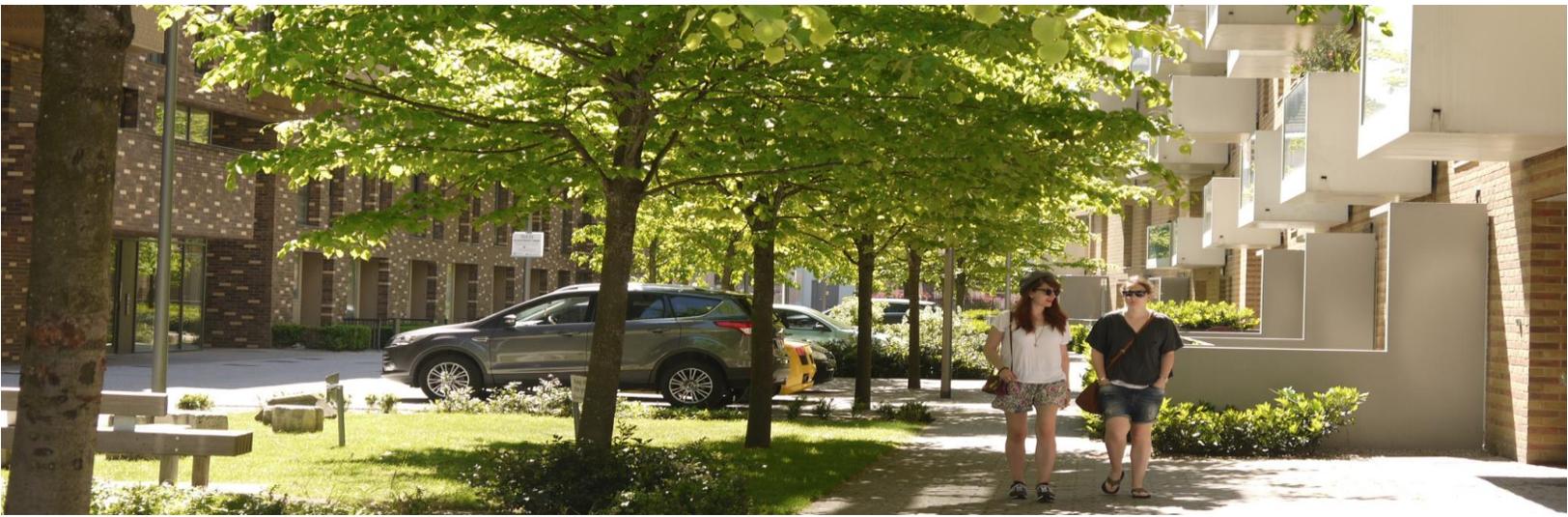*Courtesy: Anteje Saunders, Allies and Morrison*

Complex Housing schemes

13/07/21

- **Complexity in housing schemes comes in two types** – complexity you can work to avoid, and complexity which is necessary to achieve good outcomes. Minimise the first to allow you to focus on the second!

- **To navigate complexity in a housing scheme, upfront work is essential.** Take a breath to really understand the site, context, the community and the objectives. A key aspect to focus on is setting out clear objectives for the scheme in a short document that everyone who is involved will hold to from which the design and delivery will flow. The ultimate prize is long lasting, successful communities, boosting peoples' life chances, and the way a scheme fits into a community and how the buildings work and relate to each other are crucial to this end goal.

- **Housing schemes involve change in many areas – changing regulation, changes in funding, standards and policy, phasing changes and new requirements.** Design your scheme as far as possible so that it can adapt to change through the process, by anticipating possible change and building in flexibility and 'wriggle room'. Stress test the scheme against different scenarios to plan ahead and allow the design to respond well. Design a scheme where the phases can flex under different planning approaches over time, and will fit with future surrounding development

- **Dealing with complexity involves constant review of design and delivery aspects, continuous refinement and evaluation of any changes made.** This is resource hungry! Ensure you have sufficient resources for the intense level of scrutiny needed, and bring the right people with the right

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Courtesy: Anteje Saunders, Allies and Morrison

expertise in at the right time. Allow sufficient control through the process, for example in the development agreement, sign of off reserved matters and monitoring on site.

- **There are a number of practical tools to help.** Listing out areas of complexity and actively logging and managing them, for example in a risk register helps to look ahead and build in the resource you need. Having clear published design statements for the community, design and delivery teams helps to anchor the direction and outcomes from the early stages. Establish your stakeholder requirements clearly - and don't forget the feedback loops from past schemes which can alert you to key pitfalls.

Speakers

Antje Saunders – Director, Allies & Morrison

Eleni Stathi – Associate, HTA

Paul Quinn – Director of Regeneration, Clarion Housing Group

Paul Buckenham – Head of Development Management, LB Tower Hamlets

Peter Maxwell – Director of Design, LLDC

Attendees: 56

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