The Max Lock Centre

Max Lock Centre
University of Westminster

Our City!

The 2024 Public Exhibition at The University of Westminster

Civic Diagnosis and City Design

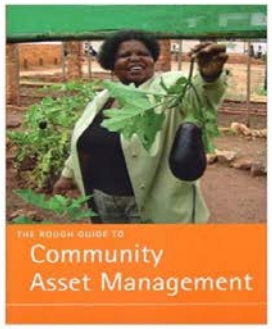
28 years of the collective experience of the Max Lock Centre
Based on the principles of *'Planning with People and Place'* established by the work of the Pioneer Architect-Planner Mr Max Lock (1908-1998) in UK and world-wide – as followed by the researchers and practitioners, together with 15 years of the students on the MA course on
International Planning and Sustainable Development
School of Architecture and Cities, University of Westminster

Max Lock Centre The early years to 2005
DFID Urbanisation Research promoting project preparation

Community Asset Management - CAM

Community Asset Management started originally in India with Roger Bonner and the DFID India programme for community schools and health centres, promoting Low-Carbon construction techniques with P K Das, Ripin Kalra and Romi Khosla. The collaboration between DFID Indiaand the British Council in India as implementation partner emphasised the need for more considered community involvement in the long-term maintenance of the community's assets.

A further DFID Research programme brought in the Max Lock Centre to conduct experimental pilot projects in both India and African countries.



Rough Guide to Community Asset Management by Michael Theis / MLC Press, Max Lock Centre, University of Westminster

The rough guide to community asset management Theis, Michael, Brown, Robert and Kalra, Ripin (2005) . MLC Press, Max Lock Centre, University of Westminster, London, UK. ISBN 1905632002.

Building capacity for community asset management in India: Final report

Erickson, Bill, Theis, Michael, Sarin, G and Kalra, Ripin and Sagoo, Inderjit (2003) . Project Report. Human Settlements Management Institute, Housing and Urban Development Corporation, India and Max Lock Centre, University of Westminster, London, UK.

Knowledge Transfer for Urban Poverty reduction

Theis, Michael, Erickson, Bill, Kalra, Ripin, Lloyd-Jones, Tony, Gandelsonas, Catalina, Gholam, Khiabany, Vallejo, Luis and Poverty, Mark (2000) Improving research knowledge transfer: Final report. Project Report. Max Lock Centre, University of Westminster, London, UK

Localising the Habitat Agenda and MDGs 2001-5 with UN-Habitat

The Habitat Agenda provides a key tool for urban poverty reduction through local development. This DFID-funded research was conducted in partnership with researchers in Brazil, India, Kenya, Spain, Tanzania and Pakistan. Alongside 6 country case studies on national implementation of the Habitat Agenda, the research explored 12 case studies of local good practice in development for urban poverty reduction.

Lloyd-Jones, Tony, Theis, Michael, Gandelsonas, Catalina, Mulyawan, Budhi, Ali, Mansoor and Smith, Nigel (2005) **Localising the Habitat Agenda for urban poverty reduction**, DFID Research Project R-7963, final report volume 5: inception phase report and literature reviews. Project Report. Max Lock Centre, University of Westminster, London, UK

The Max Lock Centre

Guide to Good Practice in Core Areas

DFID-funded research exploring how low-income communities could live close to the source of their livelihoods in integrated urban redevelopment projects in the core areas of rapidly growing cities in the developing world. Conducted partnership with researchers in India, Indonesia, Egypt and Brazil, it produced a number of outputs and tools. These included a Guide to Good Practice - A participatory approach to core area development.
The videos below show a visit to the Motia Klan slum settlement in Delhi, and a later vist to Rohini, the new home of the Motia Kahn slum dwellers

Lloyd-Jones, Tony and Carmona, Sarah (2002) Good practice in core area development: combating poverty through a participatory approach. In: Romaya, Sam and Rakodi, Carole, (eds.) Building sustainable urban settlements: approaches and case studies in the developing world. Urban management series, ITDG Publishing, London, UK, pp. 190-208. ISBN 1853395412

Tracing the Experience and Movement of Poor Households over the Long Term

2002 Study carried out in Kaduna, Nigeria by Dr Mike Theis as part of a wider DFID-funded study led by the Development Planning Unit, University College London. This examined in depth the long-term sustainability of Poverty Reduction Programmes as part of an effort to reach a common methodology that will become a standard for a wide series of longitudinal studies planned by the World Bank over the coming years.

Making a Living in the Street

In 2003-4, Tony Lloyd-Jones provided inputs into a DFID-funded study led by Prof Alison Brown at Cardiff University with the University of Birmingham exploring guidelines for planning and management of street space to facilitate informal trading as part of a sustainable livelihoods approach.

Max Lock Centre develops 'Guidance for Improving Knowledge Transfer' amongst professionals and communities

Design Graphic Ideas Print Hastings Printing Company

Improving Knowledge Transfer

These guides are an output of the DFID-funded **Urbanisation Knowledge and Research project: Improving Research Knowledge Technical Transfer** (R7171)

Acknowlegements

The research was initiated through the Charney Manor Conference held in July 1998 in Oxfordshire, UK. Practitioners based in UK were invited to make presentations and discuss relevant issues. Twice practitioners in the UK and developing countries have reviewed subsequent research. Here we would like to thank the individuals and institutions that have contributed their time and effort to the research process.

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Pat Wakely, DPU, UCL, UK
David Williams, Washington DC

Research funded by
DFID Department for International Development

Guides in this series

1. **Identifying the users of development knowledge**
2. **Improving communication between potential partners in urban development**
3. **Understanding how the urban poor learn and communicate**
4. **Intermediaries in knowledge transfer and exchange**
5. **Identifying the appropriate media for communication**
6. **Strategies for communication and knowledge exchange: the role of researchers in developing countries**
7. **Strategies for communication and knowledge exchange: the role of donors**
8. **Strategies for communication and knowledge exchange: the role of local intermediaries**

Purpose of the Guides

There is growing awareness that researchers in developed countries need to be more active and imaginative in the dissemination of the development knowledge they produce.

Technological innovation in communication is giving knowledge producers and communicators an increasing array of media to get their message across to a variety of audiences within a shorter time scale. At the same time, greater ease of communication on a global scale, particularly through the electronic media, is making networking an increasingly large component of research and development practice.

All this implies a greater potential capacity on the part of researchers, and pressure on them to respond to demand and to ensure the more rapid dissemination of research knowledge. However, researchers often have limited resources and they may be unfamiliar with the wide range of methods for knowledge transfer or lack the necessary skills and understanding required for good communication.

This set of guides provides a simplified framework for research in urban development for developing countries. They will aid the design of effective strategies for communication so that the new knowledge from their research is relevant, easily accessible and understood by their target audience. These guides will also help researchers to assess the resource implications of putting such strategies into practice.

Communication is a multi-way process. Researchers must be capable of responding to both need and demand as presented to them, as well as pursuing their own research interests within an academic or institutional framework.

The guides set out a series of strategies to improve research communication between the researcher and each of the principle interest groups in the urban development process. **There is an emphasis on understanding how the poor in urban areas learn and communicate.**

The guides are also aimed at improving the channels of communication and knowledge transfer between all interest groups to create active partnerships in decision-making for sustainable local urban development.

Thus community-based organisations themselves, and other intermediaries representing the interest of the urban poor, can ensure that the knowledge that is produced and communicated can better reflect their needs. The more informed the poor, the more empowered they are, to initiate and negotiate development changes in their communities that reflect their real needs and concerns.

Using the Guides

These guides are designed to be read as a set but can be read on a stand-alone basis. The main points of each guide are summarised on the front page and across the inside pages, which allows them to be used as a poster.

Feedback

If you have any comments about the content and presentation and on how it may be improved or if you simply wish to join our mailing list, please contact:

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Max Lock Centre Research Team
William Erickson, Catalina Gandelsonas, Ripin Kalra, Gholam Khiabany, Tony Lloyd-Jones, Mark Povey, Michael Theis, Luisa Vallejo

Guides in this series

This set of guides is designed to be used both by researchers and by the various interest groups in urban development who may initiate, stimulate and benefit from the research knowledge that they generate.

