



**CIH HOUSING
BRIGHTON
PEOPLE & PLACE**

Rooted in Resilience with President Julie Haydon

Julie Haydon, president, Chartered Institute of Housing

Lizzie Spring, tenant campaigner and mental health specialist

Holly Messenger, assistant director of growth and development, Stonewater

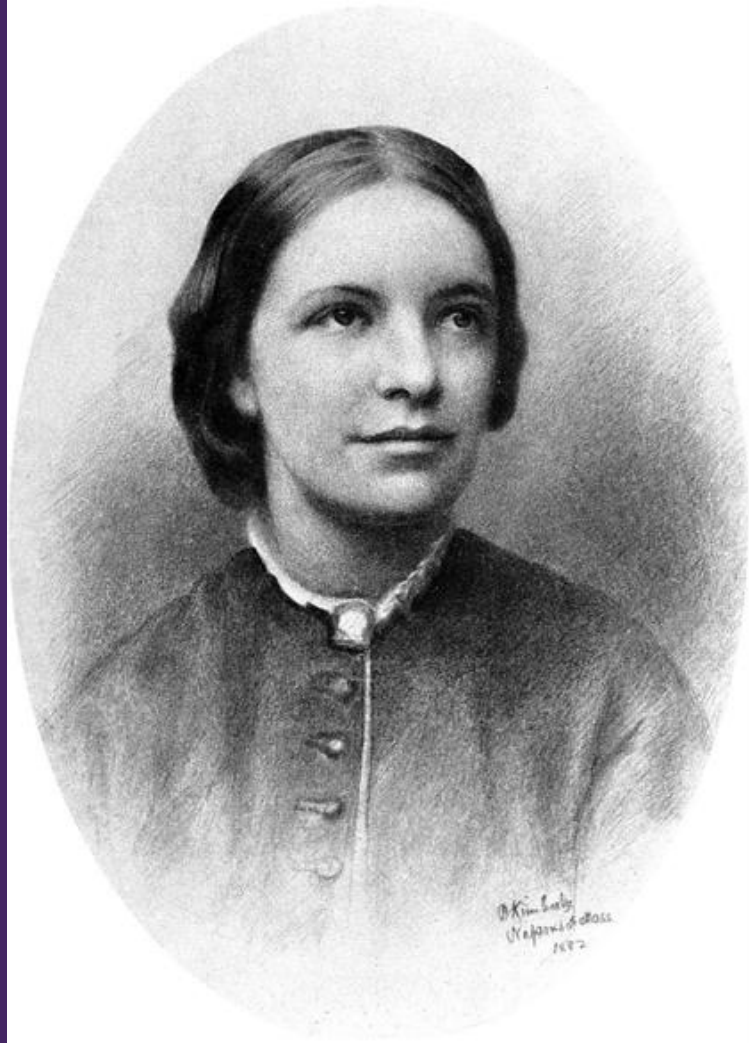
Chloe Fletcher, head of policy, Chartered Institute of Housing



ROOTED IN RESILIENCE



Julie Haydon
CIH president



“Housing professionals improve lives, protect communities, support wellbeing and create stability in an unstable world.”



ROOTED IN RESILIENCE

We cannot afford
to simply survive.

We need to
thrive.



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Toolkit QR code



My ask of you



ROOTED IN RESILIENCE

- ✓ Put wellbeing on the agenda
- ✓ Normalise the conversation
- ✓ Model resilient, kind leadership
- ✓ Embed growth mindsets in teams



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Toolkit QR code





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Lessons from Abroad: Innovative Financing in Affordable Housing

Danny Sutcliffe, Redloft

Rob Beiley, partner, Trowers and Hamlin

Sophie Lejeune, development manager, Sanctuary Group

Miles Lanham, chief executive, Chisel Housing

redloft

Sendero Verde

Jonathan Rose Corporation

Study Trip To New York 7th October 2025



- Full block development in East Harlem, between East 111th and East 112th and Park and Madison Avenues
- Phase 1 was completed in 2022, and Phase 2 was completed in May 2024
- Sendero Verde is the largest affordable Passive House building in the U.S.
- Development includes:
 - 709 units of affordable housing
 - An 18,000 GSF publicly accessible courtyard
 - Four GreenThumb community gardens
 - Over 80,000 GSF of community facility spaces
 - Ground floor retail on Madison Avenue



