



The role of planning to housing

The policy arrangement of an integrated approach to housing: the role of planning in formulating strategies to address the housing problem in the Netherlands.

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ABSTRACT

The housing shortage is and will be one of the biggest societal challenges in the Netherlands for the future (ANP, 2022). This thesis tries to explore strategies within the field of urban planning to integrally approach the housing crisis in the Netherlands. The policy arrangements approach, which examines multi-actor policy networks (Arts et al, 2006), provides a framework for analysing and understanding integrated approaches within specific political and institutional contexts. To identify the role of planning within the spatial domain in the Netherlands, this thesis adopts a qualitative research design conducting semi-structured interviews, a policy analysis and a case study. The results reveal the persistence of obstacles hindering true integration, such as fragmentation, competition, and resource constraints. Despite policy documents advocating for an integrated approach, there are discrepancies between the desired approach and its actual implementation. This study emphasizes promoting flexibility, collaboration, and effective communication in the planning process. However, the policy arrangements model may have missed important elements, so other theories are recommended to be explored for a better understanding of integrated approaches to housing.

Keywords: Policy arrangements, area-based, integrated approach, housing crisis, program NOVEX

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LIST OF ABBREVIATIONS

- Foundational product	Startpakket
- Housing construction program	Programma woningbouw
- MPs	Kamerleden
- Minister for Housing and Spatial Planning	Minister voor Volkshuisvesting en Ruimtelijke Ordening
- Ministry of Housing, Spatial Planning and the Environment	Ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer (VROM)
- Ministry of the Interior and Kingdom Relations	Ministerie van binnenlandse zaken en koninkrijksrelaties (BZK)
- National Environmental Vision	Nationale Omgevingsvisie (NOVI)
- National housing and construction agenda	Nationale woon- en bouwagenda
- Program Beautiful Netherlands	Programma Mooi Nederland
- Program NOVEX	Programma NOVEX
- Urbanization strategy Region Groningen-Assen	Verstedelijkingsstrategie Regio Groningen-Assen

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1

INTRODUCTION

1.1 Research problem

The housing shortage is and will be one of the biggest societal challenges in the Netherlands for the future (ANP, 2022). The housing market is under extreme pressure due to a scarcity of nearly 279,000 dwellings (3.5% of the total stock). Although the government's and the market's recent efforts, a continued growth in the shortfall to 316,000 dwellings is forecasted in 2024 (Capital Value, 2022; RTL Nieuws, 2022). Many residents in the Netherlands experiencing difficult times in finding a home that meets their wishes and financial possibilities. Besides, the number of households is expected to grow rapidly in the coming years as well (Ministerie van BZK, 2022a). The country needs an accessible, affordable residential landscape of good quality. The endeavor is complex; it requires a concentrated effort from all those involved (Ministerie van BZK, 2022b).

The Netherlands is a wealthy urbanized nation with a high population density, which creates a strong social dynamic that puts pressure on the country's space. For the limited commodity of space, several spatial functions compete directly (Jansma & Ockhuijsen, 2021). For example, there is a demand for sufficient sustainable and affordable homes, climate-proof landscapes, more biodiversity and nature restoration, the transition to circular agriculture, the transition to a clean energy supply, and preservation of cultural heritage and identity (Ministerie van BZK, 2022c). This requires decision-making, cleverly integrating tasks and guidance from the central government to allocate the space fairly. With a broad range of geographical difficulties, the competitiveness appears to be at an all-time high right now.

There is no ready-made solution for the housing shortage which makes it a complicated problem. Organizations and experts have listed several solutions that simply consist of building more houses, building faster and smarter, government intervention (through a minister for housing), and/ or abolishing the landlord levy for housing corporations (Plasschaert & Venema, 2021). In addressing the housing shortage, the central government already aims at realizing 100,000 homes per year, whereas the long-term goal is to build 900,000 homes by 2030 (Ministerie van BZK, 2022b). The most severe shortages can be found in the larger cities, especially in the regions of Greater Amsterdam (6.7%), Delft and Westland (6.5%), and Flevoland (5.5%) (Capital Value, 2022; ANP, 2022).

