

# SUSTAINABLE URBAN NEIGHBOURHOODS NETWORK (SUNN)

## LESSONS AND ACTION POINTS FROM IRONSTONE AND LIGHTMOOR, TELFORD







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Report of the Ironstone and Lightmoor, Telford Event  
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Photos courtesy of Ironstone Developer  
Group, Bournville Village Trust and URBED



## SUSTAINABLE URBAN NEIGHBOURHOODS NETWORK

### LESSONS AND ACTION POINTS FROM IRONSTONE AND LIGHTMOOR, TELFORD

The third meeting of the Sustainable Urban Neighbourhood Network took place in Telford on a fine, autumnal day. The main part of the meeting took place in the exciting new visitor centre at Ironstone (surrounded by grazing sheep on land that has been reclaimed from industrial activity). SUNN members broke into groups to visit the two local new communities that are members of the network. As with past meetings there was a good turnout (30 participants) - confirming the popularity of SUNN as a means of sharing experience and information, and learning from the practicalities of community building. At the meeting the eight 'founder member' new communities were joined by a representative from Chichester District Council attending on behalf of the new community of Graylingwell, an urban extension being built out by Linden Homes.



Ironstone information centre

As in previous meetings, those attending were provided with excellent briefing material from Telford, including a synopsis of the development process and outcomes for both Ironstone and Lightmoor, including phasing and layouts, an explanation the local approach to 'long-term stewardship' based on a Community Charge, provision for affordable housing, approaches to resident involvement in Lightmoor, and the principles for a sustainable urban extension at Lawley, which was the original name for Ironstone. The briefing also included the summary of the Lawley Development Framework Design Guides intended to secure urban quality, for example by permitting 'a different blend of building types in each neighbourhood'.



IT suite and details of some of the events run at the Lightmoor community centre

## LESSONS FROM TELFORD

### Presentations

In introducing the event, John Hocking, Executive Director of the Joseph Rowntree Housing Trust called for a 'route map' through the new world of austerity we were entering. The expenditure announcements had confirmed the cutbacks in housing, and particularly social housing, but also the possibility of higher social rent levels without making it clear how the new housing finance system was going to work. This may create an opportunity to develop practical proposals that were consistent with a move towards 'localism'.

Michael Barker, Head of Planning and Environment, at Telford and Wrekin Borough Council welcomed everyone. He introduced the case studies by explaining the special challenges that Telford had faced. It was one of the first crop of New Towns designated in 1967, and built around the concept of easy access by car. It had to overcome its peripheral location on the edge of the Marches that separate England from Wales, and the challenge of 2,000 acres of derelict land in the East Shropshire coalfields. At the time it was the biggest reclamation project in Europe. It attracted new residents from the Black Country, as well as major inward investment. A recent report from the Centre for Cities shows that Telford has been one of the best places in creating private sector jobs in the UK.

The local authority is committed to further growth, despite the decision of the Secretary of State to abolish Regional Spatial Strategies. However, the regional target of 26,500 new homes by 2026, many of which will be on land in public ownership (currently owned by the Homes and Communities Agency) will now be subject to review. There is a need to raise aspirations by integrating the new and the old (many of those who work in Telford currently live outside in attractive towns like Shrewsbury).

Guy Scott, Project Director for the Ironstone Developer Group (IDG), went on to explain that a consortium of three volume house builders (Barratts, Taylor Wimpey and Persimmon) were developing 3,300 new homes, or a fifth of the total planned for Telford during the period of the project. The scheme has a total value of circa £600m of which £75 million was in new infrastructure and reclamation (they



Birds eye views of Ironstone Lawley development site

had already invested circa £90 million). So far 240 homes had been completed in the first phase of 430 plots, bringing in £30 million of revenue to date. A further phase of 435 plots is due to be submitted for Reserved Matters planning.

As is often the case in England's new communities, the planning process was prolonged, involving a lengthy negotiation over section 106 obligations. Approval was granted in October 2005. To help ensure the development provided good quality urban design, HCA worked with the council to develop design codes for the site. These are used by the local authority to determine Reserve Matters and the Council uses Design Codes to ensure the design principles developed collaboratively through the masterplanning process are actually delivered.

The development agreement between HCA and the developers specifies nine different milestones, such as building a minimum of 200 homes a year (this has since been reduced to 75 homes a year to reflect the current economic climate). A new village centre for Ironstone, is being developed with a superstore, pub/restaurant, a variety of retail units with apartments above and a large nursery. In terms of affordable provision, twenty-five percent of the housing is due to be affordable housing, and half of that in shared ownership. The developers may ask for a reduction on current phases to reflect the viability work that has been undertaken.