1. **Identifying the users of development knowledge**
   Outlines who the main interest groups are in local development that is intended to benefit the urban poor, and how these interest groups should be targeted.
2. **Improving communication between potential partners in urban development**
   Describes in simplified terms the roles of each of these groups in the development process and how communication channels can be improved, trust established and knowledge better shared to promote development partnerships.
3. **Understanding how the urban poor learn and communicate**
   Sets out in broad terms the learning and communication context of the urban poor and the strategies available to them through representative organisations and intermediaries to improve their access to development knowledge.
4. **Intermediaries in knowledge transfer and exchange**
   Sets out the specific communication roles of intermediaries in the knowledge transfer and exchange process and how they can be useful and applicable to all interest groups.
5. **Identifying the appropriate media for communication**
   Deals with the appropriate choice of media for communication by each of the interest groups.
6. **Strategies for communication and knowledge sharing: the role of researchers**
   Sets out strategies for improving research communication from the point of view of researchers.
7. **Strategies for communication and knowledge sharing: the role of donors**
   Sets out strategies for improving research communication from the point of view of donor organisations.
8. **Strategies for communication and knowledge sharing: the role of local intermediaries**
   Sets out strategies for improving research communication from the point of view of local intermediaries.

These guides, the working papers and the Report on the Knowledge Transfer Research Project are available for downloading on the Max Lock Centre web site: **www.wmin.ac.uk/builtenv/maxlock/**

A CD-ROM with the same information is available on request from:
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or by email: **maxlockc@wmin.ac.uk**

Max Lock Centre supports DFID in the development of two programmes: the City-Community Challenge Fund (C-3); and Community Asset Management

The DFID / UK Local Government International Bureau / CHEC / LSE / IIED / CARE International

"City-Community Challenge Fund – C3"

The concept came out of a long-term goal for sustainable development by bringing in varied international players who could venture into 'shared partial funding' guaranteed by the central fund. Experimental schemes were iniitated in with the Uganda Local Government Association (ULGA) and with CARE International in Zambia. Jo Beall of LSE undertook the independent assessment – citing positive results.

Community Asset Management built on the success of communities directly engaged in their own school building projects and maintenance

DFID had long been supporting the construction of village based primary schools as the essential element to further the reach of primary education in villages where teachers were otherwise reluctant to relocate.

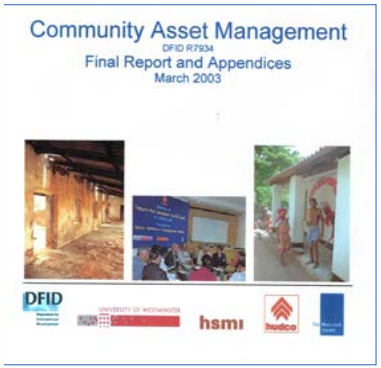
CAM Research Programme

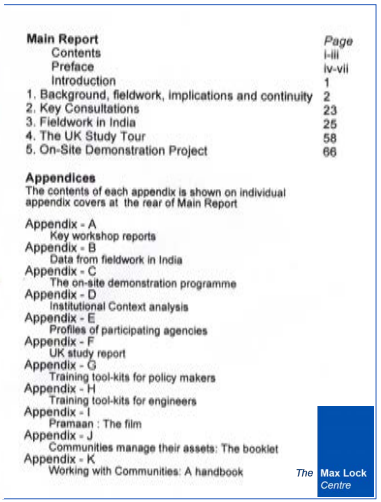
A process of community engagement in villages where skills and materials were in short supply, but enthusiasm abounded. The DFID Team led by Roger Bonner OBE together with P K Das and Ripin Kalra of the Max Lock Centre found that semi-skilled construction workers were keen to experiment with new forms that obviated the need for expensive steel reinforcement, and conserved the need for cement.

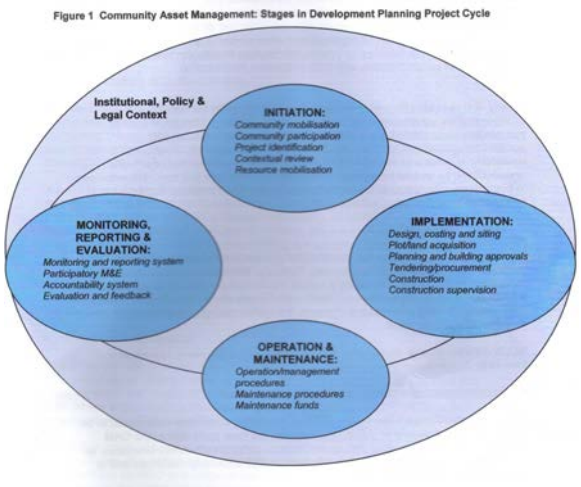
These processes were at the very heart of the Community Asset Management (CAM) approach that brought every-day citizens into the processes for long term maintenance of the community's common assets such as school buildings, health centre, water supply systems and waste management.

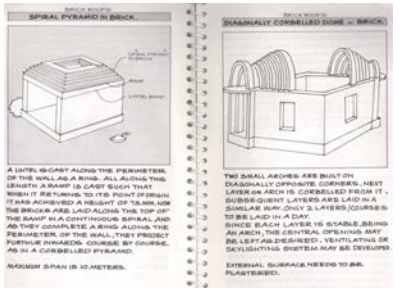
Ever-scarce water supply in these dry regions meant that the Village Ponds took on great significance (see also work on 'Ponds' by Ripin Kalra, who also provided the hand-drawn illustrations for Vidyalayam).

These Civic Diagnosis and Low Carbon principles can be seen as essential to the ways in which the debate on Climate Change is evolving, for example at the UN FCCC COP26 Conference at Glasgow in November 2021.





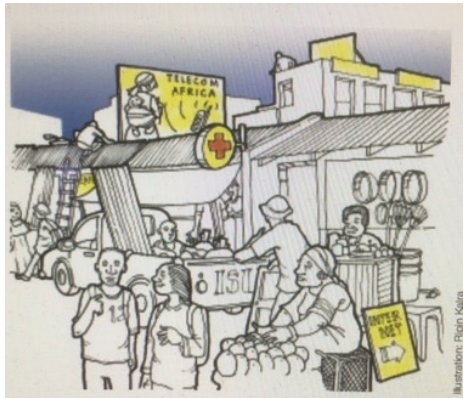




Max Lock Centre spearheads the development the concept adopted by DFID for

Community Asset Management

With field research in India, Malawi, Kenya and South Africa



Mapping assets and their condition is an essential first task which can be carried out by the community as discussed on pages 92-93. See also pictures pages 18-19. Local inventories of community assets will help to develop realistic development targets.

Illustration: Ripin Kalra

What is Community Asset Management?

Community Asset Management' or CAM is the management of physical assets in collective use by rural or urban communities. In the broadest sense, such assets enable members of communities to pursue their economic, social, cultural, spiritual and psychological well-being. In the scenario where the people are poor, the immediate interest is in livelihood assets, those that ensure basic economic needs can be met. Community Asset Management envisages improved capacity of low-income communities for the management, life-cycle planning, regular care and construction work for new and existing community builings.

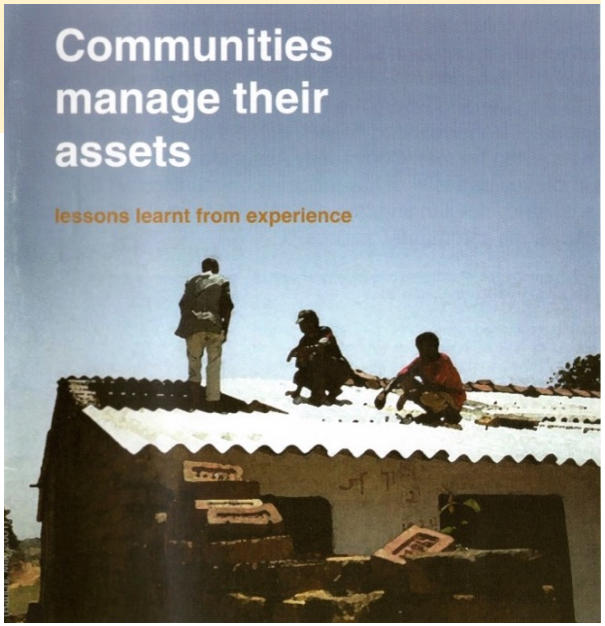


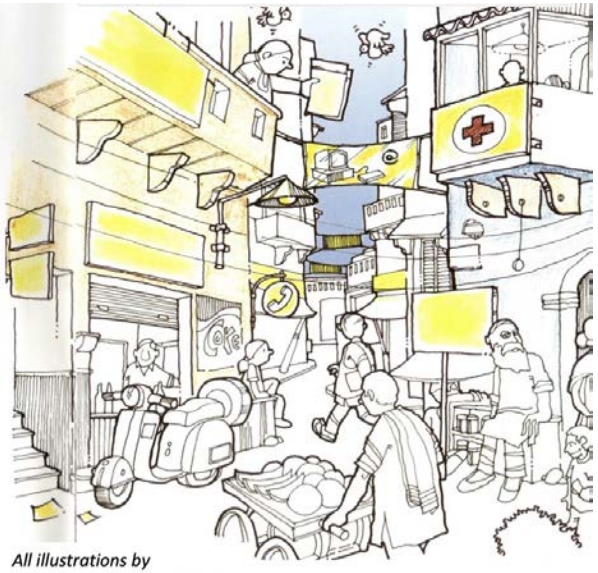
Illustration: Ripin Kalra

Preparing Community Asset management plans

Co-ordinated and integrated plans developed by all stakeholders each following a 10-step guide

