

1) Regeneration in Hattersley and Mottram – *An Evaluation – Trafford Room (This Room)*

Alastair Cooper, Executive Director – Operations, Onward Homes

2) Modular House Building – *Victoria Room*

Paul Beardmore, Associate, Northern Housing Consortium

3) Community Investment at the Core Of Housing – Launching the Centre For Excellence in Community Investment – *Alexandra B*

Andrew Van Doorn, Chief Executive, HACT

Regeneration in Hattersley and Mottram

*Alastair Cooper,
Executive Director – Operations,
Onward Homes*

Chaired by Ed Ferrari, Director, CRESR, Sheffield Hallam University

Onward

Alastair Cooper
Executive Director - Operations

Regenerating Hattersley

1. Introducing Onward
2. Introducing Hattersley
3. Stock Transfer and Regeneration
4. The Heseltine Institute
5. What they did and what they found
6. Concluding thoughts

Introducing Onward

- 35,000 homes owned and managed
 - 80% general needs
 - 20% sheltered and supported
- Turnover of £150m
- 800+ staff
- Three regions
 - Lancashire – 6,500
 - Merseyside – 11,500
 - Greater Manchester – 10,500



Becoming Onward

- Symphony Housing Group rebranded to Onward in April 2017
- Agreement to amalgamate April 2018
- Liverpool Housing Trust
- Contour Homes
- Ribble Valley Homes
- Hyndburn Homes
- Peak Valley Housing Association (PVHA)
- Legal merger October 2018



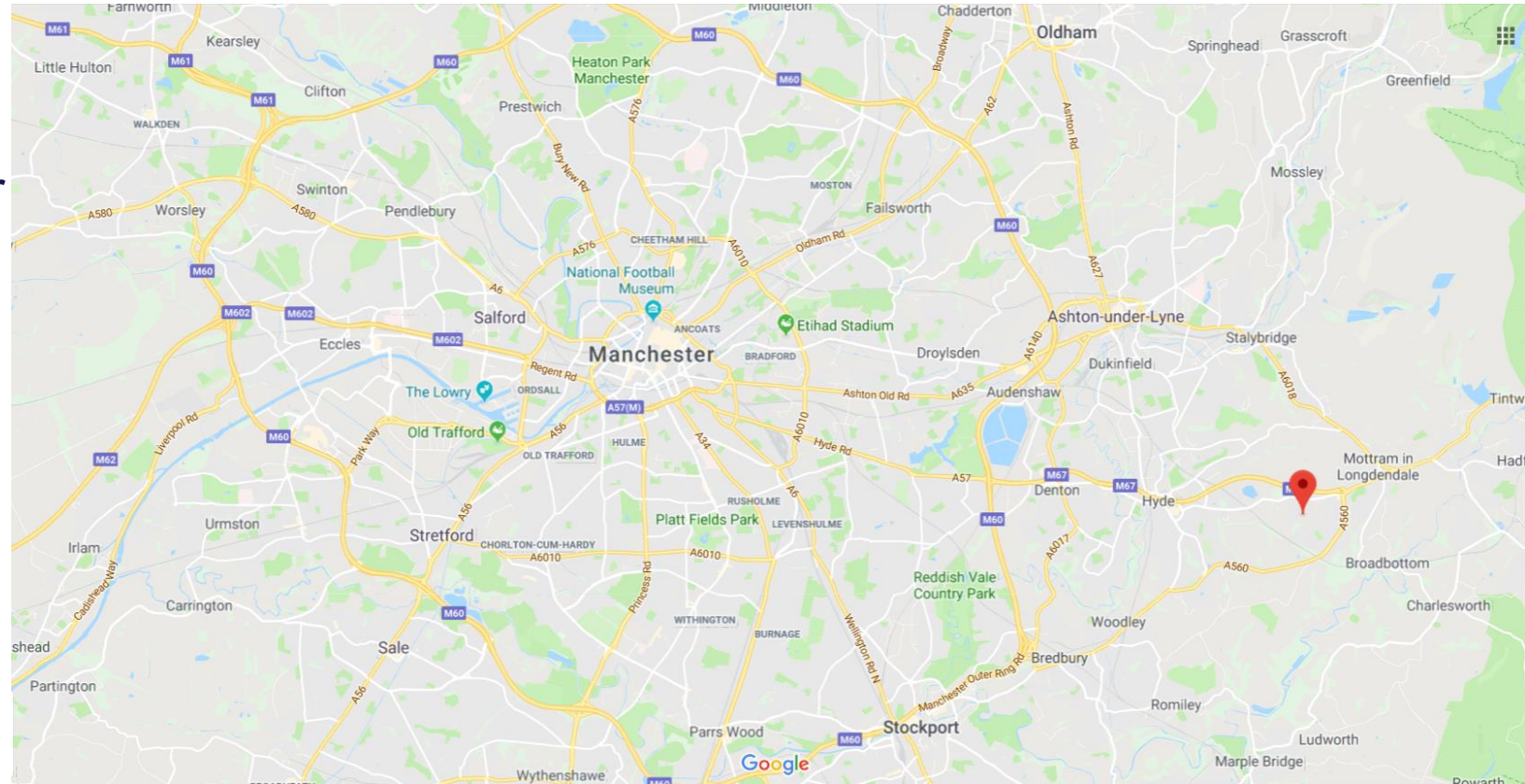
OUR VISION:

