1.85
Trenchard House Westminster	A former Metropolitan Police accommodation building Trenchard House is now being marketed using the HCA Delivery Partner Panel. The intended development will include a mix of 115 affordable and open market dwellings.	0.14

Queen Elizabeth Hospital Tower Hamlets	This former hospital site borders the Hackney Road Conservation Area. It has capacity for 181 residential units in compliance with Tower Hamlets planning policies. It is being marketed using the Delivery Partner Panel.	0.63
Catford Stadium Lewisham	The former Catford Dog Stadium is a 4.7 ha site with planning consent for 589 units. The site is integral to the regeneration of Catford town centre. It is currently being marketed through the HCA Delivery Partner Panel.	4.70
Chelmsley ADR Land Solihull	This site is a former hospital site which will be marketed using the Delivery Partner Panel. The HCA plans to deal with site access issues to reduce development risk.	3.91
Cotgrave Colliery Rushcliffe Nottinghamshire	The development of Cotgrave Colliery is intrinsically linked to Rushcliffe town centre development. HCA investment will accelerate town centre delivery and allow marketing to commence on phase 1 of the colliery site. This site was announced on 31 March.	34.00
Barnsley Hall Bromsgrove Worcestershire	A former hospital site. The HCA intends to work closely with the local authority to develop masterplan options which will inform future marketing.	43.76
Windsor Heights/Enfield 7 Redditch	This site is designated for employment use but has access issues. The HCA intends to carry out site investigations and ecological surveys and plans to work with the local authority to agree a development strategy.	1.02
Smallwood Health Centre Redditch	This site contains a redundant health centre in poor physical condition. The HCA intends to demolish the buildings and work with the local authority in producing a comprehensive masterplan for wider area prior to marketing the site.	0.42
Winyates Triangle Redditch	This site has potential to bring forward significant employment floorspace. The HCA intends to work with adjoining land owners and the local authority undertaking technical analysis that will allow development capacity to be assessed.	12.76

Lea Castle Hospital Kidderminster Worcestershire	This is a former hospital site approximately one mile to the north east of Kidderminster. The site is currently designated as an employment site. The HCA will undertake demolition work to prepare the site for development. In addition, work on masterplanning a mixed-use scheme with the local authority and adjoining landowners will be undertaken in advance of full site marketing.	93.00
Pub Site Hadley Park East Telford	The site forms part of an employment area called Hadley Park East approximately five miles to the north of the town centre. The site benefits from planning permission for leisure/public house use and the HCA will bring the site to market for this use.	0.75
Horsehay Land Telford	This site is currently designated as an employment site. The HCA intends to undertake planning and site investigation work to allow a marketing strategy for the site to be finalised.	7.00
Telford small sites	These sites located in Telford will be brought to the market on a phased basis after a number of town planning issues are resolved.	13.00
Phoenix Lodge Milton Keynes	This site is a residential site. The HCA will undertake ecological surveys and planning work in advance of disposal.	0.99
Shenley Brook End Milton Keynes	The HCA will work with the local authority to agree a development brief for the site in advance of site marketing.	0.82
Monkston Park Milton Keynes	This site was previously considered for development as a hotel. The HCA will work with the local authority to prepare a development brief that will bring forward a residential scheme on the site.	1.00
Great Holm XMC Milton Keynes	This is a small site that the HCA will dispose of after preparing a development brief in consultation with the local authority.	0.24
Wyevale Site: CMK Wyevale Garden Centre Milton Keynes	This is a site suitable for commercial/leisure use which will be brought to the market after preparation of a development brief in consultation with the local authority.	1.00

Kingsmead South Milton Keynes	This site has capacity for 230 residential units and will be brought to the market in Summer 2011.	6.32
Broughton Milton Keynes	This project includes a small residential site to be disposed of together with the transfer of land to Milton Keynes council and parish council for community use.	0.20
Block B4 Milton Keynes	This is an important development opportunity for mixed-use development in central Milton Keynes. The HCA in partnership with the local authority will produce a development brief in advance of site marketing.	7.00
Bedgebury Place Milton Keynes	Residential development site that the HCA intends to bring to market after preparation of a development brief in consultation with the local authority.	1.04
Ransome Road Northampton	The first phase of development at this site has capacity to deliver 450 new homes. The HCA has already put in place site infrastructure and has secured a resolution to grant planning consent subject to a Section 106 agreement. The HCA will market the site with the intention of securing a development partner. Previously announced on 31 March.	15.30
Booth Rise Northampton	A detailed development brief is being prepared to market this 111 home development site using the Delivery Partner Panel.	2.88
Wootton Northampton	This site located on the outskirts of Northampton has been allocated development capacity of approximately 1,000 homes in the emerging West Northamptonshire Joint Core Strategy. The HCA will undertake planning and technical work to promote the site so that marketing can commence in 2012.	48.00
Parkland Gateway Corby	The HCA and Corby Council intend to jointly market this mixed use leisure and residential town centre scheme. It is anticipated that the development will produce 137 homes and a cinema.	3.02