1. ***Knowing what you have already***
   The asset register- common authoritative lists acknowledging relationship between owners and users.
2. ***Knowing what condition it is in***
   Condition asset management record. Use record with requirements for resource allocation
3. ***Knowing how long it will last***
   Life-cycle assessments related to maintenance cycle management
4. ***Knowing the demand for new assets***
   Realistic assessments for what is needed
5. ***Articulating the requirements***
   Planning for the future
   Assessing the quantity and matching the possibility with expectation
6. ***Mapping resources***
   Assessing the capacity of local inputs - skills, materials, traditions of buildings. Converging financial resources
7. ***Knowing the building skills***
   Assessing professional capacity of supervising engineers, site architects, artisans and contractors
8. ***Knowing the standard required***
   Assessing the level of quality required bearing in mind cost of maintenance
9. ***Programming the processes***
   Bedding-in approach and practice with all stakeholders. Development of the resource allocation plan.
10. ***Monitoring progress***
    Programming the monitoring process

Source: Adopted from an original concept by M.Mutter & S.Mukherjee



All illustrations by Ripin Kalra, Max Lock Centre

MLC PRESS

The Max Lock Centre

Abstracts from ***"The Rough Guide to Community Asset Management"*** published by the Max Lock Centre Press with examples of research undertaken by the Max Lock Centre Team led by Dr Mike Theis in India, Malawi, Kenya and South Africa to show how the concept can be embedded in differing local organisations, governments and cultures.

Max Lock Centre The early years to 2005: Smaller exploratory research projects

Computers in Urban Spatial Planning: A Guide to research for developing world applications (1996)

A joint research project with UCL and University of Nottingham, which reviews the state of the art in the use of computer techniques in urban spatial planning. It provides guidelines in the application of techniques to the particular conditions existing in developing world cities

Urban and Rural Change in Developing Countries: A Presentation to DFID Sustainable Development Retreat (2004)

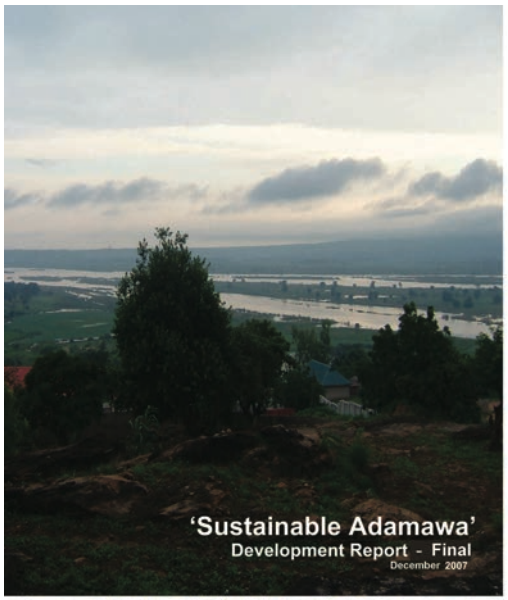
This project, in partnership with CASA-UCL, produced a multimedia presentation of urban and rural change in developing countries. The emphasis is on the way physical and spatial development in both urban and rural areas responds to contemporary drivers of economic change.

Urban Design Study, Piraí, Brazil (2004)

Tony Lloyd-Jones carried out an urban design study for the Municipality of Piraí in Rio de Janeiro State, Brazil using GIS and other visualisation tools. This enabled local decision-makers and representatives of local communities to better understand and discuss the issues relating to physical environment and future development of this small urban-rural municipality in the State of Rio de Janeiro. Piraí has international recognition for its innovation use of IT in support of participatory local government.

Participatory Urban Design Workshop, Porto de Galinhas, Brazil (2004)

Tony Lloyd-Jones joined other international and local partners from the Federal University of Pernambuco and representatives of the local community in a 4-day workshop in June 2004 in this small resort in the north-east of Brazil. Working together in an urban design charrette, they carried out an analysis of the problems facing the town and explored longer term physical strategies for its sustainable development.



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EU Study on Urban Design for Sustainability (2004)

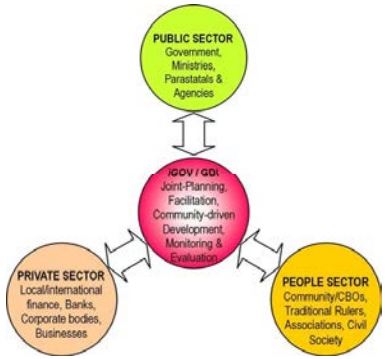
Tony Lloyd-Jones provided international consultancy to a Working Group on Urban Design for Sustainability producing recommendations to the European Commission on its Thematic Strategy on the Urban Environment. The report identifies models and strategies of good practice in urban design for sustainability in EU and EU-accession countries.

Mapping Urbanisation for Urban and Regional Governance (2003)

This study examined the use of remote sensing low-cost data in building capacity for urban planning and management. The aim was to develop an easy-to-use mapping methodology to inform poverty-focused, local and regional development strategies, improve local planning practice. It involved researchers in Brazil, Nigeria and Pakistan. The methodologies explained in this DFID-funded study are currently being put into practice in Nigeria.

Sustainable Adamawa Development (2005)

The scoping report provides an overview of the current physical and economic status of Adamawa State in Nigeria, and a concise baseline for the new Administration to undertake its vision for the development of the State. It will enable the Government to 'plan the planning' of a viable and sustainable development model, suggest entry points for interventions and flag up pertinent constraints and opportunities. It is the first stage in a major 3-year urban and regional planning study and capacity building programme to be carried out by the Centre and the Max Lock Consultancy Nigeria.



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Max Lock Centre Research Programmes – The intermediate years 2006-2013

MLC Indonesia Budhi Mulyawan assists Ruth McLeod, Liz Case and Dodo Juliman in establishing the innovative Local Finance Facilities

Case Study: Kampung Karet Tengsin, Central Jakarta
(UN-Habitat Slum Upgrading Facility, Indonesia: Field Testing Design Instruments & Development of a Housing Association model of Housing Management for Jakarta)

UN-Habitat Slum Upgrading Facility: Field Testing Design Instruments in Indonesia (2007)

The project identifies the most feasible, 'bankable' projects that would meet the central objective of the SUF programme to mobilize domestic capital for slum up-grading projects by packaging the financial, technical and political elements so that they can attract commercial finance. The study explores case studies in Yogyakarta and Jakarta in Indonesia.

Development of a Housing Association model of Housing Management for Jakarta (2006)

As part of the UN-Habitat programme on the Slum Upgrading Facility (SUF), the project explores the use of a housing association model as an institutional framework for implementing the SUF project in Indonesia and its application in the development of the Karet Tengsin area of Jakarta, which is a priority site for the city's housing agency. The team comprised Tony Lloyd-Jones, Budhi Mulyawan and Dr Judith Allen, Principal Lecturer in the Department of Urban Development and Regeneration

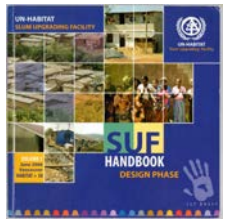
Port Harcourt Waterfront Regeneration

The study outlines a long term, sustainable, urban plan-based solution to the current conflict of interest involving the Rivers State Government and residents of the Port Harcourt Waterfront low income communities whose neighbourhoods are under threat of demolition.