John McNulty and colleagues from the Bournville Village Trust then explained how they were building a 'second Bournville' at Lightmoor with a total of 800 homes on a 72 hectare site. The vision is to create a traditional Shropshire Village, but with the high standards of 'long-term stewardship' associated with the Trust. Already they have transformed an old industrial site with a 'green overcoat'. The aim is 'to bring the residents together for the wealth of the community' and this is succeeding in promoting an ethos which helps sell homes at a premium, and that should secure long-term values.

Design principles include a design guide (not codes, which were agreed for each parcel of land), character that matches the typography, a commitment to eco-homes 'Excellent' standard, a large sustainable urban drainage system (SUDS), and community facilities including a new primary school. Other commitments include a village centre, and a care



Aerial images from Lightmoor (top: Round House Park and above: Stocking Park)

home with a restaurant, to serve the wider community. Bournville are investing £7 million on top of the investment being made by the volume housebuilders.

## Study tour

SUNN members were shown round the extensive developments in two coaches. We were able to see how well the school and community hub were working out, as well as to look at residential developments. The tour brought out the impressive extent of new development, but also the challenge of changing travel behaviour and attitudes away from a car-based lifestyle typical of New Town life.

**Lightmoor** The scheme at Lightmoor includes special features such as the retention of traditional hedges, maintained by BVT, and a community-wide television and radio Integrated Reception System (IRS), which means there is no need for individual satellite dishes. Issues raised on the visit included:

- The challenge of attracting wealthier people to live in towns that have had an industrial history.
- The potential for developing a 'brand' or image from experience elsewhere, such as living in the 'second Bournville'.
- The importance of schools in serving a role as a community hub, and the benefits of having community facilities owned and run by a separate trust.
- The value of a wide range of housing designs, and the issue of how far the existing local vernacular character should be reflected in new schemes compared with the option of contemporary designs.
- The potential for appealing to under-represented groups in the housing market, such as downsizing 'empty nesters', possibly interested in housing cheaper to run than their existing home.
- The importance of the public realm in creating a good image for a new neighbourhood, and the need to 'soften' vistas particularly in areas still to be developed.
- The controversies raised over where



Village centre and care home currently under construction opposite the new primary school and community hub

residents would park their cars in these relatively high density developments, and the practicality of shared surfaces when people park all over the place.

- The difficulties of making certain retail aspects of a new village centre viable, for example whether a 'village pub' facility will be provided in the new development.

**Ironstone** This development had started simultaneously at different ends of a long site. These are connected by an existing road, which has been upgraded to accommodate the expected increased volume of



traffic. This appears at this stage to reinforce a car-based lifestyle which is counter to the original intentions of the development but the development has a long way to go and when complete the intent is that it will have a separate network of estate roads, pedestrian links and cycle routes. Other issues included:



Modern architecture alongside traditional homes

- The substantial investment needed to get a scheme of this scale off the ground (which may be impossible to replicate in the 'age of austerity').
- The impact on costs of different layouts, and the potential for rethinking masterplans and funding agreements in the light of economic considerations.
- The value of having a management company, with its own visitor centre, from which the scheme can be coordinated and promoted.
- Building efficiently and the potential for using "modern methods of construction", such as composite GRP (Glass Reinforced Plastic) products, PVC windows or prefabricated panels and other products – much easier in a contemporary as opposed to neo-vernacular, designs.
- The difficulties in designing in sufficient space for parking without letting it dominate the appearance of the neighbourhood, and the reluctance of people to park away from their front door.



On street and courtyard parking at Ironstone

- The disadvantages of providing back courtyards for parking, which appear not to be popular with Ironstone's residents, and take away from the space for gardens, and the alternatives of parking on street or in an undercroft or in garage blocks.
- The challenge of getting valuers to appreciate the longer-term benefits of new, energy efficient housing, which may be a growing brake on development.

## WORKSHOP FINDINGS

### Engaging the community effectively

The New Localism agenda stresses the importance of engaging communities in the development process. But defining 'which community?' can be problematic. Lessons from SUNN members, such as Derwenthorpe, suggest there are three levels of community engagement, and all are important at different stages of the development process. First, early in the planning process, it is important for councils as planning authorities to engage with residents across the local authority area to determine aspirations for housing provision (which impact on both present and future generations) and the appropriate locations at which new housing would be acceptable.

