



IFHP

IFHP Ones

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London  
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International  
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Housing and  
Planning



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### **The London Lab**

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**The IFHP Ones are  
a fast way to new  
knowledge about...**

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Working  
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## Executive summary

In May 2017, the IFHP together with the Housing Working Group organized a three day- long Urban Lab in London, UK, where issues of urban regeneration were discussed under the heading: “*What comes first – physical or social regeneration?*”. Urban regeneration is a tool commonly applied by federal and local governments all over Europe with the purpose to tackle urban decline and social deprivation in geographically defined areas. The three case studies discussed and visited in the IFHP urban lab are all facing challenges in terms of social integration and connectivity with the rest of the city, in the context of an alarming housing shortage in the city of London. The aim of the lab was to invite urban professionals from different national and international contexts, with a diversity of backgrounds, to share knowledge and experiences of urban regeneration, and how to provide for more self-sustaining communities.

The main conclusions drawn based on study tours, discussion and comparison between different national contexts concerned issues of financing and regulation, and a lacking people-focus in urban planning.

- There is a need for long-term planning objectives in terms of policy, financing and implementation, also with a focus on the people who live in the neighbourhood – both today and in the future. Flexibility is important although there needs to be a more rigid framework for how development can be carried out – comparing the urban planning system in the UK with examples such as the Netherlands and Germany, where there is a multi-level regulatory system.
- There is a need to focus more on what takes place between the buildings in the UK. Involving people in the process before and throughout redevelopment. Community involvement can be complex when there are diverse interests – nonetheless it is crucial to ensure a more just regeneration, and to make people more engaged in their neighbourhood.

The London Lab took place before the tragic fire in London, where at least 80 people died in Grenfell Tower, North Kensington. This reminds us all of the importance of delivering homes of the highest quality and the responsibility on us to listen to people.

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**London Lab**

Under the heading of *Housing for All*, IFHP embraces and investigates a worldwide challenge. IFHP focuses on implementing the UN Habitat New Urban Agenda, under the Sustainable Development Goal 11: making cities inclusive, safe, resilient and sustainable.

In this age, where creating a sustainable future is an imperative, IFHP strongly believes that delivering homes must go beyond just providing shelter and seek to meet the need for shelter, but also reflect the aspirations of their occupiers, is one of the utmost important urban challenges of the century to come. In the context of global change and rapid urbanisation, the housing challenge takes on unprecedented dimension. It probes urban policies around the globe. In cities that are growing more expensive every year, and where housing shortage is critical, how can we develop and finance better neighbourhoods and make room for more people, without displacing or harming indigenous communities? This dilemma was the background for the London Lab, designed by the IFHP, together with its members and with the specific contribution of the IFHP Housing Working Group, that took place over 3 days in Wembley, London Borough of Brent, UK.

Regeneration is a complex, controversial form of urban intervention. It is not easy to make changes in the urban landscape, especially not in socially disadvantaged neighbourhoods, often stigmatized, lagging in social and economic development: where the risk of displacement is high when the market value of property rises after the implementation of urban renewal schemes.

Brent Council has committed itself to ambitious regeneration programmes that seek to reduce unemployment and improve housing conditions. This means improving health outcomes as well as providing new homes, enhancing green spaces and managing traffic. Achieving these goals whilst protecting the interests of existing residents is the challenge accepted by the Council, which is working with its residents to develop and deliver an integrated, coherent approach to change. The focus on people in urban regeneration is not new, but despite being a common goal in local, national and international political agendas, there still seems to be controversies as to how this can be ensured.

The aim of the London Lab was to explore the relationship between social and community regeneration, and physical improvements to the fabric of a geographically defined area, focusing on two case studies in Brent Council: 1) Wembley and 2) South Kilburn, and a presentation on 3) the Church Street regeneration programme, in Westminster. During the three-day workshop, urban professionals from the UK, Sweden, Portugal, Germany, the Netherlands, and Denmark, got together to discuss how to deliver urban regeneration whilst ensuring strong and sustainable communities, by answering the question “*What comes first – physical or social regeneration?*”.

This report covers the discussion’s summaries and an overview of the speakers’ profiles and contributions.

### **Event Expectation**

The IFHP Housing Working Group exists to act as a communication and knowledge sharing hub. Led by the Group Chair, Stewart Shaw, the group convened in the Spring 2015, in York, UK. The expectation was to facilitate the generation of a new team to establish the housing group and to plan a series of dynamic events. Following up on the first event in York, the group met this time in London, to once again debate and share knowledge on major urban challenges.

## Event objectives

The objectives set out for the event were as follows:

- Develop relationships with other urban regeneration professionals;
- Share international experience;
- Openly debate major urban challenges;
- Consider the issues affecting the urban agenda from multiple perspectives;
- Refine and draw conclusions in respect of potential actions and solutions.

## Methodology

The methodology for the event was as follows:

- Issue personal invitations to potential attendees
- Have a target of 50% UK and 50% other European country attendees;
- Set a clear maximum of 20 people for the event group;
- HWG Chair to facilitate discussions;
- Achieve local financial sponsorship;
- Charge a small fee for attendees to demonstrate commitment;
- The overall event included two days with presentations from local housing providers, and national housing consultants, and study tours to Wembley and South Kilburn areas;
- The discussion process took one full day, where the attendees were divided in two teams with a Chair/Facilitator;
- Each team debated and produced a presentation for the remaining attendees on: “*What comes first – physical or social regeneration?*”;
- Further discussion and conclusion;
- Assessment of the event quality (in terms of topic relevance, structure, and style) and proposition of changes for future events.



