



Leadership

# The development challenge

Pamwin user group event  
Leeds, 11<sup>th</sup> June 2024

Disruptive  
Innovators  
Network





Leadership

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Our focus is on developing the skills required for effectively leading change and innovation; addressing strategic decision-making, change management, and visionary leadership in the social housing context.





# Omnishambles

“those debacles and disasters  
caused by a deadly brew of illusion,  
self-delusion, impatience and incompetence

that afflicts too many decision-makers,

especially those in powerful, confident  
and prestigious groups”

# VUCA



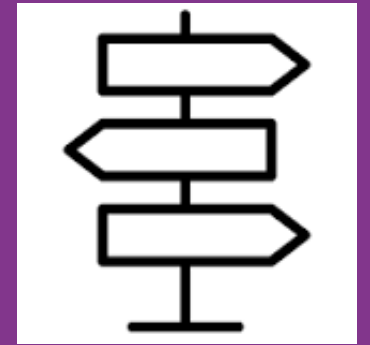
Volatility



Uncertainty



Complexity



Ambiguity

<b><u>V</u>olatility</b>	The environment demands you react quickly to unpredictable changes outside your control	Speed up
<b><u>U</u>ncertainty</b>		
<b><u>C</u>omplexity</b>		
<b><u>A</u>mbiguity</b>		



<b><u>V</u>olatility</b>	The environment demands you react quickly to unpredictable changes outside your control	Speed up
<b><u>U</u>ncertainty</b>	The environment requires you to take decisions without the level of certainty you would like	No regrets moves / weak signals
<b><u>C</u>omplexity</b>		
<b><u>A</u>mbiguity</b>		

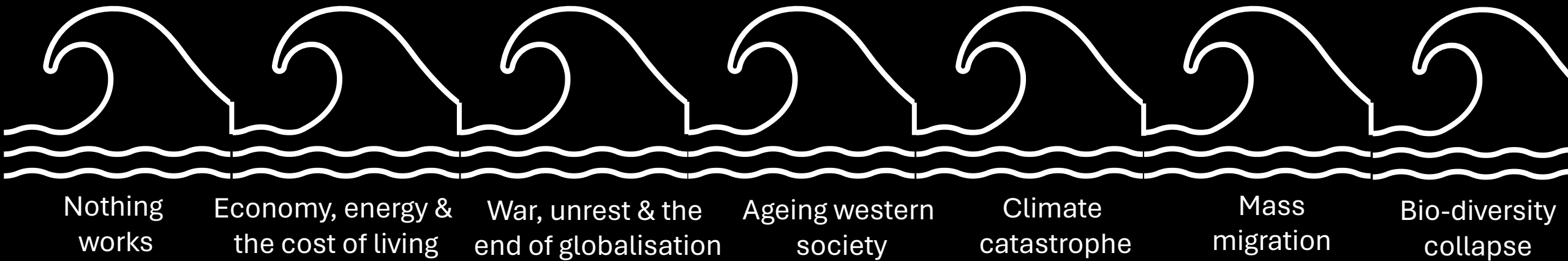
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<b><u>C</u>omplexity</b>	The environment is complex with many interdependencies which you may not understand	Risk management
<b><u>A</u>mbiguity</b>	The environment becomes unfamiliar and outside your expertise	Get new skills



