

The ABC of Housing Growth and Infrastructure

Report and Case Studies
January 2014



Acknowledgements

This report has been written and edited by Barry Munday and Dr Nicholas Falk with contributions from Stephen Hill, Stephen Clark, David Tannahill and David Taylor.

The report has been further informed by the workshops organised by The Housing Forum in September 2012 and April 2013. A list of those who presented to or attended those workshops appears at the end of the report. We are extremely grateful for their valuable contributions.

We would also like to thank Amanda Taylor of Tekja for her graphic design input.

The Housing Forum plans to take forward the work of the report in its “Building Homes for the Future” workstream during 2014.

The Housing Forum
80 Leadenhall Street
London
EC3A 3DH

Contacts

Barry Munday	Barry@bmarchitecture.net
Nicholas Falk	Nicholas@urbed.coop
Shelagh Grant	Shelagh.grant@housingforum.org.uk

www.housingforum.org.uk

The Housing Forum is a unique network of leaders and their supply chains from all sectors in housing development and

Contents

Building Homes for the Future	p.5
Key Findings	p.6
The ABC of Housing Growth and Infrastructure	p.7
The Roots of the Housing Crisis	p.8
Basic Issues	p.10
The Keys to Smarter Growth	p.15
The Case Studies in Full	p.17
Appendix	p.35

Introduction - Building Homes for the Future

This project forms part of The Housing Forum's Building Homes for the Future workstream. It has been led by senior practitioners from the housing field who have over the past decade or more been concerned at the UK's poor performance in providing sufficient homes for a growing population and the low quality of much of what is built.

Whilst much of the focus by Government and pressure groups has been on issues of quality there have been few serious debates about a step change in increasing supply. A number of Housing Forum reports have highlighted that there are significant process issues that need to be addressed if we are to make inroads into our housing crisis.

The report builds on past research and on a series of Housing Forum workshops held over the past year with key organisations. It highlights that although there have been significant improvements in design and quality we still face enormous problems in building on the scale required, and creating homes within the reach of all. We are still several decades behind what other Northern European countries have achieved.¹

The biggest challenge of all is to address the issue of land supply and its cost. At present we rely on ever increasing land prices to fund infrastructure and affordable housing. There are other options which the report highlights including the German policy for mobilising unused land and the capacity to freeze the prices in specified development zones.

Leading the way

Though much of our inspiration comes from new housing in European cities, there are also some excellent examples in British towns and cities that are showing the way forward.

We have therefore written up a selection of case studies aim to show how individuals and organisations in the UK are finding ways of responding to the challenge of doing things better.

The projects demonstrate how to overcome barriers through innovation and new approaches to funding, collaboration and design. The conclusions bring out the changes that need to happen to make similar developments happen faster and more frequently.

They cover a wide geographical spread and projects of differing types including city extensions, urban regeneration and the redevelopment of whole estates where they are particularly innovative.

We hope this report will raise a public debate and influence politicians to re-think the way we develop and build more homes for the future.

1. Beyond Eco-Towns: Applying the Lessons from Europe, PRP, Urbed + Design for Homes, (2008)

Key Findings

Our case studies show that good projects can be achieved when all the right ingredients come together. However, they often follow a slow and laborious process, frequently require large amounts of subsidy and rely on buoyant housing market conditions to make them viable.

If we rely on the current policy mix we will go on repeating the same boom and bust cycles which have dogged us for decades. Furthermore, no set of policies since the 1960's has got us anywhere to the generally agreed target of 250,000 or more new homes a year.

We suggest three key measures are necessary to bring us closer to solving the housing crisis:

Ambition

Recognise that Government at all levels needs to work together and support the process of reaching Local Investment Agreements, starting with the City Deal areas.

It is clear that the market alone will not resolve the housing crisis and in extremis it contains the seeds of its destruction. The Heseltine Review has highlighted that as the fortunes of regions and cities throughout history have grown and declined, a mixture of public funding and local leadership can revive their fortunes. The need for sub-regional planning is clear and should be properly resourced and funded.

Brokerage

Public sector land should be used as equity to allow new homes to be affordable to the many and not the few.

Local Authorities and other public bodies should have a duty to assemble large scale sites in growth areas using their own land and private sector land. These sites should be linked to existing towns and cities so as to reduce infrastructure costs. Non-development of viable development land should be penalised through taxation or compulsory purchase. The German Urban Development Measure could form a model for resolving escalating values and sites standing idle.

Continuity

A national investment bank should be set up to channel low cost, long term loans into the provision of local infrastructure and affordable housing, working alongside local authorities and housing associations.

So many of our problems derive from inappropriate lending by the commercial banking sector. The tap is either turned full on in good times or almost shut in less good times. To achieve steady and consistent development and growth requires patient, well informed investment. We are almost unique in the developed world in not having such an institution. We refer later in the report to European examples which might be followed.

Scaling up: The ABC of Housing Growth and Infrastructure

The Good News

What's the problem?

The housing market is booming again. The Government has launched new initiatives to help those struggling to get onto the housing ladder by enabling them to borrow up to 95% of the cost. As a result we are seeing increased demand and prices in many areas are already rising.

The Bad News

Well that's only half the story.

We are still building fewer than 120,000 homes a year when we need at least 240,000, more probably 300,000 as every year of under-supply passes the problem becomes greater. By fuelling demand through increased borrowing power whilst stifling supply we are exacerbating the problem of affordability.

Furthermore, new housing development remains a fundamentally unpopular activity with a wide and vociferous lobby. The reasons for this are complicated but are perhaps related to the quality of much of what has been built over many decades. A massive new effort is needed to re-think the way we do housing in the UK. We must break out of the cycle of boom and bust which does so much damage to our economy whilst creating increasing inequality between those with homes and those without.

A Step Change?

Only a quantum leap in the scale and ambition of our housing developments will address the problem. The history of UK housing shows that only when Government intervenes, either through providing infrastructure such as arterial

roads as in the 1930's or by council building in the 1960's do the numbers increase significantly.

More recent attempts at large scale initiatives such as the Eco-Towns have stalled through lack of engagement with local people and by proposing to build them in the wrong places.

For many years the authors of this report, working with The Housing Forum and others have advocated applying the lessons of countries in Northern Europe. In 2008 the report "Beyond Eco-Towns" looked at six key factors behind the most successful large scale developments in Europe. These were:

- Connectivity – Building in the right places
- Community- working with and for the local community
- Climate proofing- implementing ways of saving natural resources
- Character- creating comfortable and appealing places
- Collaboration-making the most of scarce resources
- Cash Flow- developing new business models for infrastructure and housing

Have any of these lessons been taken on board by the UK over the past few years?

We thought it would be a good time to seek out and review those projects and places where some of the characteristics of European best practice are evident and to learn from their successes and failures. We call this initiative The ABC of Smarter Growth, partly because it is applying common sense, but also because the results look much more appealing.

The Roots of the Housing Crisis

“

I believed enterprise was a natural human condition, invaluable in driving excellence and growth. More than a decade of front line political experience had taught me as well of the vital role of government and the public sector in securing essential public services and facilitating the growth of the economy ”

The Rt Hon The Lord Heseltine : No Stone Unturned 2013

Whereas Governments of the past might have built their way out of the crisis through direct investment in council housing the consensus of more recent years has been that the market can be relied upon to meet demand and the State is there, at best, to enable the private sector to perform efficiently and to provide subsidy to the affordable sector for those who cannot afford to buy.

Not only has this approach failed to provide homes in sufficient quantity but the quality of too much of the output has been poor. This has led to development being widely regarded as a bad thing rather than the force for good that it could and should be.