# Urban regeneration

After the Second World War, urban policy was characterised by a period of reconstruction of cities all over Europe, followed by a phase of modernization of urban centres and infrastructures, and the renewal of marginalized and poor urban areas. The rapid industrial evolution was one of the reasons for urban decline and the increase of problems related to insecure housing and social exclusion, which by the 1970s culminated in economic recession and restructuring. This process was evident especially in England and France (Couch et al, 2011). It was also in the 70s that the term "urban regeneration" started appearing in official documents. Between the late 1970s and early 1990s, urban regeneration was defined as a series of strategies specifically designed to generate economic and social benefits. Urban regeneration was then defined as the process from which local states and communities *"seek to bring investment, employment and consumption back on track as a way of improving the quality of life in an urban area"* (Couch, 1990). Today, regeneration is seen as an instrument for management, planning and maintenance of existing urban areas, rather than an instrument for planning and developing new ones. By bringing new life to the urban fabric, urban regeneration makes declining areas more attractive and dynamic, enhancing the use of public space and the quality of life among residents (Couch et al, 2003).

In cities around the world, the growing social problems of unemployment, weak economic growth, and the lack of investment in infrastructure, increase fiscal tensions at both national and local levels, further reducing public spending and services, accelerating the growth in inequality amongst the population. Gradual urban degradation and the breakdown of traditional communities creates growing social problems such as alienation, racism, crime, divorce, and even psychological problems (Couch et al., 2003). At the same time, the physical infrastructures of large cities, especially in Europe, began to become obsolete and in need of replacement (ibid.). However, this replacement and renewal of infrastructure has a very high cost and attendant risks. Governments are reluctant to accept the burden of cost and associated risk especially in times of economic crisis. This situation is highly apparent in the context of urban regeneration in the UK. In 2010 a number of long term projects were scrapped before the benefits of the investment could be realised, exacerbating the alienation of already marginalised communities.

## Urban Regeneration in the UK

In the UK, regeneration programmes seek to reverse urban decline, which is manifested in a decline in the levels of economic activity, higher costs of health and social care, poor housing quality but often high housing costs in major urban areas. London is the most extreme example of this in the UK. Regeneration is a process for improving the physical structure, especially housing, and the economy of a defined place. Over the past years, in the UK and in Europe, the trend has shifted from a focus on physical regeneration to include social and economic regeneration. Up until the 80s, regeneration projects mainly encompassed the physical and economic dimension to renewal of inner-city areas. But since the 1990s across the EU, the approach has been replaced by integrated solutions to urban development, including social and cultural elements stimulating the economic activities and environmental improvements (Colantonio, et al 2009). Since 2000, UK local authorities have had a duty to promote the social, economic and environmental well-being of their area. An ability supported by the Localism Act (2011) that gives a general power of competence to local authorities to deliver services in their area. Ironically this comes at a time when funding for the most deprived communities from

central government has been slashed and by controls on what can be raised from local taxation. Other programmes such as the City of Culture programme can be seen as part of the suite of regeneration processes.

Urban regeneration policy has changed direction many times in the UK, as various programmes have been developed to tackle and suppress urban problems. In the 50's and 60's the dominant approach was comprehensive redevelopment, based on the assumption that poverty could be "built out" with physical interventions. In the 60's and 70's, the focus shifted to economic development, with economic compensation to victims of socio-economic reforms in poor inner-city areas, recognizing structural economic changes as the cause of urban problems. There was a whole suit of academic and campaigning activity (often closely linked) behind this, in the UK it was known as the rediscovery of poverty and this reads a bit too general without acknowledging important actors in the process. In the 80's, regeneration policy was influenced by emerging neoliberal ideologies and the idea that urban problems were the results from local government's inability to act. New policies focused on entrepreneurial initiative and enterprise, unblocking perceived obstacles for land and property development. In the 90's, local area-based partnerships were created to provide compensation for public funds, recognising that successful implementation was depending on the regeneration projects' ability to harness strengths, resources, energy and initiative of local communities through a bottom-up approach, intended to build social capital and encourage community self-help. Intrinsic within this approach was competition, neighbourhoods needed to show first who deprived there were then how the specific investment would deliver significant and lasting improvements in key indicators. Improving governance and the institutional arrangements for urban regeneration also gained prominence.

Since the early 2000's, a new holistic and integrated policy has emerged in which the idea of urban regeneration is founded on principles of design, economic strength, environmental responsibility, good governance and social well-being (McDonald *et al*, 2009). Thus, over the years, several governmental programmes have been launched over the UK, but the longevity of these programmes has been difficult to ensure, generally due to lack of long-term planning policies. Consequently, urban regeneration continues to work in cycles, allowing for social problems to return, or creating new ones.

### **Social sustainability**

Urban regeneration has the potential to generate positive outcomes in terms of demographic change; education and skills; employment; health and safety; housing and environmental health; identity, sense of place and culture; participation, empowerment and access; social capital; social mix and cohesion; and well-being, happiness and quality of life (Colantonio, *et al*, 2009). But to ensure successful outcomes, a comprehensive understanding and inclusion of social sustainability within those projects is needed. How can these areas sustain themselves, and how can communities thrive and function in the long-run, when there is a lack of long-term social- and planning policies?

Sustainable social development implies development that is compatible with a evolution of civil society, fostering an environment that is conducive to cohabitation of culturally and socially diverse groups, and at the same time encourages social integration, and an improved quality of life for all segments of the population (Polese & Stren, 2000). Social sustainability occurs when the formal and informal processes, systems, structures and relationships actively support the capacity of current and future generations to create healthy and livable communities. Socially sustainable communities are equitable, diverse, connected and democratic and provide a good quality of life (McKenzie, 2004). Areas in need of and undergoing renewal tend to exhibit

higher than average indicators of crime and fear of crime, non-social behaviours and intense competition for resources, sometimes leading to the breakdown of community cohesion.



**Case Studies**

London is in the grip of an alarming housing crisis as well as growing polarisation between neighbourhoods. Building more affordable housing and designing urban interventions to deal with socioeconomic cleavages is therefore necessary. During the event, three studies of current urban regeneration projects in London were presented, illustrating the different challenges faced by local authorities in terms of physical and social intervention.

