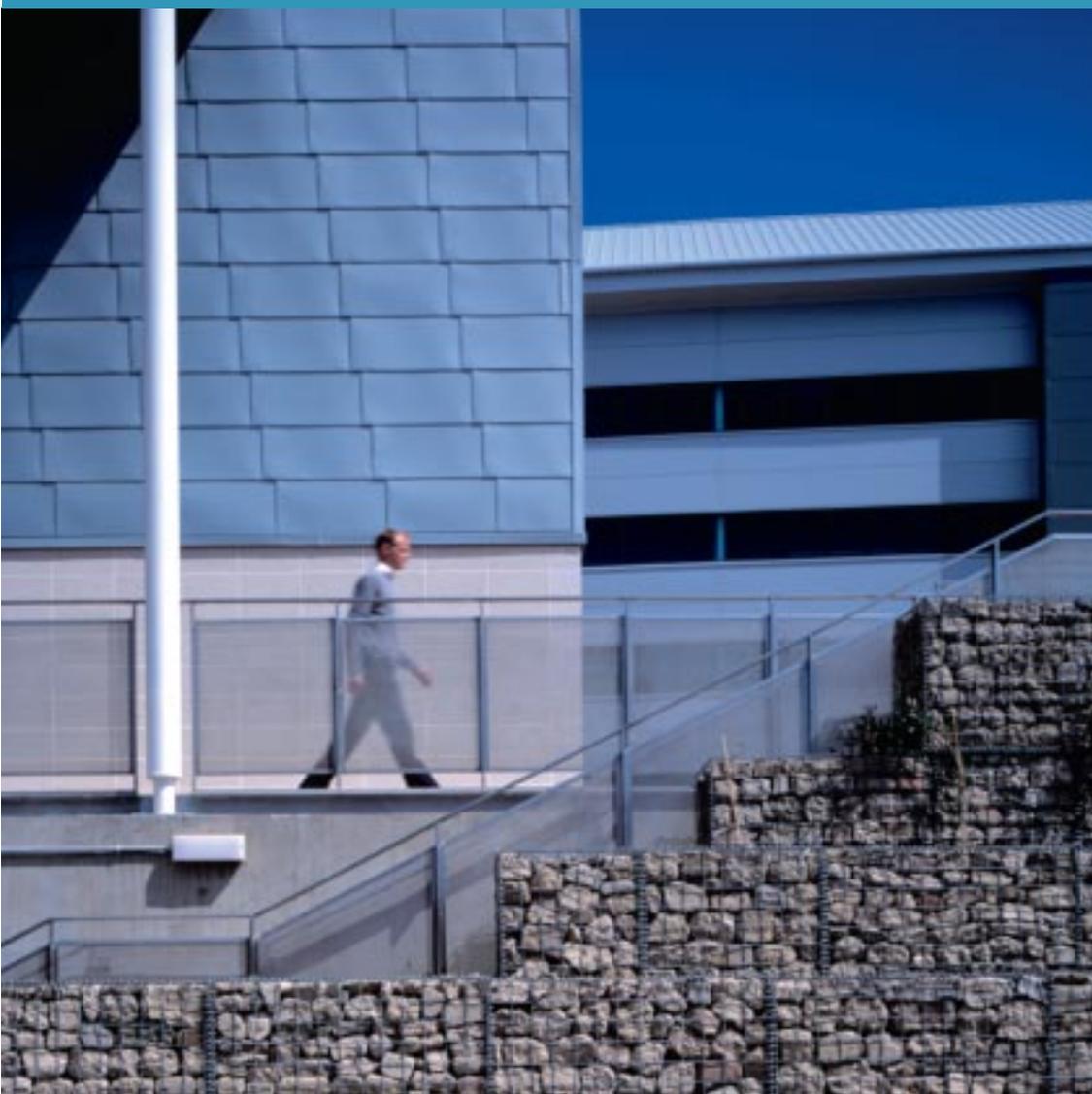




# English Partnerships Annual Report and Financial Statements

Year ended 31 March 2005





David Higgins and Margaret Ford

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English Partnerships is the national regeneration agency helping the Government to support high quality sustainable growth in England.



Phase 1, Greenwich Millennium Village, Greenwich Peninsula

# Who we are and what we do

## We have five core business areas and deliver our objectives through:

- Developing our own portfolio of strategic projects.
- Acting as the Government's specialist advisor on brownfield land.
- Ensuring that surplus public sector land is used to support wider Government objectives, especially the implementation of the *Sustainable Communities Plan*.
- Helping to create communities where people can afford to live and want to live.
- Supporting the Urban Renaissance by improving the quality of our towns and cities.

## We add value by:

- Working closely with public and private sector partners.
- Having the resources to work on large and often complex projects.
- Setting benchmarks for high quality urban design, construction and environmental sustainability.
- Acting as a catalyst for development by being involved at an early stage to prepare sites for development by our partners.
- Devising and encouraging innovative ways of dealing with difficult problems.
- Actively engaging local communities.
- Applying our experience, expertise and skills, particularly in masterplanning, land remediation and regeneration.



# Highlights of the year 2004/2005



English Partnerships exceeded its targets and invested a total of £483m across England, in support of the Government's *Sustainable Communities Plan*.

Our work resulted in the following achievements against our core targets:

- 4,439 houses started on site (target 3,100), including 1,875 affordable homes, many for key workers;
- 2,518 houses completed (target 2,500), including 554 affordable homes, many for key workers;
- 293 ha of brownfield land reclaimed against a target of 260 ha;
- 185,096 sq m of floor space for employment against a target of 150,000 sq m; and
- £480m of private sector investment levered in to support our programmes against a target of £400m.

The results show another step change on 2003/2004:

- 44 per cent increase in housing starts;
- 32 per cent increase in housing completions; and
- 25 per cent increase in private sector investment.

We also achieved £215m programme cash receipts.

## Major milestones

- Establishment of the **Milton Keynes Partnership Committee**, which includes representatives from Milton Keynes Council, as the statutory planning authority. The Committee acts as the local planning authority in defined expansion areas and is overseeing the production of the 30-year masterplan for the growth of Milton Keynes.
- Investment of £29.4m this year in support of the **Urban Regeneration Companies (URCs)** across the country. Major schemes accelerated in Middlehaven, Tees Valley; Lime Street Gateway, Liverpool; Parkland Gateway, Corby; Sheffield Retail Quarter and Manchester Business Park.
- Development of the **Summit House** for the 2005 **Delivering Sustainable Communities Summit** demonstrating how innovative design and modern methods of construction can maximise cost effectiveness without compromising quality or desirability.



2



3

Liverpool city centre and waterfront taken from Concourse Tower, Lime Street Gateway

- 1 New cycle path, Allerton Bywater Millennium Community, near Leeds
- 2 Milton Keynes Partnership Committee
- 3 Student workshop, New Islington Millennium Community, East Manchester

- Starts on site for 231 homes at two **Millennium Communities** – New Islington in East Manchester and Greenwich Millennium Village, Greenwich Peninsula.

- Following a major development competition and the reprofiling of the masterplanning brief for the former **RAF Staff College** at **Bracknell**, a preferred developer was announced.

- Regeneration of four major housing sites in Telford, which will deliver 5,000 homes in **Lawley, East Ketley, Lightmoor** and **Woodside**.

- Secured unconditional contracts at **Greenwich Peninsula** with Meridian Delta Limited and Anschutz Entertainment Group for the re-use of the Millennium Dome and the redevelopment of the surrounding area. The Dome is now set to open its doors to the public in 2007 when the new 20,000 seat arena opens with plans for 60,000 sq m of other entertainment, retail and leisure facilities.

- Completed the acquisition of a portfolio of 15 sites in London to create some 4,500 homes as part of our **London-Wide Initiative** – the pilot for a new model of housing tenure.

- Investment of £46m in the **National Coalfields Programme** and the addition of the former coalfield at **Cambois**, in the Blyth Estuary. The Programme now covers 101 former coalfield sites.