Our planning system, despite two major overhauls since 2004 is still largely a development control mechanism rather than a positive process to ensure that great and enduring places are created (like the Great Estates in London a few centuries ago).

The raw material, land, is restricted in supply partly because we are a small and densely populated island but also because of a cumbersome planning process. Land for building has therefore become a hugely valuable commodity. Also, we have elected over recent years to build most of our homes on re-cycled brownfield land making the costs of development even higher.

Landowners are not incentivised to sell, or builders to build, when they can see prices will rise in the future due to shortage. Thus when house prices fall, as in recent years, housebuilders re-build their balance sheets rather than build homes.

The lack of land supply and the high associated costs of assembling land and making it viable has meant that new build housing is concentrated into the hands of a small number of major housebuilders. The top 10 housebuilders now account for 55% of new supply

Add to this the shortage of lending to businesses and individuals since the banking crisis of 2008 and the perceived need for Government to reduce the deficit through wide ranging cuts to public services and to social benefits and the dysfunctional housing market is not hard to understand.

Consequently, we are building fewer homes than at any time since the Second World War and the increasing shortage is further fuelling the price of land and homes. However, price is not reflective of quality and too many developments are still isolated from their surroundings and have little to do with the needs and aspirations of local people.

Attitudes to housing and growth are complicated. In general people see the need for more homes but in reality they are resistant to change, particularly when it is on their doorstep. Also, there are ambivalent attitudes towards house price inflation. If you are a homeowner in the right area, you look upon constant house price rises as part of your financial birth right. But if you are a young person struggling to get a foothold in the system or find somewhere to rent at a price you can afford the situation looks very different. The longer this disparity exists the more it creates inequalities which are damaging to our national economic interests.

It does not have to be like this. Other countries, notably in Northern Europe, have developed policies which integrate social, economic and spatial planning and have found mechanisms for investing in infrastructure and housing which do not rely on the mainstream banking sector. The result is generally a healthier and more balanced housing system with better infrastructure. Most people are well housed and schemes tend to be designed to better standards, are properly integrated with the surrounding community and are therefore more widely supported.

Many will argue that we are somehow “different” as a nation and cannot be compared with countries in Europe which have social- democratic traditions and systems of governance. However, as Roy Jenkins once observed, the British expect Scandinavian-style public services and

US style levels of taxation and spending. Clearly, both are not possible without making some radical changes in the way we procure new housing.

The authors of this report have spent many years working on how we can break out of this depressing cycle of housing boom and bust coupled with continuing shortage leading to unaffordability and lack of choice. The reports published by The Housing Forum have raised awareness of the issues¹. There is growing consensus that our approach to the planning of our homes must take a new direction based on long term patient investment to create sustainable growth rather than short term profit.

As a response to the growing crisis the Coalition Government has resorted to measures which are short-term fixes and are almost certain to exacerbate the situation. Subsidising lending through various mortgage guarantee schemes will inflate prices further, leading to another unsustainable price bubble and inevitable crash.

Yet some of the measures, such as the City Deal process, should enable breakthroughs to be made.

2. Housing Forum reports include Land for Homes published in 2009 and Plan and Deliver published in 2010

Basic Issues

In September 2012 and April 2013 we held workshops with key industry figures to test these ideas. (see appendix for a list of those who spoke and were consulted). Five key issues emerged from those workshops:

Expanding Investment:

“

If we are to make major progress in this area we need alternative models of national and regional lending institutions based on European experience”

New investment models are urgently needed. The Development Corporations that built the New Towns after the last World War, creating models like Milton Keynes, could no longer rely on public funding and access to agricultural land at existing use value. Instead, private funds are expected to fill the gap, even to build the social housing that is desperately needed.

The Pension Funds will not be the White Knights many had hoped although they will have a role to play. It is clear that institutional funds are looking for secure, well packaged schemes which will produce a steady income stream year on year. They are wary of the development process and the risks involved. Furthermore, even if land is provided as equity, as in our case studies of estate renewal in Birmingham and Greenwich, substantial grants are still

GERMAN POLICY FOR DEVELOPING UNUSED LAND (Städtebauliche Entwicklungsmaßnahme)³

Under the German Building Codes 165-171 the urban planning law enables the speedy procurement of unused land. It is used to mobilise land for development and to finance municipal development costs in situations where there is an increasing demand for housing, workspace, or public facilities.

The measure is financed from the uplift in land values following development. The municipality buys land at existing use value, and then sells the land when it has been planned and serviced for the price of undeveloped plots. The difference is used to fund social infrastructure such as schools, parking and green areas, and other costs involved in planning and development. Owners can fend off the purchase if they are willing to carry out development in accordance with the plan, in which case the municipality gets some compensation.

The policy is used to freeze the price in areas designated by the local authority for development, such as in Vauban in Freiburg. It helps simplify the process which would otherwise result in complex and time-consuming negotiation over Section 106 or the Community Infrastructure Levy.

Source Wulf Daseking, former development director City of Freiburg

3. See report by Nicholas Falk, Funding for Housing and Local Growth: How a British Investment Bank can Help (forthcoming)

required to make large schemes viable.

If we are to make major progress in this area we need alternative models of national and regional lending institutions based on European experience such as the Caisse des Depots in France, Kommuninvest in Scandinavia, or the Nederlandse Gemeenten (BNG) in the Netherlands, or KfW in Germany. These institutions are essentially state investment banks which invest in long-term projects of “public good” such as infrastructure and affordable housing. They are better able to assess both the borrower and the project. However, they are also technically expert and are able to advise developers using their in-house teams.

A further issue is the difficulty of small and medium sized builders who do not have sufficiently strong balance sheets to be able to compete for land or fund the considerable up-front cost of meeting planning and environmental standards. Yet, these are just the players needed to create the smaller, locally integrated projects which will help to increase housing numbers as John Callcutt argued in an excellent report on housing delivery.⁴

Building Partnerships and Political Leadership

It is clear that new working methods based on new partnerships will be needed and are indeed emerging, as case studies such as Manchester illustrate. The recent Heseltine Review highlighted the importance of devolving responsibility for growth to the local and sub-regional level with increased responsibility for local authorities and also the new Local Enterprise Partnerships.

Cambridgeshire has already reviewed its cross-boundary working and has merged the development control and strategic planning functions of three neighbouring local authorities under a single umbrella

Manchester City Centre



Creating an exciting mixed use scheme in a city centre

Ambition to create a vibrant City Centre with new tram system
Brokerage between all Local Authorities within Greater Manchester who are signed up to common agreements and long term planning
Continuity of council leadership over a long period

4. The Callcutt review of house building delivery DCLG 2007.

and is working pro-actively with its LEP. Other authorities are likely to follow suit but only if there is strong local leadership with a pro-growth agenda. As the case study of Central Oxfordshire highlights, collaboration across boundaries has a long way to go. Infrastructure and housing need to be removed from the political cycle with its short term horizons and viewed on a 10 to 20 year projection. This requires changes to the way we do strategic and investment planning.

Raising Innovation and Quality

Some of the largest and best housebuilders and housing associations are leading the way in terms of innovation and design quality. This is being reflected in their company results and in their opportunities to become involved in the major opportunities which will flow from the release of large sites. Innovation will take many forms and includes modern construction methods, environmental solutions such as Combined Heat and Power as in the Brighton Case Study, or future stewardship and management of new communities as in Stroud.

Local authorities can be the leading players in terms of innovation and new working arrangements as well as defining the quality of place and of community cohesion through their planning activities, as is happening in Cambridgeshire for example. However, their ability to borrow is still heavily restricted by central government.

Modern construction including off-site manufacture has had a poor record in the UK for a number of reasons including the boom and bust nature of the housing market and the lack of a steady flow of projects. However, if we are to resolve chronic under-supply we need to build more homes much faster.