## Wembley

Wembley's regeneration scheme consists, to a large extent, in new developments. The main aim here is not to address problems of social isolation and urban deprivation, but creating a new and thriving centre for tourism and activities. Wembley is one of the largest regeneration projects in the UK, with the aim to build around 11,500 new homes and create 10,000 new jobs through the development of sites along Wembley High Road and the land around Wembley Stadium. The focus of the regeneration is on leisure, sports and mixed-use development: building hotels, increasing retail space, ensuring that the Wembley town centre remains an important retail area providing a range of local services. Provision of health, education and community facilities, should meet the needs of Brent's diverse community, promoting and support the needs of current and future residents. Housing development aims for mixed size, use and tenure with 50 % affordable housing (Brent Council, 2015).



## South Kilburn

South Kilburn is a busy and multicultural district in the Borough of Brent, in North-West London, with a population of 6975 (2015), out of which 73% are renters, from either the council or housing associations. The average housing price is £ 488,984 (England average is £300,314), yet 45% of households are living below the poverty line (earning below 60% of the national median income). South Kilburn is known for its many stigmatized estates, “areas of deprivation” (Brent Council, n.d.), that for decades have been under the attention of various government interventions. Diversification of tenure has been employed as a solution to the social deprivation, to break up the concentration of poverty, as well as strengthening the community through social initiatives and urban design. Regeneration projects have mainly involved providing new homes at higher densities, and the physical renewal has been combined with social interventions to promote employment, health and other factors. But the longevity of these social projects is difficult to ensure, due to a lack of long-term financial mechanisms and policies. Shifting population groups contribute to making interventions complicated. Brent is one of the most diverse areas in the country, and the multiplicity of cultures is problematic as communities have become increasingly diversified and less coherent with a diversity of needs and interests, and finding consensus among the inhabitants becomes more difficult. The new South Kilburn Masterplan has promised to deliver 2,400 homes, out of which 1,200 would be made available for the existing Kilburn residents, a new and larger high-quality urban park, a new primary school, new health facilities, improved environmental standards, an improved public realm and a site-wide energy solution. Many of these developments have already been implemented (Brent Council, n.d.). Some regeneration activity is thematic and occurs in a number of places in parallel.



## Church Street

Church Street, Westminster, is in central London within walking distance of Oxford Street. The area has a rich and diverse history and culture, known for its street market, attracting around 5,000 visitors weekly from all over London. But despite the central location, Church Street is isolated from neighbouring areas by surrounding infrastructure. Many economic and environmental issues associated with the area: poor air quality; deficient open space for informal play and lack of access to green space; high instances of poor physical and mental health (lowest average life expectancies for men and women compared to the Westminster average); low land values compared to the neighbouring areas (but still high property costs and high compared with say Brent); poor evening economy and insufficient and poor quality infrastructure. In central London terms the population density is not high but the accommodation available is often poor quality and the construction cost of space mean that many households are overcrowded. The incidence of life limiting disease is high as are mobility problems. Westminster has been working in the area for over two decades, but only through small-scale interventions that have had little long term benefit. There is a need for a more holistic and step-change approach to the public realm in order address many of the issues in the area, to create a liveable neighbourhood that can be a model for future estate- and neighbourhood regeneration projects (Grant Associates, 2013).

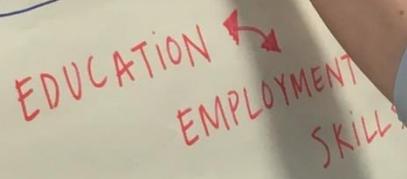


# DRIVERS OF REGENERATION....

PLACES FOR



RAISING AWARENESS



TAKEHOLDERS.



**Discussion**

During the three-day workshop, urban professionals from the UK, Sweden, Portugal, Germany, the Netherlands, and Denmark, came together to discuss how to deliver urban regeneration whilst ensuring strong and sustainable communities. The group gathered at the Campbell Tickell offices in Wembley, where in teams discussed and tried to answer the question *“What comes first – physical or social regeneration?”*. The group was divided in two teams. One team had to argue why ‘physical regeneration’ should come first and the other team for ‘social regeneration’ first. After the teams’ discussions both had to present their arguments and as a group reach a conclusion.

The methodological approach of the event balanced careful planning with sufficient spontaneity to allow the participants to shape the agenda and develop the dialogues in line with their interests. The diversity of experiences, expertise and nationalities offered a chance for the participants to understand common themes. The following summarizes the main topics discussed.

### **“The Five Giants”**

#### **Introductory session by Stewart Shaw, Event Chair**

Stewart Shaw welcomed participants to the event.

He drew attention to the crisis of poverty in the context of regeneration, affordable housing and the Urban Agenda. During his presentation, he made reference to social mobility in urban areas and the effect of poverty on physical and mental wellbeing.

By quoting ‘The Five Giants’ as included in the 1942 Sir William Beveridge Report *“want, disease, ignorance, squalor and illness”*. He drew contrast with modern day social policy in respect of *“support, health, education, housing and employment”*.

His firm view was that the ‘five giants’ lay at the heart of 21<sup>st</sup> century regeneration.

### **Group discussion**

Good urban planning and long-term regeneration projects are part of the solution but the critical determinant is the political will. Demographics such as ageing population and migration flows, the role of the private sector in the provision of affordable housing, and high-level measures that can be proposed to respond to the lack of housing supply were all issues discussed.

Urban regeneration is a contested term. On the one hand, regeneration promises improvement of housing conditions and financial and political attention to challenged neighborhoods. On the other hand, regeneration is associated with real estate speculation and displacement, making neighborhoods more attractive and better to live in, but also challenging the existence of indigenous communities in the area. This situation is evident in London, where the event took place.