- Working with partners in Liverpool to progress planning approval and appoint developers for the first residential phase and hotel at the 14.6 ha **Kings Waterfront** project.

- Creating masterplans for eight **Meden Valley** coalfield communities. Up to 11 similar communities in the area will benefit from investment in community renewal.

- Launch of the **Design for Manufacture Competition**, for the construction of sustainable, well designed, good quality homes for a construction cost of around £60,000. The Competition is being run by English Partnerships on behalf of the Office of the Deputy Prime Minister (ODPM).

- Just after the year end, on 6 April 2005, the transfer of the first 67 sites of a portfolio of 96 surplus sites from **NHS Estates** to English Partnerships. This surplus public sector land will support many of our programmes, including the **First Time Buyers' Initiative** and could deliver up to 15,000 homes.

# English Partnerships' areas of operation

## Urban Regeneration Companies

- 1 Bradford Centre Regeneration
- 2 Catalyst Corby
- 3 Central Salford
- 4 CPR Regeneration
- 5 Derby Cityscape
- 6 Gloucester Heritage
- 7 Hull Citybuild
- 8 Leicester Regeneration Company
- 9 Liverpool Vision
- 10 New East Manchester
- 11 Peterborough URC
- 12 Regenco Sandwell
- 13 Renaissance Southend
- 14 Sheffield One
- 15 Sunderland arc
- 16 Tees Valley Regeneration
- 17 The New Swindon Company
- 18 Walsall Regeneration Company

## Growth Areas

- 1 Ashford
- 2 London-Stansted-Cambridge-Peterborough
- 3 Milton Keynes and South Midlands
- 4 Thames Gateway

## Northern Growth Corridor

## Hospital Sites Programme

(67 sites in 58 locations)

## Strategic Projects (49 projects in

total including 7 Millennium Communities)

- 1 Aldershot – Defence Estates' Site
- 2 Barking – Barking Riverside
- 3 Basildon – Gardiners Lane/ Dry Street
- 4 Bedford – Western Bypass
- 5 Bracknell – Former RAF Staff College
- 6 Cambridgeshire – Northstowe Development
- 7 Cambridgeshire – Former RAF Oakington Acquisition
- 8 Corby – Parklands Gateway/ Station Area
- 9 Dorset – Winfrith
- 10 East Midlands – East Midlands Property Investment Fund
- 11 Gloucester – Gloucester College
- 12 Gloucester – Gloucester Quays
- 13 Greater Manchester – Hattersley
- 14 Greenwich Peninsula
- 15 Harlow – Gateway
- 16 Hatfield – Town Centre
- 17 Leicester – Waterside
- 18 Liverpool – Edge Lane
- 19 Liverpool – Kings Waterfront
- 20 Liverpool – Lime Street
- 21 London-Wide Initiative – all sites
- 22 London – Housing (Tabard Square/ Urban Village Shoreditch)
- 23 Milton Keynes – MK Partnership Committee
- 24 Milton Keynes – Planning Prospectus

- 25 North Kent – Thameside

- 26 North Staffordshire – Urban Core Area

- 27 Northampton – Brownfield Initiative

- 28 Northampton – Upton

- 29 Nottingham – Waterside

- 30 Nottinghamshire/Derbyshire – Meden Valley

- 31 Peterborough – South Bank

- 32 Plymouth – Millbay Docks/Stores Enclave/Royal William Yard

- 33 Salford – Central Station Area/ University Quarter

- 34 Sheffield – New Retail Quarter

- 35 Sheffield – Park Hill

- 36 Slough – Heart of Slough

- 37 Tees Valley – Middlehaven

- 38 Tees Valley – North Shore

- 39 Telford – Lawley

- 40 Telford – Lightmoor

- 41 Telford – Woodside

- 42 Warrington – Omega

- 43 Weston-super-Mare – Former RAF Locking

## Millennium Communities

(Strategic Projects)

- 44 Allerton Bywater (near Leeds)

- 14 Greenwich Millennium Village (London)

- 45 Hastings (East Sussex)

- 46 New Islington (Manchester)

- 47 Oakgrove (Milton Keynes)

- 48 South Lynn (King's Lynn)

- 49 Telford (East Ketley)

## Market Renewal Pathfinders

- 1 Birmingham and Sandwell

- 2 East Lancashire

- 3 Humberside

- 4 Manchester and Salford

- 5 Merseyside

- 6 Newcastle and Gateshead

- 7 North Staffordshire

- 8 Oldham and Rochdale

- 9 South Yorkshire

## National Coalfields Programme

- East Midlands (26 sites)

- North East (18 sites)

- North West (8 sites)

- South East (4 sites)

- South West (6 sites)

- West Midlands (6 sites)

- Yorkshire (33 sites)

## Land Stabilisation Programme

- 1 Combe Down (Bath)

- 2 Blackheath (London)

- 3 Bosty Lane (Walsall)

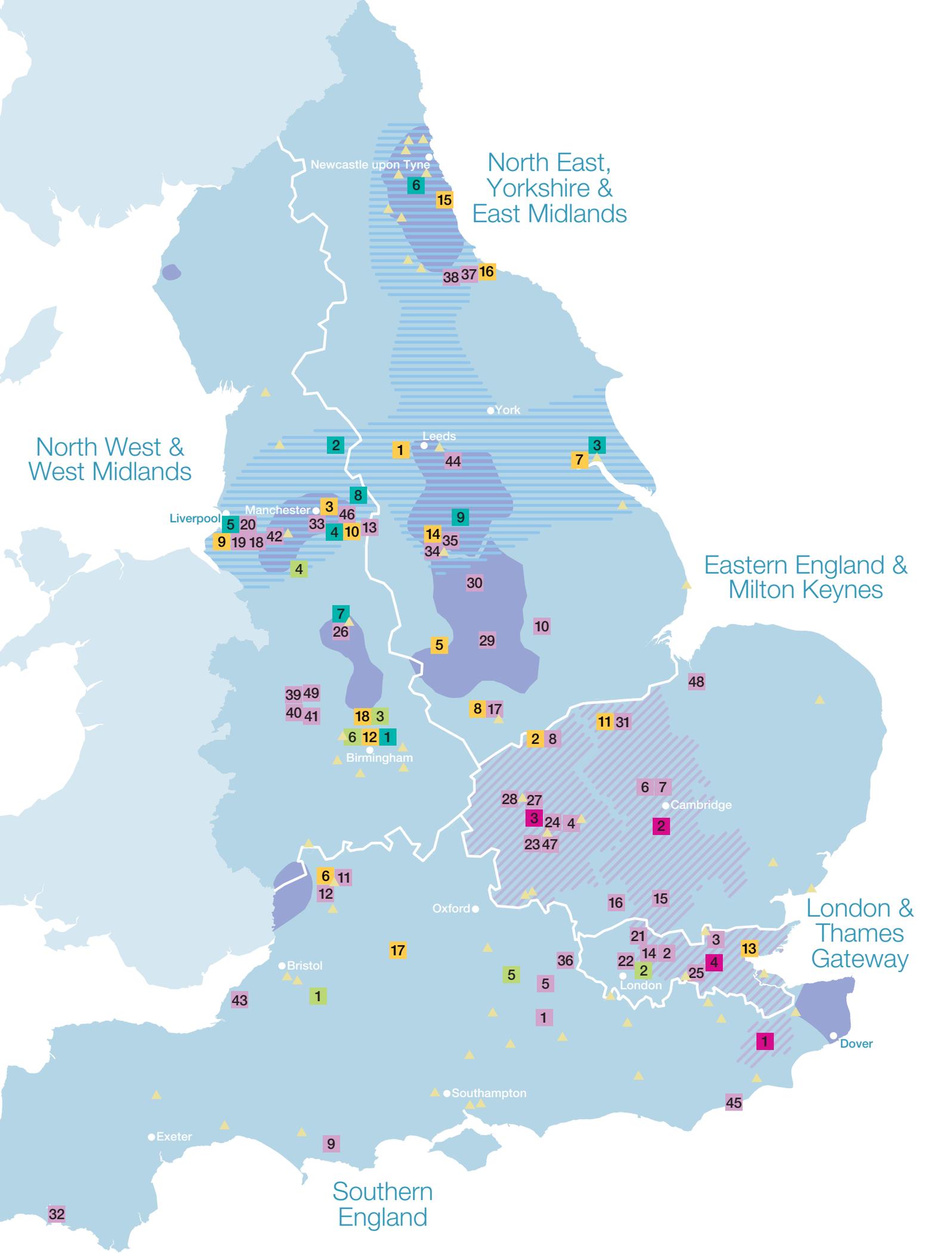
- 4 Northwich

- 5 Reading

- 6 Seven Sisters (Dudley)