Since 2022 there has been a Minister for Housing and Spatial Planning to take more control in the housing task and the organization of the Netherlands. This is the first minister for these specific posts since the then Ministry of Housing, Spatial Planning and the Environment was disbanded in 2010 (Weessies, 2022). A National Housing and Building Agenda with six underlying programmes has been created by the minister. This goes into further detail about housing construction, residence for seniors and people with special needs, quality of life, and sustainable development. Also, two spatial programmes that discuss the physical geography of the Netherlands and the future options in regard to issues like housing, infrastructure, nature, climate, energy, and the economy are presented (Rijksoverheid, 2022).

Two projects that will eventually tighten the National Environmental Vision are being implemented in order to restore control over spatial planning. Agreements are negotiated with fellow governments and collaboration is boosted through the program NOVEX (see Appendix), which also stresses the contribution of government land and active government land policy (Rijksoverheid, 2022). Within this thesis, a case study will be conducted on the Groningen-Assen region which is an allocated NOVEX area by the national government. The analysis focuses on the integrated approach of the "Urbanization strategy Region Groningen-Assen" in addressing the

various societal challenges present within the Groningen-Assen region. However, is this approach actually pursued? Furthermore, The program Beautiful Netherlands places a strong emphasis on spatial quality, paying close attention to urbanisation, energy transition, and rural area design (Rijksoverheid, 2022). Therefore, the Ministry of the Interior and Kingdom Relations (IKR) can reach fair arrangements with the entities involved ensuring that everyone contributes fairly to resolving housing and spatial issues.

The national government has encouraged the provinces to coordinate social activities and consider spatial integration, which will lead to spatial arrangements. This is done via an area-based approach as starting point with coordination at the regional level. The government chose this strategy because it has found that Environmental Agendas (opting for sustainable development) cover too much ground and, like the national government, the provinces have democratically established authority as well (Stadszaken, 2022). However, one of the fundamental criticisms has been the absence of integration across sectors in terms of strategies, policies, and execution (Le Blanc, 2015).

Integrated approaches involve multiple policy areas, public-private collaboration, and diverse policy instruments (Navarro-Yáez, 2021). Successful planning interventions require collaboration with the private sector and public engagement (Davoudi, 2009). Within this thesis, semi-structured interviews are being conducted with professionals from the public and private sectors involved in spatial planning. Furthermore, a case study of the NOVEX area in the Region Groningen-Assen is being conducted, which includes a policy analysis and additional semi-structured interviews.

From this thesis it becomes clear that the housing crisis in the Netherlands remains a significant challenge, hindered by fragmentation, competition, and a lack of partnerships among municipalities. Spatial planning's limited awareness of its influence on policy arrangements and smaller municipalities' capacity and knowledge shortages pose additional obstacles. Overcoming trust issues, outdated thinking, and restrictive regulations require enhanced collaboration, strategic planning, and innovation for a sustainable and integrated housing approach.

1.2 Study aim

In 2014, the United Nations member states proposed a set of Sustainable Development Goals. The creation of the new set of objectives was widely regarded as an ambitious task, but they must act as benchmarks for the challenging transition to sustainable urban development (Le Blanc, 2015). Consequently, variations exist in compliance with the goals and policy tools included in urban development policies and programmes, and extra explicitly, in compliance with the goals and instruments specified requirements of policy measures involved in local plans, despite the prevalent rise towards integrated approaches focused on sustainable urban development and network governance (Navarro-Yáñez & Rodríguez-García, 2020).