Furthermore, higher environmental

Applewood: Cashes Green, Stroud



Creating balanced communities that are climate-proofed

Ambition to do something better for the local community in terms of sustainability and affordability

Brokerage between the Homes and Communities Agency, the local community and specialised lenders and developers

Continuity through transferring the site to a Community Land Trust

New England Quarter: Brighton



A new Green Quarter on former railway land

Ambition in masterplan driven by the idea of creating a Sustainable Urban Neighbourhood

Brokerage by consultants working to overcome local opposition through an inclusive planning process

Continuity spearheaded by committed local developer.

standards require greater precision and are more easily achieved using modern production methods. Greater industrialisation should be encouraged by applying the lessons from Germany, for example in collaborative building groups or reducing energy consumption.

Simplifying Regulation

The burden of regulation and its complexity is recognised by Government as a brake on development and growth. Steps have already been taken to simplify planning guidance through the adoption of the NPPF. This is being further developed into the areas of Building Regulation and Sustainability. However, the results are yet to be felt on the ground.

The plea from developers and designers is not simply for deregulation but for greater certainty and longevity in the system. The supply chain needs to know that technical standards will not be constantly revised. The affordable sector needs to know what will happen to government grant in order to make its business plans.

The Housing Forum has played a leading role in raising the level of debate on rationalising regulations for growth.⁵

Widening Tenure

The concept of universal home ownership as a solution to our housing problem is clearly untenable. We need to develop a well-funded private rented sector where standards are high and people are happy to live for the long term rather than regard it as a second best option. Efforts to encourage this sector need to be re-doubled.

Furthermore, there is a need to recognize continuing importance of the social rented sector which has suffered from triple blows of cuts in grant, the sale of Council Housing

Milton Keynes



Extending a New Town

Ambition of scale and funding as the last of Britain's New Towns to be built
Brokerage between Central Government, Development Corporation and Developers

Continuity of vision has suffered in recent years with changes in governance and in urban design thinking

5. Rationalising Regulations for Growth and Innovation Published 2012 and Housing for the Information Age : Empowering consumers to drive change in the industry (Published 2013)

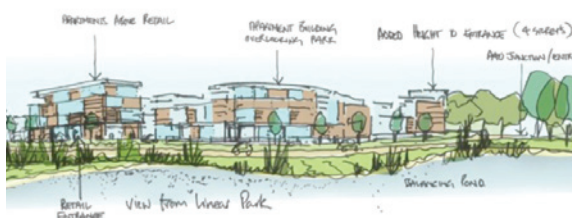
and a squeeze on the benefits system. Local Authorities are gaining more financial freedom to start building again but the caps on borrowing are too restrictive to allow for major change.

There are also more radical options including self-build, co-ownership and community land trusts that will appeal to new markets and hence speed up the process of building new communities. In this way everyone can benefit from the uplift in property values that stems from good infrastructure and better neighbourhoods.

The aim is to inspire others to follow and to influence policymakers to create the right conditions for a generation of more and better homes. Both need to know what is permitted where. There are already examples, such as the development of a

former hospital in Stroud, where energy saving measures are helping to sell new homes to new markets. But in general new homes do not command a premium, unlike other products.

Oxford Futures



Planning urban extensions around an historic city

Ambition to create high quality urban extensions for mixed income groups

Brokerage is needed to ensure conflicts between local authorities and other stakeholders can be overcome

Continuity is difficult because of changing personnel and priorities

Cambridge Station and Southern Fringe



Mixed development around transport nodes

Ambition by Cambridge in developing a long term strategic vision based around transport nodes and guided bus route

Brokerage between adjoining local authorities to create a shared vision

Continuity with planned growth and early implementation of infrastructure

The Keys to Smarter Growth

While every place is different, there are some common features that successful projects seem to share. The idea of an ABC of smarter growth came from masterclasses in Cambridge on the experience of Freiburg and Amersfoort.⁶ But the lessons also seem to apply to British pacemakers.

A for Ambition

We need to see housing as an integral part of the solution to our national growth issues rather than as just a local problem. To achieve this government needs to link housing with designated growth and regeneration areas and ensure that it is planned in with transport, employment and all of the other facilities which make for a vibrant community (as is happening, for example, in Manchester).

Elements of ambition include:

- **Vision** - Having a clear agenda for housing and infrastructure led growth
- **Connectivity** - Linking new development and existing centres of employment and services
- **Community** - Meeting the needs of local people through its range and choice of housing provision across various forms of tenure, and the provision of other facilities such as shops
- **Urbanism** - Creating places where people want to live and stay from choice not necessity.

Park Central, Birmingham



Transforming inner city estates through working in partnership

Ambition of Local Authority to tackle inner city estate decline

Brokerage of successful partnership between the City, the developer Crest Nicholson and the Optima housing association

Continuity under threat because of the high costs and limited market

B for Brokerage

Relationships need to be developed which cross sector and physical boundaries. Land assembly and land pooling is key. This needs leadership at a sub-regional level, as, for example, the Homes and Communities Agency and Greenwich Council have provided in the development of Kidbrooke Village. This might mean

6. The Steps to Quality Growth: towards a new business model for house-building, Nicholas Falk for Cambridgeshire Horizons, 2010

several local authorities combining together with the County Council or the Local Enterprise Partnership providing some support, as in Cambridgeshire.

Elements of brokerage include:

- **Collaboration** - Making the most of scarce resources by developing collaborative ways of working
- **Expertise** - Building expert, multi-disciplinary teams
- **Accountability** - Establishing local delivery vehicles that can build consensus.
- **Funding** - Innovating in infrastructure, development and management to cut costs and risk, and raise long-term values.

C is for Continuity

Short termism has blighted our developments for too long. Successful projects are conceived, delivered and managed within a guiding vision which extends into the future lives of the community who will live and work there.

Development Corporations may well be needed in situations that require large injections of public finance up front. But in other cases joint venture companies are needed, as in the Central Oxfordshire example. Key features are:

- **Leadership** - Making full use of local knowledge and expertise and overcoming opposition
- **Infrastructure** - Ensuring that development follows or is in line with infrastructure rather than the other way round.
- **Tenure** - Achieving a balanced range of tenures and house types with the ability

to move easily from one to the other.

- **Stewardship** - Implementing long-term strategies for community engagement and neighbourhood management.

Emscher Park, Dortmund, Germany



Regeneration through concerted efforts
Ambition to turn an area of industrial decline the size of Greater London into a desirable place to live

Brokerage between the State and City Governments plus local savings banks and KfW

Continuity through a designated agency with multi-disciplinary teams

Kidbrooke Village, Greenwich



Renewing peripheral Council estate through mixed tenure

Ambition Competition to build mixed housing around a park

Brokerage Grants for site works and social housing

Continuity Open relationship between same people

Case Studies in Full

Milton Keynes

Extending a New Town



As the last and most ambitious of a crop of New Towns built around London, and where the most new housing in the South East has been built, Milton Keynes should offer lessons for how the UK can build the further 200,000 homes a year that are needed. The population has grown rapidly from 40,000 in 1967 to 230,000 fifty years later, and it has been the fastest growing place in England for most of this period. However in recent years quality has started to suffer.

Ambition

Milton Keynes was designed to be self-contained, and most people can get to work locally very quickly by car. Its main-line rail station means people can now reach London in less than an hour and Manchester in 2 hours. The city centre is still expanding, with a sub-regional shopping centre, over 30,000 private sector jobs and a growing range of civic and cultural facilities.