An appropriate level of affordable housing is necessary in every market and at all times, to act as a buffer against and damper on the factors that lead to housing market volatility. Since the 1980s, national housing

policy such as the Right to Buy<sup>1</sup>, and the global deregulation of finance, the UK has suffered from more housing market volatility in all forms of housing tenure than any comparable economy. There are today over 1M less affordable homes than there were in 1980, whereas the population has grown by nearly 9M (Hill, 2016).

*“Failure to replace the sold council housing has led to a dramatic housing shortage, as the funding received from the purchased housing was not reinvested in council housing, and people who bought it many times sold their houses and moved to private rented housing, receiving housing subsidies by the government.” (Maggie Rafalowicz, Associate Director at Campbell Tickell)*

The housing situation in London and the specific cases presented were the base for the discussions during the Lab, where the main issue addressed was how to approach urban regeneration to ensure that deprived areas can thrive as strong and resilient communities. The regeneration projects of some of London’s most deprived housing estates are planned to increase the number and quality of homes in the inner city. This is welcomed on the assumption that regeneration of place is aimed, at least in part, at dealing with the challenges posed by these estates to existing residents. However, urban regeneration can be the direct cause of the displacement of low and even middle income tenants and owners, and most urban regeneration projects in the UK show that there is a misalignment between regenerating areas and dealing with the social problems experienced by existing residents (Kilroy & RTPi, 2014). Some of the costs and delays in delivering programmes are directly attributable to managing the acquisition of multiple property interests and compensating property owners for the loss of their assets.

### **Regeneration dealing with social problems**

*“You get people into work but then come back a year later and still have a problem – this is something that needs to be dealt with. Whatever scheme you do to help people, it always comes back – one of the things is the population shift. You think you solve something for one group, but then there is a completely different group” (Maggie Rafalowicz, Associate Director at Campbell Tickell)*

The participants in the lab repeatedly raised the issue that urban regeneration, as a response to deteriorating neighbourhoods, often generates new sets of problems for existing occupiers of social housing. Attempts to regenerate, intervening in the urban landscape with both physical and social impacts is a highly complex process, which often is met with suspicion by stakeholders. The participants in the lab argued that in order to make sure urban regeneration is successful, it is crucial to deliver sustainable solutions for the communities and avoid fragmented interventions. To do so, forums for discussion and transparency need to be in place, helping reduce mistrust towards the regeneration authorities.

### **Community involvement**

Community involvement is a popular term used to justify urban development. Examples of successful community involvement were drawn by architect Emma Lynn, Associate at Hawkins Brown Architects in Copenhagen, where each resident has a state email-address which calls residents for meetings concerning

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<sup>1</sup> "Right to Buy" is a scheme under which longstanding local authority tenants are entitled to purchase their homes at a heavily discounted price – introduced in 1981 (politics.co.uk, 2011).

changes taking place in their neighbourhood. This way, people are aware and expected to contribute to regeneration plans.

*“People feel cut out – you think you improve things- but main thing is to walk with the residents trying to involve them as much as possible for them to become the people supporting the scheme as well” (Maggie Rafalowicz, Associate Director at Campbell Tickell)*

Master planning with a top-down perspective is the most common form of urban renewal in the UK. The lack of bottom-up perspectives is a problem, as new housing is built focusing on quantity of housing units, viability, and numbers. There is less focus on what incentivises people to use the space between the buildings, an issue which was part of the critique raised by the participants of the new developments in the Wembley area. To plan for a resilient, well-functioning and dynamic community, planners need to focus more on people and uses of space, and how residents will live in and maintain places. In this sense, the work on people-issues should come before planning, to inform plans on design and density. Community involvement should start before, and continue throughout the project, including a period after the completion, with the aim to equip people to be self-governing in perpetuity.

*“The question is – who are you developing for? People do not protest when they are the ones who benefit from new developments” (Robin Crompton, Senior Lecturer in Planning and Urban Design, University of Westminster)*

On the other hand, community involvement does not necessarily have to be a better and more democratic form of urban regeneration. Community involvement has been criticised for being a non-democratic tool, involving non-elected public servants steering the negotiation between different social groups out of which there is an imbalance in influence and where the interests and agendas of socially and economically more resourceful groups dominate. There is therefore a need to find means to engage and emphasise the roles and uses of the most vulnerable groups, taking language and cultural differences into account. Examples of experiences with this were drawn from the South Kilburn and Church Street regenerations, both taking place in mixed ethnic communities. Another example of the difficulties of community involvement were drawn by Julia Histon, Chief Executive at YHA, a housing developer in York, where the development of affordable housing within the city centre has been hindered due to disagreements, “NIMBY” (Not In My Back Yard) and “BANANA” (Build Absolutely Nothing Anywhere Near Anybody) -attitudes among residents as well as planners.

### **Planning for future uses and users**

New ways of planning and regenerating are required to cope with changing demographics as well as needs and preferences of residents. The local government has a key role in the transition towards a more innovative planning practice, through emphasising refurbishment before new construction, and leveraging public land and programmes to pilot innovative measures in urban regeneration. When it comes to urban regeneration, planners do not only need to consider what is there now, but also need maintain flexibility in planning, to adapt to meet future demands and adjust to demographic changes in a rapidly changing world. Jos Gadet, Urban Planner and Strategic Advisor at the Department for Urban Planning and Sustainability of Amsterdam, brought up “option spaces” - Giving options to developers to be creative and dynamic, encourage them to think outside the box when it comes to urban planning.