As, according to Le Blanc (2015) inadequate knowledge of and accounting for cross-sector trade-offs and synergies had already led to incoherent policies, detrimental effects of policy reforms concentrated on particular sectors on other sectors, and, eventually, differing results and trends throughout broad targets for sustainable urban development. However, including goals from many policy areas, the collaboration of public and private actors from different policy levels and domains, and a variety of different policy instruments are all components of integrated approaches for sustainable urban development (Navarro-Yáez, 2021). Davoudi (2009) argues that the successful implementation of planning interventions depends on their collaboration with the private sector and active engagement of the public. Therefore, the aim of this study is to understand how planning exerts its role in policy arrangements around integrated approaches to housing in the Netherlands.

Section 1.1 and 1.2 indicate that spatial planning has a role to exert in developing strategies for integrated approaches to social challenges. In this research, the role of planning is being studied, with an emphasis on its capability to develop strategies guiding for an integrated approach to housing. Therefore, the following research question is central to this thesis:

1.3 Scientific relevance

Effectively dealing with the immense shifts that our cities, society, and the environment have been experiencing over the past several decades, and the consequences that we are now confronting, requires a more robust and resilient planning and development approach (Yigitcanlar & Teriman, 2014). According to Yigitcanlar & Teriman (2014), academics all around the world see sustainable urban development as a modern framework for addressing these difficulties and creating new mechanisms, like integrated approaches, for constructing a desired urban future. Therefore, urban planning should become more sustainable as a consequence of policy integration, which is projected to eliminate tensions and increase the synergy between various policy domains (Musterd & Ostendorf 2008).

Scholarly research on planning has a limited focus on housing. Typically, housing is approached primarily from a housing policy standpoint, and planners are commonly seen as implementers of policy choices rather than active contributors who can shape policies and practices (Jonkman, Meijer & Hartmann, 2022). However, within the realm of urban planning and research, there has been an increasing inclination with endeavours aimed at providing information and exerting influence on legislation, regulations, governmental choices, and other public policy measures by engaging in communication with individuals in positions of power who have control over these actions (Hirvola, 2022).

As with housing, the cautious coordination of the activities outlined in plans and strategies, the utilization of regulatory tools, and the provision and mobilization of resources (including human resources and cooperation) which are required to deliver a strategy are commonly key factors (Davoudi, 2009). However, Adams (2011) emphasizes the fundamental challenges associated with planning to housing, suggesting that it is characterized by its difficult and elusive nature, subjective aspects, distinctive qualities, and intricate nature. Therefore, it is sometimes difficult to address fundamental issues, such as what the right levels of ambition are or how to include environmental goals or other purposes into spatial planning (Runhaar, Driessen & Soer, 2009). Nonetheless, the Netherlands' reputation as a trailblazer in the integration of environmental and spatial policy makes the need for greater study in this area quite strong (Runhaar, Driessen & Soer, 2009). As there is a limited engagement of planning scholarship to housing, again, the Netherlands can serve as a frontrunner where valuable lessons can be drawn for other contexts.

1.4 Societal relevance

The largest issue now facing the Dutch housing market is a lack of adequate housing production (Boelhauer, 2019). Figure 1.1 shows the development of the housing stock in the Netherlands. The Dutch housing market entered a recession in the third quarter of 2008, but home output remained respectable at the time. From 2000 and 2008, an average of 79,000 new residences were built per year. The housing shortage rose by roughly 3.25 in 2018 because of a rise in extra households brought on by immigration (Boelhauer, 2019). Besides, the average number of inhabitants per house has slowly decreased (see figure 1.2) which further exacerbates the housing shortage (CBS, 2021). Despite an increase in households, insufficient building permits have been issued in recent years (RTL Nieuws, 2022). New home construction sometimes requires many years. Therefore, construction in the Netherlands is facing a significant contraction in 2023 (Kuiper, 2022).