Port Harcourt Modern International Market

Urban design master plan for a high profile mixed-use development of 512,000 sq.m. of gross floorspace to be built at an estimated cost of N53bn. It is intended to have a major impact on the international image of Port Harcourt.
The elements included in the plan include and African market, a shopping mall, hotel and conference centre, trade fair complex, warehousing, offices, a residential development and local services.

In 2004 the governments of the UK (DFID), Sweden (Sida), and Norway agreed to fund a new exploratory programme to be based at the UN-HABITAT HQ in Nairobi, Kenya. Michael Mutter was appointed the Senior Adviser to lead the Design Phase of this new "Slum Upgrading Facility", and test the prospect for such a Facility in 10 potential countries – Bangladesh, Cambodia, Ghana, Indonesia, Kenya, Senegal, Sri Lanka, Tanzania, Uganda and Zambia. A Design Phase Team worked with each of the countries' governments, banks and local communities to identify their suitability. After 12 months the Team reported to the joint Governing Board and agreed to prioritize four countries for a further four-year experimental Implementation Phase – Indonesia, Sri Lanka, Ghana, and Tanzania, The interim results were discussed at the Vancouver World Urban Forum ('Habitat+30')



In 2009, Max Lock Centre collaborated with the private sector in Port Harcourt, Nigeria for **The Model International Market** –
'An urban design approach and detailed design respecting local traditions and climate requirements'

The detailed implementation of new road and other infrastructure proposed in the Greater Port Harcourt Development Plan is closely linked to the development of PHMIM The full transportation linkages are vital for the proper integration of the market as a modal interchange within the city's roads hierarchy. **As part of the implementation of these various elements of the GPHC Development Plan, a new District Boulevard needs to link the Shopping Mall and Hotel on the northern edge of the main site to the proposed new Arterial Edge Road to the west. This road will be aligned to bring the development closer to the centre of the proposed Regional Node. The District Boulevard forms the 'Eastern Gateway' to the site.**


Figure 20: Aerial view of market
(Source: Max Lock Centre)

The Design Team:
Dr Mike Theis, Tony Lloyd-Jones, Samuel Adenekan, Simon Gusah, Malcolm Moor, Vijay Jedagheeson, Budhi Mulyawan, Dominic Gusah, Michael Mutter

BRUNEL The Max Lock Centre

Report 2009

***Source: Brunel Engineering** with Max Lock Centre, London, working with Max Lock Consultants Nigeria Ltd*

Max Lock Centre Research Programmes – The intermediate years 2006-2013

Development from Disasters Network (2006)

The Centre managed this network founded originally as the Tsunami Recovery Network in January 2005 shortly after that Indian Ocean Tsunami disaster. The expanded Development from Disasters Network monitored the recovery process and was committed to lobby for a community-responsive, sustainable rehabilitation of all disaster affected regions.

'Life' project (2007)

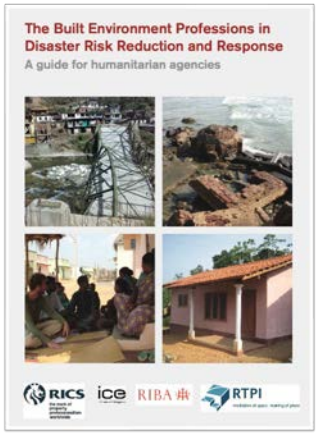
Ripin Kalra provided consultancy to Baca Architects in 2005 in developing The Life Project to explore innovative ways to tackle flooding and climate change through the built environment. The project will see the development of a set of generic principles and guidebook to integrate ecological flood mitigation with truly sustainable development.

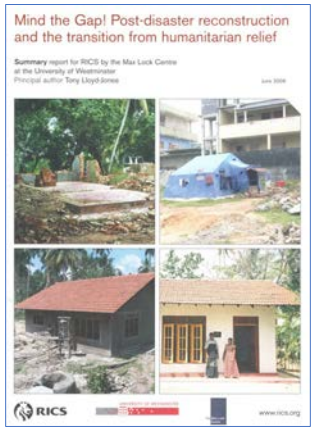
Mind the Gap! Post-disaster reconstruction and the transition from humanitarian relief (2006)

The study funded by the RICS produced a report that deals with issues of long-term recovery from natural disasters and the perceived gap between humanitarian relief, and efforts focused on reconstruction and the longer-term rehabilitation of affected households and communities. Tony Lloyd-Jones is currently a member of the RICS President's Commission on Major Disaster Management.

The Built Environment Professions in Disaster Risk Reduction and Response (2009)

This guide sponsored by the leading built environment professional associations – RICS, ICE, RIBA, RTPI – demonstrates the value of using built environment professionals more widely in disaster risk reduction and response. It shows how their skills and expertise can be applied at all stages of disaster management, in particular the longer-term goal of sustainable recovery and development. The guide is targeted at non-technical decision makers in humanitarian agencies. However, it is also relevant to all international development agencies, governments, at national, sub national and local levels, and non-governmental organisations involved in one or other aspect of disaster management.





Kaduna Master Plan Revision and Mapping (2008)

This study is for a new master plan for the sustainable development of Nigeria's fifth city, in the north of the country. It revisits and reviews the earlier 1967 study produced by Max Lock and Mike Theis of Max Lock and Partners, Kaduna: A Survey and Plan of the Capital Territory for the Government of Northern Nigeria.

Max Lock Consultancy Nigeria Ltd (MLCN) carried out extensive fieldwork including a survey of more than 11,000 households. An interim report was completed in December 2008, the draft final report in 2010 and satellite image-based mapping work completed in 2013.

The study uses the latest digital technology and satellite imagery, and **Georeferenced Data Infrastructure** (GDI) for Kaduna City. It will serve as a basis for the new Master Plan, and ensures that the Master Plan is effectively implemented, monitored and evaluated by the government. The study is structured around four central themes: People, Environment, Economy and Institutions, which aims to shape a conducive environment in which the people of Kaduna can promote their institutions and their economy. It will be focusing on those generic planning goals that address matters of public interest. They include, but are not limited to, the following:

The study embraced the social and economic development of Kaduna in its National, Regional, State and city-regional context. Poverty reduction, social well-being and equity, security and health; meeting the UN's Millennium Development Goals and improving the general quality of life of the population. The physical development and regeneration of Kaduna Urbanised Area and Infrastructure; improving physical and economic efficiency of its assets and making the city attractive for investment.

Governance: reform of the planning system, public participation in the planning process, creating conditions for social harmony in diversity, and strengthening social capital and networking. Addressing the particular aspirations, concerns and priorities of the Kaduna community (and communities).

Environmental sustainability: reducing regional and global environmental impact, ensuring the sustainable use of natural resources, adapting to climate change and addressing the immediate pressing issues of environmental health and quality that affect the population. ***See Next Panel***

Max Lock Centre provides support for the 2008-2010 Revisions to the

Master Plan for KADUNA

Capital City of the Kaduna State, commissioned by the State Government

Dr Bill Gregory
Sa'adu Dahiru

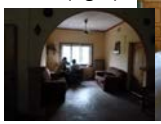
Images of Kaduna
(*all photos M Mutter)*