To make a positive difference
in the communities we serve.



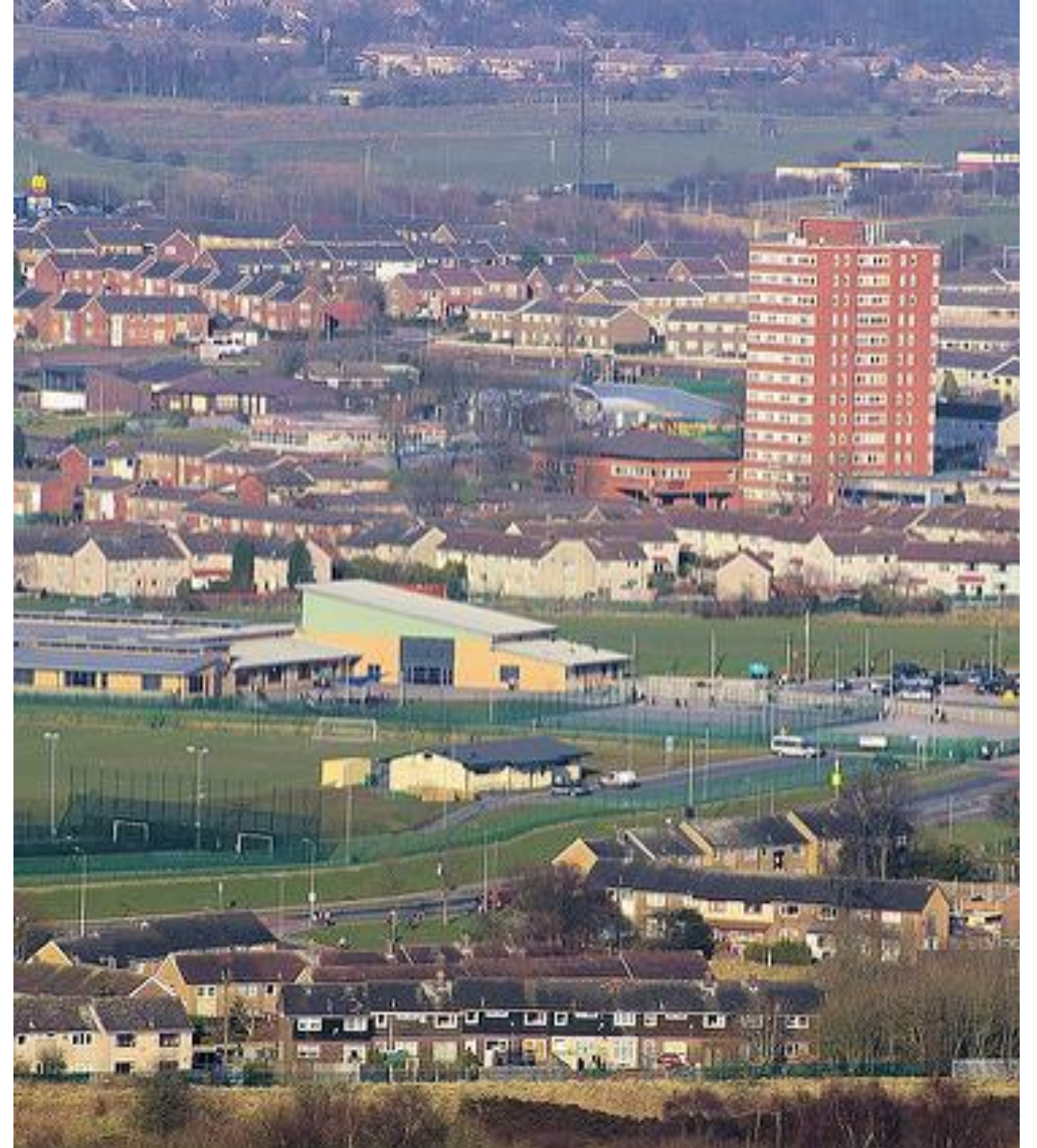
Introducing Hattersley

- Built in the early 1960s
- Second largest of 22 overspill estates in Greater Manchester
- 4,150 properties (down to 1,725 by 2006)
- Home to around 15,000 residents (down to under 7,000 by 2006)
- Extreme example of 'residualised' peripheral ex-council estate



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A radical new approach required...

“Efforts by Tameside, Manchester City Council, the Hattersley Development Trust and residents groups have seen many improvements including new schools. However, they have not stemmed the tide of decline. These groups, together with English Partnerships, the Housing Corporation and Portico Housing Association are agreed that only a radical change of image, and the injection of a possible £200million investment will succeed in regenerating The Hattersley and Mottram area.”