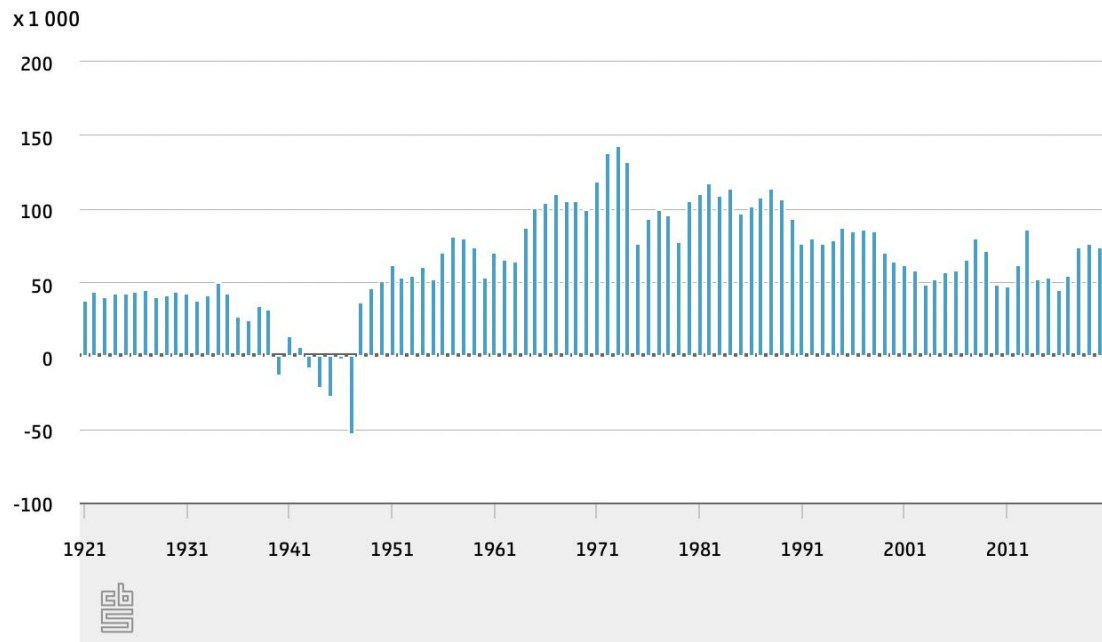


Figure 1.1 Housing stock development in the Netherlands (CBS, 2021)