The town has enabled large numbers of families to get on the 'housing ladder'. For over 20 years it was also the focal point for self-build in the UK, with an average of 150 self-build houses each year. People who once complained of 'New Town blues' are now said to be very happy, perhaps because unlike most other urban areas, there is so much greenery and a massive range of community activities. The

distinctive relationship between town and country seems to have been balanced, as new developments look out over well-maintained country parks.

Housing tends to reflect the period in which it was built. The first hamlets built in grid squares a kilometre apart were largely built to rent as social housing for those moving out of London to escape bomb damaged neighbourhoods and/or relocating with their employers. During the 1980s and early 90s private housing increased to form almost 70% of the total, but was developed through small sites with developers required to design house types to fit the site rather than use their standard products. After control was transferred to a new local authority the original vision and tight controls were relaxed. The ubiquitous house builders' estate, with its cul de sacs, created places where every house looked a little different but every neighbourhood looked the same.

Brokerage

During the first 25 years, when the Development Corporation oversaw the city's growth, all the non-commercial facilities were funded from land value created by development, financed out of expansion. The extensive network of linear parks, which is maintained by the Milton Keynes Park Trust out of revenue from an endowment which included local small

shops, have given MK an edge over other new towns of the period. The Development Corporation maintained a strong control over design standards by employing highly qualified and motivated architects, planners and project managers.

PPG 3, the government guidance on housing was revised in 2000 following the Rogers Urban Renaissance Report. It required building at more than 35 homes to the hectare, which, led to three storey terraces intermixed with an increased number of flats and reduced car parking. This inevitably led to some stylistic and practical difficulties in a town designed for low density and ease of traffic movement. More recently two very successful mixed tenure retirement or extra care neighbourhoods have been built by ExtraCare Charitable Trust to designs by PRP that could have come straight from a European city. One of these borders onto a superb Steiner inspired Camphill Community for adults with learning difficulties, which show that something different is possible.

Continuity

Milton Keynes was probably more inclusive than any comparable development area for most of its life but has suffered from the vicissitudes of Government housing and planning policy and from a lack of continuity and ownership of its original vision. The balance of tenures and incomes may be in danger of being lost. New developments no longer provide a social mix, as house-builders argue they can no longer afford to cross-subsidise a third of the units. Responsibility has recently been shifted further as the Homes and Communities Agency no longer has any development land in MK. They sold it to MKC which has set up an independently chaired and run company, MKDP, to oversee development. This is a bold new venture, which may or may not form a model for other towns.

There is also the problem of funding further infrastructure. As development continued in the early 2000s on to land outside the ownership of the original Development Corporation, Milton Keynes pioneered a tariff with the private landowners of roughly £20,000, or ten per cent of the value of an average new home. But this only covers around a third of the cost of new infrastructure, when utilities, schools and roads have all been added in. The Millennium Village that had been promised to be completed by 2003 is still largely a plan.

Conclusion

Milton Keynes shows that the New Town model of taking over green fields at agricultural land values can produce housing and other amenities on the scale we need, with a good financial return on public investment in infrastructure and site preparation. It also shows how to look after green spaces well, and make the most of our heritage of canals and old buildings, through a property based trust. But on creating a sense of character, while the housing may be what most British people want, a whole range of market segments are being missed through property values driving development, rather being the residual of creating places that will last. Although Milton Keynes offers many pointers towards a quantum leap in housing numbers, a different design model is needed if it is to be attractive to modern buyers and renters.

Kidbrooke Village : Greenwich

Transforming a former Council estate in South East London into a desirable place to live.



The comprehensive redevelopment of the post-war Ferrier Estate provides useful lessons for how local authorities and government can work with private development companies to transform a run-down area into a desirable place to live for a wide range of people.

Ambition

Greenwich Council, who had inherited the estate from the GLC, wanted to redevelop the 109 hectares, as it had become a 'sink estate' cut off from the surrounding area. The Berkeley Group were selected in 2006 through a competition as preferred developer, and proposed replacing the existing 2000 flats with 4,000 new ones. The Group's 2020 Vision Statement is written around building greener (and more economical) homes, delivering sustainable communities, enhancing the customer experience, and running a sustainable business.

By putting in interim landscaping and a temporary centre, and reshaping the landscaping to integrate the main road, the image of the site has been transformed. The housing is clustered but tenure blind. A mixture of flats and maisonettes with front doors onto the street have been built in C shaped blocks with parking underneath landscaping that connects through to a park. Though it was difficult to sell private houses at first, they have built houses that sell for £1 million, which boosts the image of Kidbrooke Village as a whole. Berkeley

say 'the value of the scheme is created by the spaces between buildings - not just by the buildings themselves'.

Brokerage

Despite the developer having a balance sheet strong enough to take on such a large development, public funding up front was still essential to getting the project underway. The eventual investment will be over a billion pounds, but with an infrastructure investment of £143 million (or around £30,000 per home), the scheme required substantial upfront grants, and a lot of flexibility over how the public money was spent. English Partnerships/HCA put £43 million into site works and £65 million towards the social housing, which resulted in the building of 229 affordable homes and 829 completed or under construction by January 2012, some six years after the developers were selected, and three years after the scheme secured planning permission.

Continuity

Berkeley claim that the partnership has been made to work because of an open relationship between key partners, continuity of personnel, regular meetings with both design and energy review panels, and a communications group. As well as relocating the company's office to the site, which enables them to keep a close watch on progress, a number of networks have been set up with different interests. There

is a stress on building 'social capital' so, for example, an old RAF building was restored and handed over to a local faith based community group to run it. Significantly the project director has worked on the scheme first for English Partnerships, and later for Berkeley.

Conclusion

Kidbrooke Village shows how advance public investment is essential even in a location where house prices are generally quite high, and how private public partnerships can be made to work through a flexible development agreement and collaborative working.



Park Central, Birmingham :

Transforming inner city estates through working in partnership



Birmingham, like many provincial cities, has suffered not just from the loss of traditional industry, but also because high rise housing estates built in 1950 - 70 became unpopular with their residents. Many of these are close to the city centre. After vociferous campaigns from residents of Lee Bank Estate in Attwood Green, near Five Ways, 2,800 homes and associated land were transferred to the Optima Community Association in 1998. Government funding of over £100 million was then invested in upgrading many of the homes.

Ambition

In 2001, a masterplan was worked up by PRP with residents' inputs, and used to market the 60 acre (25 ha) site. The vision was for a central park, surrounded by 1,600 new units at densities of between 130 and 155 a hectare to replace 1,350 homes that were demolished. Most importantly 70% were to be for sale, and existing residents would be allowed to return if they wanted. The idea was to attract people on good incomes, and transform the wider area. There was also to be commercial space and community facilities so that it was not just a dormitory. There are 13 distinctive zones as well as two new parks, transport and public realm improvements, so the development could be phased. Importantly lower rise housing has been provided for the former tenants, with the apartments on the edges being sold off. Values for a one bedroom flat are around £120,000 though over £200,000 has been achieved for two

bedroom units.

Birmingham City Council's Property Services Department and Optima marketed the land by informal tender, and Crest Nicholson were selected to deliver the masterplan for 12 acres as Phase 1, which was renamed Park Central. Supplementary Planning Guidance distinguished between Essentials and Desirables. Work started on site in 2002, and though construction has never stopped, the whole scheme will not be completed until 2018. While the scheme has been largely built as planned, several major housing sites were developed for the health authority and as housing association offices when the market collapsed in 2008.

Brokerage

Much of the success of the scheme is attributed to an innovative development agreement. This established a joint venture between the land owners and the developer. The aim is the comprehensive and sustainable regeneration or uplift of the area in terms of environment, infrastructure and community ownership or pride. Instead of Section 106 obligations, the developer is required to undertake Guaranteed Essential Works in the early years that offset the Guaranteed Minimum Payment there would have been for the land.