Community Partners

- Harlem Children’s Zone
- Supportive Housing and Social Services
- Acacia Community Art Gallery
- Union Settlement
- Ground Floor Retail
- Three Community Gardens

Users



Students



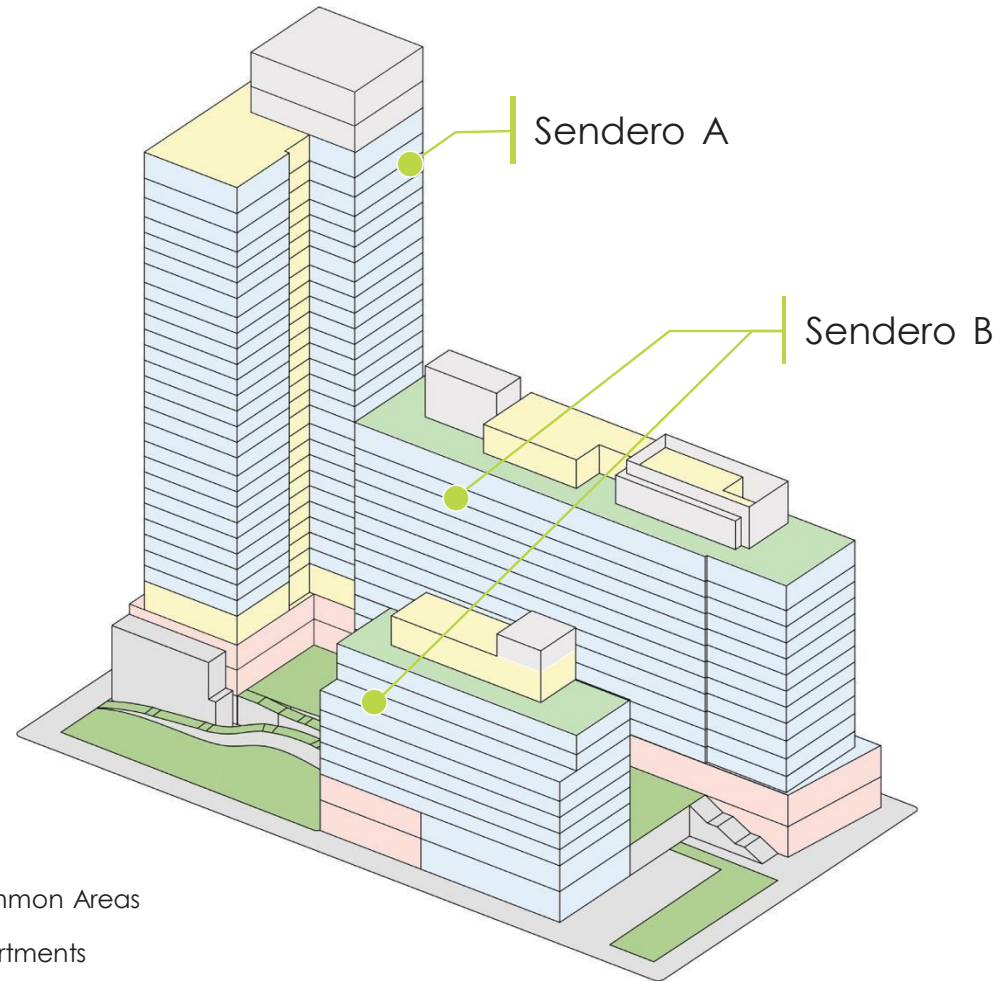
Residents



Seniors



Neighbors



- Common Areas
- Apartments
- Green / Open Areas
- Community Facility











Communities of Opportunity Tour

- 1 Community Room
- 2 Outside / Green Space
- 3 Free Digital Access
- 4 Fitness Room
- 5 Computer Lab
- 6 Medical Screening Room
- 7 Resident Service Coordinator
- 8 Community Kitchen
- 9 Library