- 7 St Ives

Map produced by English Partnerships' GIS Team



## 1 Margaret Ford Chairman

Margaret Ford was appointed Chairman of English Partnerships in April 2002 and reappointed for a further three years from April 2005. She is a Non-Executive Director of Serco plc, Thus plc and Deputy Chairman of Good Practice Ltd, the publishing company that she founded. She spent her early career in a variety of roles in the public sector and as an adviser to Government. She has worked extensively in housing and regeneration and is a specialist in public sector reform and leadership development.

## 2 James Tuckey Deputy Chairman

James Tuckey is an adviser to BP plc Pension Fund and Chairman of Fuller Peiser and World Golf Systems Ltd. He has spent 28 years at MEPC, most recently as Chief Executive from 1993 to 1999. A Fellow of the Royal Institution of Chartered Surveyors, Mr Tuckey is a Member of the President's Committee of the British Property Federation, having served as President during 1993 and is a former Member of the Property Advisory Group to the Department of the Environment (1993 to 1997). Mr Tuckey is a member of the Milton Keynes Partnership Committee.

## 3 David Higgins Chief Executive

David Higgins joined English Partnerships in March 2003 having previously been Group Chief Executive of the Lend Lease Group since 1995. He graduated from the University of Sydney with a degree in civil engineering, and subsequently qualified from the Securities Institute of Australia. He then spent time working in the United Kingdom, Africa and Europe. In 1985 he returned to Australia to join the Lend Lease Group. He became CEO of the Group's Property Construction and Development subsidiary in 1990. Mr Higgins is a member of the Milton Keynes Partnership Committee.

## 4 Dr John Belcher

Dr John Belcher grew up in London, Canada and has held a number of key positions charged with researching and improving social welfare in Canada. In 1978 he moved to the UK and held a succession of senior housing and social services posts in local government and the voluntary sector. John currently co-chairs the National Housing Federation Regulation Panel and is member of the NHS Modernisation Board, the Audit Commission – Housing and Communities Board. He is also a Non-Executive Director of Lewisham Hospital NHS Trust.

## 5 Aman Dalvi OBE

Aman Dalvi is Chief Executive of Gateway to London (GTL), an inward investment agency charged with the responsibility of attracting investment into the Thames Gateway. Prior to joining GTL, Aman Dalvi was Chief Executive of Ujima Housing Association, which he led for 10 years. Ujima won several architectural awards in this period. Aman Dalvi was also Assistant Director of Investment (London) at the Housing Corporation. He is currently chairman of Gallions Housing Association. Aman Dalvi spent 12 years in the manufacturing industry with two of the largest food production companies in the UK. He was awarded an OBE in the 2000 New Year Honours list for services to housing.

## 6 Margaret Fay OBE

Margaret Fay is a former Managing Director of Tyne Tees Television. In her 22 years with Tyne Tees Television she moved from production to management, taking on the role of Managing Director in 1997. Margaret is a Director of Darlington Building Society and Governor of Teesside University. She is also a Trustee of Tees Valley Community Foundation. She took over from Dr John Bridge as Chairman of One NorthEast on 13 December 2003. Margaret Fay was awarded an OBE in 2004 for services to broadcasting.

## 7 Dr Pauleen Lane CBE

Dr Pauleen Lane is a civil engineer by profession, graduating from Manchester University in 1985. After obtaining her PhD, she worked in transportation, bridge and highway design, and construction. She holds an academic post in engineering at the University of Manchester. She became an elected member of Trafford MBC in 1986, representing the Old Trafford area, and was made Deputy Mayor in 2004/2005. She is an Audit Commissioner, a Board Member of the Northwest Development Agency and a member of the Central Milton Keynes Board. Dr Lane was awarded a CBE in the 2005 New Year Honours list for services to local government.

## 8 Robert Napier

Robert Napier has been Chief Executive of WWF-UK, the UK arm of the World Wide Fund for Nature, since 1999. Before that he spent 16 years at Redland plc, where he was successively Financial Director, Managing Director and Chief Executive. Mr Napier is currently a Non-Executive Director of Anglian Water Services and Chair of the Sustainability Committee of AWG plc. He is a former Non-Executive Director of Rentokil Initial plc and United Biscuits plc. He was formerly Chairman of the CBI Transport Policy Committee and President of the National Council of Building Material Producers. His community activities include being a Governor of Sedbergh School and a Trustee of Baynards Zambia Trust.

## 9 Jon Rouse

Jon Rouse is Chief Executive of the Housing Corporation. He was previously Chief Executive of the Commission for Architecture and the Built Environment (CABE), Secretary to the Urban Task Force, and Policy and Communications Manager at English Partnerships. Before that, Jon spent five years at the Department for the Environment, working as Private Secretary to the Minister for Housing and Local Government, and with the London Borough of Ealing and the Energy Saving Trust. He has a first degree in Law, a Masters in Urban Policy and Business Administration specialising in corporate finance. Jon also serves on the Boards of Constructing Excellence and The Housing Finance Corporation.

## 10 Dr Anne Wright CBE

Dr Anne Wright is a consultant specialising in e-learning and higher education. She was Chief Executive of Ufi Ltd (the University for industry) from 1998 to 2001, and from 1990 to 1998 was the Vice-Chancellor and Chief Executive of the University of Sunderland (formerly Sunderland Polytechnic). While in the north east she was Chair of the National Glass Centre in Sunderland. Her former posts include Liverpool Polytechnic, the Council for National Academic Awards, Hatfield Polytechnic and Lancaster University. Dr Wright has been a Member of the Armed Forces Pay Review Body since 2002. She is a Companion of the Chartered Institute of Management. Dr Wright was awarded a CBE in 1997 for services to higher education and became a Commissioner of the National Lottery Commission in 2005.



# English Partnerships Board



All Directorships and commercial interests of Board Members are listed in a regularly updated Register of Members' Interests which is published on our website and is available for public inspection at all times. Details of tenures of Board Members are included in full in the Financial Statements.



# Chairman's Report

## Looking to the future

The closing chapter of the last Annual Report explained that English Partnerships needed to accelerate both the quantity and the quality of delivery to meet the demands of the *Sustainable Communities Plan*. It specified five areas where such acceleration would be necessary, each of which has been marked by major progress during 2004/2005.

These five areas were as follows:

- an increasingly strategic approach to the programme – this process is well underway with the new Hospital Sites Programme, the London-Wide Initiative and the focus on 49 strategic projects;
- increasing involvement of the private sector – this is a theme which runs throughout this year's Report, but a particularly innovative example is the creation of the East Midlands Property Investment Fund, which will use East Midlands Development Agency's land and English Partnerships' investment to attract major new institutional finance;
- a more flexible and mobile organisation – this approach has been epitomised by the creation of the Advisory Team for Large Applications (ATLAS) and by the speed with which English Partnerships has brought the RAF Staff College site at Bracknell to the market;

- addressing skills shortages – we have started to address this through our heavily over subscribed new Graduate Programme and through the interest generated by our research on the skills needed for regeneration; and
- an ever closer relationship with our partners – the year has been characterised by continuing collaboration with the Housing Corporation, close co-operation with local authorities and deeper involvement in the work of the Regional Housing Boards.