*“We need to think how we can create flexible spaces and lifestyle choices for a transient population” (Robin Crompton, Senior Lecturer in Planning and Urban Design, University of Westminster)*

### **New ways of thinking of development**

Mike De’Ath, Partner at HTA Design LLP, talked about how cities need to have a diverse response to growth, the importance of streets and the appropriate height of buildings to develop neighbourhoods that are more welcoming and easier to manage. Planners were encouraged to think about the potential of existing buildings when creating new housing, and the development of rooftop housing, and intensifying housing in suburbs, to meet the escalating housing demand. Development can look different in different sites, and the need to create a great place to live cannot be emphasised enough, according to Mike De’Ath.

One of the critiques expressed in the lab concerned how regeneration in the UK is many times synonymous of building new, clearing out and replacing old housing, which has a negative effect on communities. Whilst some participants in the lab pointed to this as the more effective tool to get rid of worn and stigmatised housing and offering a new start to impoverished communities, others discussed how refurbishment could be a better, more socially viable means for renewal. Demolishing buildings is not always the solution to deteriorating housing conditions, and many times, governments are blamed for letting council housing deteriorate to have an excuse to sell it off to private developers, who build new housing for more affluent tenants.



## Diversification of tenure

Areas bound for regeneration are often struggling with stigmatisation amongst politicians and public opinion in general, why regeneration also needs to include working on the image of a place. It is also important that regeneration projects include the development of adequate infrastructure and services and that municipal/governmental authorities have plans in place to minimise the involuntary displacement effect that newcomers with higher incomes may have on local communities in terms of housing and local economic activities and services (Colantonio et al, 2009). Critical to the success of such initiatives is the notion of fairness, community cohesion is undermined when one group is seen to be favored over another. Equal treatment is not enough where indigenous communities feel that their needs and anxieties are not addressed, that others appear to get favorable treatment, a greater share of limited resource especially where there is social inequality.

Planning should play a central role in creating environments that enhance people's well-being, be it social, economic or physical. Regeneration is many times perceived as a mean to increase the value of property and to attract a more income-generating and affluent population-base. In the interest of fairness, existing residents should be offered a new property following regeneration, which would ensure that those currently residing in the neighbourhood will benefit from urban renewal. The participants in the housing lab acknowledged that improving the attractiveness of a neighbourhood will make it more difficult for the residents to reside, be the gentrification process a result from government involvement or barely a natural cause of the in-migration of more affluent residents to a neighbourhood. However, the question of how to keep all the positive outcomes of regeneration and avoiding displacement is still tricky:

*"You can tell when an area has reached a tipping point, when there has been enough entry of new residents, when it is vibrant and has an edgy feel about it, a place where people want to come. This is the state we want to create with regeneration. But how can you capture that state, and stop it from continuing to complete gentrification?" (Julia Histon, Chief Executive at YHA)*

During the discussion, it became evident that gentrification has different connotations depending on the cultural and political context where it is applied. Participants from the UK were more used to gentrification as a deliberate tool for urban developers in order to raise money for development but also to mix social groups and improve the social capital in a neighbourhood. However, this form of urban renewal is problematic, as it changes the social and cultural structure of the community.

*"Stop gentrification? Should we do that? To me that is the same as saying 'stop regeneration'" (Maggie Rafalowicz, Associate Director at Campbell Tickell)*

## Regulating and financing urban regeneration

In the UK, the lack of a concrete political framework, and a strong emphasis on viability, are two identified hindrances in urban regeneration processes, and the reason why regeneration tends to work in cycles. This issue was brought up by the UK participants, and was compared to planning policies in Germany, the Netherlands and in Denmark where planning is more co-ordinated as part of a multi-level governance scheme across local, regional and federal governance levels, a system that does not exist in the UK where there is a lack of an encompassing vision and long-term goals for urban development.

The lack of public funding and the fact that most land is privately controlled which makes planners reliant on private land owners and investors, why there is an imbalance between the needs perceived by society as a whole and the interest of those who invest in regeneration. Short-term profit weighs heavier than long-term development. The funding system is volatile and dependent upon economic fluctuations, making the delivery of encompassing regeneration projects insecure.

Moreover, in London (and in the UK), most land is privately owned, and its value market-driven, and as local governments have no means to control the value of the land in which they aim to develop, a large part of the regeneration budget is used to buy land and property from private owners. A major challenge for urban regeneration in the UK is therefore how to control land and property prices.

*“What seems to drive construction and urban development in London today is more a question of profit than developing a safe, resilient and social community” (John Allen, Planning and Regeneration Adviser)*

*“The financial pressure local governments are facing is not only concerning the developments, but also a way to ensure long-term funding and maintenance of the regeneration projects” (Julia Histon, Chief Executive at YHA)*

The way the system works today, planners in the UK are forced to see developments in terms of profit and viability, having to attract investors and developers who are willing to engage in a neighbourhood. And more importantly, to ensure that funding will not get cut in the middle of a redevelopment scheme. Moreover, profit generated from developments should also ensure the survival of amenities and public services such as libraries and health centres in the neighbourhood that are part of the redevelopment scheme.

### **“In search of the £4 Cappuccino”**

Concluding discussion remarks by Stewart Shaw, Event Chair

- People and place are equally important;
- Work on people issues must commence first to inform plans, design, density etc.;
- Community involvement must continue for the entire duration of the project. From perhaps a year prior to commencement of a 5 year programme to a year after completion (7 years in total);
- One responsibility of community involvement is to equip “people” to be self-governing in perpetuity;
- The whole process of regeneration involves a series of steps of levels of place activity integrated with a series of stages of people activity;
- The steps and stages must operate in tandem and in the original planned sequence;
- If activities become out of sequence then the operational plan must be re-drawn;
- One significant issue is the relationship between the local community at the commencement of the project, its subsequent variance and its make up upon completion of the projects;
- Furthermore, projections of demographic change post project must be considered in forecast outcomes;
- Consideration of the relationship between major flagship regeneration activity and an ongoing, lower profile “gardening” or community maintenance approach;
- Which approach will not only achieve the best, most sustainable outcome for people but offer the best value for money;
- KPI’s must be devised to measure against planned outcomes.

