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SUSTAINABLE URBAN BROWNFIELD
REGENERATION: INTEGRATED
MANAGEMENT

Navigating the Brownfield Maze: Making Sense of Brownfield Regeneration Policy and Governance

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and Oxford Brookes University)**

The Thames Gateway

- Variety of policies, single-purpose bodies, development strategies and plans have been created.
- Resulted in growing institutional and policy complexity.
- ‘Hyperactivity’ tendency at the heart of government - Ad hoc policy-making. Limited long-term policy planning.
- Individual initiatives on their own can be useful in creating a focus for policy actors.
- However, tenuously connected initiatives in a loose and fragmented governance structure can create considerable problems for policy implementers.

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Complex Policy Environments

May undermine the effective delivery of brownfield regeneration by:

- a) 'bounding' the knowledge of policy implementers with regard to the precise relationships between policies, actors and development processes,
- b) creating delays in the regulatory system through changing plans and technical guidance,
- c) undermining 'leadership' in the gateway, and
- d) promoting instability in development processes.

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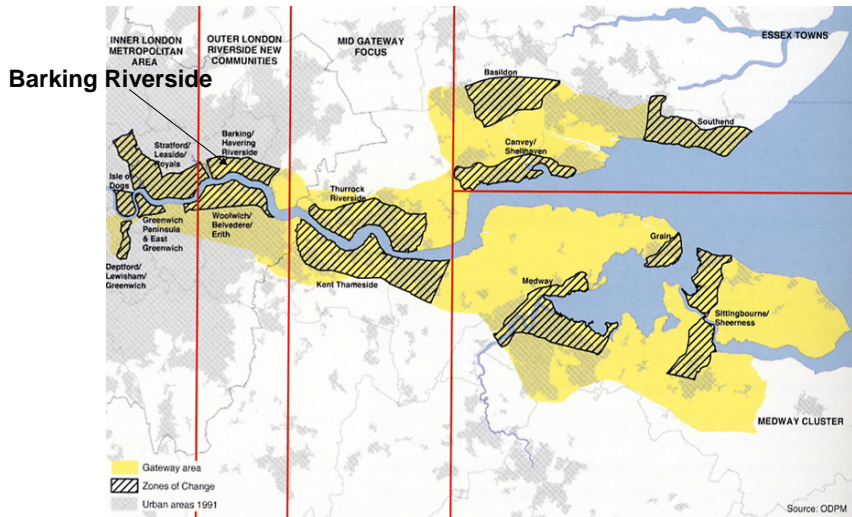
Case Study Site: Barking Riverside