We are past peak covid,

but waves of further misfortune are lining up



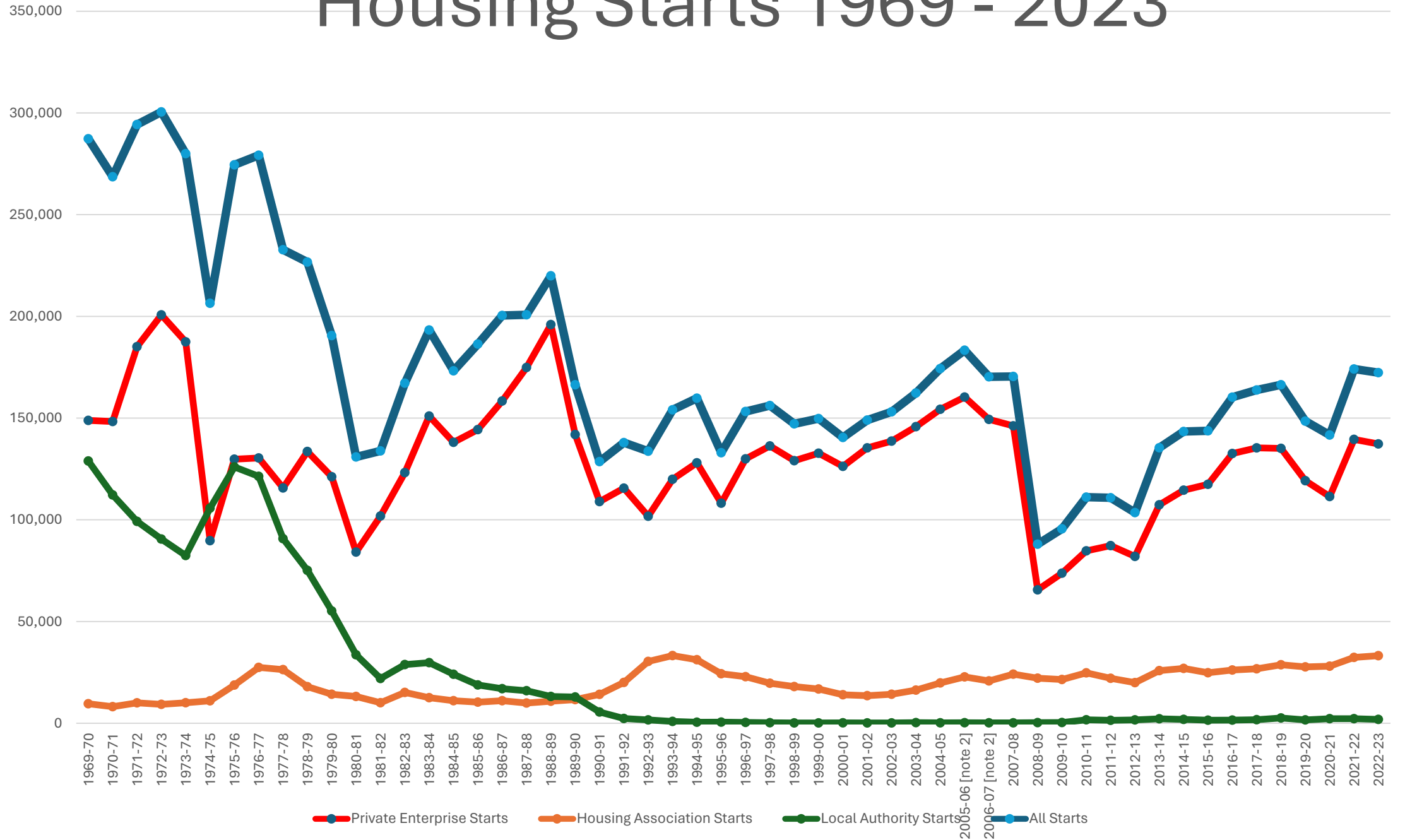
There is no government riding to the rescue