By 2013, Crest Nicholson had invested £37 million, substantially exceeding the minimum payment of £25 million. Costs have been contained within resale values

of around £220 a sq ft, compared with twice that level in London, so development has had to be flexible without sacrificing quality. One saving has been through standardizing plan types. There have been economies of scale, though the scheme looks very varied, with large balconies overlooking the parks. Flexibility has been key. For one phase, planning consent was secured within three months from a blank sheet to enable a successful bid for some Kick Start funding from the HCA.

The public private partnership works because 'all partners are striving to achieve the same goals, but performing different roles'. There is an overage agreement to enable further gains for the landowners if profits are made over the project life span. Optima have secured 102 flats and 135 houses for social rent, and have set up a separate company (AGES) to provide management and support services to their tenants. The next phase is going to be entirely sold to investors and privately rented out. The City Council's Parks Department manages the open space, and the City has also provided the education facilities and public realm works.

Continuity

The key to success has been collaborative working between the partners. The partners have had regular Core Strategy team meetings once a month since the project began. There has been strong local management, so that any problems are dealt with quickly. Though the structure of Birmingham City Council has changed over the period, the same person has acted as project coordinator since 2006, and the project has benefitted from being part of a Property Services Department with a range of skills at its disposal, and thus able to act as a 'one stop shop.'

As a result of the good basic urban design, there have been no problems

with developing a high density scheme with a social mix, and the design is effectively 'tenure blind.' There are issues over covering the costs of maintaining the public space to a high standard, with cutbacks in local government expenditure.

Conclusion

The success of Park Central shows the value of redeveloping unpopular council estates for a wider mix of tenures, and of investing up front in a high quality public realm. The development agreement is a model that could be applied more widely, and the role of the Homes and Communities Agency has been vital in dealing with the downturn. However neither party would do it again, as the values from private house sales, even with buy to let investors, are insufficient to cover the costs of developing high quality schemes at high densities in locations outside London. There is a relatively limited market for 'aspirational apartments' in cities where it is much cheaper to live in the outskirts, and commute by car to work.

Cambridge:

Mixed development around transport nodes



The authorities in Cambridgeshire have rightly been praised for the way they have worked together to secure quality growth. This started in 1997 with Cambridge Futures, which evaluated options for growth against a set of criteria. This led on to the adoption of the County Structure Plan in 2003, which set the strategy for reviewing the inner boundary of the Green Belt to accommodate urban extensions on the south, north-west and east sides of the city, as well as confirming the location of the proposed new town of Northstowe beyond the Green Belt to the north west of the city. The Structure Plan also promoted the Guided Busway to link key sites up to the city centre and station. Key has been the leadership exercised through Cambridgeshire Horizons, who for example in 2006 commissioned the Quality Charter for Growth which set design principles, and by the three 'core' local authorities, the City, County and South Cambridgeshire. In particular the County Council led on the Guided Busway and the transport interchange being developed at Cambridge railway station and is promoting a new station at Chesterton in the north of the city, by the A14, which will serve the science parks.

Ambition

The authorities have sought to balance the provision of new homes with increased employment as a result of the Cambridgeshire science parks, and other university spin-offs. However they wanted

to avoid worse congestion, which is why development is concentrated around transport nodes (and why Northstowe has been delayed by uncertainties surrounding improvements to the A14). They also wanted higher standards of architecture than had been delivered in the past. Developers wanted access to the pool of talent but also a high level of wellbeing, and so have supported the higher standards that were demanded. With commercial rents as high as in the science parks outside the City, the County has gone on to promote a new station with Network Rail at Chesterton which will open up 60 acres of back land for mixed development.

Brokerage

Though the original developer went bankrupt, the scheme for Cambridge Station has proceeded in line with the Station Area Development Agreement reached in 2004, or CB1. New road and public transport links enabled a mixed use scheme to proceed with 1,600 student flats and homes, 500,000 sq ft of offices, and 50,000 sq ft of hotel and leisure space, plus parking for 3,000 cycles. When the developer's bank withdrew funding in 2008 temporarily the agreement stood up. This is because the agreement is flexible and because charges have been levied in phases to support Corridor Area Transport Plans. Most important of all the County committed itself to a £300 million project, which is giving confidence to others. The Section 106 obligations were restructured

in 2009. £60 million of student housing in the first phase helped fund most of the local infrastructure. Network Rail ploughed land receipts back into building a new platform.

Continuity

Sustained leadership by officers in the County Council has been critical to the scheme's success, who had to deal not just with Network Rail but five operating companies, and public scepticism. When the scheme might have been aborted the County underwrote some of the risks with a small grant. The team has gone on to work up proposals for Chesterton, which involves relocating a freight terminal and a concrete works in order to secure 40 acres for mixed use development.

Conclusion

Experience in Cambridgeshire shows the importance of building the ambition to create quality places, and of collaboration between all the stakeholders over a long period of time.

Oxford Futures

Planning urban extensions around an historic city



The City of Oxford is under huge pressures with house prices as high as London in some areas, but relatively low incomes. There is very little development land within the Council's borders, and the city is surrounded by green belt land, and flood plains. Though there are many 'high tech' employers in the surrounding area, major obstacles to growth are the choice of housing, and the capacity of the infrastructure. With the planned electrification of the railway line to London, and new stations, along with a new link to Marylebone via Bicester, the prospects for growth will increase, but if only the divisions between the different local authorities and other stakeholders can be overcome. Over the last year, a series of events promoted by the Oxford Civic Trust and others have sought to find answers to how Oxford might grow.

Ambition

There has been a historic problem of conflicting objectives making collaboration difficult. The Council, which is Labour controlled, wants to provide as many social homes as possible, and have promoted extensions which have been resisted by the adjoining Councils. The four surrounding districts see themselves as rural areas, with little in common with the City. The ancient University and Colleges, who are major land owners, have pursued their own interests in attracting more students, and tend to hang on to their land. Decisions on major rail and road improvements have

been taken in isolation, and the County Council has been more concerned with moving through traffic than connecting up outlying areas by bike and foot. However, the City Deal negotiations are forcing authorities to come together, and housing is one of the elements. Furthermore, prompted by a visit to new housing in the Netherlands to help develop the vision for Barton Park, the Chairman of the Oxford Civic Society has led efforts to consider options, including a series of consultative events to draw on wider experience. As a result there is a growing appetite for innovation, and some of the resistance to change is being overcome.

Brokerage

Lessons from good practice elsewhere are being applied in Barton Park, a joint venture between the City Council and Grosvenor Estates to build 850 homes on land owned by the Council next to an existing housing estate, along with other facilities such as a linear park, shops and a possible hotel. The joint venture has made it easier to reach agreement on the details of the planning application, which follows the principles laid out in an Area Action Plan, and was readily approved after a year's work. By considering problems together, such as how to make the scheme exemplary, a balance was struck between the range of objectives that had been set. Elsewhere in central Oxfordshire, one of few Ecotowns to go ahead is being progressed by Cherwell Council at Bicester, thanks to support from

their Council's leader, and subsequent developments are planned to include many sites for custom built homes. Similarly there are major plans for extending Didcot to the South. The big unresolved issue is how to avoid the growing population relying on cars to get to work or to shops and services, and further congesting overloaded junctions.