There is plenty of evidence in this Report that English Partnerships has maintained its reputation for innovation over the past year with initiatives designed to lead the market and stimulate radical change. This was symbolised by the way that our Summit House caught the imagination at the Delivering Sustainable Communities Summit at the beginning of 2005. We need to maintain this level of innovation if we are to continue to deliver in the face of the increasingly challenging economic climate.

Our success in accelerating the pace and scale of regeneration and housing growth has, however, created a new set of issues that we need to address to ensure that the quality of our developments keeps pace with the rapid increase in quantity that we have begun to establish. These issues relate to the spiralling demand for new skills, new infrastructure and new investment.

English Partnerships' success in promoting design codes, neighbourhood delivery and the involvement of local partnerships in the production of high quality mixed development has been achieved, notwithstanding a severe shortage of people with the appropriate skills needed to deliver regeneration 'in the round'. Research we commissioned from KPMG has shown just how rare such people are and identified the specific skills required for people working in the area of regeneration.



Phase 1, Upton, Northampton



1



2

1 Community facilities, Betteshanger Colliery, Kent

2 Tree planting initiative, Allerton Bywater Millennium Community, near Leeds

In order to address this skills shortage we are working with others to establish the new Academy for Sustainable Communities. We are encouraging secondments, particularly between our own staff and the private sector, and we plan to expand our graduate development programme. We continue to work closely with the Housing Corporation to make our joint skills available to a much wider range of partners.

The *Sustainable Communities Plan* requires massive investment in new infrastructure, and the provision for these growing communities needs to be reflected in the priorities of the Utilities and across Government. The current review of Section 106 provides an opportunity for English Partnerships to structure new approaches to the provision of infrastructure that will mobilise private sector willingness to pay for high quality transport links and services and will tap the land value such infrastructure creates.

We will continue to develop such models, with work already in-hand in Bedford and Milton Keynes.

English Partnerships led the way in the attraction of institutional finance to regeneration through English Cities Fund and Priority Sites Ltd. Our recent work with Investment Property Databank (IPD) and Morley Fund Management to create the new Regeneration Index has shown that regeneration is a very attractive investment opportunity. This Index will now be published on a regular basis and we will use it to develop more new products to attract institutional investment.

Over the coming year the winners of the £60,000 house (Design for Manufacture) Competition will show how much can be achieved through high-quality, cost-effective development. The competition, alongside our continuing work in the Millennium Communities and the high standards we apply to our whole programme, will make sure that today's best practice becomes the accepted minimum, regardless of whether the lead is taken by the public or the private sector.

In all of these areas, English Partnerships will judge our success in the year to come not only by the results of our own activity, but by the impact we have on communities as a whole, in raising standards and in delivering successful sustainable development.

My colleagues on the Board have made an enormous contribution during the past year and I would like to thank them all for their hard work and enthusiasm, with special thanks to Derek Mapp who completed his term of appointment with us. During the course of the year I was honoured to accept my re-appointment as Chairman for a further term of three years. I was also particularly delighted that James Tuckey was appointed as my Deputy Chairman. James brings a wealth of skills and experience to his new role and I look forward to working closely with him.

Finally I congratulate our Board Member Dr Pauleen Lane on being awarded a CBE and Regional Director Ralph Luck on being awarded an OBE, both in the Queen's New Year Honours.

**Margaret Ford**  
Chairman



# Chief Executive's Report

I am delighted to report on another successful year for English Partnerships. Our programme expenditure rose by 18 per cent to £483m and we met or exceeded all of our core outputs targets, with housing starts on site totalling 4,439 units (43 per cent over target) and brownfield land reclamation standing at 293 ha (13 per cent over target). These outputs are reported in detail in the Highlights section of this Report.

These impressive outputs have been achieved through the operational excellence of our core business. **Growth area** programmes have made a particularly significant contribution. Milton Keynes, for example, saw the start on site of 1,854 homes and housing completions were up by 50 per cent against 2003/2004. The new Milton Keynes Partnership Committee, established last June, is now overseeing a 30-year plan to change the town into a city, which this year attracted more than £200m in private sector investment.

In the Thames Gateway we lodged an outline planning application with our partners Bellway Homes, to develop the 150 ha Barking Riverside site, set to deliver some 10,800 new homes.

In Telford, work is progressing on four significant housing sites that will deliver 5,000 new homes and in Liverpool we are progressing two major urban regeneration projects at Kings Waterfront and at Lime Street Station.

Our continuing focus on **surplus public sector land** has resulted in major progress at the former RAF Staff College in Bracknell, the first significant parcel of land we acquired from Defence Estates. In February we selected George Wimpey as preferred developer to deliver new homes as part of a mixed-use urban extension to the town. Our strong working relationship with Defence Estates was formalised in November 2004 when we signed a joint framework agreement, aimed at collaborative working to maximise the potential of surplus Ministry of Defence (MoD) property and its contribution to the wider regeneration and development agenda. We are now advising Defence Estates on Project MoDEL a major disposals programme that will consolidate MoD activities, and could yield development potential for around 10,000 homes with the release of 90 ha of brownfield sites within the M25.

To ensure that new development opportunities are continually identified we have improved user accessibility of the Register of Surplus Public Sector Land, established in 2003. On 6 April 2005 we also took ownership of the first tranche of 67 former NHS hospital sites, which will make a significant contribution to affordable housing numbers. We expect to bring the first sites to the market this financial year.

This year has also seen us develop our **advisory capacity** further with the formation of our own National Consultancy Unit to provide specialist advice to our regional regeneration teams. As part of this Unit we have created, at the request of Ministers, the Advisory Team for Large Applications (ATLAS), to give advice and support to local authorities, helping to unlock the barriers holding up large planning applications. ATLAS is already working on pilot projects in London and the South East of England.



**Executive Management Team**

left to right from top row:

David Higgins, Trevor Beattie, Neil Bradbury, Dennis Hone

Duncan Innes, John Lewis, Ralph Luck, Eileen Scott

Paul Spooner, John Walker

Background

Liverpool Lime Street Station

With continuing pressure to improve housing supply we have concentrated on the delivery of more **affordable homes**. We have now secured the first tranche of brownfield sites for the pilot phase of the London-Wide Initiative which aims to deliver 4,500 mixed-tenure homes, up to 2,000 of which will be affordable for sale homes for key workers and first time buyers. The initiative combines high quality design, modern construction methods, cost efficiencies and speed of delivery. It will make a major contribution to the national First Time Buyers' Initiative, on which we are working closely with the Government.

Another major focus has been the importance of **raising standards** of design and sustainability while increasing housing supply. To stimulate and challenge the house building industry to create high-quality homes while reducing construction costs to around £60,000, we launched the Design for Manufacture Competition. We look forward to reporting more about this in the next Annual Report but can say that so far we have received an excellent response to the first stage of the competition.

**Training and developing** our own staff has also been a high priority this year. This has resulted in a variety of skills and training courses, including an executive leadership programme, as well as the development of our first Graduate Programme and a specialist regeneration training programme. We have made good progress in implementing the Gershon and Lyons recommendations for efficiency in the way the public sector operates and have undertaken a review of our approach to maximising diversity in our business. Our approach reflects the communities in which we work and we have made significant progress in line with our action plan. We have also improved our staffing profile in terms of diversity over the year.

None of our substantial achievements would have been possible without the talents and commitment of the entire staff, led by the Executive Management Team and supported by our Board and the ODPM. The success of the year reflects directly on them.

**David Higgins**  
Chief Executive



# Developing our own portfolio of strategic projects



English Partnerships' Corporate Plan has highlighted a portfolio of 49 major strategic projects in 36 locations. We are progressing these with partners to deliver the Government's objectives, set out in the *Sustainable Communities Plan*, in areas of need across the English regions. Not all of the projects are yet underway but they are the main focus for the work of our regional teams and their collective impact will be huge. The projects are included on the map on page six. We will keep this list under review and will report changes in future Annual Reports, as well as giving more details of the process behind their selection and evaluation in the *Corporate Plan Summary* that we publish every year.