Tameside Supplementary Planning Guidance, 2004



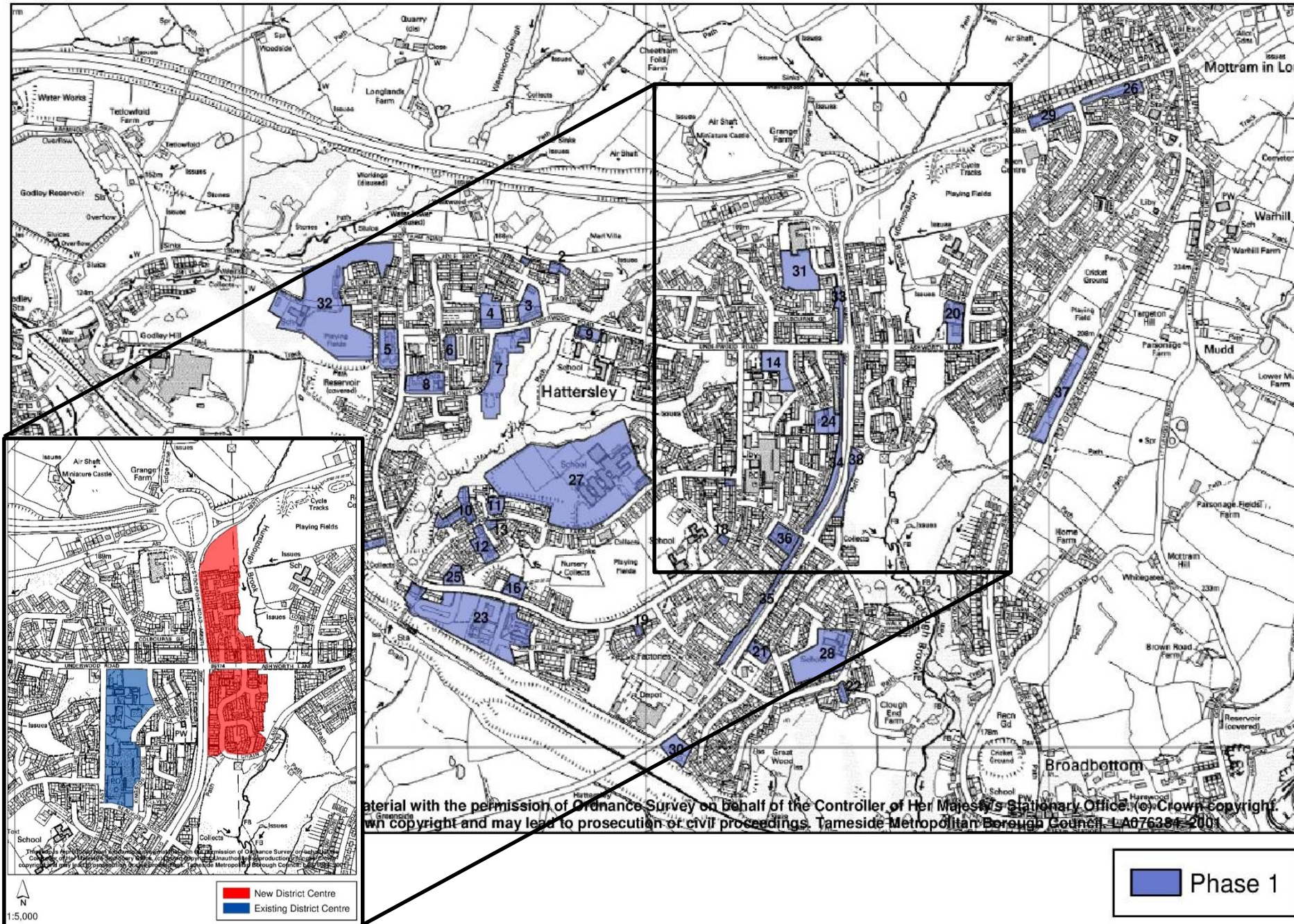
Stock transfer of 2006

- Initial proposal proved unviable
 - conventional funding sources inadequate to meet challenge
- Successful proposal created PVHA
 - innovative funding model of capturing value of local assets
- Clever condition of only selling 'right to sell houses' rather than land itself
 - prevented speculative 'land banking'
- Collaboration Agreement – “*a singular act of genius*” that ensured partnership-working and private sector buy-in despite 2008 financial crisis
 - Agreement between public partners: Manchester City Council, Tameside MBC, English Partnerships, and Contour/Portico (parent of PVHA)
 - Barratt Homes

Regeneration Plan

- The priority for PVHA was to demolish stock that was unfit for purpose to make way for new-build housing
- Since 2006
 - 420 housing units have been demolished, including the last remaining tower block.
 - £65m spent on bringing 1,329 houses up to Decent Homes Standard
 - New Social Housing – 130 mixed archetype, designed with resident input
 - Homes for Sale - 830 new Barratt homes across 24 sites on the estate
- Infrastructure Upgrade
 - Railway Station –22 mins to Piccadilly, every half hour
 - New District Centre from 2012 – The Hub and TESCO







COMING SOON



Weavers Place

Hattersley Road West, Hattersley, HYDE, SK14 3NG

0.3 miles from search location

Welcome to Weavers Place, the sister site to our hugely popular and NHBC Quality award winning development Hillside Central, in...