# House building – current challenges

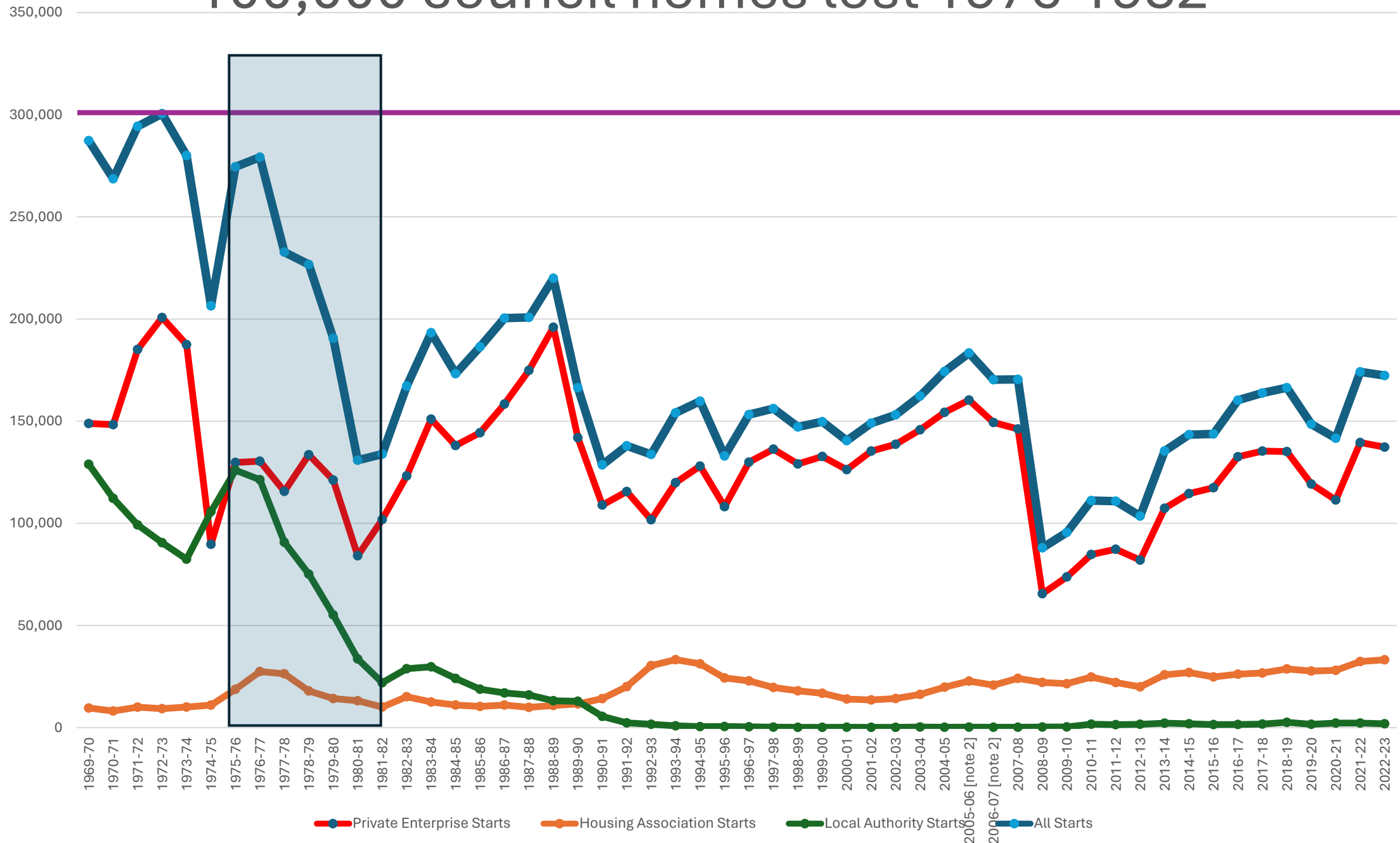
- Not enough
- Not affordable
- Not quality