Significant developments for 2004/2005 include:

At **Greenwich Peninsula** all legal, planning and commercial agreements are now in place for the future of the Dome and the surrounding development areas. Work has started in the Dome and the development of Meridian Delta's plans will commence in 2006. Greenwich Council has approved plans for the new public square, which will act as the gateway to the new entertainment destination at the Dome on which work will commence in the autumn. The Beckham Football Academy is under construction and due to open in the summer of 2005.

Elsewhere in the Thames Gateway, an outline planning application for **Barking Riverside** (a joint venture with Bellway Homes) was submitted in December 2004 following consultations with the local community. Work on the first of 10,800 new homes is expected to start on site in 2006. Three schools, health centres, local shops, strategic transport links, parkland and much improved access to the Thames river frontage are planned as part of the development.

Set for completion in time for the Capital of Culture celebrations in 2008, the £390m **Kings Waterfront** development in Liverpool will play a pivotal role in bringing about social, economic and environmental regeneration in the city and the surrounding region. Bovis Lend Lease has been appointed as the main contractor for a state-of-the-art arena, conference and exhibition facilities, a new piazza and car park, and work will start on site in summer 2005.

Another waterfront development will result in the transformation of **Millbay Docks** in western Plymouth into a mixed-use development that will reconnect the area to the city centre. English Partnerships is working with its partners the South West of England Regional Development Agency, English Cities Fund and the local authority and two planning applications for high-quality homes and business units on two sites on Millbay Road have now been approved. The first phase of 261 homes will include 25 per cent affordable homes.

In **Ashford**, Kent, English Partnerships has acquired three sites to assist Ashford Borough Council with its regeneration and expansion plans. Affinity and Moat Housing Groups were selected as the preferred



Millbay, Plymouth

- 1 Phase 1, Upton, Northampton
- 2 Phase 2, Greenwich Millennium Village, Greenwich Peninsula
- 3 Community consultation, Milton Keynes

developer for the East and West Street sites which will help to deliver 64 affordable and shared ownership homes at a prominent town centre location. An outline planning application has been submitted for the 1.6 ha Victoria Road site.

Plans for a major landmark development in **Milton Keynes** designed by Quartet Architects/Q2 and submitted by Frontier Estates received planning approval in February 2005 and work has now started on site. The £200m development, known as Central Business Exchange III (CBX 3), will include a 14-storey office block – a first for Milton Keynes, two hotels, 84 serviced apartments and leisure, retail and conference facilities.

Development has started on site at Oxley Park in Milton Keynes where, jointly with Westbury Homes, English Partnerships is delivering 1,305 homes, the site for a primary school and a range of local facilities. Also in Milton Keynes a project to invest up to £10m in the Wolverton Regeneration project is advancing, with site works starting in summer 2005. The restoration of the 150m long, Grade 2\* listed, redundant royal train shed forms the centrepiece of the proposals.

English Partnerships is helping to create a 'sustainable urban extension' at **Upton**, to the south west of Northampton, providing in the region of 1,200 new homes. 210 homes are already under construction and work on around 300 further homes will start in the summer. The finished development will include, along with commercial and retail premises, schools and a 43 ha country park. One of the sites at Upton is included within the Design for Manufacture Competition.

Alsop Architects' masterplan for **Middlehaven** has been approved for a mixed-use development including leisure facilities and a new site for Middlesbrough College. At a final cost of over £10m, a new interchange on the A66 has been started to improve access from the dual carriageway to the site. Developer Terrace Hill has also started the construction of an office block of some 2,787 sq m with completion due in 2005. The scheme will ultimately comprise 14,864 sq m of office space.

The Inspector's report of the Unitary Development Plan for the **Omega** development recommended the formal allocation of the whole 226 ha site as employment land and acknowledged Omega as a brownfield site, consolidating the importance of the development within the region.

"English Partnerships has been hugely supportive in working with Liverpool Vision to bring forward our major project at Kings Waterfront. The Agency's regional team has worked alongside us on a daily basis and we have had crucial active support at senior management and Board level."

**Jim Gill**  
Chief Executive  
Liverpool Vision

"Through Priority Sites, English Partnerships has demonstrated itself as an active and supportive Joint Venture Partner, willing to embrace the structuring of innovative tailor-made solutions to ensure maximising its goals and those of its private sector partners."

**Barbara Turnbull**  
Senior Director –  
Property Ventures  
The Royal Bank of Scotland



# Acting as the Government's specialist advisor on brownfield land

The *Sustainable Communities Plan* confirmed and extended English Partnerships' role as expert advisor to the Government on brownfield land in support of the other roles described in this Report.

As part of its **National Brownfield Strategy**, English Partnerships launched a pilot scheme in February 2005 aimed at addressing the future use of long-term derelict land in 14 local authority areas. The pilot areas were identified as Bradford, Easington, Barrow-in-Furness, Manchester, Sheffield, Mansfield, Dudley, Milton Keynes, Ipswich, Tower Hamlets, Barking & Dagenham, Bristol, Portsmouth and Kerrier (in Cornwall). They provide a mix of urban and rural sites to test different models of private investment and community involvement. The objective of the pilot is to open up these sites for commercial or recreational use. Findings will be fed into the National Brownfield Strategy, which will be published in spring 2006.

The **National Land Use Database** (NLUD), operated in conjunction with the ODP, has proved to be a key tool in identifying and classifying brownfield land. This year returns detailing more than 64,000 ha of previously developed land were received from 94 per cent of local authorities, making

it the most comprehensive survey ever of brownfield land in England. This has had a significant impact on the accuracy and effectiveness of the NLUD data and its position to inform English Partnerships' projects, including the National Brownfield Strategy.

English Partnerships' single biggest contribution to the regeneration of brownfield land remains the **National Coalfields Programme**, which has been extended by an extra five years to enable the full economic and social benefits of the initial sites to be realised and to deliver 15 additional sites. Cambois in Blyth, Northumberland, was added to the Programme in November 2004, bringing the total number of sites up to 101. Work has now started, or is almost complete, on 61 of these sites with a further eight approved and waiting for start on site. Seventy per cent of the Programme's targets for both jobs and floor space will be achieved by the sites already underway.

The Programme continues to deliver significant benefits for the coalfield communities. Since its inception in 1996 we can report:

- 1,620 ha of land brought back into productive use (of which 1,495 ha is reclaimed brownfield land);
- 798 ha of new public open space;

- 510,000 sq m of floor space (including 72,000 sq m of floor space constructed by Priority Sites and networkspace);
- 13,800 new jobs (equating to 4.55 new jobs for every day of the Programme); and
- 1,000 new homes.

Sites which exemplify the achievements over the past year include:

**Dinnington Colliery**, Rotherham, Yorkshire, where all major reclamation and infrastructure works on site are now complete. The main contractor Birse Civils has been awarded the Green Apple Award for Environmental Best Practice and newspaper publisher, Johnston Press, announced an investment of £62m to create a state-of-the-art printing centre.

Funding of £18.7m has been approved at the **Betteshanger** site in Kent. Work is underway for a regional country park to include a cycling centre, hard standing for caravans and a pavilion and visitor centre.

Reclamation and servicing works are now complete at **Dawdon**, Seaham with a £2.8m investment by English Partnerships. Almost 14,000 sq m of commercial floor space has been constructed which has the potential to accommodate over 400 new jobs.



Reclamation and infrastructure works, Dinnington Colliery, Rotherham, Yorkshire

1 Community Park Official Opening, Betteshanger Colliery, Kent

2 Paul Syms and Jill Trendler, National Brownfield Strategy Team

Reclamation and landscaping works at **Brodsworth**, Yorkshire were completed in February 2004, where English Partnerships has invested £10m. Planning for the employment area has been approved. 350 housing units and 4,000 sq m of commercial floor space will be constructed. Public open space has been transferred to the **Land Restoration Trust** to ensure the long term maintenance of the site.