Hillside Central

Fields Farm Road, Hattersley, HYDE, SK14 3NP

0.3 miles from search location

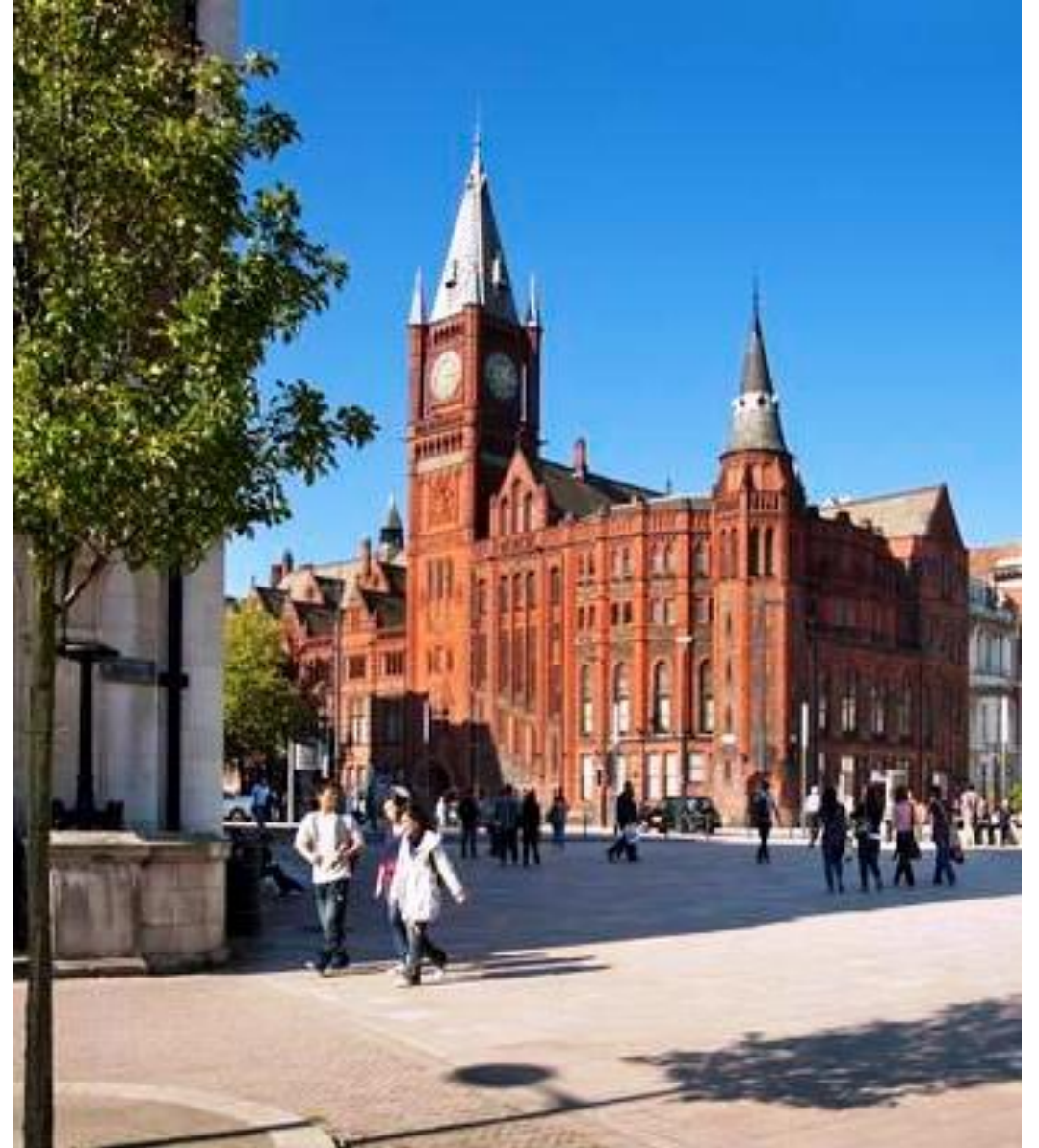
£ £164,995 To £165,995

H 4 bedroom homes

But did this make a difference...

The Heseltine Institute for Public Policy, Practice and Place

- An interdisciplinary research institute focusing on the development of successful, sustainable and inclusive cities and city regions.
- Part of the university of Liverpool
- Brings together academic expertise from across the University with policy-makers and practitioners to support the development of successful, sustainable cities and city regions.



What they did...

- An independent evaluation of the interventions made by PVHA and regeneration partners on the Hattersley estate since the stock transfer of 2006
 - Recognising that the regeneration process is ongoing, with at least ten more years to go
- A qualitative study capturing voices of regeneration professionals, residents and wider stakeholders
 - *Not* aiming to measure 'resident satisfaction' or 'success' statistically – but rather to provide a narrative explanation of the reasons for success (and/or failure) in Hattersley
 - To identify lessons for Onward and future regeneration projects

How they did it...