SUNN experience suggests that strong local leadership on this visioning and strategy approach is essential to map out the future of housing in the area. If this leadership is not demonstrated, it inappropriately transfers the debate down to the site level, makes developers unfairly responsible for leading public debate on the future of the area, and empowers NIMBYs to exert their interests over those of young families needing housing, and future generations. SUNN members suggest a practical approach, spelling out the advantages of new housing, such as enhanced support for services, public transport and shops, and then focusing on the areas that welcome additional housing rather than those against the idea. The New Homes Bonus may not be enough to convince communities to support growth in their areas. This means addressing local requirements for owner occupation, flexible tenure and rented accommodation so that new communities meet local needs.

A second level of participation is to involve residents from nearby a new development in its design, to help make new and old blend harmoniously. This can be a satisfactory process as long as the debate is no longer about whether housing ought to be built but rather how to improve its design. Enquiry by Design approaches can easily be sabotaged by a few determined local residents. It is important to involve the developer at an early stage to avoid building in unrealistic aspirations that cannot be afforded. If a development is particularly large, it may be necessary to discuss issues on a new neighbourhood-by-neighbourhood basis.

This level of participation can also extend beyond issues of physical design to encompass community development work with nearby communities. In Yours Kings Lynn, for example, the developer provided a skilled 'community steward' for a three year period to work with existing and new residents to develop their life skills as required. Activities included setting up community-building social events, play groups for children, home care and cooking lessons and a community bank. When the highly competent steward had to leave for personal reasons after 18 months, the programme evolved into a community-run 'community stewardship programme' (though there can be issues of long term funding).

Similarly, as noted in previous SUNN papers, Bedfordshire Pilgrims Housing Association provides on-going community development expertise at Orchard Park. Similar community support initiatives include neighbourhood management budgets at Ancoats in Manchester and a community development trust (CDT) at London's Grand Union Village. A CDT can be set up early in the development process to represent the interests of future residents with new residents being elected on to it as they move in. The CDT is also an ideal vehicle for securing grant aid for community building and for taking advantage of asset-transfer opportunities. One option is for the CDT to be funded in part by a modest community charge, to cover management of the public realm and community assets, such as a community hall. Another option is a property endowment that provides an annual income.

The third level of participation is working with new residents to foster a sense of community and achieve the aims of long-term stewardship. Given the difficulty in engaging with a community not yet there, one innovative approach uses 'sample populations' as a proxy for future residents until they arrive. Participation of new residents in long-term stewardship is addressed in the next section.

A key message is the importance of being honest with communities about what factors can be influenced in the participation process, and which cannot - otherwise expectations can be raised to no good end. It is noted that residents will turn out to discuss tangible issues which affect day-to-day life, such as parking and home zones, but have no interest in vague discussions or superficial participation designed to 'rubber stamp' what has already been decided. This amounts to little more than public relations. Overall it is critical that trust develops between old and new residents and developer/Registered Social Landlords (RSLs) are actively involved in the consultation process. Some capacity building may be required if local communities are to be positively engaged in design work and later to find out if the local community feel that their aspirations have been met.

## **Managing the public realm and long-term stewardship**

In many SUNN communities the 'non-adopted' public realm is managed by either RSLs or a professional management organisation working on behalf of the developer. The cost is borne by the RSL or developer and/or by application of a maintenance charge. Another option is some form of resident committee, where residents pay an annual service charge to cover the cost of an agent to manage the common parts and community hall via a committee.

In examining the approach to long-term stewardship in Lightmoor and Ironstone in Telford, the BVT is working with a consortium of three developers to promote the concept. As in its 100-year-old pioneering estate in Birmingham, BVT is in it 'for the long haul'. Locally, the concept of living in a 'Bournville Village Trust' community is said to a 'driver of sales' because of BVT's enviable reputation. However, it may be hard to replicate given Bournville's special situation.

To underpin BVT's long-term stewardship, all owner-occupiers at the Telford new communities sign a deed of covenant, which commits them to paying an annual maintenance charge and also extends a degree of environmental control over the estate, for example green spaces cannot be paved for car parking. Although it has yet to happen (because buyers are committed to the concept), residents who do not pay can both be taken to small claims court and have a 'controvention of covenant' order attached to their property title, which would make it difficult to sell. Beyond the standard public realm services, BVT also offers extra services such as grass cutting and window washing which provides extra income. An apprentice scheme employs local people to train as plumbers and gardeners.

