

CEO Forum  
“Delivering Homes through Partnership”

Hosted by Galliford Try 17 January 2018



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The conclusions of the CEO Forum are

- \* over the long term, partnerships aid the delivery of quality outcomes
- \* partnerships may take time to establish but can then follow through rapidly with the right structures in place
- \* some partnerships follow a strict 50:50 equality of interest with no break clauses -so agreement has to be reached
- \* an advantage of joint ventures is that they bring into partnerships a range of skills early on which helps anticipate and overcome potential issues

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**Stephen Teagle** opened with his view of the year ahead. Government focus has moved towards an expectation of delivery and that all parties will find routes and partnerships to increase housing supply. Homes England has been launched with announcements of increased activity on land transactions and a larger capital budget. The housing association sector has strengthened financial capacity to invest in new homes. In November 2017, the ONS reported that house building activity had reached its highest level for a decade. The private sector is investing to lift supply and the manufacturing sector is looking for forward visibility and the consultancy sector have experience to ensure a good risk/reward balance. Today's discussion would be on partnerships - partnerships create additionality through co-investment and one of the key issues is to structure the partnership well.

**Guy Burnett** explained the importance of partnership working with Thames Valley Housing Group. Throughout their history, there has been evidence of working with others and creating partnerships to enable them to do more. Fifteen thousand homes have been built through a number of partnerships. With Galliford Try, 975 homes will be built at Silverton and there, partnerships will also be with Fizzy Living (PRS) and L&Q (affordable housing) Partnerships working is deployed very early on - at the outset with stakeholders to establish shared ambition and design concepts. There needs to be an appreciation that establishing partnerships can take time but Investment In understanding your partner will bear dividends. Clarity of purpose and vision are key elements of strong partnerships. Housing associations will bring knowledge of affordable housing markets to the partnership and working with housebuilders helps shape the knowledge of the development team.

Understanding your partner is even more critical in the local authority sector and **Janice Morphet's** research has identified a range of motivations for local authorities building direct and with partners. It is crucial at the outset to understand the prime reasons why local authorities are building. There are generally three main reasons. **Meeting housing need** - local housing shortages, building homes in areas where no market or housing association housing is built and positively investing in the local community. **Tackling the £2m a week spent on homelessness** provision by building or acquiring homes and thirdly, with the Government's aim to phase out revenue support grant by 2020, local authorities are **recasting business models** and interest in house building comes in part because it can provide income and capital. Local councillors and residents may feel that the market home builders may not build what is needed or in a timely manner. When councils do build, they build what they say and generally get to site swiftly. Examples of various partnership structures are employed and a summary is attached.

**Rob Bailey** covered the recent research from Trowers & Hamblins into the elements of successful partnerships which is set out in '[Housing Delivery Partnerships - Removing barriers through collaboration](#)'. This covers a range of partnerships between local authorities, housing associations and the private sector. Choosing the right partner is the essential step; legal structures come after that. The benefits of partnership working are that delivery can be accelerated and scaling up can be readily achieved.

The main housing issues in draft London plan were covered by **Jamie Ratcliff**. Meeting the target delivery of 65,000 homes will require a different approach. The thinking behind the plan is diversification in terms of where building occurs and this has to be across all London Boroughs. The types of sites built out are critical, with smaller sites and intensification playing a big part with a diverse range of providers, including sme builders, local authorities and housing associations.

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INFORM  
INFLUENCE**

### **The following took part**

Stephen Teagle, Chief Executive, Partnerships and Regeneration, Galliford Try (co-host)

Clare Crawford, Business Development Director, Galliford Try (co-host)

Shelagh Grant, Chief Executive, The Housing Forum (co-host)

Andy von Bradsky, Advisor, MHCLG and Chairman, The Housing Forum (co-host)

Richard Jones, Partner - Head of Residential & Regeneration, Arcadis

John Milner, Partner, Baily Garner

Jamie Ratcliff, Assistant Director, Programme & Policy Services (Housing & Land), Greater London Authority

Neil McCabe, Managing Director, Hunters

William Cornall, Director of Regeneration and Place, Maidstone Borough Council

Jane Owen, Senior Strategy Officer, MHCLG

Geeta Nanda, Chief Executive, Metropolitan

Graham Sibley, Market Development Manager, NHBC

John Hughes, Group Development Director, Notting Hill Housing

Philip Callan, Managing Director, PCA

Andrew Beharrell, Senior Partner, Pollard Thomas Edwards

Guy Burnett, Group Development Director, Thames Valley Housing Association

Rob Beiley, Partner, Trowers & Hamlins

Professor Janice Morphet, University College London

Helen Newbury, Group Head of Programme & Performance, Waterloo Housing Group

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**The Housing Forum is grateful to Galliford Try for hosting this CEO Forum**

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