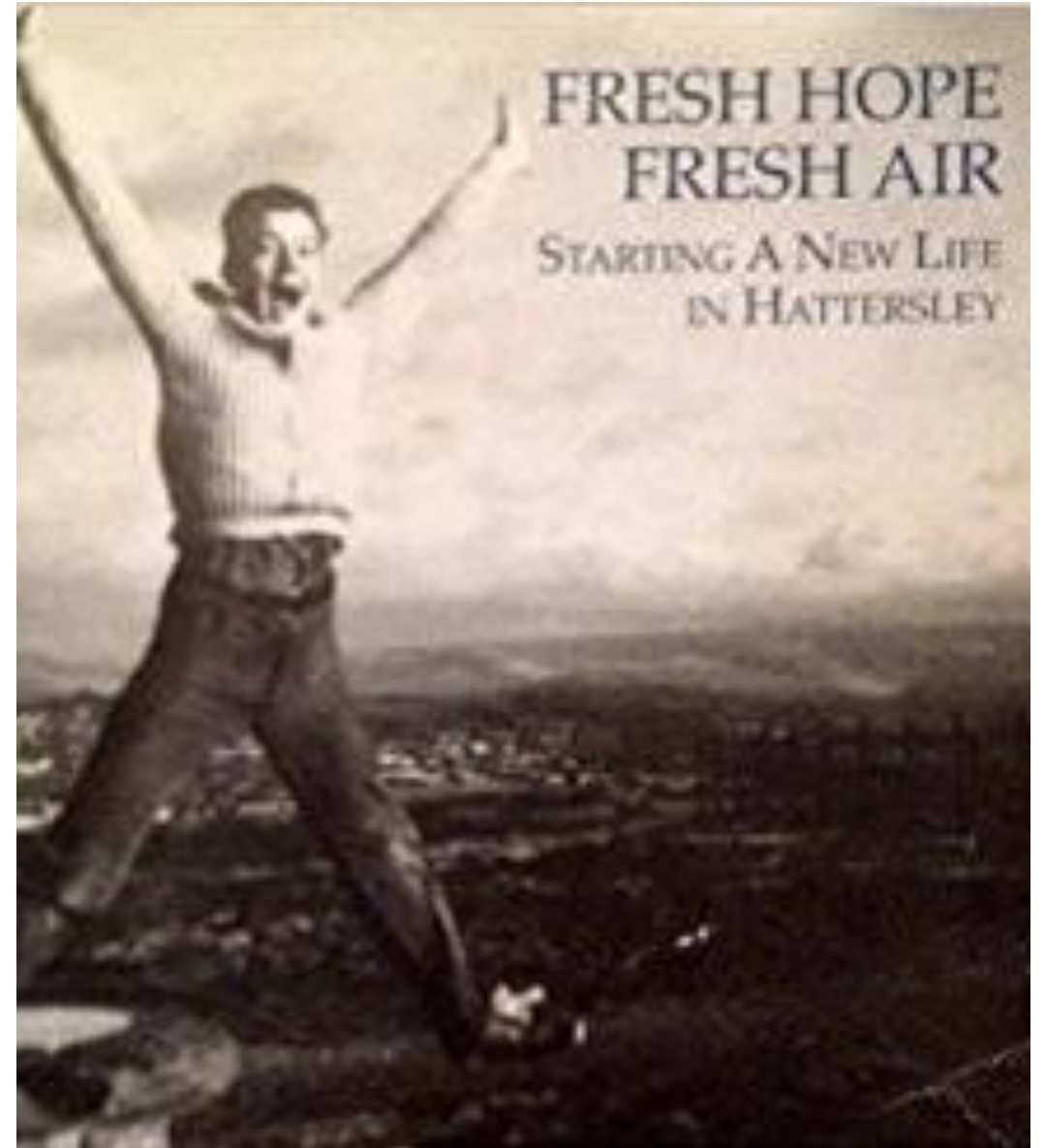
- Observation – walking tours and site visits across the estate from October 2017 to January 2018
- 26 semi-structured interviews with stakeholders, each averaging around an hour
- 2 Focus Groups – each comprising 5 and 6 residents respectively
- PVHA's Tenants Satisfaction Survey
- Census data on deprivation

What they found...

- Regeneration a general success: “a much nicer place to live”; “feel safer moving around the estate at all times”, for example:
 - Railway station usage up 30%
 - Tesco Extra employs 100 local people and paid for The Hub
- Population rising for first time in decades
- High levels of satisfaction with all aspects of PVHA’s activities
- BUT Hattersley remains in top 5% of most deprived communities (2015 data)

Living 'on' Hattersley

- 'Fresh Hope, Fresh Air'
- Living 'on' rather than 'in' Hattersley – like an island cut off from surrounds
- Strong sense of community enduring through decades of adversity – huge factor in success of regeneration





Hollingworth

Mottram in Longdendale

Mottram Moor

Woolley Bridge

Hyde Park

GODLEY

HATTERSLEY

MUDD

GAMESLEY

GEE CROSS

Broadbottom

Charlesworth

Werneth Low Golf Club

Google

Woodseats

Tenure Diversification and School catchment area restructuring

- Moving from mono-tenure estate to mixed community
 - from around 70:30 social/private to 60:40
 - Enabling families to buy homes in Hattersley rather than move away
 - Barratt Homes houses here amongst their fastest selling developments
- Critical condition of funding model
 - sites of demolished school and social housing sold off to Barratt Homes, provided funding for everything else
- Coupled with school catchment area restructuring
 - could/should provide greater opportunities for younger generation

Spatial mobility = social mobility?