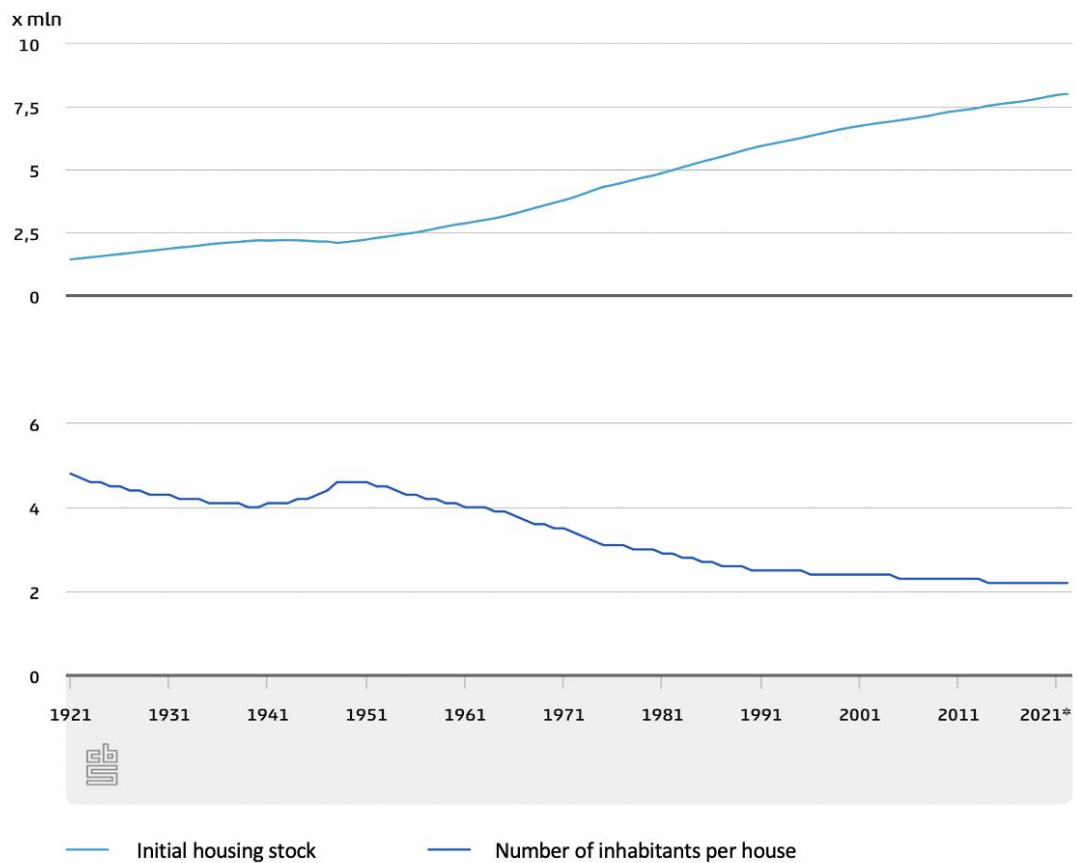


Figure 1.2 Housing stock and the number of inhabitants per house in the Netherlands (CBS, 2021)

As stated in section 1.1, the program NOVEX has been set up to facilitate negotiations with fellow governments and to foster collaboration, as well as emphasizing the role of government land and active government land policy to address the housing shortage (Rijksoverheid, 2022). The provinces will now collaborate with the national government, local governments, and water boards to explore how the tasks and objectives at the national level may be integrated with their local plans (Ministerie van BZK, 2022d). A challenging conundrum given that the Netherlands is not expanding.

Therefore, urban planning takes on the attributes of a “complex planning process” that encompasses diverse objectives and activities spanning multiple localities (such as municipalities and neighbourhoods). It involves various planning sectors, governmental levels, and socioeconomic actors in both its creation and execution (Navarro-Yáñez & Rodríguez-García, 2020). The significance of this research lies in its exploration of strategies within the field of urban planning to integrally address the housing crisis in the Netherlands. By doing so, it aims to contribute to resolving this social issue and ensuring a sustainable, appealing, and resilient Netherlands for future generations.

1.5 Thesis outline

This thesis consist of several chapters that explore the topic of integrated approaches to urban development, with a particular focus on housing, in the context of the Netherlands. The outline follows a chronological order, starting with chapter 2, offering a conceptual foundation for this research. Followed by chapter 3, providing insights into the research design and methods employed in the study. Then, chapter 4, presents the findings of this research. Subsequently, chapter 5 presents a comprehensive analysis and reflection on the findings. At last, a reference list is given in chapter 6 and appendices are presented at the end of the thesis.

2

THEORETICAL FRAMEWORK

This chapter presents the theoretical framework. This will serve as the underlying framework for this research. The first part is about sustainable development since this hardly can be viewed separately from integrated approaches. After that, integrated approaches are discussed. Subsequently, the transition of urban planning in the Netherlands is discussed, followed by challenges and considerations in housing planning and development. At last, planning strategies are highlighted.

2.1 Sustainable urban development

As the globe begins to realize the repercussions of climate change, growing urbanization, and contemporary urban lifestyles, the notion of sustainability has been thrust to the fore of political discourse (Yigitcanlar & Teriman, 2014). The greatest threats to our world now are climate change, fast urbanization, and energy policies based on fossil fuels, which pose a long-term hazard to both built and natural systems. Along with these complexities, effectively navigating the massive changes that have occurred in our cities, societies, and environment over the past few decades, as well as the resulting effects we are currently dealing with, necessitates a more effective and resilient planning and development perspective (Yigitcanlar & Teriman, 2014).