Continuity

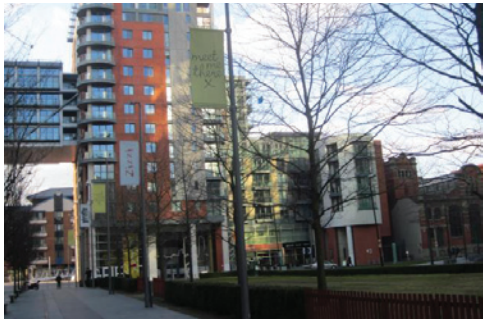
Without the combined working that has proved so important in Cambridge, progress has been slower, and much time is wasted in conflicts, such as whether to allow extra crossing on the A40 to link Barton Park with jobs the other side of the ring road. Officers come and go, and it can be difficult to retain a vision over many years. House builders inevitably have short time horizons, and so consideration is being given to some form of community trust for Barton. A start has been made on getting residents and employers to see the bigger picture, but without proper resources, efforts can easily fizzle out.

Conclusion

The contrasts between Cambridge and Oxford, and between the different district councils, which were brought out at an event at Oxford Brookes University, highlight the difficulties of securing planned growth in an area identified as of key importance to the country's future economy. Joint ventures are an important step, but need to be tied in with strategic plans that join up development and infrastructure investment in the wider city region.

Manchester City Centre

Creating an exciting mixed use scheme in a city centre



Manchester is successfully transforming its city centre, and shows how Continental models can work, given the will. A comprehensive tram system on a European scale has taken over all suburban railways, with rapid and frequent services out to suburbs like Bury and connecting up old industrial areas like Oldham, where the tram now runs through the streets. New waterfronts have replaced old docks, and creative industries are expanding fast. Historic industrial areas like Ancoats and the Northern Quarter have been regenerated. New mixed use quarters, like Spinning Fields, developed by Allied London, are drawing new jobs back into the centre. However the challenge of rebalancing the population remains a struggle, as so often those earning the most move out to the leafy suburbs of Cheshire. Hence the renaissance of Manchester holds a number of lessons for building better neighbourhoods.

Ambition

The City has long embraced bold plans for rebuilding problem areas. Hulme was rebuilt on the model of Bath, but thirty years later had to be demolished because it was no longer seen as a good place to live. In rebuilding it yet again, the City adopted a set of urban design principles, the Hulme Design Guide that has subsequently been extended to other new developments in the area covered by the City Council. Consequently when it was decided to redevelop the Cardroom Estate in East

Manchester, close to the main railway station and Commonwealth Stadium, a masterplan was adopted that reinstated a network of streets, and extended the canals to create a higher level of amenity. The land was to be developed as one of a number of Millennium Villages. Iconic designs were procured for key buildings, from leading designers such as Will Alsop. The results are changing the city's image.

Brokerage

By assembling the land, and providing the basic infrastructure, the Homes and Communities Agency (formerly English Partnerships) has been able to innovate in terms of design and environmental sustainability. Working with an innovative developer who emerged out of Manchester, Urban Splash, and a local housing association, the Great Places Group, the development has rehoused those who wanted to stay and attracted in new residents. Niche areas, such as Manchester's 'Gay Village' along part of the canal or the housing underway in historic Ancoats are bringing money back to the city centre. More ambitious projects, such as Manchester's Millennium Village at New Islington, with its plan for developing 'five fingers' off new canal extensions, started to stall after the financial crisis of 2008. However Urban Splash has sold some 700 rental properties to a housing association to enable it to start developing again. Housing is still relatively inexpensive in Manchester, with many signs promoting

new apartments for around £120,000, or less than half or a third of the price in London. The Council has therefore not been so concerned to develop new affordable housing, as it has such a large stock already. The issue of 'fuel poverty' and the importance of cutting energy consumption is however a priority. As well as guidance from local authorities, including a new 'green technology centre' at a college in Oldham, and efforts to get suppliers working together, there are new initiatives aimed at tapping Manchester pension funds, and using expected Business Rate proceeds through what is called 'Earn back'. This is the first time that local authorities have been allowed to borrow against expected tax proceeds from growth. The Manchester area has had a long co-operative tradition, and another promising example is the Carbon Co-op, where owner occupiers are working together to share experience in utilising the government's Green Deal. So far Manchester is ahead of the rest of the country

Continuity

There is widespread agreement that much of Manchester's success in attracting new investment and securing quality development is down to the role played over many decades by the Chief Executive Howard Bernstein, working with successive Council Leaders and the Association of Greater Manchester Authorities (AGMA). Whereas the London Mayor, who has substantially greater powers, may well create a backlash from other authorities, the Manchester approach had worked so well that there was no demand for an elected Mayor. It was said that if Howard does not like a building that is put up, the architect never gets to work in Manchester again, which has provided a great stimulus for appointing good architects. In turn by going for a broad design guide, but avoiding meddling in the details, work

has proceeded faster and with less aggravation. So, just as in the 19th century, Manchester offers a model for how cities can reinvent themselves.

Conclusion

The experience of developing Spinning Fields shows the importance of local authority leadership to attracting private investment, and ensuring that complex schemes are made to work as planned.

New England Quarter: Brighton

A new Green Quarter on former railway land



The New England Quarter is the comprehensive redevelopment of the old Brighton Station goods yard and locomotive works to create a mixed use and mixed tenure neighbourhood next to a Conservation Area, with a strong Green presence. After 30 years of lying derelict, and then a further ten years of negotiations, the 16 acre site was redeveloped to URBED's masterplan, prepared on behalf of Sainsbury's and their joint venture with Network Rail. The site is on a steep slope, and the first phase involved building a new road, and decking over the station car park to release more space for development. The development is innovative in the mix of uses, and was designed to save energy. It also shows how conflicts can be resolved through careful design and consistent leadership.

Ambition

The site was originally dogged by controversy, with the local community strongly opposed to the idea of a new food store, surrounded by parking. They would have liked to see the whole site used for housing, but this was financially unviable, as a new road and replacement parking had to be built first. The developer had lost an appeal, and so was prepared to see if a different masterplan would work. The masterplan was driven by the principles of creating a Sustainable Urban Neighbourhood with a complementary mix of uses. The site was divided into 13 parcels, with Barratts developing the first

apartments over the new store. Bioregional Quintain followed by developing two blocks of low energy housing. Today the site includes not only some 400 apartments and houses, but also two hotels a language college, and various offices as well as a small park.

The objective of Zero Carbon was fully taken up in Bio-Regional's scheme for One Brighton, which was designed by Fielden Clegg Bradley and developed with Crest Nicholson. It provides 172 homes, of which 30% are socially rented in a separate block run by Moat Housing. Special measures of the Sustainability Strategy include high levels of insulation using locally produced clay blocks, external insulation and triple glazing. A biomass boiler backed up by gas provides hot water and heating to all the units, and has been trouble free; it uses wood pellets. Consultations led to the provision of 25 roof top allotments, which were taken by the first 50 residents, and have proved a popular community building feature. On-site waste separation includes food composting, which is used locally. The construction team were provided with training and there is a 'green caretaker' to help maintain the ethos.

Brokerage

The consultants sought to act as brokers between the conflicting interests by understanding their different aims and concerns, and developing a sustainability strategy as well as a regulatory plan

within which different developers could work. The New England Quarter lies in what historically was a poor part of Brighton, occupied by workers in the locomotive works. The North Laines had become gentrified by people moving out of London, many seeking alternative life styles in the 'green' movement. It adjoins the London Road, a local shopping centre. The proposals for building a large food store quite close to quirky small shops aroused huge local opposition, which was only overcome by the Council approving a planning brief drawn up by a working party representing different interests. The solution was to build housing over the new store, with customer parking below it. Few parking spaces were provided for the new homes as the site is next to the railway station and on good bus routes.

The scheme has involved private investment of £250 million without any public subsidy. The master plan was intended to link the station and the supermarket directly by foot with the London Road. However the development of the block by the station was delayed after the hotel site was sold to a developer, who proposed a 40 storey mixed hotel and apartment tower and then went bankrupt, leaving a visible part of the site looking uncared for. The part was finally developed as a hotel and social housing a decade after construction first started.