Day-to-day management of long-term stewardship is taken forward on behalf of BVT and the developers by three stewardship officers who work hard to ensure every new resident understands the benefits and responsibilities attached to BVT's stewardship approach. Current funding for these posts is a combination of charges and subsidies from both BVT and developers with the charging arrangements expected to cover costs after an initial five years of subsidy that represents the first phase of long-term commitment to the community. Beyond management of the public realm, BVT recognises that stewardship is about more than physical maintenance. For example, at Lightmoor a tree is planted every time a baby is born and they now have a football team attracting around 150 residents to its first match. Sometimes simply providing community facilities may not be enough, Places for People have installed gas powered BBQs on one of their underused green spaces to encourage use by local residents.

Whatever the exact financial arrangements for management of the public realm, SUNN members offered some lessons on successful implementation:

**First, new residents need to feel a sense of ownership** of the public realm that comes from efficient resident participation and a joint vision on the quality of the estate between residents and managers.

**Second, estate managers need a strong customer service focus**, not just pay lip service to it, and this probably calls for locally based staff.

**Third, community facilities and services need to be in place when residents move in**, so they have a sense of the reality of their community. For example at Lightmoor a temporary football pitch was installed adjacent to the site where the permanent one would be. And each phase of development has a neighbourhood watch scheme instigated from the beginning. Both social and physical infrastructure ought to be 'front-loaded' in the development process, both so residents do not feel they are 'living in an endless building site' but more importantly to foster a sense of community from the outset. As noted in the previous section this can include community development activities.

**Fourth, stewardship means having competent 'stewards' in place**, to give tangible evidence of the approach and to provide a point of interaction for incoming new residents. 'Great people skills' and the ability to organise lively community events is said to be prerequisite for this post, which needs in turn to be fully supported by RSLs and developers. It is also important to make clear to residents why and how the 'annual maintenance charge' does not duplicate council tax. In Lightmoor, BVT's concept of stewardship extends to working with the Council's Social Services Department to move in early, and support, residents with profound learning disabilities. Experience suggests this enables these residents to be accepted as integral members of the community.

**Fifth long-term stewardship needs to be the responsibility of one lead organisation**, like BVT, rather than of individual developers or multiple RSLs. But within this strong leadership framework all development partners need to be committed to the stewardship concept and the customer service approach that underpins it. This may require changing perceptions of long-term stewardship so that it is seen of great benefit to community building rather than a responsibility to be escaped. This suggests the importance of the role of RSLs, such as the many within SUNN, but also the value of 'enlightened developers' such as Morston Assets' role in supporting community development in Yours Kings Lynn.

## **More Cost-effective Design**

While some question the need for prescriptive guidance, others think it is essential to raising quality standards. Discussion distinguished between the design *guide* and the design *code*, with the latter providing more precise criteria for assessing planning

applications. One or the other is often provided to developers to influence the design process, and then subsequently used to assess submitted designs. Both may have mandatory and discretionary elements. Both, unless highly detailed, are liable to be interpreted by planning authorities in a way that allows value judgements to creep in. A variation is a 'planning brief' written specifically for one development.

All three begin with a *vision* of what the development is expected to achieve. But the appropriate level of detail is a matter for debate. The example of Vauban in Freiburg was cited with a design code set out in a large plan. Other suggestions included council's detailed expectations set out in a contract to avoid the situation where a developer was tempted 'to cut corners' and, on the other hand, doing away with guides and codes altogether in favour of a simpler approach to development.

At the neighbourhood level, sustainable homes standards should be judged across the development, not just focusing on individual housing, all of which should be to 'lifetime homes' standards.

As discussion moved on, there was lively consideration of whether English house-buyers would ever find contemporary designs as acceptable as neo-vernacular approaches, and the cost implications of the different styles. It was suggested that contemporary designs could be less expensive to build because less detailing is required; modern, cost-effective materials, like UPVC windows, can be used more honestly. They are also much more amenable to modular building techniques, discussed in the next section.

In terms of our motivation as a nation for tending to prefer neo-vernacular residences, this may be driven by councils attempting to make new developments more acceptable to their constituents, or by developers who assume 'this is what sells'. It can also be driven by an assumption in design guides that traditional designs produce better townscapes (in terms of road layout, etc), but this view is said to have confused architecture with urban design. Finally modernistic but failed council estates have done much to diminish the reputation of contemporary residential design.