**networkspace**, English Partnerships' joint venture with Langtree Group plc established to develop high quality workspace for new and expanding communities in the former coalfield areas, has now completed the construction of 16 workspace units at Allerton Bywater Millennium Community. These units are the first networkspace development designed to meet the BREEAM "Excellent" standard.

English Partnerships' support for brownfield regeneration is of course not limited to the National Coalfields Programme. In **Northampton** we are taking forward a brownfield initiative with the local authority and the West Northamptonshire Urban Development Corporation to remediate around 97 ha of brownfield land and invest some £37m, which includes a £17.1m allocation from the *Sustainable Communities Plan* Round 1 – the biggest single allocation.

In early 2005 **Priority Sites Ltd**, English Partnerships' commercial development joint venture with The Royal Bank of Scotland announced its intention to construct an office building at Island Wharf, part of Humber Quays, supported by **Hull Citybuild**. This speculative development will form a major part of the URCs plan to reunite the city centre with the waterfront.

English Partnerships manages the **Land Stabilisation Programme** on behalf of the ODPM to provide local authorities with the resources necessary to undertake their statutory duties in tackling large and dangerous abandoned non-coal mine workings. The Programme continues to provide significant funding for major regeneration works, and highlights this year include the £33m start on site for an infilling process to stabilise **Northwich Mines** and the announcement by Ministers in February of £155m to fund the stabilisation of **Combe Down Stone Mines** near Bath.

"The English Partnerships National Coalfields Programme has played a vital role in regenerating our communities, bringing back jobs and opportunities for the people who live here. This year, for example, 1,100 jobs will be created at Shirebrook in a small mining town in North Derbyshire, creating a new and better future for that area."

**Councillor Bill Flanagan OBE**  
Chair  
Coalfield Communities Campaign



# Ensuring that surplus public sector land is used to support wider Government objectives

English Partnerships' role in bringing forward surplus land from public sector partners to support Government regeneration objectives was highlighted in the *Sustainable Communities Plan* and *Homes for All*, the ODPM five-year plan. Over the past year, we have made significant progress in identifying these land portfolios, and in working with partners, to identify how land can be used more productively.

In terms of identifying and locating surplus land appropriate for this programme, the past 12 months has focused on designing, developing and testing an electronic web-based version of the **Register of Surplus Public Sector Land** which now provides an interactive service to around 180 government bodies. The Register, which is administered by English Partnerships, was introduced by the ODPM and HM Treasury to improve information about surplus assets allowing them to be used more effectively within the public sector.

By the end of the financial year, the Register held information on more than 700 parcels of land, covering around 3,600 ha. This site information originated from 33 government bodies including the MoD, British Railways Board, the Coal Authority and the Highways Agency. Developed in partnership with the Office of Government Commerce, the new web-based service allows direct access to data and email alerts on new sites and a sophisticated search facility for participating bodies.

We are also developing active partnerships with other public sector bodies to ensure that we can jointly identify land for development and regeneration. In November 2004, we further formalised our relationship with Defence Estates by signing a joint working agreement. This agreement sets out the operational mechanisms for joint working and outlines how the agencies will work together to maximise the potential of surplus **MoD** property. English Partnerships is now working closely with Defence Estates to analyse surplus MoD assets and assist in disposal strategies. English Partnerships' input could range from site purchase through to collaborating on design and masterplanning in advance of the sites being put on the open market for sale.

A further important milestone in this programme occurred just after the year end on 6 April 2005 when the Government announced the transfer to English Partnerships of the first tranche of 67 surplus NHS sites following an agreement between the Department of Health and the ODPM. A substantial number of the sites, totalling around 1,600 ha, will be used to respond to housing needs, especially those of first time buyers. Although more detailed analysis has yet to be carried out, it is estimated that the **Hospital Sites Programme** could provide up to 15,000 new homes nationally, with at least 5,000 being affordable. As well as housing, the portfolio is also expected to deliver additional community benefits ranging from employment opportunities through to open space.



Former RAF Staff College, Bracknell



1 Community workshops, St Joseph's Church, Bracknell  
(copyright Express Photo Services)

2 Hospital Sites Programme, Park Prewett, Basingstoke

The planned redevelopment of the former **RAF Staff College** site in **Bracknell, Berkshire**, that we acquired from Defence Estates in February 2004, is an example of English Partnerships putting the principles of the surplus public sector land programme into practice. A community consultation programme is underway to engage local people in plans for the 44 ha site. In February 2005 English Partnerships announced the appointment of George Wimpey as preferred developer following a two-stage competition based on sustainability, urban design, public realm, community engagement and deliverability.

The site's existing planning consent allows for 20 per cent affordable housing but English Partnerships is seeking to achieve 38 per cent affordable housing of which 15 per cent will be set aside for key workers, and to support the First Time Buyers' Initiative.

"I have been delighted to see our relationship with English Partnerships mature over the last year, with the signing of a framework agreement between us. Not only does this arrangement enable us to secure value for money for those disposals where we agree to do business together, but it also demonstrates an excellent example of a joined-up approach in pursuit of the government's Sustainable Communities agenda."

**Vice-Admiral Peter A Dunt CB**  
CEO  
Defence Estates



# Helping to create communities where people can afford to live and want to live

Creating communities where people can afford to live and want to live is at the very core of all of our work. Physical regeneration and development, design codes, innovation in construction, funding mechanisms and new ways of partnership working are just some of the ways in which English Partnerships strives to create better places.

Nowhere is this more evident than in Milton Keynes. The **Milton Keynes Partnership Committee** came into operation in June 2004 to bring forward growth and development in the new 'city'. It brings together Milton Keynes Council, English Partnerships and Local Strategic Partnership representatives from the health, community and business sectors as well as independent representatives. Under the Chairmanship of Sir Bob Reid, the Committee will also determine major planning applications for up to 15,000 homes in the newly designated Urban Development Area (UDA).

The Committee has recently produced a prospectus which sets out the long term infrastructure needs that will fast track the development of new schools, hospitals and roads needed to support growth and to be funded via proposals for a Section 106 related arrangement. The Partnership has progressed delivery in 2004/2005 of 1,854 housing starts on site, 1,208 housing completions, construction of 43,510 sq m of employment floorspace and helped deliver in £218m of private sector investment.

Milton Keynes is also a focus for the work of **The Housing Partnership (THP)** – a joint initiative between the Housing Corporation and ourselves – that is delivering affordable and key worker homes in a range of former new towns through its Challenge Fund 2 competition. Our development partner in Milton Keynes, Bedfordshire Pilgrims Housing Association, has recently completed the first competition homes in the city. At Broughton, in Milton Keynes, a further THP initiative will see 234 new homes delivered by a consortium led by Guinness Trust, that will include key worker and affordable homes.

Bringing forward a supply line of new homes, especially in London where it is increasingly difficult for key workers and first time buyers to become homeowners, has been a priority for us this year. Heads of terms were agreed with three development and management partners in February 2005 for the first phase of our **London-Wide Initiative (LWI)**, a new development and investment vehicle that is expected to create a step change in the supply of affordable homes in the capital.

Over the next five years, the first phase will deliver up to 4,500 mixed-tenure homes of which up to 2,000 will be affordable homes for sale, to assist first time buyers and key workers. The initiative also received a further boost in February with a commitment from the Mayor of London to bring forward additional sites through the London Development Agency (LDA) and Transport for London.



SCORE Project, Leyton, East London

1 Park Hill, Sheffield

2 Community consultation, Silverdale Colliery, Staffordshire

While we continue to wrestle with the problems in the greater south-east associated with high demand and low supply, we have not overlooked communities affected by the impact of low demand. **Meden Valley Making Places**, the special purpose vehicle established by English Partnerships, the East Midlands Development Agency and Mansfield and Bolsover District Councils, has been set up to address the problems associated with low demand housing in up to 11 former mining settlements and has achieved significant results this year.