Why Passive House? Health and Wellness



Improved Tenant Well-being

- Improved indoor air quality
- Improved thermal comfort
- Better acoustics



Reduced Energy Use

- Reduction of +/- 50%



Reduced Carbon Emissions

- Reduced energy = reduced carbon emissions
- Simplified path to electrification



Improved Resiliency

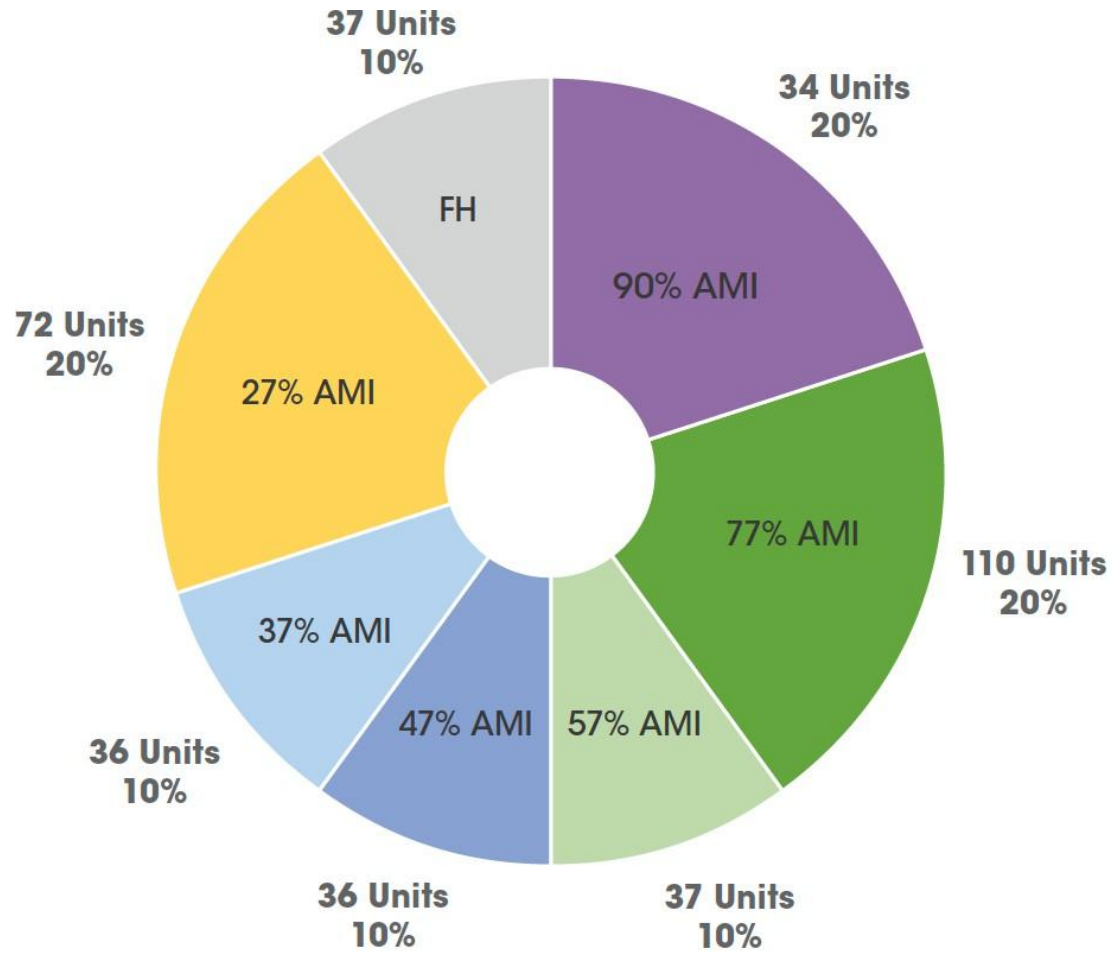
- Improved thermal inertia
- Sustained livability blackout