Within the SUNN network, the issue of car parking bedevils estate design and management. Modern urban design approaches, and European best practice (such as at Freiburg), suggests moving car parking away from outside people's property and to less obtrusive locations. But English residents tend to be fiercely resistant to this approach, with the parking courtyards at Lawley tending to be ignored in favour of street front parking. However it is possible to change views, with Greenwich Millennium Village cited as an example of shifting car parking to the periphery of communities.

Finally, an overriding issue hampering cost-effective development in the UK is the inordinate time it takes to move from initial planning to houses ready to occupy. Fifteen years of development time is quite common among SUNN members compared to developments that happen three to five times as fast in continental Europe. These delays across the country substantially tie up development finance and raise the cost of servicing debt, and therefore are an enormous cost to 'UK plc' with its continuing housing crisis.

### **Mobilising long-term finance in the current economic climate**

A key concern in current economic circumstances is that residential building standards are not degraded; the result would simply store up problems for a few decades down the road. In the recent past we have built houses and estates requiring demolition within 30 years, creating physical dereliction and social hardship - hardly a sustainable approach to community building. The quality and appearance of pre and post-credit crunch housing should be indistinguishable, and market forces alone are unlikely to generate housing quality that is sustainable.

To turn this around, it is critical to find financial savings in current housing production arrangements. A key factor is perhaps the most difficult: controlling land values even with public ownership tends to be the major factor in any cost equation. A way forward may be for local authorities (and other public sector organisations) to acquire land appropriate for housing and later to sell it at less than full market value to developers and RSL's in return for environmental and social benefits (possibly through some form of Asset Backed Vehicle). It might also be worth considering breaking up larger sites into more manageable parcels for several developers rather than expecting one major investment. Another way to alter the equation is for institutional investors, such as RSLs or pension funds, to extend the 'break-even' period from, say 30 to 40 years. RSL's might also use intermediate rental income to cross subsidise social rented provision.

A second factor in the cost of development is the increasing propensity of the public sector to transfer the costs of infrastructure provision to the private sector. Governments used to fund infrastructure and it is possible that the upcoming National Infrastructure Strategy and new ways of financing infrastructure, including opening the British market to European financial institutions, may herald a changing approach that could impact on the housing finance equation. The recent Local Growth White Paper introduced new approaches to allowing local authorities to borrow money at effective rates and Tax Increment Finance may also help adjust the equation in beneficial ways through recycled business rates. For example it might allow brownfield sites to be de-risked by carrying out a remediation programme to provide serviced sites. Finally the approach of utilities to on-site provision may need better regulation to ensure they are not taking excessive time or profits from the

housing development process (non planning consents have been subject to a recent review by Penfold).

A third area of cost saving would be to shift from current 'brick and block' construction to modular approaches. It was suggested that real savings could be a result, but only if an estate was designed from scratch for modular construction and this building method applied right across the estate to every aspect of every structure. Mixing modular and traditional methods is said to be a recipe for expense and delay. Achieving savings from modular construction also requires that materials arrive on time on-site, and that provision of services by utilities is also timely. The benefits of modular construction may also be only realised if a development starts and finishes to a set programme, replicating a factory production process. Some private house-builders may feel they need the flexibility of controlling their build programme in line with sales demand - to manage costs. If sales slow or stop then so will the build, which may undermine a pre-set programme of delivery of modular building material from factory to site.

Potential savings generated by modular construction could also be undermined if valuers and lenders shy away from any form of innovation in British house building. For example, whereas timber framing is an absolutely standard technique in continental Europe and North America, such houses are still 'marked down' by valuers in the UK. However, HCA need to give careful thought to requiring environmental standards to be met in return for grant support. This can place a burden on the scheme in a difficult economic climate. It may be better introducing changes to all developers through the Building Regulations. It may also help British companies build up the necessary economies of scale to invest in green technologies.

A final broad issue on finance is to note that currently more or less every organisation involved in housing development is attempting to pass on costs to other organisations without reference to how efficient or effective the whole process is. A more organised approach might benefit all. On the positive side, new facilities for RSLs to raise rents up to 80% of market rent could assist in improving the finance equation for new development. There is also potential in increasing opportunities to make use of community land trusts and/or social enterprise bonds.

## **PRELIMINARY POLICY ACTION POINTS**

A key concern of SUNN members is that the coalition Government seems determined to ignore the valuable contribution of RSLs to the provision of housing - despite all the evidence in SUNN and elsewhere of RSLs' positive, long-term commitment to new communities, and the business benefits of this sectors

approach. Virtually every new community in SUNN represents an effective partnership between the RSLs and private sector housebuilders.