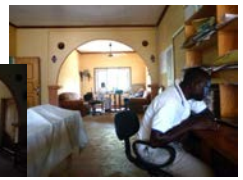
Tpl Sam Adenekan

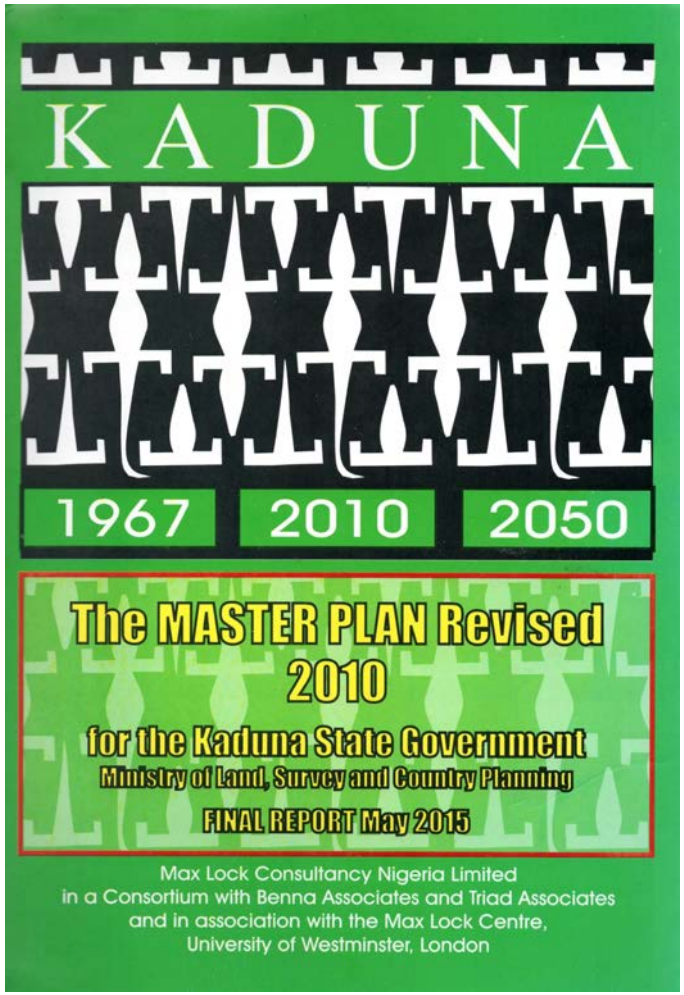
Jakaranda pottery
and restaurant Km15

Dr Mike Theis

The Kaduna
Office (right)







The Master Plan Revised 2010 FINAL REPORT was prepared and printed in Kaduna

Max Lock Centre with Max Lock Consultancy Nigeria established the large-scale teams required for a 'Civic Diagnosis' approach to planning. All team members and Master Plan production were coordinated from the Max Lock Consultancy Nigeria Ltd Kaduna offices.

Max Lock Consultancy Nigeria and Max Lock Centre, UK.

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Pat Nalson (Director, MLCN)
Bill Gregory (Data Manager, MLCN)

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Robin Temple-Hazell
Dotun Adikile
David Wendover

KADUNA MASTER PLAN FINAL REPORT

Above: 2011 NITP Conference held at Abuja

"In order to undertake a full **Civic Diagnosis** of a city shown here is the scale of team that is required – usually this is considered beyond the resources of donor-funded operations; however, it is considered essential by the Nigerian city authorities that value this kind of data since it represents the level of community involvement in the data gathering processes and as such gives their citizens a profound sense of engagement in the process and the overall value that this kind of resource represents for the future planning of their city." *Dr Mike Theis*

Retrofitting Soho

Improving the Sustainability of Historic Core Areas

A scoping study identifying challenges and possible solutions to improve the sustainability of the Soho area in London, focusing on the historic building fabric. Policy recommendations for implementing sustainable retrofit technologies. The project was awarded 2007 Bronze Award from the International Awards for Liveable Communities for Environmentally Sustainable Projects> Research Team included Tony Lloyd-Jones, Budhi Mulyawan, Adam Eldridge and Mike Theis.,

Executive Summary from a report on a pilot study

sponsored by Westminster City Council, the Soho Community Environment Fund, The Crown Estate, English Heritage and Shaftesbury PLC

December 2008

The Max Lock *Centre*
University of Westminster
35, Marylebone Road
London NW1 5LS

UNIVERSITY OF WESTMINSTER

The Max Lock Centre

A step by step approach to retrofitting buildings

The technical solutions to retrofitting buildings in the report can be divided into a number of levels depending on the resources and commitment required:

Level 1: 'quick wins' – low-cost, non-disruptive measures such as draught-proofing, secondary double glazing, loft insulation and replacing non energy-efficient lamps that can be applied in the short-term.

Level 2: 'easy life cycle hits' – may be applied even in listed buildings without raising conservation concerns but which may require a larger initial outlay. May not be cost effective unless part of the natural replacement or building cycle refurbishment process. Includes replacement and upgrading of boilers, appliances, fittings, controls and internal services systems.

Level 3: major refurbishment necessary to meet the standards of the Building Regulations, part L, includes the insulation of the building envelope (walls, roofs and floors), upgrading of windows and the installation of suitable controls. In Conservation areas meeting Building Regulation standards may not be possible in many cases.

Level 4: innovative retrofitting measures to the outsides of buildings, particularly at roof level. Includes solar thermal and photovoltaic panels, green roofs, rainwater harvesting and light tubes, roof-lights and atria to introduce natural lighting and ventilation to the interior of deep plan buildings. For some historic buildings, and parts of others, this may not be appropriate.

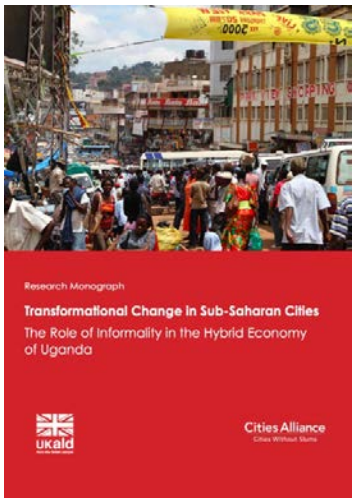
Level 5: shared or communal solutions – synergies can be achieved through adjoining property owners working together, for example, in sharing a heating or air conditioning system. Groups of property owners coming together to install a shared Combined Heat and Power (CHP) system or ground source heat or cooling pump, or carry out a linked refurbishment scheme.

Carbon emissions in Westminster and Soho

- Existing non-residential buildings nationally, account for up to 20% of all carbon emissions.
- In Westminster, which produced 2.8 million tonnes of CO_2 in 2003, non-domestic uses accounted for 72% of all emissions. In Soho, 83% of carbon emissions result from non-domestic building uses (72% of this from electricity use and most of the rest from gas for heating), 10% from transport and 7% from residential buildings.
- In 2003, Soho produced just over 100,000 tonnes of CO_2 over its relatively small area at an intensity (per unit area) 68% greater than that of Westminster as a whole and nearly eight times that of Greater London.
- With 78% of its building stock in conservation areas and around 89% of its emissions coming from the use of buildings, Westminster (property owners, occupiers, residents, businesses, organisations and the local authority) needs to address the issue of adapting its historic commercial core areas in mixed use for improved energy performance if it is to make any significant headway in reducing its carbon emissions.

(Source: Max Lock Centre using data from London Energy and CO2 Inventory 2003 (Greater London Authority, 2006. London's Carbon Emissions Inventory 2003 (LECI), Methodology Manual, London: Greater London Authority))

Max Lock Centre Research Programmes – The recent years 2014-2023



Transformational Change in Sub-Saharan Cities: The Role of Informality in the Hybrid Economy of Uganda

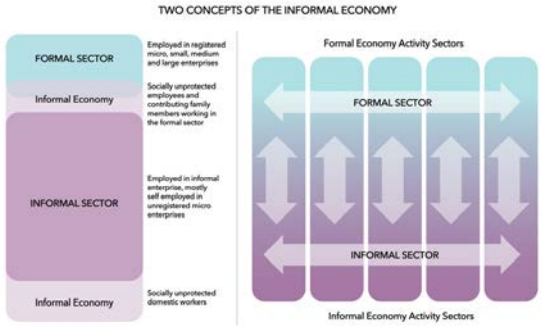
The Uganda study research indicates that the idea of the economy as divided simply into formal and informal 'sectors' is not workable. This limits the scope for amore holistic approach to urban economic growth and policies that can have a transformative impact. Support to informal operators within a formal-informal continuum and a 'hybrid economy' is likely to offer a much more effective route.

Urban Change in a Northern Nigeria City: Kaduna 1965-2015

In-depth research analysis of the urbanization and spatial expansion processes in Nigeria using the case study of Kaduna, where, uniquely, extensive and detailed datasets exist covering a 50-year period enabling an in-depth longitudinal study..