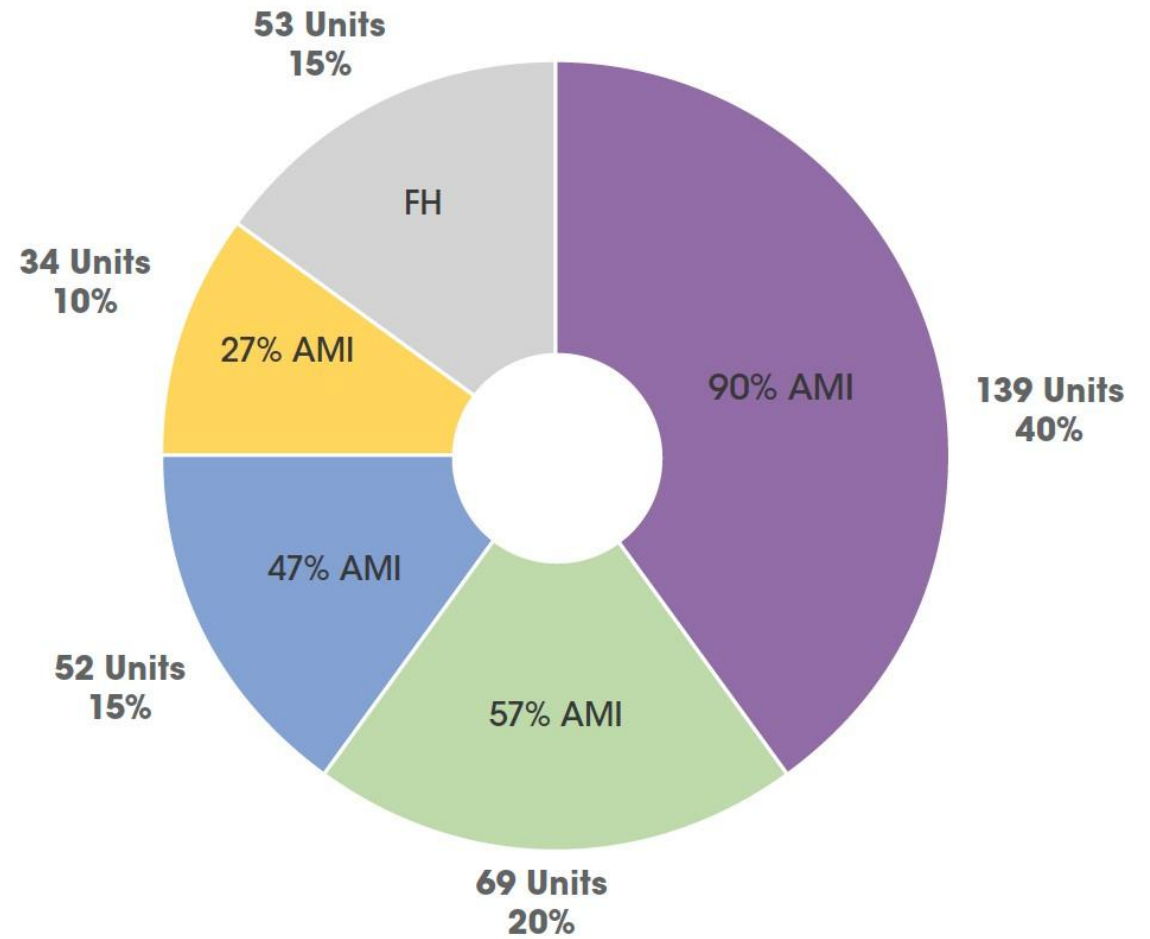
Verified Performance

- Testing and inspections built performance matches model performance





Phase 1 - Building B
361 Units



Phase 2 - Building A
348 Units

Phase 1 Financing	
HDC Permanent Mortgage	\$ 49MM
Subsidy Loan Sources	\$ 70.3MM
HDC/HPD per unit subsidy	
NYSERDA	
Reso A	
Tax Credit Equity	\$ 85.2MM
4% LIHTC Equity	
Brownfield TC Equity	
Deferred Sources	\$ 18.9MM
Developer Fee	
Interest	
TOTAL	\$ 223.4MM