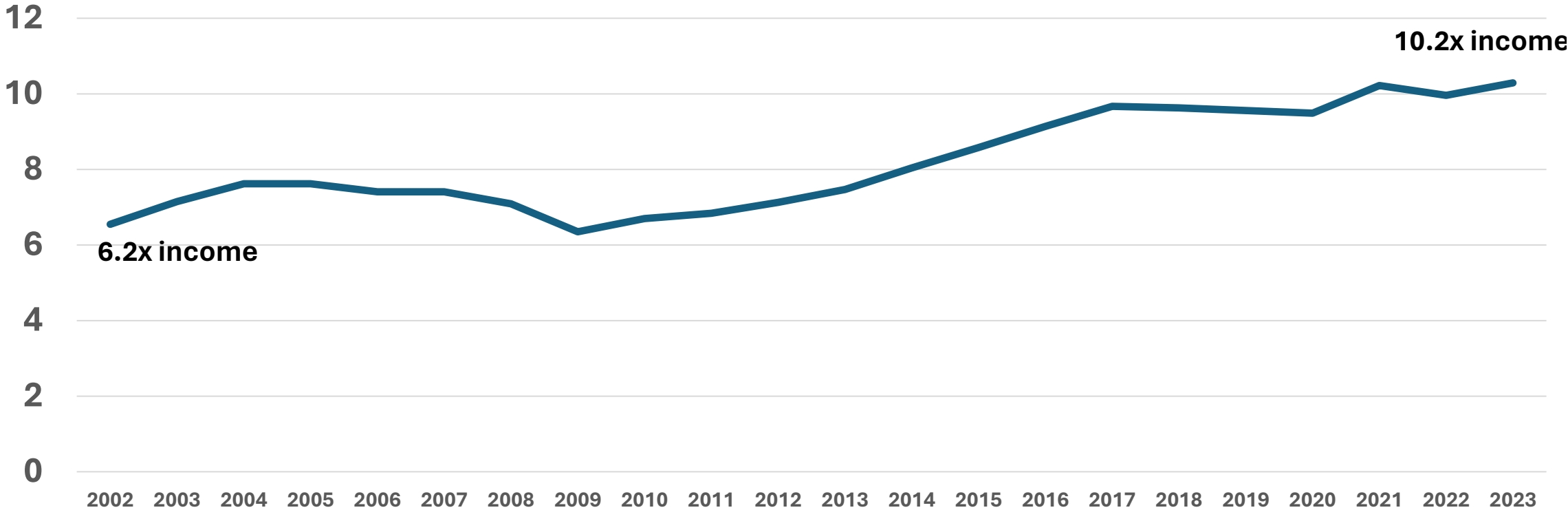
# Housing Starts 1969 - 2023



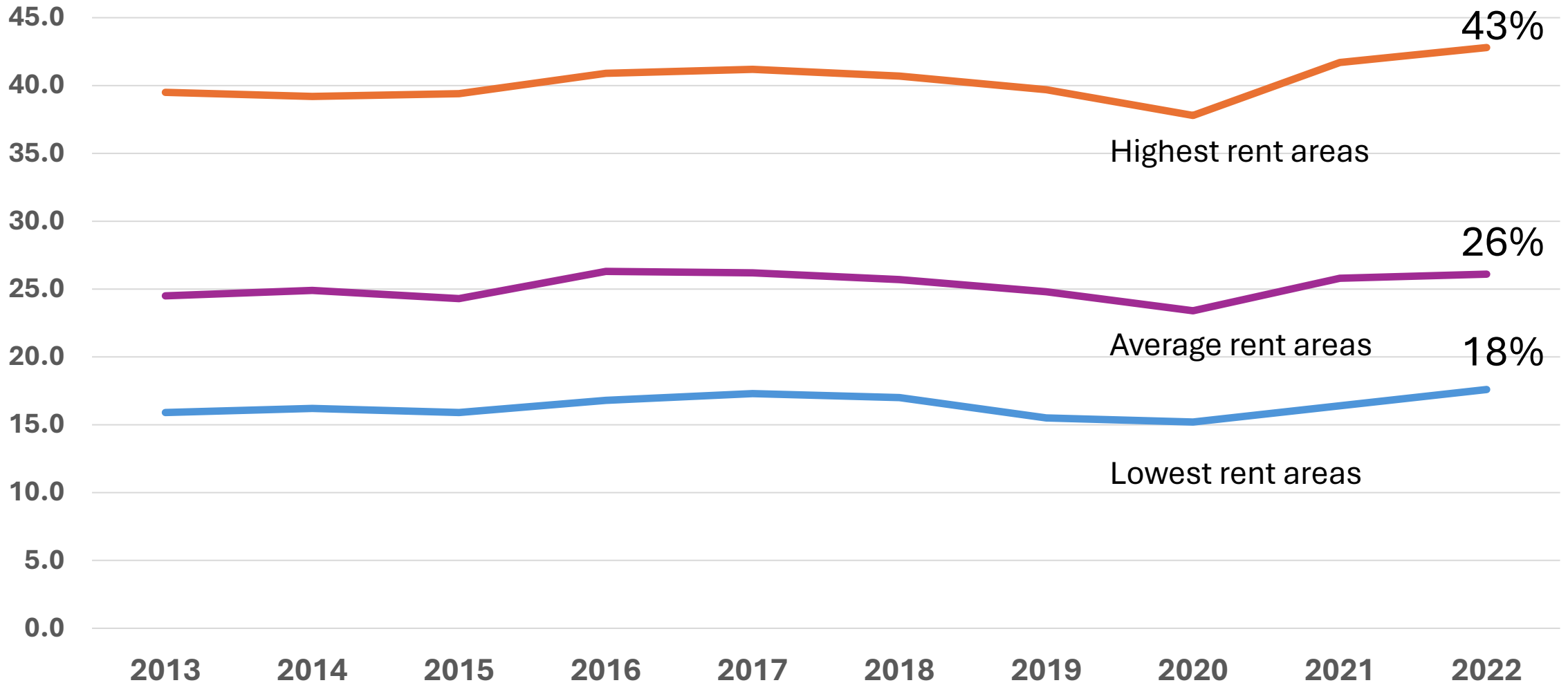
# 100,000 council homes lost 1976-1982



# House price affordability ratio England and Wales 2002 - 2023



## Rental affordability % of earnings going to rent







c.1524





c.1924



c.1974



c.1994








**Are we just building a faster horse?**



06:28 89%



Money > Property

## RAZED TO THE GROUND

### Moment bulldozers demolish brand new housing development after dozens of newbuilds found with faults

Some homes slated for demolition have already been bought

Harry Goodwin | Jonathan Rose  
Published: 20:49, 17 Jan 2024 | Updated: 17:06, 18 Jan 2024

Share

**THIS is the moment bulldozers demolished a brand new housing development after dozens of newbuilds were found with faults days before locals moved in.**

thesun.co.uk

06:27 89%

Mirror NEWS FOOTBALL CELEBS



John and Liz Pritchard at their new build home (© SWNS)

## Distraught couple 'unable to sleep' in £600k 'wonky' new build plagued by over 200 defects

John and Liz Pritchard said they have been left unable to sleep since moving into the Bovis property and have been locked in a battle to get the 'bodge job' fixed

By Rom Preston-Ellis, Mario Laghos and Daniel Jae Webb

mirror.co.uk

06:26 89%

INSIDEHOUSING

## Crest Nicholson calls in consultants over building safety costs after £15m of new defects found

NEWS 19.03.24 4.30 PM  
BY JAMES WILMORE

House builder Crest Nicholson could reassess the amount money it has put aside for building safety issues after finding defects on four more sites that are expected to cost up to £15m.

You are viewing 1 of your 1 free articles

insidehousing.co.uk

06:29 90%


Building Design.  
Intelligence for Architects

NEWS

## Developer forced to dismantle AHMM modular homes due to defects

By Tom Lowe | 27 July 2023

Customers paid £4,000 in compensation and face 12-month wait while issues with foundations are fixed



bdonline.co.uk



## Quality failures

- We build to an initial price cap
- Corners get cut on site
- We don't build what we say we will build
- The contract system is “unhelpful”
- Our expectations are too low



# How will the future home be made?

- Dumb bricks and mortar becomes smart everything