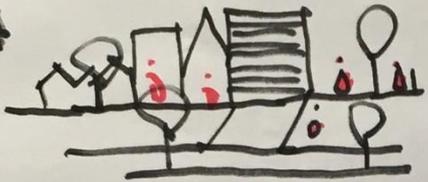
**Major rehabilitation considerations include:**

- Demographics and projections;
- Housing density and household composition;
- Service levels e.g. health and education and whether they act as a “pull” or “push” factor;
- Pollution and vehicle use;
- Potential development profitability arising from rehab activity;
- Property prices;
- Transport links;
- Political will/support;
- In operational teams, only people based solutions are sustainable;
- Physical regen without appropriate “people” orientated actions will result in failure and the need for continual regen programmes;
- Any rehabilitation activity must be undertaken by multi-disciplinary long term sustainable teams;
- A major influence on rehab sustainability is “gentrification” and whether it is good in terms of property investment, values and raise the standard of living for local people. Or bad because it prices out local people and has a negative impact on traditional local business;
- The issue of a “defined” area is important. Together with its size, connectivity and local features are included i.e. industry, green space, transport hubs;
- The effect on neighbouring areas of rehab work must be considered;
- It must be remembered that streets are important.

# DRIVERS OF REGENERATION....

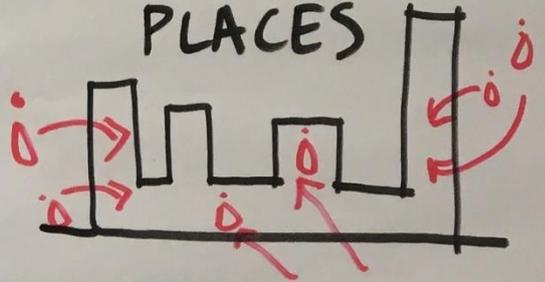


PLACES FOR PEOPLE

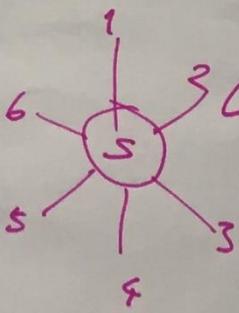
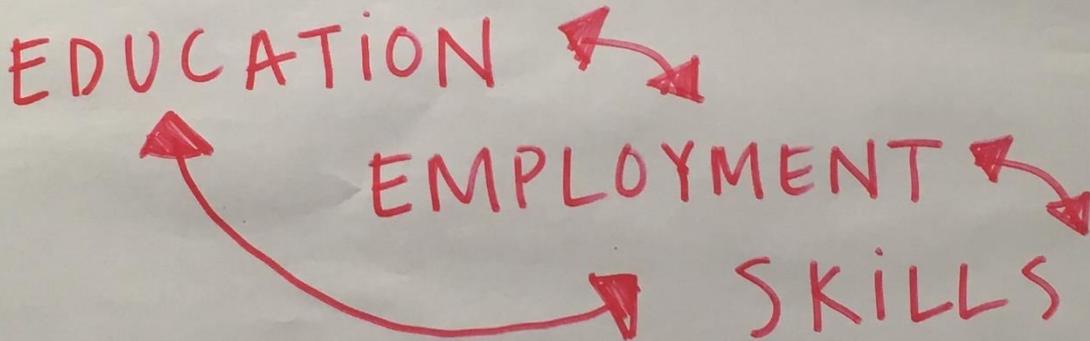


NOT

PEOPLE FOR PLACES



RAISING AWARENESS



STAKEHOLDERS.

GRASS ROOTS

Concluding remarks

Urban regeneration is a tool commonly applied by national and local governments all over Europe with the purpose to tackle urban decline and social deprivation in geographically defined areas. The case studies discussed and visited are all facing challenges in terms of social integration and connectivity with the rest of the city, in the context of an alarming housing shortage in the city of London. The aim of the lab was to invite urban professionals from different national and international contexts, with a diversity of backgrounds, to share their knowledge and experiences on urban regeneration practices. The main conclusions, based on the presentations, study tours, discussion and comparison between different national contexts were:

- There is a need for long-term planning objectives in terms of policy, financing and implementation, also with a focus on the people who live in the neighbourhood – both today and in the future. Flexibility is important although there needs to be a more rigid framework for how development can be carried out – comparing the urban planning system in the UK with examples such as the Netherlands and Germany, where there is a multi-level regulatory system.
- There is a need to focus more on what takes place between the buildings in the UK. Involving people in the process before and throughout redevelopment. Community involvement can be complicated when there are diverse interests – nonetheless it is crucial in order to ensure a more just regeneration, and also to make people more engaged in their neighbourhood.

Successful urban regeneration is in everyone's best interest, but there are still controversies on how to 'better' do it, and no clear answers to how successful planning and community development can be ensured. Although community involvement is widely spread, urban planning in the UK is still largely taking place through a top-down approach, and mostly driven by the market interests. Despite recognizing the importance of involving people in the process, a lack of bottom-up approaches is a problem, and new housing is built focusing on quantity of housing units, viability, and numbers, with less focus on individuals and their use of space.

Amongst all participants in the London Lab, was the uncertainty regarding the future of planning and urban regeneration after the UK's exit from the EU, which reinforces the need for long-term policies in the national context, and for frameworks and strategic funding mechanisms that incentivize cities and developers to build for long-term outcomes, ensuring communities rather than investors interests, and for planners to be more innovative and oriented towards people and needs of the current and future urban population.