Continuity

Work on the planning application for the current scheme started in 1998, with a community planning weekend organised by Brighton Council in 1999. Planning permission was given in February 2003; construction started June 2004 and by summer 2008 was largely complete and occupied. The final phase was built in 2013. Though the initial work was funded by Sainsbury's development arm, it was spearheaded by a small local developer who became very committed to sustainable

development principles. Without his determination over several decades, the scheme would never have surmounted all the obstacles.

The new housing has proved very popular, and was quickly occupied, mainly by younger people. Many of the homes for sale were bought by 'buy to let' investors, and rented out to students. A major language school which prepares foreign students for university took part of the site, and also occupies part of the office block (along with an electronic games design firm). The open spaces are well-used and the quarter feels safe and busy most of the time. The Sainsbury's store has not taken trade from London Road, which has recovered well, partly helped by a Town Centre Manager funded under the Section 106 agreement.

Conclusion

The scheme created a mixed use masterplan with 20 different blocks, regenerated a derelict and difficult site through the catalyst of a Sainsbury's supermarket, and integrated a high density mixed use scheme with adjoining listed buildings. It created a fitting gateway for an area that was an eyesore and provided an economic and environmental boost to a seaside town without any subsidy.. The theme of saving energy has been taken up in other buildings, such as the Jurys Hotel, and Brighton Council have since adopted One Planet policies for the whole district, inspired by what they had seen.

But without the food retailer as anchor, the scheme would have never been built. There is no longer an appetite for schemes of such complexity. Also though the regulatory plan achieved the original design aims through many different developers and architects, the switch from the forward planning unit to development control led to criticisms of inflexibility over complying with some of the requirements.

Applewood, Cashes Green, Stroud

Creating balanced communities that are climate-proofed



Many people want to live in smaller towns that offer better prospects for their children, but cannot afford to get on the housing ladder, or finance doing up an older property. Stroud in Gloucestershire has a record of innovation, going back to converting its old textile mills to new uses. It was the first place to build a new cohousing scheme at Springhill, where residents commission their own homes and share in managing the neighbourhood. A number of excellent retirement villages have been created, for example in Painswick. However none of these cater for the first-time buyer with limited cash. The problem of achieving balanced and mixed communities is now being achieved on the old Cashes Green hospital in Stroud through one of the first Community Land Trusts

Ambition

The development at what is being marketed as Applewood is being undertaken by a relatively new company Haboakus, along with the established housing association Green Square. Haboakus was set up by television housing presenter Kevin McCloud, with the slogan Happiness Architecture and Beauty, and their first scheme was in Swindon. The scheme provides 78 units of which half are affordable, through a mixture of social housing and equity sharing. The sizes range from small apartments to large four bedrooomed houses. Half the site is given over to green space and allotments which

enables local residents to grow their own food. The site adjoins a community centre and some small shops and is close to local schools. An unpopular place to live has been transformed through an innovative development that stresses sustainability.

Brokerage

From the outside the houses may not look very different from what a volume house builder would provide, and have been designed to reflect local vernacular. But inside they are much more spacious with exceptional lighting through the large triple glazed windows and high ceilings, and plenty of storage. An ingenious air extraction scheme ensures they are warm and dry. Extensive landscaping will retain water run-off and encourage bio-diversity. The construction is timber frame, and highly insulated. The best of the old buildings have been retained and converted into flats.

There is no subsidy at all other than through the land being transferred for a million pounds. Haboakus was chosen from three final competitors for the quality of what it proposed. They have drawn on loans from the Triodos Bank, which is committed to investing in sustainable development. The management company has been set up by the developers with the Cashes Green Community Land Trust with the idea that residents will end up assuming the lead role. It will manage tenancies and covenants and keep the landscaped areas

tidy, and provide feedback to residents on how the service charge is used.

Continuity

The development has only been possible because it has been supported by the Homes and Community Agency. The hospital closed in 1993, and the HCA acquired its eleven acre site when it took over redundant land in public ownership. Following pressure from local people, who wanted to ensure that development benefited the community, the Homes and Community Agency have transferred the freehold of the site to a trust set up by Gloucestershire Land for People, who played a major part in devising what is now being provided. The development is led by television presenter Kevin McCloud with support from a branch of an established Housing Association.

Conclusion

This project shows what can be done with a mixture of inspired leadership and innovative organisations who are willing to think beyond normal models of design and tenure.

Emscher Park, Dortmund, Germany

Regeneration through concerted efforts



Many of the most inspiring models for new housing have come from Germany, where a strong economy combined with concerted efforts to share prosperity, have regenerated many post-industrial areas. So as well as Freiburg, and its planned extensions to an historic university city, British visitors have also been impressed by the success of Hafen City in Hamburg's old docks and Kronsberg in Hannover, a former Expo site, all of which formed case studies in the report *Beyond Ecotowns*. But similar stories can also be found in some of Germany's 'shrinking cities', and areas that have suffered similar industrial decline to our own regions. We therefore should pay particular attention to the story of Emscher Park, in the Ruhrgebiet, and achievements such as the new housing around water in Duisberg to a masterplan by Sir Norman Foster, or in Dortmund, where a former ironworks has been rapidly turned into a desirable place to live and a seedbed for new enterprise. As a consequence, decline has been halted, and private investment is following the lead given by the public sector, thanks to a concerted and sustained effort stretching back almost three decades.

Ambition

While the original idea for creating a park in the centre of Germany's industrial heartland can be traced back to 1912, and there have long been programmes for reforesting former industrial sites, the area's renaissance came from the decision to hold an International Building Exhibition in

1989. There were six themes, one of which was to create the Emscher Park to 'turn the backyard into the front garden' while another was to build over 7,500 homes on brownfield sites. A brochure explains that 'The Emscher Landscape Park is a vision and an integrated strategy as well as an investment programme and an operating management for the sustainable future of this old industrial region.'

The park with its theme of 'nature for the people' started with a hundred projects selected by the seventeen cities who came together, and since then 500 more have been implemented. New housing typically is aimed at showing how energy can be saved. Most of the new homes are built by local builders or people commissioning their own homes. An important aim has been to rebalance the population, as formerly the highest earners all lived outside the area to the South. In 2007 the concept was broadened under the theme 'Concept Ruhr'. A series of networks share experience and encourage members to aim higher.

Brokerage

The original target was to secure high levels of investment – 5 billion marks – but with no new money, so the impact had to be secured by joining up existing budgets. A key principle of the Germany Federal Republic, laid down by the British so that fascism could never rise again, was that of subsidiarity; each level of government has its own powers and responsibilities

and cannot tell lower levels what to do. So it was the cities themselves who came up with projects that were then supported by the State or provincial government of North Rhine- Westphalia, who provided 80% of the original funding. Collaboration was not easy at first as it involved eleven districts with a combined population of 5.1 million, living in 53 towns and cities and in an area the size of Greater London.

Funding major projects is greatly helped by the German financial system, with its local savings banks or Sparkassen, who know the local property market, and can see gaps. In the past the majority of housing has been privately rented, and German households only seek to buy when their earnings are high enough to support a mortgage. However prices are much more affordable, as the costs of serviced land are kept down, and funds are not wasted on abortive studies or speculative profits. Under-pinning the system is KfW, the German investment bank for reconstruction, which takes on part of the loans made by local banks and regional bodies that fit their criteria. KfW is one of the forces behind Germany's commitment to using renewable sources of energy, and getting away from its dependence on dirty coal and nuclear.