National states and international organizations have developed policies that aim to address urban problems from an integrated perspective. These policies are intended to promote sustainable development from an integrated approach and are an essential element of the European Cohesion Policy and the UN-Habitat's New Urban Agenda, as well as other urban policies in Europe and North America (Navarro-Yáñez & Rodríguez-García, 2020). An approach to urban development known as "integrated sustainable urban development" focuses on meeting sustainable goals and addressing economic, environmental, and social concerns across a range of sectors, stakeholders, and decision-making levels (European Union, 2020). Sustainable urban development is viewed by academics throughout the world as a modern paradigm that may solve contemporary issues and offer a chance to create new systems for generating a desired urban future. It is believed to enhance a city's quality of life, including its ecological, cultural, political, institutional, social, and economic aspects, without adding any more burdens (Yigitcanlar & Teriman, 2014).

One of the fundamental criticisms of earlier theories of sustainable development has always been the lack of integration within sectors in concerns with strategies, policies, and implementation (Le Blanc, 2015). Ineffective policies, negative effects of development strategies aimed at particular sectors on other sectors, and subsequently differing results and trends throughout broad goals for sustainable development have been caused by a lack of knowledge and accounting for trade-offs and synergies along sectors (Le Blanc, 2015). Many strategies must be improved in order to become operational plans that boost integration and allow for the evaluation of performance and effect (European Union, 2020).

Urban problems are seen as "complex policy problems" that require the involvement of various policy sectors and actors. These policies aim to develop integrated plans for local development, involving various policy sectors, using various policy instruments, and engaging various public and non-public actors across various local territories (Navarro-Yáñez & Rodríguez-García, 2020). Although many government organizations have lately pushed for the adoption of integrated approaches, some forward-thinking local governments saw the

need for such approaches ten years ago (May, Kelly & Shepherd, 2006). Unfortunately, there continues to be a lot of misunderstanding about what integration is and how to effectively achieve it (May, Kelly & Shepherd, 2006). Rethinking sustainable urban development has become unavoidably necessary in a world where civilization is developing, and people are becoming more conscious of the effects of careless urban development choices. A major issue for modern urban governance is the delivery of a sustainable constructed environment, connected to, and improved by the natural environment (Yigitcanlar & Teriman, 2014).

As is said, urban issues and sustainable urban development are now more prominently included as important factors in national and international policy agendas. With a multi-sectoral, integrated approach, the Urban Agenda for the EU is a new multi-level working technique that encourages collaboration between Member States, cities, the European Commission, and other stakeholders to foster growth, liveability, and innovation in European cities (European Union, 2020). This framework offers a universal design standard for urban areas of all sizes. Urban challenges require intervention from several policy sectors and actors to take into consideration their complex and multi-dimensional character (UN-Habitat & OCDE, 2018; Navarro-Yáñez & Rodríguez-García, 2020).

However, there is an increasing recognition that urban challenges are complex issues whose origins and consequences span across several policy sectors or sub-systems (Yigitcanlar & Teriman, 2014). As a result, like other policies with cross-cutting difficulties, urban policies are typically established by combining integrated policy strategies to mitigate the negative consequences of fragmented governance with sectoral policy activities to solve complicated policy challenges (Navarro-Yáñez, 2021). These methods seek to form a new policy subsystem that incorporates the aims, actors, and tools of current sectoral subsystems-policy sectors involved with the complex issue (Navarro-Yáñez, 2021). These integrated approaches will be discussed in the following section (Section 2.2). As a result, integrated urban policies involve a multi-goal agenda (e.g., New Urban Agenda), coordinating among various sectoral actors, and an intervention logic that attempts to combine policy tools from several policy sectors to enhance an urban area (European Union, 2020).

2.2 Integrated approaches

Integrated approaches for sustainable urban development incorporate objectives from several policy areas, the cooperation of public and private actors from various policy levels and domains, and a mixture of various policy tools (Navarro-Yáñez, 2021). Integrated urban planning is a contemporary method of planning that acknowledges the intricate nature of our urban environments (THA, 2022). Collaboration from diverse groups is necessary to create liveable, secure, and inclusive cities, especially since more than half of the world's population resides in urban areas.