COVID-19 Pandemic and Climate Change Challenges to Equitable, Inclusive and Sustainable Urban Development in the Global South

A Global Challenges Research Fund-sponsored scoping study in 2021-22, this explored the experience of the pandemic from an urban planning and environmental science perspective. A team of 11 researchers, all graduates from our postgraduate international planning and urban design programmes, carried out case studies in urban settings across the globe, from Port Moresby in Papua New Guinea and Manila in the east, though New Delhi and Bangalore to Tegucigalpa, Honduras and Buenos Aires in the west. Parallel studies were carried out in L'Aquila, Italy, and the Royal Borough of Greenwich in London. Learning from the COVID-19 experience, the study explored practical policy recommendations for improvements to managing COVID and COVID-type outbreaks at the local and urban scale, particularly as they impact on the poor and socially excluded in developing world cities, and as they interact with climate change concerns.



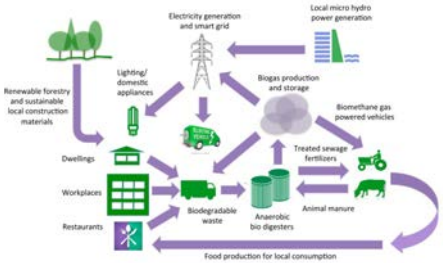
Developing Rwandan Secondary Cities as Model Green Cities with Green Economic Opportunities

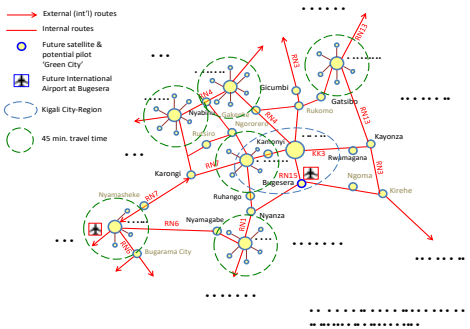
The Korea-based Global Green Growth Institute is dedicated to pioneering and diffusing a new green growth model of economic growth in developing and emerging countries. This simultaneously targets key aspects of economic performance, such as poverty reduction, job creation and social inclusion, and those of environmental sustainability, such as mitigation of climate change and biodiversity loss and security of access to clean energy and water. This project aimed to support the economic transformation of Rwanda through green urbanization and of its secondary cities.

Future Cities Nigeria (FCN): Abeokuta Master Plan Situation Report

Preparing the basis for an Urban Master Plan for Greater Abeokuta outlining the strategic development direction with a long-term perspective. Exhaustive survey and GIS-based analysis aiming to frame a spatial development for the rpidly expanding capital city of Ogun State. Includes guidelines for Urban Renewal which will build upon an integrated approach to urban renewal that takes into account social inclusion, cultural preservation and environmental concerns, including major flood risk growing in intensity with climate change.

Integrated resource management for Rwanda's Secondary Cities





Jharkhand Urban Planning and Management Institutional Development: Lessons for Smart Urban Development in India

MLC-led Project with local and UK partners exploring how to integrate sustainable land use planning in the training of city planners and managers in Eastern India for smart city development including GIS-based technical approaches sponsored by DFID India sponsor).

Max Lock Centre Research Team commissioned by Urban Research Nigeria for DFID to chart how the **City of Kaduna** has changed between the Max Lock Plans of **1965 and 2010**
The research was led by Tony Lloyd-Jones *(Research Report published by URN February 2016)*

RESEARCH REPORT

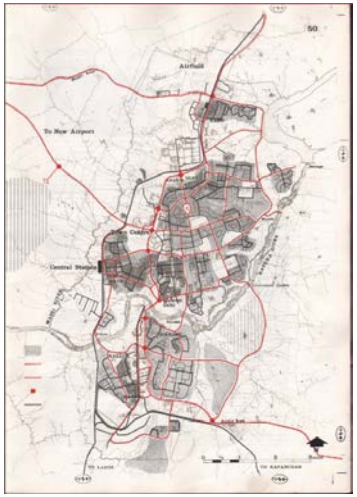
URBAN CHANGE IN A NORTHERN NIGERIA CITY: KADUNA 1965-2015

FEBRUARY 2016

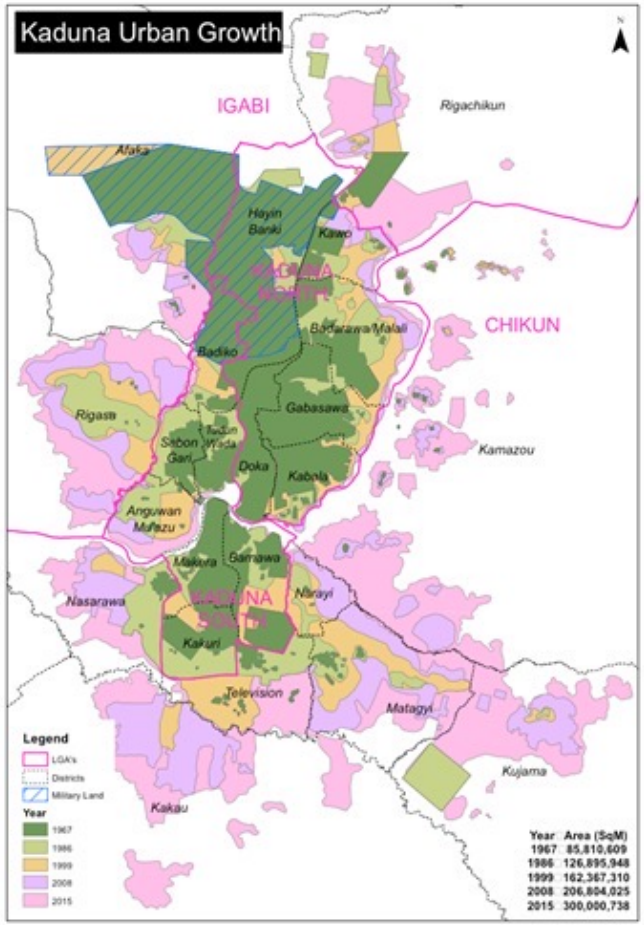
MAX LOCK CENTRE
University of Westminster
Prepared by

UNIVERSITY OF WESTMINSTER

URN URBANISATION RESEARCH NIGERIA



The dramatic expansion of cities such as Kaduna can be seen through research based on the Max Lock Master Plans between the 1965 as published above and the 2010 Max Lock Master Plan 45 years later.



The Max Lock Centre

The Max Lock Centre research team provides basis of field experience for:

Uganda 2017:

The Role of the Informal Economy in City Growth:
A Policy Brief for Decision Makers

Tony Lloyd-Jones and Federico Redin for Cities Alliance, Brussels
funded by DFID (UK Department for International Development)

For cities in Africa to become engines of growth the urban economic continuum as a whole must be strengthened, promoting a form of growth that is increasingly socially inclusive and economically resilient. Effective support requires integration of informal economy enterprises into the value chains currently dominated by formal enterprises so they can expand, become more productive and benefit from 'spillover effects.'

Well-targeted policy at the local government level can help address many of the business challenges of those operating in the informal economy, especially in accessing affordable finance.

As a consequence of the current dualistic approach, across sub-Saharan African cities, institutional and policy constraints are limiting the necessary progress. The hybrid economy should be regarded as potentially transformative.

Reference also:

Transformational Change in Sub-Saharan Cities:
The Role of Informality in the Hybrid Economy of Uganda

Lloyd-Jones, T., Dasgupta, N., Miles, N., Koojo, C.A., Majale, M., Porter, G., Roberts, M., Nunez Ferrera, I. and Redin, F. - 2017. Cities Alliance, Brussels, funded by DFID

Based on evidence from reviews of relevant literature, analysis of the secondary data from various official sources and primary research in the fieldwork in Uganda, the theoretical argument presented in this research monograph rests on the need to move from the dualistic concepts of the urban economy, to notions that present urban economic activities on a continuum.