Phase 2 Financing	
HDC Permanent Mortgage	\$ 57.1MM
Subsidy Loan Sources	\$ 74.3MM
HDC/HPD per unit subsidy	
NYSERDA	
Reso A	
Tax Credit Equity	\$ 76.1MM
4% LIHTC Equity	
Brownfield TC Equity	
Developer Equity	\$ 5.4MM
Deferred Sources	\$ 9.6MM
Developer Fee	
Interest	
TOTAL	\$ 222.5MM

CIH Manhattan Study Trip 2026



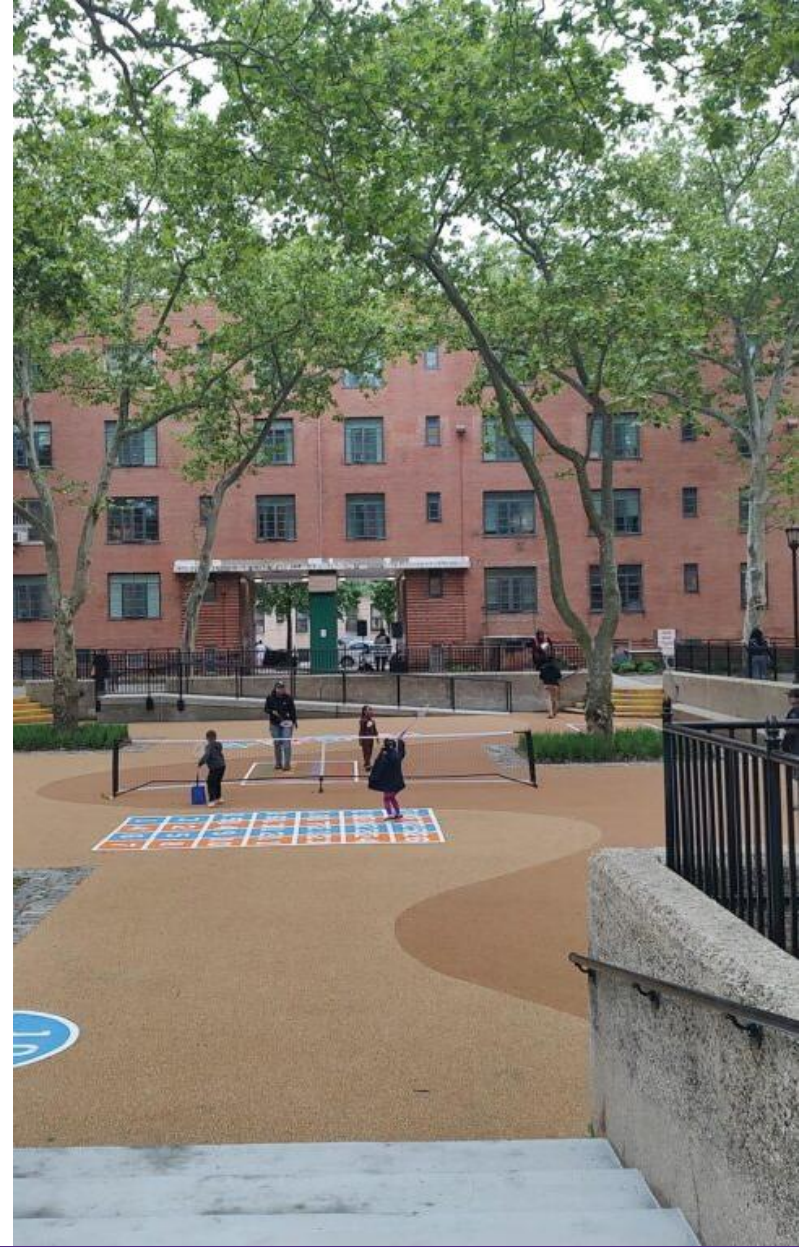
Estate regeneration- Learning from a New York model?

Housing Brighton 2026

24 April 2026

Harlem River Homes

- Built in 1937- First publicly funded housing in New York City
- Need for material upgrades
- NYCHA itself unable to fund regeneration (absence of federal funding)



Estate regeneration – same but different?