- Breaking down territorial divides
 - Both within estate and with neighbouring areas
 - 'Territorial stigma' beginning to recede
 - Some success in tackling gang culture/crime (displacement?)
 - Allocations process
- BUT: *spatial* mobility = **indirect** route to *social* mobility
- 'Bridging' over 'bonding' social capital
 - "Estate turned inside out"; increasingly outward rather than inward-looking
risk losing community spirit; becoming dormitory/commuter town
 - Is that a bad thing?

PVHA's relational governance

- Not transactional
- Emphasis on trusted inter-organisational relations
- Harnesses concept of social capital
- Successful partnership-working with Tameside MBC, residents etc. through the Land Board

Focus on physical over socioeconomic?

- Collaboration Agreement Objectives about physical regen
 - e.g. transport, infrastructure, housing, public realm redevelopment
- Some limited success with training and employment
 - Tesco Extra employs 100 local people (90% staff walk/cycle to work)
 - Onward employs four residents
 - Construction apprenticeships
- Need to engage in more direct, socioeconomic initiatives
 - e.g. skills training; community enterprise incubation / asset ownership

Concluding thoughts

- Can we hold housing associations accountable for all this?
 - A mark of PVHA's success in getting the basics right is that we can begin to judge on socioeconomics as well as housing.
- Role as anchor institutions... in partnership with local authority
 - Shows power of leveraging public assets through land value capture
- Deprivation scores stayed relatively static...but in context of years of austerity and public budget cuts – suggests some achievement
- Too soon to evaluate overall success – potential benefits yet to take effect for younger generation

SOLVING THE HOUSING CRISIS?



Chartered
Institute of
Housing



Refreshments and Networking

*4) The Future of Town Centres – **Trafford Room (This Room)***

Laura Hurley, Head of Regeneration, Cities and Local Growth Unit, MHCLG

*5) Creating the Right Homes for Local People – **Victoria Room***

Liz McEvoy, Senior Housing Manager, Sunderland City Council

Jen McKevitt, Chief Executive, Back on the Map

*6) Strategic Partnerships – Health and Housing – **Alexandra B***

Sarah Roxby, Associate Director – Health, Housing and Transformation, WDH

Esther Ashman, Associate Director, Strategic Planning and Partnerships, Wakefield CCG

The Future of Town Centres

*Laura Hurley,
Head of Regeneration, Cities and Local Growth Unit,
MHCLG*

Chaired by Chris Smith, Executive Director of Service Delivery and Development, Thirteen



Ministry of Housing,
Communities &
Local Government

Future of town centres

Laura Hurley, Cities & Local Growth Unit, MHCLG





Our high streets and town centres face challenges...



- The **retail environment** is challenging and the way we shop is changing
- **Online retailing** has increased from less than 1% of total retail sales in 2000 to 17.3% of the total value of all retail sales in April 2018. This is among the highest of any European country
- **Vacancy rates** stand at about 11% over the last year (11.3% in August 2018)
- Over the last 12 months, year-on-year change in **footfall** has decreased by 2.1%



Great British High Street Awards 2018

Expert Panel on high streets and town centres



- In June, we relaunched the **Great British High Streets Awards**, in partnership with Visa.
 - The Awards celebrate the achievements of local areas in creating vibrant and dynamic high streets that are loved by their community.
 - Shortlist announced on Sept 17, voting via #myhighstreet!
-
- We have also launched an **Expert Panel** on high streets and town centres, chaired by Sir John Timpson, to diagnose the issues currently affecting the high street and advise on practical issues.
 - The Panel is focused on what communities want from the future of their high street.
 - We have held a number of **evidence sessions** across the country to ask people directly about high streets, what works, and what doesn't



The Future of Town Centres



- The way we use our high streets and town centres will change – as the way we shop, we move, we socialise and interact changes
- **Experience** is becoming an increasingly important reason to visit a high street – from personalised customer service to events and concerts
- **Community** spaces and social interaction will also continue to bring people to the high street
- People want to see more **mixed use** on their high street
- This all requires **strong leadership** at a local level