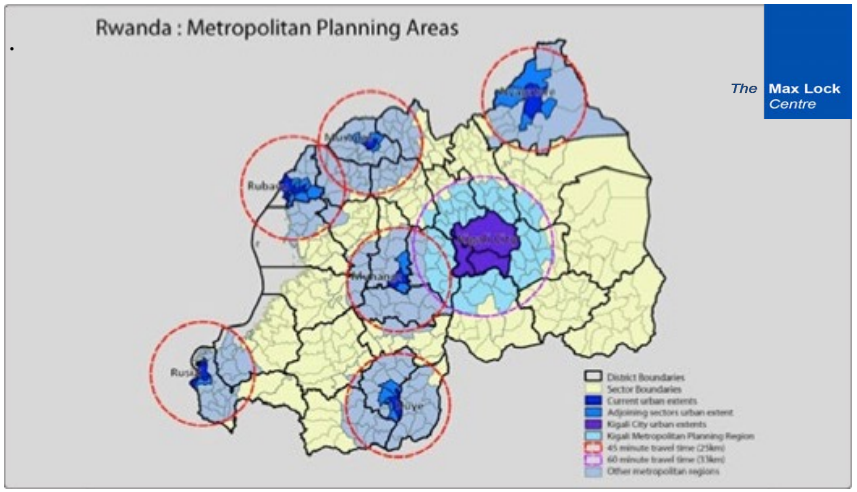
The study builds on the concept of the 'hybrid economy' (Chen, 2012) and the recent efforts of other researchers in challenging the dualistic concept of formal and informal sectors. The monograph provides an initial guide to this body of research and identifies a number of key researchable issues.

Rwanda 2015:

Developing Rwandan Secondary Cities as Model Green Cities with Green Economic Opportunities

The country's urbanization is a recent phenomenon and it is one of the least urbanised countries in the world but with a very high annual growth rate of the urban population. Almost half of the urban dwellers live in the Capital, Kigali, which is growing at an annual rate variously estimated at 4 to over 6%. To slow down this demographic over-concentration in Kigali and to leverage the urbanization as a key factor in the nation's economic transformation, the GoR has decided to develop secondary cities as metropolitan growth poles.

Rwanda's ambition for green economic and urban development is also manifested in the National Green Growth and Climate Resilient Strategy of Rwanda which outlines a vision and programs to help the country become a climate-resilient, low-carbon economy by 2050. Goals for sustainable urban development are also set out in the Rwanda National Land Use and Development Master Plan. "Rwanda is still a low urbanized country and has a unique opportunity to set the standards for sustainable urban development. The next ten years will be crucial if Rwanda will be a success story in this respect."



Source: Max Lock Center based on RNRA data

Max Lock Centre and University of Westminster

Commissioned by DFID India for their 'Smart City' programme: to be based on the Jharkhand Urban Planning and Management Institutional Development Project resulting in universal web-based Urban Management Capacity Building Guidelines for **Urban Planning and Management (UPMI)** across India

Training programmes were held in Ranchi and Bhubaneswar in 2018 for strengthening state and city level urban managers

MAX LOCK PROJECT TEAM: TONY LLOYD-JONES, MIKE MUTTER, BILL ERICKSON, JOHN PIKE, RIPIN KALRA, DARSHANA CHAUHAN, INDERJIT KAUR

The Jharkhand Urban Planning and Management Institutional Development Project (JUPMI)

Project Overview and Final M & E Report
at the conclusion of the JUPMI project at end of August 2019

The DFID India JUPMI Project undertaken by the UK-led International Team comprising the University of Westminster (UoW) Max Lock Centre, and the University of Central London (UCL) Bartlett School of the Built Environment, together with the in-country partners team of Max Lock Centre New Delhi, IPE, and Deloitte, agreed the parameters and deliverables of the project at local meetings with the local client bodies at the Scoping Stage Inception Reports. The Implementation Phase of project development was conducted in Jharkhand, and the Dissemination Phase was conducted in Odisha State, reporting to the DFID India Smart Cities for Urban Development (SmUDI) Team in New Delhi.

Capacity Building Workshops were held in Ranchi and Jamshedpur in April 2018 with 60 staff members and directors agreeing a Continuous Professional Development (CPD) approach for the Project that could continue beyond the immediate remit of the project.

The Monitoring and Evaluation Plan (M&E Plan) was agreed in December 2018 and developed for the **Implementation Phase Final Reports** delivered at end of January 2019 that also included the Final Reports for the Institutional Outline, the Academic Outline, and the Business Plan Outline.

The major **Outcome of the Dissemination Phase** has been the publication of the **UPMI Insight Urban Capacity Building Guidelines** that will inform future CPD-led Workshops and Courses potentially under subsequent projects that can be delivered by the in-country teams with further up-dating of the knowledge base from the international partners.

Guidelines for Building Capacity for Improved Urban Planning and Management in India (UPMI)

Website organisation

MAX LOCK CENTRE University of Westminster website – primary link to independent UPMI web platform - the MLC web site will form part of the Westminster Sustainable Cities and Urban Environment web presence under construction.
www.westminster.ac.uk/maxlockcentre/projects/guidelines/India

The UPMI Guidelines Website

The following table shows the organisation of the **Draft UPMI Guidelines** on its 'stand-alone' web-based platform/portal accessed in the first place by a link from the University of Westminster Website.

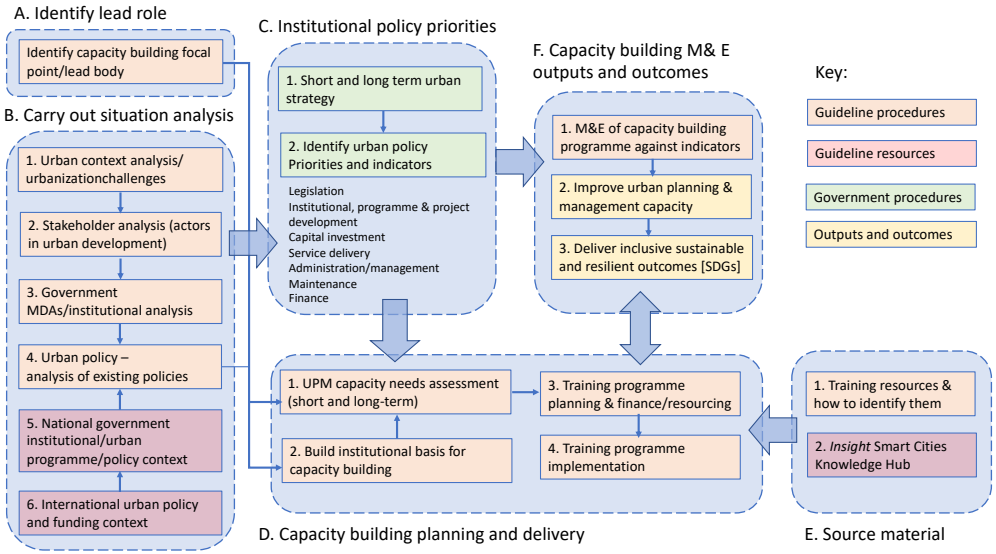
The **UPMI Guidelines Website** can be adopted by any of the partner institutions in the DFID India SmUDI Programme with acknowledgement to its origin and development under the **DFID India JUPMI Project** that has been supported by the **UK Government**.

The Website is arranged in three major sections:

1. **About the INSIGHT Guidelines** – *the origin of their development*
2. **How to use the Guidelines** – a brief synopsis of each section is provided, as follows:
   a. **Context analysis** – *Assessing urban development and management needs of the city / state*
   b. **Stakeholder and institutional analysis** – *identifying the broader range of interest groups and target organisations for capacity building*
   c. **Urban planners and managers** – *outlining roles and responsibilities*
   d. **Capacity needs assessment** – *Assessing current capabilities, resource gaps and capacity strengthening needs.*
   e. **Developing an academic framework –** *potential course content and curricula*
   f. **Developing a training plan and programme –** *including course structure and delivery options*
   g. **Institutional framework –** *organisational hub, potential providers, networks and partners*
   h. **Business planning -** *Determining the feasibility of the programme*
3. **Potential course content**
   a. **Content for National Government policies** - *Current national urban policies for cities*
   b. **Content for agreed international policy** – *Outlining obligations at national and city levels*
   c. **Content for international funds –** *A range of international funding opportunities for cities*
   d. **Practical course** – *Suggestions for building capacity at the city level*
   e. **Processes for capacity building programmes**