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The Thames Gateway

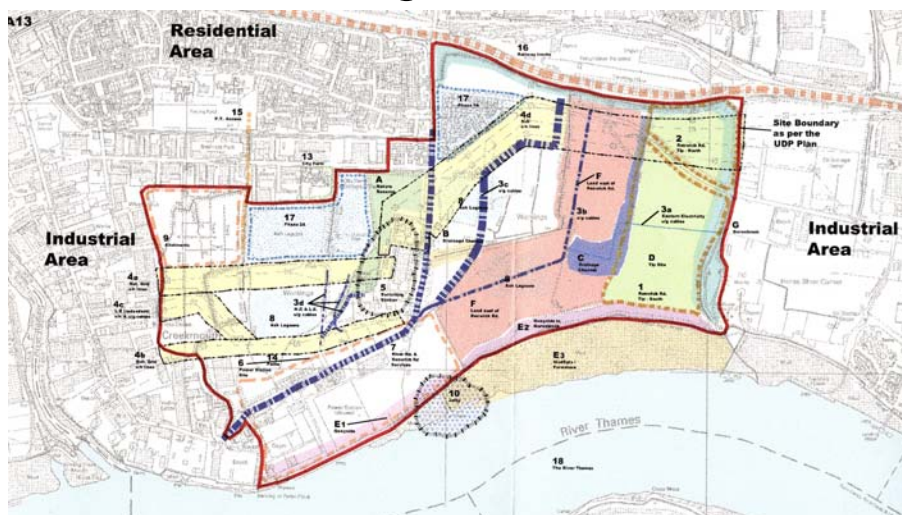


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Barking Riverside



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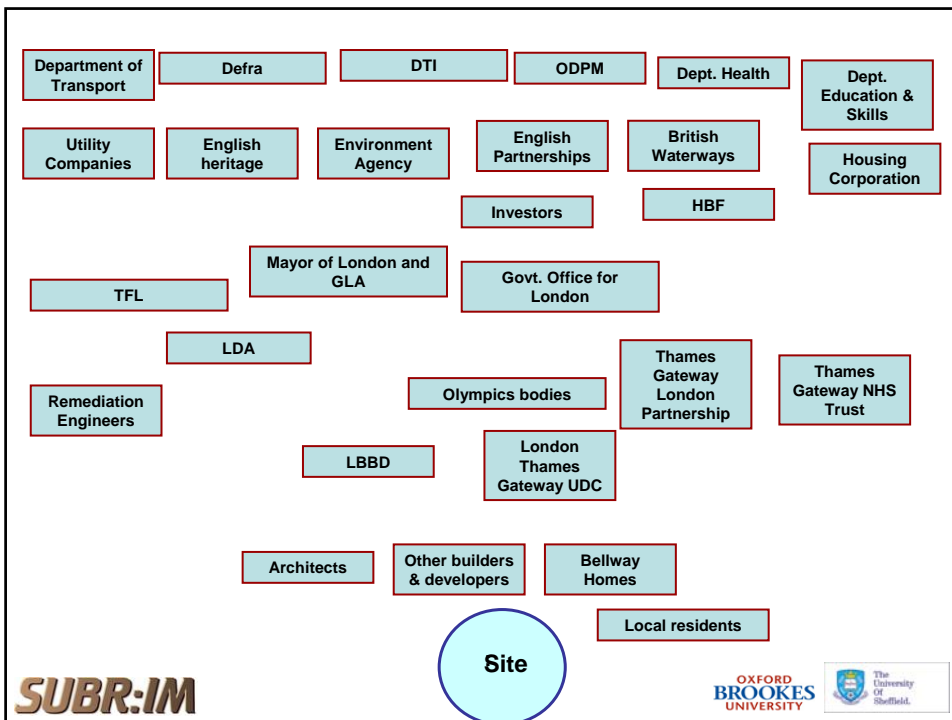
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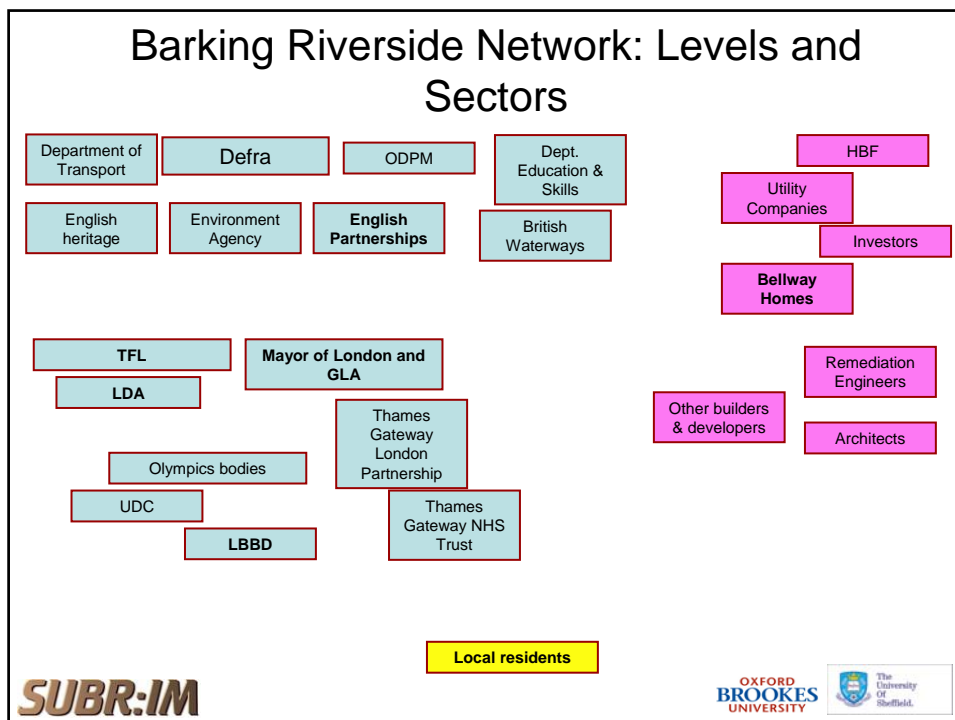
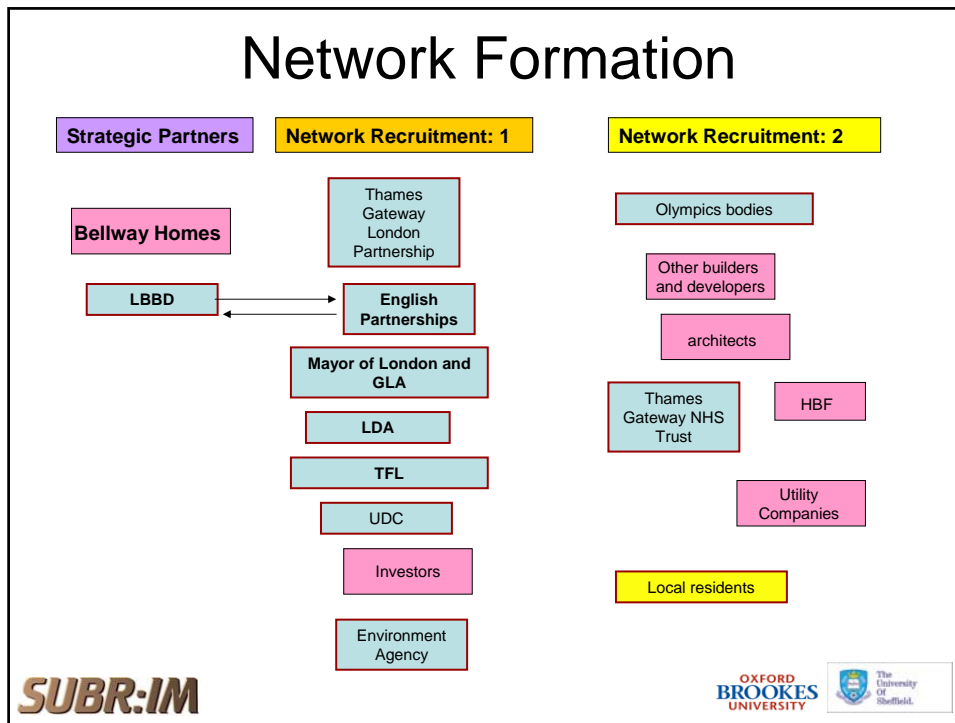
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The Developer's Perspective