The £50m project aims to acquire around 950 properties in order to redevelop and refurbish existing housing stock. Eight settlements have now been masterplanned, four developers have been short-listed and over 200 houses purchased. The involvement of local residents in the process ensures the developers consider the needs of the local community as an integral part of their proposals.

An example of the kind of progress made in the nine **Market Renewal Pathfinder** areas which were set up to tackle low demand and housing abandonment in the north and the midlands, is the Park Hill redevelopment project

in Sheffield. English Partnerships and Sheffield City Council have selected Urban Splash and Manchester Methodist Housing Group as development partners for this Grade 2 listed building in the South Yorkshire Pathfinder area. The new design will reflect the heritage status of the building whilst providing it with a sustainable future. The intention is to create a mixed-use development which will include 300 refurbished units for affordable rented housing, 300 refurbished units for sale and 300 units refurbished for new commercial space.

Physical regeneration is just one ingredient of creating great places; open space, quality surroundings and community facilities are of equal importance. In the last year we have also transferred a 386 ha site at Teesside to a local trust to be managed by the RSPB as an important local nature reserve and ownership of a restored walled Victorian garden has been transferred to Thelwall Parish Council in Warrington for community use. In Leyton, East London we have project managed the SCORE Project, a new state-of-the-art community sport and health facility due for completion this summer.

"It has been an excellent year for Sheffield and it is not too much of an exaggeration to say that our progress would not have been possible without the input of English Partnerships. English Partnerships brings a national perspective and a broader vision. The policy of identifying a relatively small number of priorities and then putting intensive effort into their delivery has repaid dividends. English Partnerships' approach of being a collaborative and critical friend has been most welcome."

**Sir Bob Kerslake**  
Chief Executive  
Sheffield City Council



# Supporting the Urban Renaissance



Central to English Partnerships' regeneration and development programme is our support for the renaissance of our towns and cities. Our aim is to create better places for people to live and work by improving the physical environment through excellent design and by delivering buildings that meet the needs and aspirations of the communities we serve.

Bringing about change relies on forging strong working partnerships capable of creating a vision and with the capacity to deliver ambitious plans. Successful local partnerships are at the heart of reshaping our urban areas, and their impact is demonstrated through the URCs, Millennium Communities and town centre regeneration programmes.

Independent partnerships, the **Urban Regeneration Companies** are established by local authorities and Regional Development Agencies to bring about sustainable physical, economic and social transformations in declining towns and cities. This year the ODPM approved five new URCs, bringing the total number to 21 in England. English Partnerships is a member and funder of most of the URCs.

On behalf of the ODPM we have been a key driver in the creation of the URCs, adding value in a wide range of ways from providing early funding support, through to expertise in site assembly, masterplanning and in promoting best practice. This year our funding contribution to the URCs programme was £29.4m.

In Cornwall our support helped to progress plans by **CPR Regeneration** to create a western gateway to the town through the purchase of two sites that will be redeveloped to provide new homes and offices.

As a funding partner of **Gloucester Heritage Urban Regeneration Company**, our £16.5m investment will enable the construction of the second biggest education scheme in the country and major infrastructure works including new roads and a bridge across the Gloucester and Sharpness Canal.

With the help of funding provided by English Partnerships, **Bradford Centre Regeneration**, the City Council, Aldersgate Estates and the Prince's Phoenix Trust are together progressing the conversion of a former derelict city centre site into 68 apartments with 808 sq m of commercial space.

Working with Nottingham Regeneration Ltd, English Partnerships has invested £4m in the acquisition of key sites in the **Nottingham Waterside** initiative. Through a joint venture with ISIS, British Waterways' Investment Partner, English Partnerships is seeking to act as the catalyst for the initiative by developing a 10 ha mixed-use scheme, with over 1,300 homes, on the banks of the River Trent.

A masterplan was launched by Lord Rooker which seeks to revitalise the City Centre of Derby. The masterplan was developed by **Derby Cityscape**, the URC for Derby, which has been formed with assistance from English Partnerships.

In Stockton, more than £120m of investment is expected to be levered into the local area through work being led by our partners **Tees Valley Regeneration**, One NorthEast, Stockton Borough Council and the University of Durham. Work has begun on the first phases of the North Shore scheme, a major 21 ha mixed-use development to transform a derelict brownfield site on the north side of the River Tees.

The face of Liverpool will see dramatic changes with two major world-class programmes being delivered by local partnerships. We are working with **Liverpool Vision** to bring



Community facilities under construction, Hastings Millennium Community, East Sussex

- 1 Community consultation, New Islington Millennium Community, East Manchester
- 2 Schools' project, CPR Regeneration, Cornwall

forward ambitious plans for both Kings Waterfront, a £390m regeneration scheme, and for Lime Street Station where plans have been submitted for an impressive new gateway to the city centre.

Engaging local communities in plans for their neighbourhood is becoming central to the transformation of our urban areas and the **Millennium Communities** programme has been at the forefront of local consultation to bring about change in our established towns and cities.

For example at the **New Islington Millennium Community** in East Manchester, the construction of the first phases of social housing began in November 2004, following wide-ranging consultation with residents. Work has also begun on new homes at the **Allerton Bywater Millennium Community**, near Leeds, where the local community has had a significant impact on future plans.

The Millennium Communities have also led the way in setting new standards of design and architecture that is so essential in fulfilling the vision of the urban renaissance. In April 2004 the **Greenwich Millennium Village** was selected as the winner of one of the prestigious Civic Trust Awards that recognise outstanding architecture and environmental design.

Millennium Communities in **East Ketley** (Telford) and **Hastings** are both set to make significant contributions to town renewal programmes. In October 2004 a funding package of £15m was secured for development in Hastings. Outline planning approval for the entire East Ketley site, together with detailed consent for remediation and infrastructure, is due this July to enable works to commence this autumn.

As well as housing delivery, we have focused on partnership working to transform town centres, particularly in the wider south east. Significant progress has been made this year in **Hatfield**, where terms have been agreed with St Modwen to develop an £80m scheme in conjunction with English Partnerships and Welwyn Hatfield Council. In **Stevenage**, ING Real Estate Development UK and Stanhope PLC were selected by English Partnerships and the local authority to deliver a new 46,450 sq m scheme that is expected to generate investment in excess of £200m for the town.

"English Partnerships has been a vital partner to the RDAs in former coalfields, town centres and Urban Regeneration Company areas right across the UK. Only through our close collaboration can national programmes be properly integrated with other local regeneration initiatives and the Regional Economic Strategies to deliver our shared goal of economic development in sustainable communities."

**Alan Clarke**  
Chief Executive  
One NorthEast

"The Gloucester Heritage URC is delighted with the support it has received from English Partnerships in its first year of operation and we have all been truly impressed by the speed at which English Partnerships has worked."

**Greg Smith**  
Chairman  
Gloucester Heritage



# Building capacity: research, best practice and skills



English Partnerships' research programme provides closely focused support to the business of the Agency and to the wider regeneration and development sector. During 2005 we have brought our research programme together with that of the Housing Corporation to increase its impact. This has widened our expertise in housing and strengthened our links with Regional Housing Boards and individual housing associations.

Examples of research completed during 2004/2005 included our **Skills in Regeneration** project which was undertaken alongside the Egan Review of Skills and focused specifically on the generic and specific skills necessary to deliver English Partnerships' core business and how the Agency can access, support and develop these skills. Its conclusions focused on the combination of generic and specialist skills required for leadership in regeneration.

A further example of research launched during the year is the **Urban Regeneration Index** commissioned by English Partnerships and Morley Fund Management and undertaken by

IPD. This index showed that long term returns from commercial properties in urban regeneration areas have performed broadly in line with the wider UK market since 1995 and over the short term most property types in these areas have out-performed UK property. This has resulted in the creation of a new annual index which will be used to track the performance of property in regeneration areas benefiting from public and private investment.