A second concern of members from the North is that the Government appears to have a southern bias and has yet to indicate any understanding of the challenges of housing development in de-industrialised regions with high levels of poverty, difficulties in obtaining a mortgage and hence, low demand for new housing for sale. This is set to create a new 'north – south divide'. A third concern is the growing impact of mortgage lenders reluctance to lend at all; to avoid allowing for any 'new build premium' and a highly risk adverse approach to physical or financial innovation, such as new construction techniques or shared ownership.

In terms of housing targets, SUNN members felt strongly that the new Government's dismantling of such targets would have no material bearing on the delivery of housing – given the number of permissions already 'in the pipeline' and the declining rate of housing production. The key issues, on the other hand, are about:

1. Planning policy after the demise of regional spatial strategies and a new emphasis on neighbourhood plans.
2. The need to fashion new pragmatic approaches to funding the provision of market housing in combination with affordable housing, and to continue a commitment to mixed-income communities against a background of new rent levels, capped Housing Benefit and five year assessments of affordable tenancies.

In terms of sub-regional planning, the experience of SUNN members, such as in Cambridgeshire, is that sub-regional planning and coordination is of tremendous value in supporting local on-site community building. The contribution of Cambridgeshire Horizons to Orchard Park was well documented in previous papers. This suggests SUNN members could offer valuable lessons for fostering the functions of new Local Economic Partnerships.

SUNN members appreciate the Government's commitment to neighbourhood plans within the 'New Localism' agenda, but wonder if the challenges have been appreciated. Experience in Scotland suggests that viable neighbourhood planning requires funding and professional support to communities, combining planning and community development skills. It also requires political leadership and commitment to working with communities on the part of local authorities and other service providers such as the NHS, the police and the jobs service.

Neighbourhood planning involves not only aspirations for the neighbourhood's future but practical commitment to improvements in a partnership between residents and service providers. In terms of new communities, it is not clear when 'neighbourhood

planning' would kick in, and there are questions around the community's role in terms of section 106 agreements and the potential to build social development requirements into those agreements. Community development may also be essential if neighbourhood planning is to apply to all neighbourhoods, and not just be the preserve of articulate middle class neighbourhoods.

In terms of implementing neighbourhood planning, it is naive to expect current neighbourhood organisations, such as parish councils, however competent, to grapple with complex and fraught issues, such as provision of travellers' sites or decisions about whether superstores should be given planning permission.

Whatever the future of neighbourhood planning, it will only be successful in the context of competent planning and participation at local authority and sub-regional level. Community development is not simply a deficit approach to right the wrongs of poverty but can foster enhanced democratic participation and better quality of life for all. With this in mind a New Localism agenda may require a national commitment to, and resource support for, local community development.

## **APPENDIX A – LIST OF DELEGATES**

Richard Armitage, Richard Armitage Transport Consultancy  
Michael Barker, Telford & Wrekin Council  
Donovan Blair, Places for People  
Michael Carley, SUNN Team  
Jacquie Dale, Joseph Rowntree Foundation  
Nicholas Falk, SUNN Team  
Laura Foster, Norfolk Charitable Trust  
Mike Galloway, Orchard Park Community Council  
Jane Green, South Cambridgeshire District Council  
David Hardy, Borough Council of King's Lynn and West Norfolk  
John Hocking, Joseph Rowntree Housing Trust  
Richard Hodson, Telford & Wrekin Council  
Julia Holmes, Bedfordshire Pilgrims Housing Association  
Kirsty Human, South Cambridgeshire District Council  
John Low, Joseph Rowntree Foundation  
James McMillan, Great Places  
John McNulty, Bournville Village Trust  
Keith Morgan, Chichester District Council  
Andy Rose, Telford & Wrekin Council  
Guy Scott, Ironstone Development Group  
Janet Sutherland, John Thompson & Partners  
Sarah Taylor, Homes and Communities Agency  
Kevin Twigger, KRT Associates Ltd  
Rachel Underwood, Bedfordshire Pilgrims Housing Association  
Mike Vout, Telford & Wrekin Council  
John Watts, Trinity Estates  
Kevin Whitby, Bournville Village Trust  
Andrew White, Sanctuary Housing Association  
Kath Whitfield, Telford & Wrekin Council  
Anne Wyatt, SUNN Team