## Recommendations

- **Planning for communities:** This cannot be emphasized enough – communities are imperative and is what should steer the development, rather than profit maximization. Urban planners in the UK should reconsider the ways of involving and engaging the citizens in their neighbourhood's development
- **People in focus:** Physical improvement is useless if it is not combined with initiatives to improve social aspects. There is need for a more qualitative understanding of communities and needs beyond numbers and statistics.
- **Diversity:** to make neighbourhoods more dynamic or inclusive, social mix is important, and maintaining a fixed percentage of good quality affordable housing a necessity.
- **Mixed-use developments:** need to think more about what makes a good variety of uses. The pressure for profit disincentives developers to build shops, work, public and leisure spaces, elements which make neighbourhoods more attractive to live in.

- **Planning for future users:** need to think on what people might need tomorrow. Urban communities are renewing themselves in a constantly increasing pace. 'Place' today needs to adapt more to people than people to 'place' and this is a growing challenge for urban planning.
- **Change focus from short-term profits to long-term investments:** Since the reality is that investors are still steering the objectives of urban development, planners, politicians and other stakeholders need to be more creative in finding solutions that can be attractive for developers, e.g. by mapping the areas' opportunities, in terms of future investments, jobs, cultural activities, etc.

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**Annex**

## Participants



**Bharatendu Bhatt**

Bharatendu is an architect with a small architecture practice in Cologne since 2003. Previously, worked as an architect for Zerbe & Partner architects and bgk-Rosiny architects in Cologne. He started his career in 1974 at Charles Correa architects and planners in Bombay. Recently, he provided consultancy to redevelop a cooperative housing society (200 flats) in Bombay. Bharatendu has a BArch from Bombay University and an MBA from OUBS Milton Keynes.



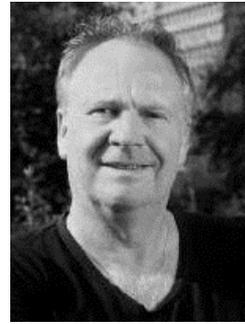
**Greg Campbell**

Greg is a Partner at Campbell Tickell, a multidisciplinary management consultancy working across the UK and Ireland, focusing primarily on housing, regeneration, social care, charities, sports and leisure. His background extends across social housing, local government, charities and the private sector. As a consultant for 18 years, he has worked directly with nearly 400 organisations, tackling an extensive range of strategic and operational matters. Greg's work focuses principally on business strategy, governance and risk, mergers and partnerships, growth and new business development, executive and non-executive recruitment.



**Andreia Fidalgo**

Andreia is a Project Manager at the International Federation for Housing and Planning. She is an Environment and Sustainability Engineer, with previous experience at the Portuguese Environment Agency and Sogilub. For the past two years, she has been working at the IFHP developing different projects within urban and social sustainability, smart cities and sharing economy.



**Jos Gadet**

Jos is an urban geographer who works as an urban planner and strategic advisor at the Department for Urban Planning and Sustainability of Amsterdam. In Team Nieuwe Opgaven (New Spatial Challenges) he works at the strategic and project level. His expertise at the department is on location decisions of the knowledge based economy; the use of public space; gentrification; and spatial segregation. His most recent international publications were Triumph of parks: how socio-economic dynamics change urban green (2015) and Shaping the Core City: It's People that Matter. About an Amsterdam tool reducing sprawl (2008).



**Kate Henderson**

Kate is CEO of TCPA, a visiting professor at the Bartlett School of Planning at University College London, and a Board member of IFHP. Over the past decade, Kate led TCPA's high-profile campaigns around garden cities, affordable housing, poverty and climate change which has shaped government policy and sector thinking. Kate has been a member of government panels and independent commissions. Kate is co-author of Rebuilding Britain (2014) and English planning in crisis (2016) and The art of building a garden city (2017). Kate is a member of the Energy Institute and a Chartered Environmentalist.



**Julia Histon**

Julia career spans the public, not for profit, and private sectors. She has been a Housing Professional for over 25 years and a Member of the Chartered Institute of Housing. Her career began in Local Government, specialising in tenant involvement, before moving on to the broader field of community Regeneration. She held a number of Director positions

managing Government funded regeneration programmes and working for an Urban Regeneration Company. She returned to her social housing origins in 2009 when she moved into the Housing Association sector to work. For the last 5 years, she has been leading the York Housing Association which has been established for over 50 years.



**Tony Hutchinson**

Tony runs his own project management and housing consultancy business, continuing his passion for delivering new and improved homes, delivering regeneration and social justice. Amongst his current portfolio, Tony works for Westminster City Council as Programme Director Housing Regeneration including the Edgware Housing Zone. He is also working in Turkey, supporting the economic development of the region around Samsun on the Black Sea coast. His background is in social, affordable and market housing as well as physical and economic regeneration in the public and private sectors. He has delivered physical, economic and community based regeneration projects entailing significant community engagement.



**Michael Jones**

Michael's background is in town planning where he worked in Development Management on a number of mixed use regeneration projects. For the previous two years, he has worked for Joseph Rowntree Housing Trust on the development of Derwenthorpe, which is a 500-house development with many social aims such as increased levels of affordable housing, creating a low energy neighbourhood and fostering a strong self-sustaining community. Michael will start a new role at the City of York Council where he will be leading on the delivery of new housing with the aim of creating a sustainable revenue source for the authority and helping to meet the significant housing demand in the city.

**Anna Jönsson**

Anna is a master student of urban sociology from the University Sciences Po Paris, with a background in economics and political science, currently interning as a project assistant at the International Federation for Housing and Planning. She wrote her professional dissertation on regeneration and planning for multicultural neighbourhoods.



**Emma Lynn**



Emma is an experienced architect and has been involved in a breadth of projects of various scales, sectors and budgets. She has extensive experience working within the context of estate regeneration in London, specifically Agar Grove in Camden, Grange Farm in Harrow, St John's Hill in Wandsworth and Bridport House. A champion of good housing design Emma's motto is, 'only design what you yourself would live in.' She is a former member of the Hackney Estate Regeneration Design Advisory Group. Emma is currently living and working in Copenhagen.