Below a figure is given (Figure 2.1) which explains what is meant by integrated urban development according to the European Union (2020). In the figure can be seen that various forms of integration come at play, such as vertical integration and horizontal integration. Territorial integration means that neighbouring municipalities cooperate with each other.

Integrated Urban Development

MEANS...

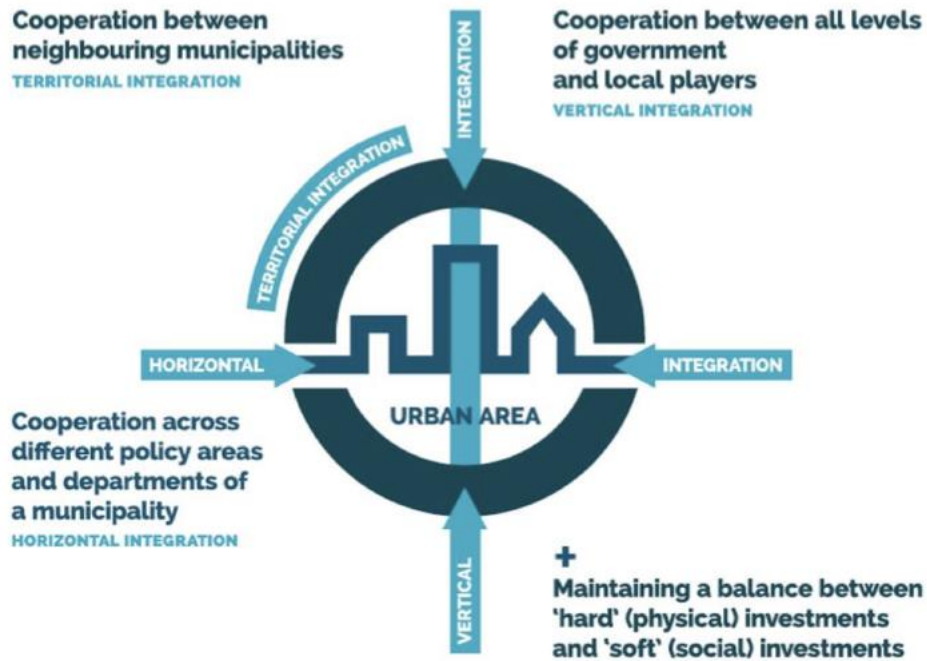


Figure 2.1. What is meant by integrated urban development (European Union, 2020)

2.2.1 Area-based approaches

The term “area-based approaches” is used to refer to various methods that are described in policies, practices, and academic literature as “area-based”, “settlement-based”, or “neighbourhood-based” (USGW, 2019, p. 6). Area-based approaches possess certain traits such as being multi-sectoral, involving multiple stakeholders, being geographically focused, and taking into account the entire population within that area (USGW, 2019). An area-based approach often aims to alter the character of a place by incorporating locals and other interest groups with a role in its future (Donaldson et al, 2013). It generally encompasses a variety of social, economic, and physical development objectives spanning the core functions of government in areas like education, housing, transportation, sport, recreation, and economic development, based on the nature of local challenges and possibilities.

Solly (2020) states that area-based entails their incorporation into larger policymaking and assessment procedures and stresses the specific qualities and conditions of places as a basic starting point for spatial planning. Area-based approaches can take on a variety of institutional shapes, from broad partnership arrangements with several stakeholders to specialized organizations with specific goals and condensed time constraints (Donaldson et al, 2013). The many physical, historical, legal, administrative socioeconomic, and cultural contexts wherein spatial planning systems are rooted are considered (Solly, 2020). With a focus on the location, region, and physical space where planning and policymaking occur, the approach is consequently territorial. As well as Solly (2020), Navarro-Yáñez & Rodríguez-García (2020) state that area-based policies are created and executed with an emphasis on the urban territorial context, as opposed to sectoral policies, which may have an impact on the urban context since they are executed across several territories. The main purpose is to address the presence of place or neighbourhood impacts connected to the complexity of urban issues necessitating the engagement of many public and non-public actors as well as diverse policy sectors (Van Gent, Munster, & Ostendorf, 2009; Navarro-Yáñez & Rodríguez-García, 2020).

