

CEO Forum

**Housing delivery partnerships –
what they can bring to the North West**

25 October 2017

Held in Manchester with Trowers and Hamlins

Key words: value, focus, long term relationships, outputs, flexibility, social purpose

The conclusions of the Forum are:

- 🏠 Strong partnerships remove barriers through collaboration- government should be more aware of the value of partnerships in bringing forward housing development as a key part of the answer.
- 🏠 Successful joint ventures are partnership led, not design or product led.
- 🏠 Both small and large projects can be helped by the right type of partnership.
- 🏠 Partnerships between housing associations and house builders can accelerate housing delivery and provide for the funding for schools and other community provision to come forward earlier, as the house builder model requires quick turn around on income.
- 🏠 Partnerships can bring extra value at local level; social and economic value should be monetised as an investment outcome. Partnerships give an opportunity to prioritise outcomes for social purpose.



Trowers & Hamlins research into the elements of good partnerships is set out in “**Housing Delivery Partnerships - Removing barriers through collaboration**”. Introducing this recent report, **Suzanne Benson** explained that the focus was on joint ventures between the private sector, housing associations and public sector organisations and how they can accelerate delivery and meet housing demand. The findings are drawn from a year long study of number of partnerships to build understanding of those looking into partnership working and what they are seeking from them. The report gathers experience and pitfalls.

Choosing the right partner is the crucial step and sharing values and risk are central to this. Partnerships should focus at the outset on the long term outputs and build in flexibility to address market changes.

Manchester City Council are gaining significant local benefits from partnership working as **Martin Oldfield** set out. On procurement, they award 20% of the evaluation marking to social value projects, so bringing into partnership companies who are committed to the wider agenda. The Greater Manchester area has a long tradition of voluntary partnerships with practical partnerships at many levels. Decision making at local level is shared with housing association partners and the Manchester Life Development Partnership Company has enabled significant housing development in Ancoats and New Islington. As land opportunities have become more constrained, former industrial land needs to be regenerated bringing opportunities for international investment into the City.

Partnership working with DCLG and Rochdale Boroughwide Housing has led to the funding to develop the estate regeneration proposition with the local community in College Bank and Lower Falinge. **Gareth Swarbrick** covered the rationale behind the bid to the Estate Regeneration Fund and the challenge in the programme with 2/3rds of schemes in lower value areas. The approach is to place residents at the centre and take a wide and inclusive view of public sector spending in a location and, with residents at the centre, consider how interventions taken across public sector agencies can capture savings

The Housing Forum is grateful to Trowers and Hamlins for hosting this CEO Forum.

The following took part:

- 🏠 Katie Saunders, Partner, Trowers & Hamlins (Co-Host)
- 🏠 Richard St John Williams, Partner, Trowers & Hamlins (Co-Host)
- 🏠 Suzanne Benson, Partner, Trowers & Hamlins (Co-Host)
- 🏠 Andy von Bradsky, Chairman, The Housing Forum (Co-Host)
- 🏠 Shelagh Grant, CEO, The Housing Forum (Co-Host)
- 🏠 John Williamson, Managing Director, Barratt Partnerships
- 🏠 Marcus Keys, Group Business Growth & Transformation Director, Futures Housing Group
- 🏠 Mike Turner, Development Director, Ian Williams
- 🏠 Matthew Goulcher, Managing Director, Levitt Bernstein
- 🏠 Martin Oldfield, Head of Housing, Manchester City Council
- 🏠 Darren Horner, Inspection Manager, NHBC
- 🏠 Lisa Oxley, Executive Director, Finance and ICT, Onward Homes
- 🏠 Graham Locke, Director, PRP
- 🏠 Gareth Swarbrick, Chief Executive, Rochdale Boroughwide Housing
- 🏠 Paul Finch, Construction & Technical Director, Sanctuary
- 🏠 Nick Jones, Head of Business Development & Partners, United Living
- 🏠 Alistair McLeod, Director, W@terstons