- A polluting product becomes a purifying product
- So it can look after itself rather than “be maintained”
- With societal benefit as the goal, not lowest up front cost
- To integrate with transport on demand, not car ownership





## How will the future home operate?

- Multi-functional : Somewhere to shelter and rest to a place where you also work and learn
- Adaptable : Somewhere you can stay when your life changes
- Flexible : Smaller spaces that can be repurposed to different activity
- Energy Efficient : creating more energy than it draws from the grid
- Productive : a place you grow your food

# Case Study 1

## Elmsbrook

- Zero-carbon in operation
  - CHP system
  - High insulation
  - A++ appliances
  - PV cells
- Embedded carbon 30% less
  - Local sourcing of materials
  - Sustainable concrete







## Case Study 2 Eddington

- University of Cambridge
- Formerly the site of two university farms
- 1500 homes for University staff
- 1500 homes for sale
- Code for Sustainable Homes Level 5
- BREEAM Excellent
- PV energy creation on homes
- Active travel – walking and cycling friendly
- Largest grey water recycling system in the country
- High species diversity
- Large trees for canopy cover
- Gravel mulch to reduce water loss
- Underground waste and recycling
- 10 years and not quite complete



## But what can I do?

- Stop doing harm
- Find people to help
- Unleash your inner rebel

# The intrapreneur's 10 commandments

Geoffrey Pinchot  
1985

1. Come to work each day willing to be fired
2. Circumvent any orders aimed at stopping your dream
3. Do any job needed to make your project work, regardless of your job description
4. Find people to help you
5. Follow your intuition about the people you choose, and work only with the best
6. Work underground as long as you can – publicity triggers the corporate immune mechanism
7. Never bet on a race unless you are running in it
8. Remember it is easier to ask forgiveness than to ask permission
9. Be true to your goals, but realistic about the ways to achieve them
10. Honour your sponsors





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Any questions



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