- Tenant consultation and ballot
- Resident scepticism about regeneration promises
- Similar challenges to the UK - fabric retained but new flooring, kitchens, bathrooms etc.
- Upgrades to common parts and grounds
- Removal of lead pipework, electrification, thermal (in)efficiency

The PACT model

- Estate **leased** to a consortium (99 years)
- Consortium of for profit/not for profit organisations
- Stack of different federal funding initiatives:
 - Housing Tax Credits;
 - Non-interest-bearing debt; and
 - Rent subsidy to consortium vehicle
- Tenancy rights preserved

A model for consideration in England?

- HRA/HA balance sheets under pressure – so similar to NY, there is often an absence of headroom to fund estate regeneration
- Estate transfers have always been based on a freehold transfer- unattractive to Councils
- Lease structure would enable the Council/HA to take back the estate (as well as to control the regeneration consortium via the lease terms)
- Role of National Housing Bank in providing low interest loans/guarantees to sit alongside private debt?
- Role of institutional investor in providing equity?
- Could Tax Credits also play a role?



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Innovation in Planning and Development

Millie Dodd, senior communications and marketing manager, Just Build Homes

Tom Arnold, policy manager for devolution, Chartered Institute of Housing

Sarah Yates, research and events manager, Futures of London

Sundeep Heer, head of consultancy, M3

Build a **public mandate** for your development...



The background image shows a courtyard between brick buildings. A bright sunburst effect is centered in the courtyard, casting rays across the scene. A sign on the right building reads 'DAISY PARSONS COURT 5-15 Claude Road'. The foreground has a gravel area with some plants and a young tree.

How can councils become social housing entrepreneurs?

Sarah Yates, Research and Events Manager, Future of London

From stalled sites to homes delivered

Problem

Viability gaps and complex constraints stalled housing sites.

Approach

De-risking, loan guarantees, creating joint ventures to unlock delivery.

Result

2,000+ homes delivered, including small sites with new social rent homes.



“We set out our clear objectives on day one to say: 'we genuinely want the site delivered and how can we help solve the issues?'”

Andy Smith, Director Finance, Improvement & Strategic Housing, Eastleigh Borough Council

What is an entrepreneurial council?

An entrepreneurial council **uses its powers, assets and skills proactively** by:

- tackling delivery problems creatively
- understanding partner perspectives
- focusing on derisking delivery
- securing long-term social value as well as financial viability

“Councils have to tread a really difficult balance – they have a civic responsibility to be prudent with public money.”

Adunni Adams, Assistant Director of Development and Sales, Watford Community Housing



What does it look like?

What does it do?

- Strategic partnerships to share risk and expertise
- Clear, well-governed delivery models and smarter internal systems
- Active use of public land and assets

What does it look like?

- Comfortable with managed risk
- Curious, collaborative and resilient
- Professionally diverse and design-aware



“Something that is fundamental is investing in the right people and right operational model.”

Setareh Neshati,
Director of
Regeneration and
Development,
Westminster City
Council

Who we spoke with

- Barnet Council
- Cambridge City Council
- Croydon Council
- Ealing Council
- Eastleigh Borough Council
- Gravesham Borough Council
- Greater London Authority
- Hammersmith and Fulham Council
- Haringey Council
- Herts Living
- Places for London
- Richmond and Wandsworth Councils
- Southwark Council
- Watford Community Housing
- Westminster City Council



Our project partners

SHERIDAN DEVELOPMENT MANAGEMENT



bugler
GROUP



BRITISH
PROPERTY
FEDERATION



calfordseaden

Download the report



Thank you!

