



## Altair's Development Programme Offer

The importance of a successful Development Programme management function is vital to the success of housing development programmes across the sector. However, even leading organisations can either be unaware of the fundamental importance of the Development Programme function, or are not seeing the extent of the facilitative, directional, and specialist role their Development Programme Teams can and should play.

A successful Development Programme function is a vital tool that translates the Programme owner's overarching objectives and strategies into practicable directions for operational staff, whilst also feeding back progress, alongside operational opportunities and limitations to best evolve the Programme's strategic aims and goals.

Altair, benefitting from our extensive exposure to the wide variety of organisations across the housing and regeneration sector, is ideally placed to support your organisation achieve synergetic strategic and operational excellence through a high-quality Development Programme function. Our support takes three key forms, and we will work with you to shape our scope specifically according to the needs of your organisation:

- **Embedded resource** - We will work within your organisation to identify gaps in the existing Programme Management function in house, working alongside your team. With vast experience across the sector, in LAs, HAs, for-profit providers, charities, and commercial developers, we have staff with the right combination of specialist programme knowledge and broader sector experience to support and guide existing teams and plug identified gaps
- **Review** - Our experienced team, drawing on colleagues from across Altair's specialisms, are an ideal critical friend to build development programme excellence. The team would review existing scope, practices, and processes, conduct interviews with senior staff to understand the perceived areas for improvement, and suggest a bespoke and personalised pathway to increase effectiveness and robustness, including a proactive implementation plan.
- **Holistic** - With decades of combined sector experience, Altair can offer a service combining both 'Review' and 'Embedded resource' to drive forward and embed development programme excellence. Drawing on specialist talents across the team, Altair would provide a comprehensive review and

then integrate consultants into placements within the team to proactively spearhead improvements. This service is particularly useful for newly formed/merged organisations/development teams, organisations ramping up their development activities, or development teams who do not yet have an established programme function.

## Areas Covered

Altair provide an end-to-end Development Programme specialist offering, with services supporting the full breadth of strategic and operational objectives:

- **Governance and Assurance**
  - Development procedures and processes - Ownership, review, improvement, governance.
  - Delegated governance - Review, monitoring, and management of delegated development governance functions.
  - Quality assurance - Review of financial appraisals, Board Reports, etc.
  
- **Programme Reporting**
  - Programme reporting - Review/set up of processes, management of the reporting cycle, provision of/recommendation of tools to support accuracy of reporting, reporting to Boards, reporting externally.
  - Data quality and hygiene - Implementing review processes and regular checking/failsafe mechanisms to ensure accuracy.
  - Risks and issues - Oversight of aggregated project risk/issue profiles, escalation for awareness/resolution, programme-wide risk/issue and mitigation reporting.
  
- **Link to Development Finance**
  - Cashflow management and monitoring - Set up of processes, ongoing management, forecasting, interactions with Finance teams.
  - Business Planning - Liaise with Finance teams to build business plans from cleansed and aggregated project information and ensure key programme level inputs are applied and checked.
  - Appraisal superusers/administrators - Detailed knowledge of all sector-standard appraisal toolkits, support and advice to users, liaison with software providers, liaison with Finance to set and manage assumptions and hurdles.

- **External Grant Funding**
  - GLA/Homes England - Liaison, bidding/applications, monitoring and audit compliance services.
  - External funding options and opportunities - Capital grant funding pots, right to buy funding, s106 contributions in lieu (local authorities) - rules, regulations, bidding, education of the team.
  - Compliance - GLA and Homes England Independent Auditor services, as well as bespoke pre-audit preparation and team training.
  
- **Development Hub**
  - Strategy Hub - Cohering organisation- and department-wide strategic work e.g. development strategy, system changes/updates, monitoring and managing effects of strategic change.
  - Information Hub - Response to requests for information, channelling queries within the department etc.
  - Training Hub - With broad exposure to the whole team, the Programme Team is best placed to observe areas of training need. They can then organise, implement, and follow up on identified requirements.
  - Standard setting - Ensuring projects comply with expected standards of filing, document retention, quality of reporting etc.

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