Contents (website tabs)	Purpose / explanation	Detailed synopsis
1. 'About INSIGHT Guidelines for building capacity in cities' – *How they were produced*	Why have Guidelines for building capacity? What is the role of Max Lock Centre?	**Origins of the Guidelines** and the DFID India SmUDI objectives (Jharkhand/Ranchi, Bhubaneswar/Odisha)
2. How to use the Guidelines – *A synopsis of contents on the website*	Initiating or modifying a capacity building programme/ training plan in urban planning and management for the city or state.	Steps to be followed to develop a capacity building programme/training plan: - Context analysis - Stakeholder analysis - Urban planners and managers roles and responsibilities - Capacity needs assessment - Local Leadership - Process roll-out - Assessment process
a. Context analysis – *Assessing urban development and management needs of the state/city*	Setting out the context, urbanisation trends, and urban development and management priorities	1. **Understanding the current urban context,** population and urbanisation pressures and demands e.g.: - Land for development - Housing - Economic, social and cultural development & regeneration - Environment, natural resources and climate change resilience - Urban infrastructure and services - Mapping - Other data 2. **What are the over-arching priorities** for urban development, planning and management?
b. Stakeholder and institutional analysis – *identifying the broader range of interest groups and target organisations for capacity building*	Main groups and organisations with an interest in urban development & their priority concerns	1. **Main stakeholders,** interests, roles and responsibilities, existing capabilities, resource and capacity needs 2. **Identifying target ministries, department and agencies** responsible for urban planning and management and their priority concerns

Conceptual Diagram to show the relationship of the UPMI Capacity Building approach agreed by the DFID India JUPMI Project



Abeokuta

FCDO **Future Cities Nigeria**

MAX LOCK CORE TEAM:

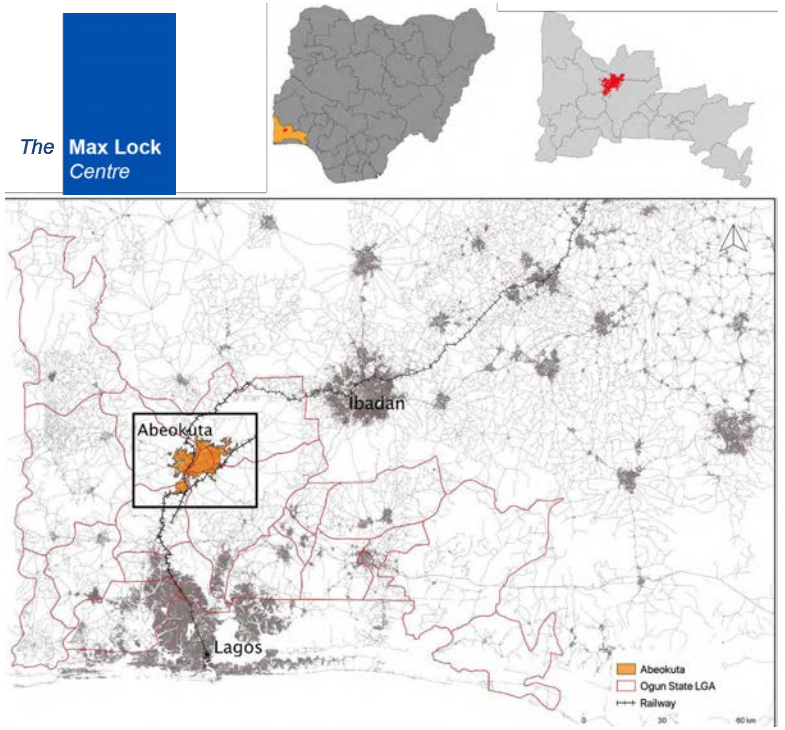
TONY LLOYD-JONES, FEDERICO REDIN, BILL ERICKSON, RIPIN KALRA, NANDINI DASGUPTA, (WITH INPUTS FROM A WIDER TEAM OF NIGERIAN AND INTERNATIONAL EXPERTS)

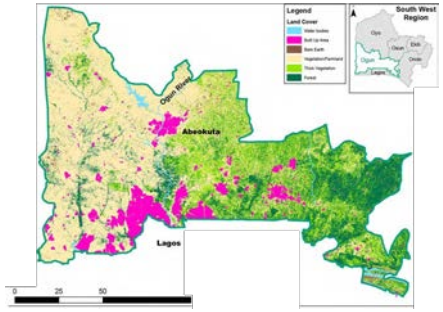
The study is part of Future Cities Nigeria (FCN), a project in the UK Government's Global Future Cities Programme targeting interventions to encourage sustainable development, increase prosperity and alleviate urban poverty with four interventions in Lagos and Ogun States. The programme is led by Adam Smith International through the Foreign and Commonwealth Development Office with the Max Lock Centre at the University of Westminster as one of the implementing partners. The study was carried out between January and September 2020.

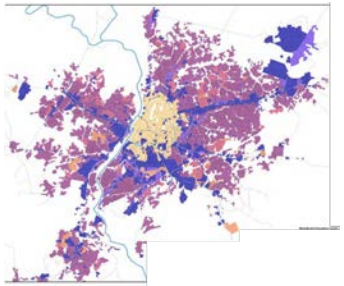
This study was carried out by a team led by the Max Lock Centre exploring the baseline conditions in the city of Abeokuta ("Refuge among Rocks'"), the capital of Ogun State, 80 km north of Lagos The state capital is experiencing rapid expansion and is well known for its unique, rocky landscape. It is an important cultural centre, with a historical core of run-down dwellings in a unique Afro-Brazilian style of architecture.

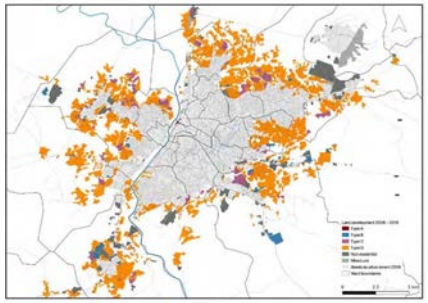
The Abeokuta Urban Master Plan is a dynamic long-term planning tool to guide future development and growth of the city, through planned city extensions and regeneration with a long-term time horizon of 15 years, whilst providing short term action planning.

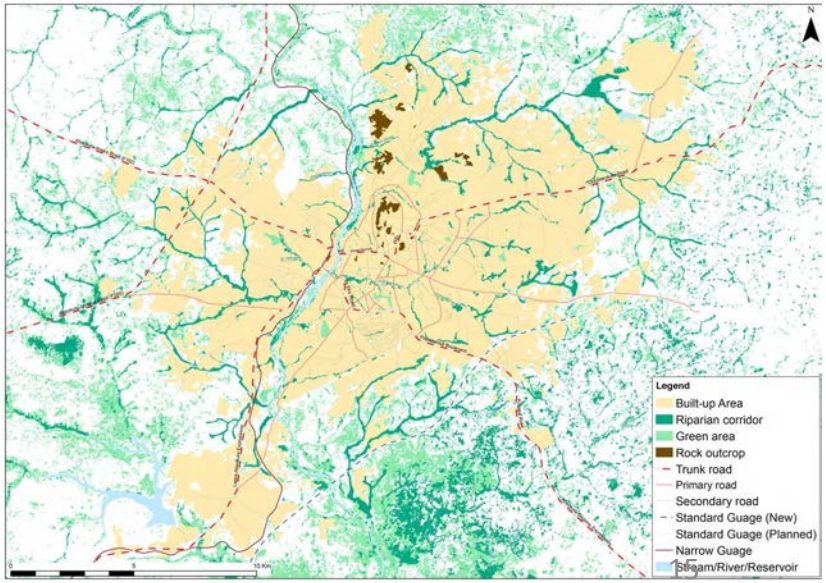
This study explored baseline conditions in the city's metropolitan area. The Max Lock team designed and led the implementation a series of GIS spatial analysis and mapping exercises, online documentary reviews and field surveys exploring a range of socio-economic, political, cultural and environmental sustainability-related urban planning and design concerns some of which are illustrated here, including the increasing frequency of flooding related to climate change











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An early version of the MLC website

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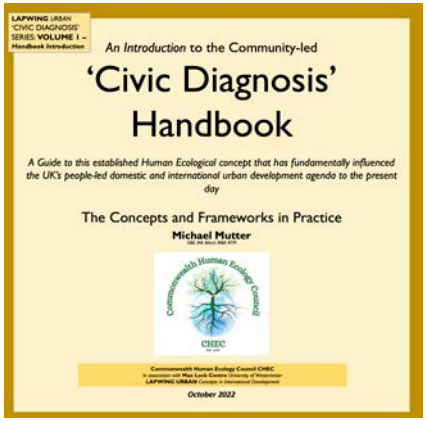

The methodology for '*People and Planning*' and the MA Course on ***International Planning and Sustainable Development*** together give the **School of Architecture and Cities**
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