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'Bureaucracy is the only main barrier. It goes between different agencies responsible for each of [the type of] public infrastructure – each of the bodies is independent. There is a difference between the aspirations of the Borough and the GLA, and all of this just takes a long time to resolve itself.'

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'There is not a clear chain of command from the ODPM down to who is meant to be doing what, who is driving what process, and the different stakeholders do not know between themselves what is meant to be happening.'

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Confusion in the Gateway

'[M]embers [of LBB] at that time... saw it very much as being an extension to Dagenham ... low density, suburban development... only had four thousand units on the site... we came in with another Master Plan for six thousand units in addition to the nine hundred then we now moving to ten thousand eight hundred...you've then got the Mayor overlaying on top of that now, who sees this as being a strategic site for delivering affordable housing, and also would like to see this as a front runner in his sustainability...you've got the Urban Development Corporation whose vision has not quite clearly emerged... then you've had all sorts of other sort of ripples underneath that of the Thames Gate, part of Thames Gateway and the Thames Gateway Partnership...this area definitely suffers from a plethora of public agencies who all have different agendas

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More Integration!

'Sometimes things do not square with what is trying to be achieved. [For instance] the Environmental Protection laws are being increased in terms of the level, which is right, but that naturally could act as a brake on development of the Thames Gateway. [To take another example] we have the Olympic Games that will regenerate the whole area, but naturally that will be a huge drain on construction skill, and at the same time we are looking for more houses to build.'

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Mapping

Government could:

- adopt the role of policy cartographers, plotting the course for 'good' implementation.
- create a sequential process for developers in particular places so that they know what organisations they need to work with to create an effective brownfield development.

This could help to:

- closely monitor the impact of policies at the local level (and evaluate their utility more accurately).
- avoid creating new policies that are not needed or that would clash with existing policies or (development) processes.

