

Housing Developments Steering Group

Background

The Council's Housing Programme represents its largest and most complex initiative, involving multiple development sites and significant financial investment. While the programme is approaching its final phase, substantial expenditure and long-term commitments remain, including road adoptions and management company transfers extending into 2030/31.

As a result of key staff changes (and elected Members) within the Council over a protracted period of time, a review of the governance arrangements that support the work being carried out to develop housing within the borough has been undertaken.

The purpose of the review was to ensure that oversight, reporting, and engagement mechanisms remain robust and effective despite the organisational changes, and that Members and senior officers continue to receive timely, relevant updates on the progress of housing projects.

Facts / Issues

The review identified that existing governance arrangements have focussed on Cabinet briefings and reporting through the Member Major Projects Board and there is a need for more structured mechanisms to keep a wider group of Members and officers consistently informed. In particular, the Council recognises that current reporting processes do not always provide programme-level summaries of progress, financial performance, key indicators, and emerging issues. This has the potential to limit awareness and delay the identification of risks or opportunities that may require early attention.

Housing Developments Steering Group

In response to these findings, a Housing Developments Steering Group (HDSG) chaired by the Leader of the Council has been established, first meeting in late December 2025.

The Steering Group will serve as a non-decision-making forum where Cabinet Members and senior officers can be kept updated on the housing development programme. The Steering Group will receive a programme level highlight report on the Housing Programme, summarising progress, financial updates, key performance indicators, and any emerging issues that need noting, direction, or escalation. Meetings will be ideally scheduled to be aligned with other reporting forums such as MMPB, providing a consistent opportunity for discussion and oversight without creating an additional decision-making layer. The Steering Group will be supported by the PMO.

The introduction of this Steering Group is intended to improve the timeliness and consistency of communications, provide a clear structure for monitoring progress, and enable early

identification of risks or issues that may require attention. This approach balances the need for effective oversight with the practicalities of project delivery, while ensuring that Members and officers remain informed and engaged with the housing development programme.

The effectiveness of the Housing Development Steering Group will be reviewed after an initial six-month period to ensure that it continues to meet its objectives and supports the delivery of housing development projects across the borough.

Membership of the Steering Group will be

- Chair: Leader of the Council
- Core Members: Deputy Leader, Cabinet Member for Finance, Senior Officers from key services
- Support: Programme Management Office (PMO)
- Invitees: Other officers or external advisors may be invited as appropriate

Draft Terms of Reference were reviewed at the initial meeting in December and will be agreed at the next, these will be issued to MMPB members once agreed, for information.