Concept Ruhr involves no less than 274 separate projects, financed by approximately E1.6 billion of public finance and almost three times that level of private finance. What was a failing and problematic region has been turned into a place where private developers are now interested in building on the serviced sites that have been made available.

Continuity

To guide the process a state-owned private agency was set up with a staff of around 30, of whom half were involved in public relations. To accept a project for

funding, it had to satisfy social, design and ecological criteria, which were then sealed in a contract. Most were based on international competitions and required cross-disciplinary teams of architects, engineers and artists. Consensus has been maintained long after the IBA was over, (as they only run for a decade.) The Mayors of the 20 main cities in the regional park meet monthly to consider a set of three topics which their staff have already identified. For example in North Rhine-Westphalia 50 different housing schemes are using solar power to achieve Passiv Haus standards. Most impressive of all, the former Phoenix ironworks in West Dortmund has been completely transformed through a vast lake that now covers a quarter of the 99 hectare site. This was only possible because of the lead given by Dortmund's Mayor, who had previously worked as City Planning Officer, and also for an institute concerned with the area's economic future. His support was critical to persuading the regional development corporation, now called NRW Urban to provide the necessary seed funding.

Conclusion

This project shows that through vision and the long term involvement at all levels of Government combined with locally based lending, a transformation of even the most unpromising areas can be achieved.

Appendix

Attendees at workshops held at The Housing Forum in September 2012



The Housing Forum and RICS Co-hosting “INFRASTRUCTURE AND HOUSING: TOGETHER TO DELIVER”

26th September 2012

The Housing Forum, 5th Floor, 80 Leadenhall Street London EC3A 3DH

Delegate List

SPEAKERS			
Name		Job Title	Company
Terri	Alafat	Director of Housing Growth & Affordable Housing	Communities & Local Government
Paul	Carter	Leader	Kent County Council
Alan	Collett	President	RICS
David	Edwards	Executive Director - City Regeneration	Oxford City Council
Nicholas	Falk	Director	Urbed
Shelagh	Grant	Chief Executive	The Housing Forum
Stephen	Hill	Director	C ₂ O Futureplanners
Frank	Hovorka	Programme Director, Sustainable Real Estate	Caisse des Depots
Stephen	Howlett	Chief Executive	Peabody
Barry	Munday	Chair	The Housing Forum
Simon	Radford	Chief Executive	Lothbury Investments Ltd
John	Walker	Chair of Advisory Group on Property Development Investment and Infrastructure	South East Midlands Local Enterprise Partnership
DELEGATES			
Name		Job Title	Company
Faraz	Baber	Executive Director, Policy	London First
Andy	Browne	Acquisition and New Business Manager	Octavia Housing
Graham	Browne	Managing Director	Denne
Stephen	Clark	Senior Director	CB Richard Ellis
John	Cross	Chief Executive	bpha
Ben	Derbyshire	Managing Director	HTA
Brian	Horton	Strategic Housing Advisor	Kent County Council
Kerry	Kyriacou	Group Director of New Business and Development	Affinity Sutton
Jon	Neale	Director Residential Research	Jones Lang LaSalle
Paul	Newbold	Group Director of Property	Circle Anglia
Michael	Newey	President Elect	RICS
Robert	Peto	Past President	RICS
James	Robinson	Expansion Country Leader	BoKlok Housing - Skanska Residential Development UK
Jane	Seymour	Development Partnership Broker - Aylesbury Regeneration	Southwark Council
David	Tannahill	MRICS	
Andrew	Thornton	Chief Executive	Internos Real
Andy	von Bradsky	Chairman	PRP
Christophe	Wheaton	Associate	EC Harris
Andrew	Wheldon	Director, Real Estate Finance	RBS
Peter	Whittington	Assistant Director (Construction Innovation and Regulatory Impact)	Department of Business Innovation and Skills (BIS)
PERSONNEL			
Name		Job Title	Company
Laura	Henderson	Membership and Development Manager	The Housing Forum
Mary	Thorogood	Parliamentary Affairs Manager	RICS

Attendees at workshops held at The Housing Forum in April 2013.



The Housing Forum presents
INFRASTRUCTURE - "The key to unlocking housing development" - Part 2

25th April 2013

The Housing Forum, 5th Floor, 80 Leadenhall Street London EC3A 3DH

Delegate List

SPEAKERS			
Name		Job Title	Company
Stephen	Clark	Senior Director - Asset Strategies	CB Richard Ellis
Ben	Derbyshire	Chair	The Housing Forum
Nicholas	Falk	Director	URBED
Shelagh	Grant	Chief Executive	The Housing Forum
Stephen	Hill	Housing Forum Board Member & RICS Land Commission	C ₂ O Futureplanners
Graham	Hughes	Director of Strategy & Development	Cambridgeshire County Council
Barry	Munday	Immediate Past Chair	The Housing Forum
Claire	O'Shaughnessy	Head of Land and Regeneration	HCA
Joanne	Segars	Chief Executive	NAPF
Chris	Tinker	Regeneration Chairman	Crest Nicholson
Andy	von Bradsky	Chairman	PRP
DELEGATES			
Name		Job Title	Company
Mark	Allnut	Development Director	Thames Valley Housing Association
Duncan	Bowie	Senior Lecturer in Spatial Planning	University of Westminster
Steve	Coleman	Director	Takeparts
Jeremy	Edge	Principal	Edge Planning & Development
Karl	Foote	Business Development Manager	Kingspan Environmental
Ian	Harjette	Head of Debt Capital Markets	Santander
Paul	Hartfree	Associate	conisbee
Paula	Hirst	Director of Urban Development & Regeneration	Mazars
Brian	Horton	Strategic Housing Advisor	Kent County Council
Tracey	Kerly	Head of Customers, Homes and Property	Ashford Borough Council
Craig	McWilliam	Executive Director	Grosvenor Developments
Keith	Mitchell	Chairman	Peter Brett Associates
John	Murray	Senior Partner	Airey Miller Partnership LLP
Pete	Redman	Director	Housing Futures Ltd
Joe	Sarling	Policy Officer	RTPI South East
Phil	Smith	Senior Building Surveyor	Rund Partnership
Peter	Whittington	Assistant Director (Construction Innovation and Regulatory Impact)	Department of Business Innovation and Skills (BIS)
James	Williams-Ellis	Development Manager	Morgan Sindall Investments
Mike	Wisgard	Marketing Director	Mill Group Ltd
Louise	Wyman	Area Manager - Midlands South	Homes & Communities Agency
David	Taylor	Director	The Urban Engineering Studio
THE HOUSING FORUM PERSONNEL			
Name		Job Title	Company
Laura	Henderson	Membership and Development Manager	The Housing Forum
Val	Taylor	Business Manager	The Housing Forum




Profile

Caisse des Dépôts manages public interest missions. It

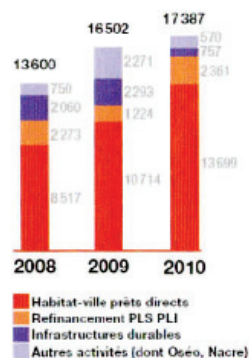
- Manages funds held in regulated savings accounts and invests these on a secure basis in projects in the public interest, particularly social housing,
- Acts as public banker to the judicial and social security systems,
- Manages public and semi-public pension schemes,
- Invests in regional and local development alongside local authorities,
- Acts as a long-term investor in the French economy.

Subsidiaries participate in national economic development:

- Private equity
- Real estate
- Transportation, engineering and infrastructures
- Knowledge-based industry
- Insurance
- Digital technology
- Tourism and leisure
- Sustainable development
- Local development

Investment from savings



16 billions € of Loan contracts were signed in 2010 for social housing and urban development

133 000

New social housing in 2011