**Maggie Rafalowicz**

Maggie has operated at senior levels in local government, central government, the housing association and commercial sectors. She served as Assistant Director of Housing & Community Care at Brent Council for 10 years. Prior to that, she was an Area Manager at The Housing Corporation, covering one-third of London and leading on supported housing for the London Region. She has been a consultant for over six years, and is an Associate Director with Campbell Tickell, leading for the consultancy on local government, development and regeneration.



### **Kelly Shaw**

Kelly has a 17 year track record of working in executive and non-executive recruitment. She specialises across a range of sectors to include public, private, health and not-for-profit. Whilst working across many professional disciplines within social housing, local government, central government, health, education and the charitable sector she has considerable experience of senior executive and non-executive appointments. Until recently Kelly was Vice Chair of the Board and Chair of the Governance and HR Committee with York Housing Association and is a Board Member with SafeNet, a subsidiary of The Calico Group.



### **Stewart Shaw**

Stewart Shaw is a vastly experienced Senior Public Sector Manager. Having spent over 25 years operating at Director/Board level Stewart is extremely familiar with the ever-changing challenges facing Not for Profit organisations, Registered Social Landlords, Arm's Length Management Organisations and Local Authorities. With a reputation as an innovative change agent, Stewart's career has spanned public, voluntary and private sector. Stewart has operated as an independent Consultant since 1999, has been a member of IFHP for more than 25 years, Chair of the Housing Working Group since 2012 and joined the Managing Council in 2014.



### **Heidi Thompson**

Heidi is the Director of Property at Kirklees Neighbourhood Housing (KNH) with over 25 years of experience within the Social Housing sector and the construction industry. Heidi is a Building Surveyor by profession and has worked in both the public and private sectors. Moving from a large Local Authority to the private sector in 2008, Heidi has managed diverse workforces on a regional and national basis. She is a keen Ambassador for Women in Construction, and is

the founding member and Chair of Women in Social Housing (WISH) Yorkshire and Humber branch.



### **John Allen**

John Allen is an independent planning professional with almost 40 years' experience in the English planning system. He has headed up the planning function for a government sponsored urban development corporation in east London and for three different London Boroughs in east, north and southwest London. He has worked extensively with the Greater London Authority on Opportunity Area Frameworks for key regeneration areas in London and developed a groundbreaking infrastructure funding tariff applied across five London Boroughs. He now operates as an independent planning and regeneration adviser.



### **Robin Crompton**

Robin Crompton, is a Senior Lecturer in Planning and Urban Design, at University of Westminster. His research has been involved, amongst others, with the impacts of planning and development in Germany since 'unification'; Community participation in planning and environmental issues; New teaching methods in planning education; Planning theory and theories underpinning tourism; and AG International planning, particularly in South East Asia. Robin is a member of the Institute of British Geographers and the Royal Town Planning Institute.

## Programme

**Conference venue:** [Campbell Tickell](#), Third Floor, Olympic Office Centre, 8 Fulton Road, Wembley, HA9 0NU

Campbell Tickell is an established multidisciplinary management consultancy focusing on a wide range of areas including: housing, regeneration, charities, social care, and sports and leisure.

**Wednesday, May 10, 2017**

**11h00 - 12h15** Optional Social Event - "Following in the Footsteps" of Legends – [Wembley Stadium tour](#)

**12h30 - 14h00** Buffet Lunch and Networking

Opening session – Welcome by  
[Stewart Shaw](#) – International Housing Group Chair  
[Tony Hutchinson](#) – Housing and Regeneration Consultant  
[Andreia Fidalgo](#) – IFHP Project manager  
[Greg Campbell](#) – Campbell Tickell

**14h00 - 15h30** Delegate introductions and agreement of working parameters/ objectives  
Facilitated Discussion "Which comes first, social or physical regeneration?"

**15h30 - 18h00** **Campbell Tickell - [Maggie Rafalowicz](#)**

**Study Tour** of the redevelopment of the Wembley area, one of the largest regeneration projects in the country. It can accommodate some 11,500 new homes and 10,000 new employment opportunities through the development of sites on the land around Wembley Stadium. Our Guide will be [Maggie Rafalowicz](#) who has operated at senior levels in local government, central government, the housing association sector and the commercial sector. Maggie has extensive national networks, in particular in local and central government, housing associations, care providers, developers and housebuilders.

**19h00 onwards** Dinner at a local restaurant (venue to be confirmed)

## Thursday, May 11, 2017

- 09h00 - 11h00** De-brief from Day One
- Introduction by [Kate Henderson](#) – Board Member, International Federation for Housing and Planning and Chief Executive of Town and Country Planning Association
- [Rahul Patalia](#) – Peter Brett Associates  
Other speakers to be announced;  
Housing Architect  
Local Authority perspective
- 11h00 - 13h00** Selection of topics and initial discussions by delegate working groups. Topics to be chosen by group members but likely to include: housing quality and choice, educational opportunities, public health, environmental quality, infrastructure, transport and leisure.
- 13h30- 15h30** **Study tour** of local housing estates by [Maggie Rafalowicz](#) (areas to be confirmed)
- 15h30 - 17h30** **Group Working**  
Continued discussion on regeneration issues leading to potential solutions and an Action Plan.
- 18h00 onwards** Dinner at a local restaurant (venue to be confirmed)

## Friday, May 12, 2017

- 09h00 - 10h30** De-brief from Day Two
- 10h30 - 11h30** **Working group concluding discussions leading to presentation process on group analysis, conclusions and drafting of an Action Plan.**
- 11h30 - 13h00** **Group presentation and Q&A session**  
So which comes first, social or physical regeneration?
- 13h00 - 14h30** **Concluding Session**
- What next? Commencement of drafting event report.  
Ideas for future work of the International Housing Group
- Conclusion of Event**



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