Contact:

Sarah Yates, Research and Events Manager, Future of London

sarah@futureoflondon.org.uk





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Keeping Residents at The Heart of Development

Theresa Phillips, tenant board member, Wolverhampton Homes

Evette Prout, business development manager, Kind Build

Jennie Coombs, head of affordable housing, Be First

Marcus Keys, chief development & commercial officer, Amplius



**Keeping residents
at the heart of development
and regeneration**



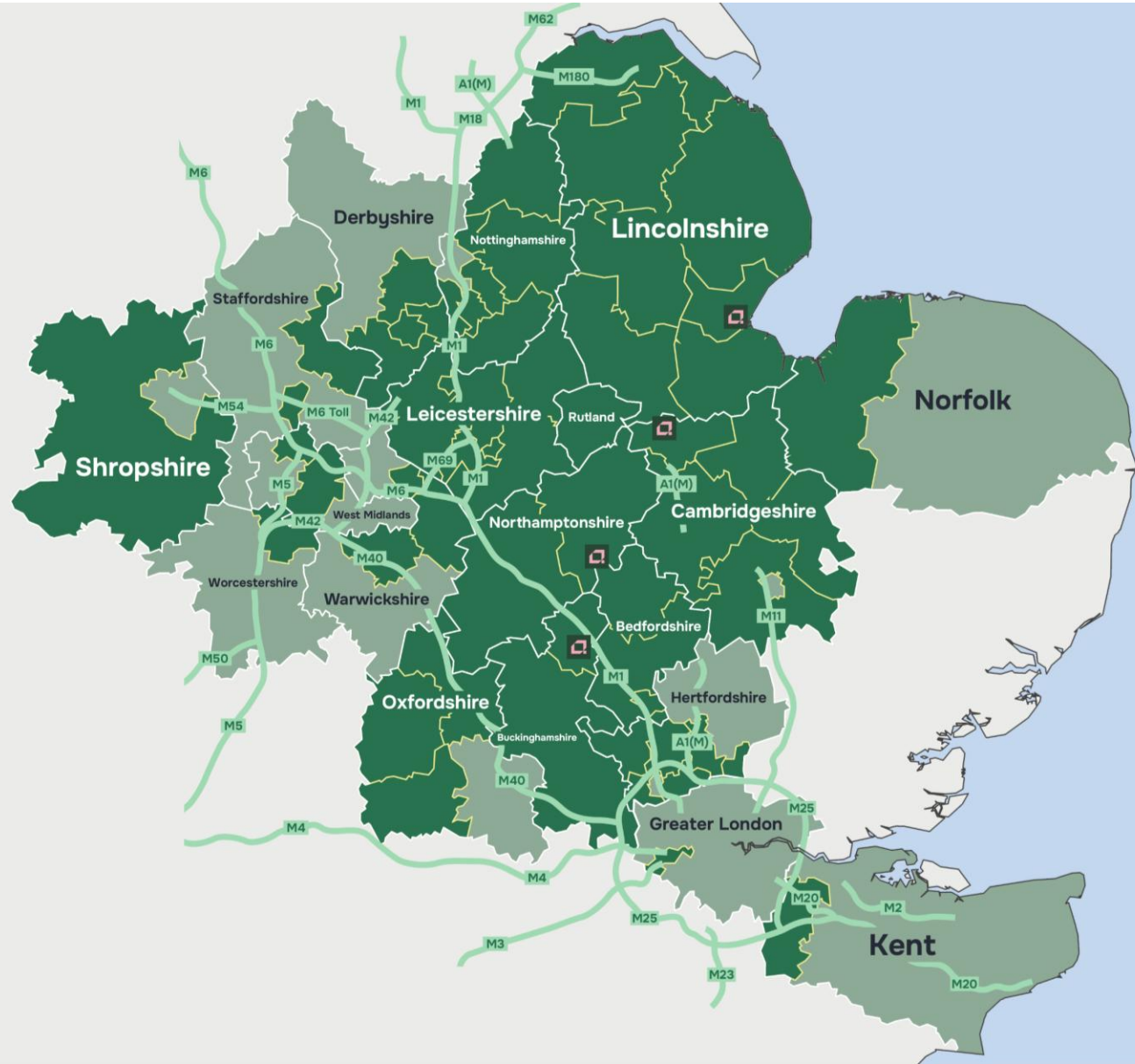
Amplius



Our offices



Operating areas











































Harry's Pledge

> harrys-pledge.org.uk

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Rural England: Scaling up and Managing Social Housing Development

Mike Cramp, head of development, Hastoe

Tom Warder, chief executive, Action in Rural Sussex

Rachael Williamson, director of policy, communications and external affairs,
Chartered Institute of Housing



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