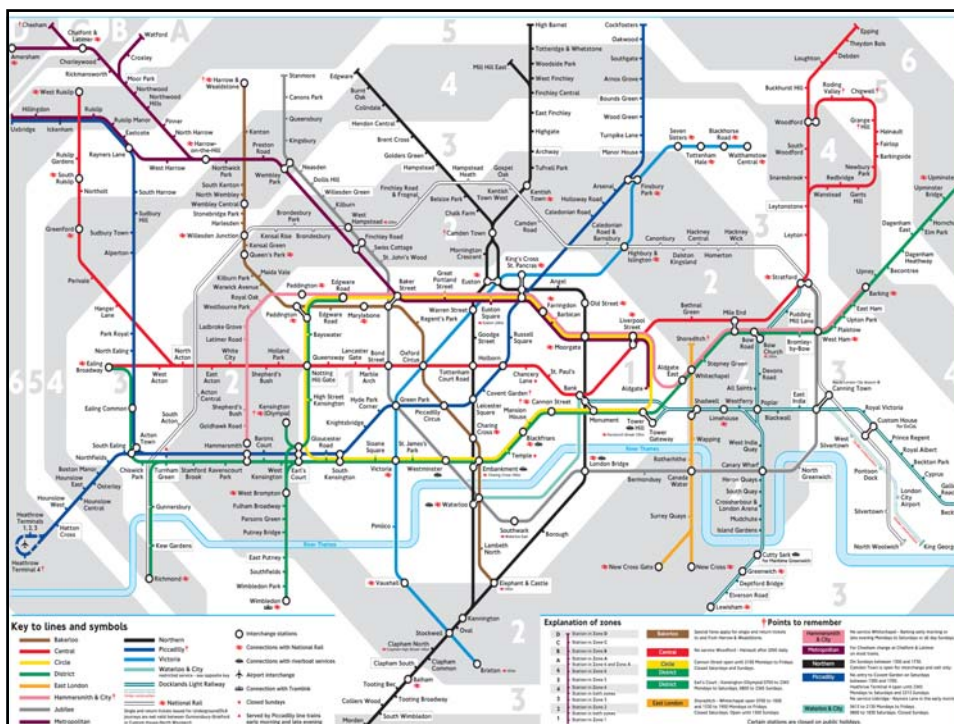
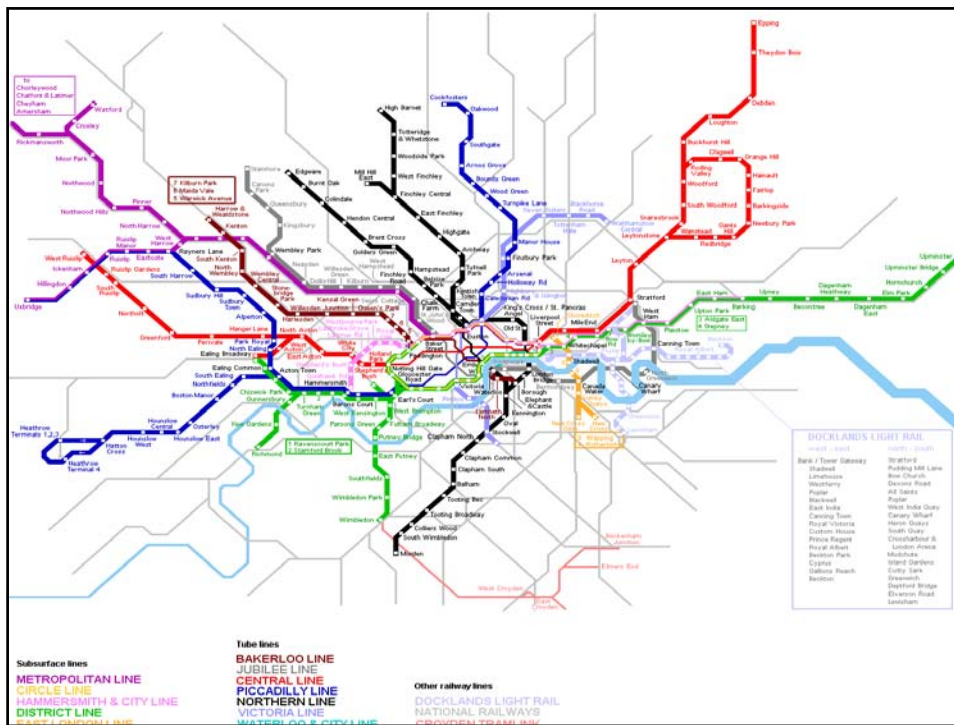
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Weaving

- Government could 'weave' policy together.
- Weaving entails 'integrating competing and opposing forms of knowledge and coordinating the multiplicity of organisations and interests to form a coherent policy fabric.'
- Government's role is to draw together the loose threads of knowledge that exist in the wider governance environment to produce a policy that integrates the fullest possible range of interests, values and beliefs.

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Limits to Mapping and Weaving

Demand considerable learning capabilities of the centre to monitor and identify:

- (a) the large number of policies and institutions,
- (b) the discrete interaction between policies (e.g. between the Part IIa system and the wider brownfield development process), and
- (c) the impact of these on the specific nature of local development processes.

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The Eternal Truths of Governing

'Suppose the following to be the state of affairs on board a ship...The captain is larger and stronger than any of the crew, but a bit deaf and short-sighted, and doesn't know much about navigation. The crew are quarrelling with each other about how to navigate the ship, each thinking he ought to be at the helm; they know no navigation and cannot say that anyone ever taught it them, or that they spent any time studying it; indeed they say it can't be taught and are ready to murder any one who says it can.

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The Eternal Truths of Governing (cont.)

They have no idea that the true navigator must study the seasons of the year, the sky, the stars, the winds and other professional subjects, if he is really fit to control a ship; and they think that it's quite impossible to acquire professional skill in navigation (quite apart from whether they want it exercised) and that there is no such thing as an art of navigation. In these circumstances aren't the sailors on any ship bound to regard the true navigator as a gossip and a star-gazer, of no use to them at all?'

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(Plato, *The Republic*)

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Thank you

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