Upton Reserve Site Northampton	High profile site at the entrance to the Upton development. This site will be brought to the market after production of a development brief that will provide for residential development and an older childrens play area.	2.00
Land adjacent to Bucknall Hospital Stoke	The HCA will work with adjoining land owners to examine site constraints and to agree a development brief in advance of site marketing.	3.40
Trevenson South 1 Redruth	Working with development partner Linden Homes, HCA investment in site infrastructure will accelerate delivery of the next phase of development.	0.50
Lord Mayor Treloar Hospital Alton Hampshire	This is a former hospital site located on the fringe of Alton town centre. The HCA intend to invest in key infrastructure which will significantly derisk the site before disposal by way of the Delivery Partner Panel.	26.43
Northern United/Steam Mills Cinderford Gloucestershire	This site is a key local authority priority. The HCA will invest in demolition and remediation work which will facilitate the accelerated delivery of employment floorspace on the site.	7.09
Knowle West Sites Package Bristol	The HCA is working very closely with Bristol City Council on the regeneration of Knowle West. Investment in key infrastructure will accelerate disposal of land to development partners. A joint marketing strategy has been agreed with the council.	15.78
Gorton Monastery Manchester	The site is 1.86 ha in size and is an important priority for both the HCA and Manchester City Council as the scheme will help diversify the type and tenure mix within the deprived Gorton community. Bringing forward high quality residential development will also support the growth of the Gorton Monastery Trust which is a key community resource. The site preparation works to be undertaken by the HCA will start on site this Autumn before marketing via the Delivery Partner Panel.	1.86

Lancaster Moor Lancaster	This former hospital site located on the outskirts of Lancaster requires investment by the HCA in site preparation and to derisk the site for development. A development brief will be prepared prior to marketing.	20.00
Sandymoor North Runcorn	Disposal of land for a major residential development will be accelerated by the provision of key site infrastructure.	18.00
Sandymoor Local Centre Runcorn	The HCA will produce a development brief prior to commencing the marketing of this site for a mixed residential and retail development.	0.56
Bruche (former police training centre) Warrington	This site is a former police training centre close to Warrington. The HCA will undertake demolition work to prepare the site for development. A development brief will be prepared in conjunction with the local authority prior to marketing.	10.60
Kingswood 8 Warrington	The HCA will undertake site investigations and prepare a development brief to allow marketing of this former CNT brownfield site.	3.10
Stonebridge Business Park (Altbridge) Liverpool	The HCA will work closely with Liverpool City Council to produce a development brief for this mixed use opportunity.	1.40
Gemini 16 Warrington	The HCA intends to undertake planning work to provide certainty about development capacity and use prior to marketing.	8.66
Cherry Knowle Hospital site Sunderland	Victorian former mental asylum site, allocated for 770 houses in Sunderland Council's interim housing policy. Phase 1 can deliver up to 250 houses, subject to provision of first section of the Ryhope-Doxford Link Road which will be delivered by the HCA. A master plan for the site has been agreed with Sunderland Council.	47.21
HSP Former Seacroft Hospital Seacroft Leeds	This former hospital site is located in Leeds City Council's top regeneration priority area. The HCA will take forward an outline planning application prior to the site being marketed.	18.20

Carr Lodge Doncaster	A National Coalfields site with outline planning consent located close to junction three of the M18. The site is an important priority for the local authority and supports growth in the M18 corridor which is a Sheffield City Region priority. The HCA will provide a new site spine road which will facilitate the disposal of the first phase of development.	50.00
Sheffield College Sheffield	This site is a redundant college building in Sheffield city centre. The HCA is working closely with the local authority to develop the site and will undertake demolition work to accelerate delivery.	2.50