

## **SHMA projections work**

### **Business case**

#### **Reason for the project**

- As per discussion at CRHB in Feb 2011, to apply the data in the SHMA, and use (with assumptions) to project 10 years into the future, so we can assess the possible consequences of different policy initiatives on residents or incomers to our housing sub-region.
- To support the creation of Strategic Tenancy Policies for each district, deadline April 2012, bringing a longer term view of “consequences” than is easy to decipher from current snapshot data.

#### **Description of the scope**

- Production of either data, or a model, to demonstrate the effect of different factors or forces on local housing need. Also effect of economic trends and associated. Benefit changes, housing need. For housing sub-region’s 7 districts.
- Will create a model in excel which brings together different forces on the housing market, used to produced “snapshot” reports in time. Split into at least 2 phases of development as per the target schedule (below).
- Includes some key variables and a long list of assumptions.

#### **Our options, including “do nothing”**

- Doing nothing means we rely on subjective statements and less easy to demonstrate cross-referenced trends / policies.
- But still have SHMA data as it stands, nothing lost from that body of work.
- Modelling could improve the usefulness of the SHMA and start the SHMA project team thinking more about its usefulness and longevity. This project falls outside the SHMA’s business as usual.

#### **Risks**

- Detracts from SHMA maintenance which is already very demanding, also highly crucial and sensitive
- Modelling becomes complex and leads us up blind alleys.
- Not clear enough to use fully
- Trends too difficult to link together: VITAL TO KEEP IT SIMPLE!!
- Too many factors to pare down to a definitive and limited list

#### **Estimated costs**

- At present viewed as integral to SHMA, and suggested as part of the “business as usual” of the SHMA.
- TB and PJ to discuss workload and feasibility in timescale on 5<sup>th</sup> April.

#### **Target schedule**

- End of May for Stage 1 “Forward projections of tenure splits”.
- Outputs to go to June CRHB meeting, so ready for new Member briefing in June.
- End of September for Stage 2 “Social impacts and costs”.
- Deadline for district strategic tenancy policies = April 2012, so need enough time for data to feed into draft strategies and go through member processes. So suggest final end date = Dec 2011.

### **Assumptions**

- Such a model can (a) be built and (b) be understood clearly enough to be useful
- The SHMA contains much of this data already – may find it does not, or it is not up-to-date enough
- We have the time and skills needed to make a good stab at the model

### **Constraints**

- We have a clear enough brief
- There is enough time to do this without compromising other SHMA and related work
- New Members (and others) will want to see this
- There will be ongoing value in the model approach, and value in assessing how right or wrong our projections were.
- The model is updateable, useable and useful in future, so the initial investment of time and effort pays off over a long time frame

### **Dependencies**

- Depends on up to date SHMA data and time allowing for the work

### **Project success criteria**

- Production of Stage 1 and Stage 2 reports
- Both stages useful and used to create Strategic Tenancy Policies
- Production of a model and reports by PJ and TB
- The reports are understandable and useful, and highlight key concerns when projecting the future of the housing market (particularly tenure split, social impacts and costs) for our housing sub-region

### **Impact on Business as usual**

- Should support campaigns and understanding of trends and cross-effects of trends
- Enables predictions of effects, to be referenced back to what actually happens in time, to see if model is working or not.
- Supports the SHMA and extends its usefulness
- Creates reports for campaigning in future on the various changes and ideas coming forward
- Supports a longer term view of strategic tenancy policies for districts, and helps by providing some kind of factual basis for the long term application / aspirations of these policies

**Name of project**                      **SHMA projections**.....

Who are the project:	
<b>Sponsor</b>	Stephen Hills
<b>Users</b>	CRHB SHMA partnership and project team (lead) RSLs Enablers HCA CSHG (lead) Politicians Campaigners Planners Developers HB teams Parish Councils
<b>Stakeholders</b>	All the above, plus residents / incomers

<b>Project organization</b>	
Project manager	Trevor Baker .....
Project team	Polly and Sue B .....

<b>Project lifecycle</b>	
Start and end dates	Commissioned in Feb 2011 Strategic tenancy policies produced April 2012
Phases	Producing Stage 1 “Forward projections of tenure splits”: March to end May 2011, then to CRHB: June 2011 Stage 2 “Social impacts and costs”: June to Sept 2011, and completed model to CRHB: Oct 2011 District strategic tenancy policies: April 2012
Review points	CRHB approval of Stage 1: June 2011 meeting Completed model to CRHB: Oct 2011 Dec 2011 review usefulness and usage in district tenancy policies.
Approval processes	Via CRHB .....

<b>Communication</b>	
Agreed / preferred communication methods	
▪	Email
▪	Small project meetings
▪	SHMA project team and CSHG meetings during project duration

## **Outcomes**

### **What is the project's overall objective / deliverable / output / product**

A district by district view of key housing indicators based on SHMA data and projected over the next 10 years, to identify trends and outcomes of housing policy and subsidy changes.

Aim = to support campaigning and clear messaging to local and national politicians and interest groups to show the local effects of national changes and to support development of strategic tenancy policies by districts by April 2012.

First target = forward look at tenures including "affordable rent" and how our stock may look in 10 years time. Second = other social and economic impacts highlighted of this and possibly other changes.

## **Defining success**

### **Success factors**

- Clear 10 year projections produced on the key issues
- Adjustable to show effects of selected possible changes
- "Overall" rather than precise
- Useable and updateable
- Can be used to create key messages
- Clearly states sources and assumptions used
- Clearly dated all through to enable change management

### **What do we need for success?**

- Enough time to put into the project to produce a reliable, well defined report and model to use
- The skills to judge the reliability of data
- The skills needed to test assumptions, and develop alternative data sources if needed
- Data from the SHMA to feed in, which is up to date and already includes an assessment of robustness
- A model which enables analysis of the key factors or variables even if these are not 100% clear at the outset
- A product which, although politically sensitive, helps increase understanding of the various forces at work in our housing market

### **KPIs to measure**

- Model developed and tested
- Useable and understandable, with notes to aid understanding
- Key assumptions laid out clearly
- On time
- Within existing resources, including TB's and PJ's time, and SHMA budget if needed
- No adverse effect on SHMA work, JSNA or GTANA work
- Useful for future of SHMA and its application