In addition to our joint working with the Housing Corporation, we are also joining our research efforts over 2004/2005 with the programmes of the Civic Trust and the British Urban Regeneration Association (BURA).

Our own research into skills, together with the conclusions of the Egan Review and the increased emphasis on the need to build capacity in the sector, has led us to enhance our own skills base as well as working with our partners to focus on their needs. We have developed a new **Graduate Programme** to start in September 2005 and we look forward to welcoming the first 12 graduates.

We have also set up the **National Consultancy Unit**, which provides specialist advice and support to our own regional teams where there is a project or programme of particular complexity which would benefit from additional expertise. Part of the Unit is the newly formed **Advisory Team for Large Applications (ATLAS)** which offers direct support to individual local planning authorities to deliver key Government objectives such as large-scale housing developments or regeneration projects.

In conjunction with the ODPM and other agencies, our National Coalfields team is helping to prepare a sustainable energy delivery plan and best practice guide. The objective is to create mechanisms to minimise energy consumption on sites and, as a result, reduce CO<sup>2</sup> emissions together with the creation of energy through renewable sources. The plan will analyse ways of realising the potential of renewable energy on sites ranging from the use of biomass through to wind and solar energy.



English Partnerships' Summit House, Delivering Sustainable Communities Summit 2005, Manchester

- 1 English Partnerships' URC Symposium 2005, Walsall
- 2 Margaret Ford with representatives from the Hothouse, winners of the English Partnerships Award for Partnership, BURA Best Practice Awards 2004, Tate Modern, London (copyright Paul Mellor Photography)
- 3 David Higgins and Parmjit Dhanda MP, English Partnerships' Annual Open Meeting 2004, British Library, London

Our work in developing the practical application of Modern Methods of Construction (MMC) was featured at the **Delivering Sustainable Communities Summit** in Manchester in January 2005. Our exhibition stand was a three-storey family home which demonstrated how to bring together innovative design and MMC to maximise cost effectiveness without compromising quality or desirability. The Summit House has been seen as a possible blue print for new affordable and mid-market homes. Later this year it will be incorporated into a development of around 25 homes in Allerton Bywater Millennium Community near Leeds.

On 1 April 2005 English Partnerships launched on behalf of Ministers the **Design for Manufacture** Competition which will pilot the construction of sustainable, well-designed, good quality homes for around £60,000. We are inviting consortia to bid for the right to construct new developments on a number of English Partnerships sites. In this programme we are challenging developers to reduce cost without sacrificing quality and we look forward to reporting on the results in next year's Annual Report.

Working with partners Design for Homes and the Civic Trust we identified an opportunity to share experiences with local elected members. During this year we have undertaken a series of 10 pilot **Action Learning Tours**, whereby local Council Members are invited to visit some of the best examples of higher density housing developments. The aim is to try and dispel the bad press that has accompanied policy statements on density issues. Evaluation of the study tours has shown the change in attitudes that can be achieved over a small scale programme of visits and presentations.

We always seek to undertake research and best practice work collaboratively so that the results and practical outcomes can have the maximum benefit and impact on the challenges facing our business as well as that of our partners. We have made great progress in this in 2004/2005 and it will continue to be an area of focus for us in the coming year.

"English Partnerships occupies a unique place – halfway between public and private sector. It translates Government policies into language and actions which the development and regeneration community can understand; it also manages to use its knowledge of how the property industry works to inject that very necessary degree of commercial realism into Government thinking."

**Liz Peace**  
Chief Executive  
British Property Federation



# Business performance & monitoring



English Partnerships' output performance measures reflect the aims that were set out in the ODPM's *Sustainable Communities Plan, Homes for All*\* and the Government's Public Service Agreement (PSA) targets. These cover:

- brownfield land reclaimed;
- housing units – starts on site;
- housing units – completed;
- employment floorspace created; and
- private sector investment attracted.

The outputs reflect what was achieved in the course of the year from all projects which were underway. A review of output performance measures will be concluded in July 2005 to ensure continued alignment to the PSA targets and to introduce new measures where appropriate, for example to capture English Partnerships' contribution to the First Time Buyers' Initiative.

Many of English Partnerships' projects are undertaken in close collaboration with other partners. In these cases, we agree with them how the outputs should be attributed to the parties concerned. The figures in the table opposite report those that reflect English Partnerships' activity.

In accordance with the longstanding arrangements between English Partnerships and the Regional Development Agencies (RDAs), we include the outputs relating to the National Coalfields Programme, although they are shared with the RDAs. In 2004/2005, these amounted to: 188 ha of land reclaimed, 195 housing units started, 437 housing units completed, 58,405 sq m of employment floorspace created, and £54m of private sector investment attracted.

In addition, as a result of our collaboration with the Housing Corporation through The Housing Partnership, 717 affordable housing units were started and 32 were completed.

During the year, we have continued to enhance our project management and appraisal systems. The new Project Guidance system, which was mentioned in our last Annual Report, went live in May 2004. This brings good project management policy and practice, procedures and guidance together into a single integrated framework, covering the whole lifetime of a project from its inception to completion. Our system, which is based on Treasury Guidelines and other Government procurement documents, is a cohesive and rational approach in a simple format that enables our staff and other partners to work to a common standard of excellence. It is supported by a comprehensive training package.

English Partnerships' new corporate portal and underpinning data warehouse is providing improved access to management information on the status and progress of English Partnerships' portfolio of programmes and further work is being undertaken to further leverage the Agency's management information.



networkspace units, Allerton Bywater Millennium Community, near Leeds

1 Infrastructure works, South Lynn Millennium Community, King's Lynn

2 English Partnerships' URC Symposium 2005, Walsall

3 Lovell (The Way) Development, Beswick, East Manchester

## Estimated outputs from all approved projects<sup>1</sup>

	2003/2004		2004/2005	
	Target <sup>2</sup>	Outturn	Target <sup>2</sup>	Outturn
Brownfield land reclaimed <sup>3</sup> (ha)	200	378	260	293
Houses units facilitated (starts on site) of which	2,500	3,085	3,100	4,439
for key workers		1,066	160	444
other affordable			1,220	1,431
Houses units facilitated (completions) of which	1,800	1,903	2,500	2,518
for key workers		312	230	200
other affordable	300		470	354
Employment floorspace created ('000 sq m)	280	232	150	185
Private sector investment (£m)	330	384 <sup>4</sup>	400	480 <sup>5</sup>

1 Figures are treated as estimates prior to confirmation by post completion monitoring reports.

2 Targets were set internally and approved by the ODPM.

3 Figures for 2003/2004 include brownfield land serviced.

4 Some 17 per cent of the private sector investment is based on a formula to assess the end value to the developer in 2003/2004.

5 Some 13 per cent of the private sector investment is based on a formula to assess the end value to the developer in 2004/2005.

In the light of experience, we shall continue to review the system to ensure its maximum effectiveness.

As already mentioned in this Report, English Partnerships achieved all its core targets. It is worth noting, however, that whilst the target for the total number of housing completions was exceeded, the number of completed key workers and other affordable units was slightly below the target. This reflects the shape of the English Partnerships' programme when the projects concerned were begun two to three years ago, when affordable housing was not as significant an element of the programme as it is now. Our greater focus nowadays to ensure that high quality housing is provided for key workers and the less well-off, is shown in the degree to which we exceeded the comparable target for homes started.

*\*Homes for All*, the ODPM's five year plan, launched in January 2005, includes a wide range of measures to extend opportunities for home ownership.

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Front cover  
**Development work in Liverpool**  
(copyright Paul McMullin, [www.paulmcmullin.com](http://www.paulmcmullin.com))

**SCORE Project, Leyton, East London**

Back Cover  
**Community facilities under construction,**  
**Hastings Millennium Community, East Sussex**

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