Furthermore, including local actors, partners, and stakeholders in the management of spatial planning and development, an area-based approach is proactive as well (Solly, 2020). The relationship between area-based

spatial design and enhancing people's quality of life is another aspect. Hence, despite the fact that diverse contextual and cultural elements may have an impact on the quality of life in various situations, it is often measured by taking into account factors like the prevalence of environmental pollution, the quality of housing, and the employment rates instead (Solly, 2020). Area-based projects strive to integrate a variety of interventions at a certain geographical scale (Musterd & Ostendorf 2008). From that point of view, it would seem logical that area-based approaches are effective in creating integrated policies as accurate evaluations are required to decide which regions should be addressed.

According to Runhaar, Driessen & Soer (2009) policy integration is expected to minimise conflicts and promote the synergy between diverse policy areas, resulting in urban planning being more sustainable. The concept of integrated policies is forming a novel policy framework for urban policies built around the concepts of sustainable urban development and policy integration to address the multifaceted nature of urban challenges and the prevalent fragmented sectoral approach to them (Navarro-Yáñez, 2021). As a framework for policy, it identifies a policy's justification, broad issues to address, overarching objectives, and implementation choices (Navarro-Yáñez, 2021).

Area-based policies have broadened in scope, in terms of both substance and actors, moving away from the urban renewal programmes of the 1950s, which were concentrated on revitalizing urban cores, and towards more modern, comprehensive plans for sustainable urban development (Musterd & Ostendorf, 2008; Navarro-Yáñez & Rodríguez-García, 2020). The area-based approach has emerged as the foundation of what is known as "new urban governance", with intergovernmental and/or public-private sector partnerships being a fundamental tenet of public administration (Donaldson et al, 2013). For urban development to be effective, it is suggested that better coordination in the creation of policy responses to complex socioeconomic problems or reorganizing service delivery to achieve demanding objectives is required (Donaldson et al, 2013).

This progression demonstrates how the "area-based approach" has gradually become the primary design approach for integrated policies (Navarro-Yáñez & Rodríguez-García, 2020). However, Runhaar, Driessen & Soer (2009) state that policy integration can be even more realized by creating greater local policy space in setting area-based aspirations. Donaldson et al. (2013) state that urban planners are now given more latitude in developing area-specific goals that are more focused on the features and functions of urban areas. However, according to research, greater local policy freedom for policy integration may not always consistently lead to more conscious sustainable urban development (Runhaar, Driessen & Soer, 2009). One explanation is that urban planners are unable to address fundamental concerns, such as what the appropriate levels of ambition are or how environmental goals or other objectives might be included into spatial plans (Runhaar, Driessen & Soer, 2009).

2.3 The transition of urban planning in the Netherlands

One may describe the Netherlands as a "policy-dense" nation (Musterd & Ostendorf 2008). In the context of urban and regional social and economic challenges, that is unquestionably true. Traditional perceptions of planning, rooted in the enlightenment tradition of modernity, consider it as an apolitical and value-free process that serves the common interest without favouring any specific social class (Fox-Rogers & Murphy, 2013). However, in the Netherlands, urban planning gradually shifted away from generic, sectoral, and norm-based planning towards increasingly decentralized and integrated types of planning during the previous twenty-five to thirty years (Runhaar, Driessen & Soer, 2009). This gradual shift shows that a solid change has been made. This change is depicted by a spectrum shown in Figure 2.2. The ideal form of land use planning is located on the lefthand side, with its main purpose being to control development by prohibiting unwelcome development. Whereas, the ideal form of planning, whose purpose is to assist, boost growth and being more flexible, is depicted on the opposing side. On this spectrum, the movement in opinion on urban planning that has taken place from the early 1980s may be viewed as a progressive move from left to right (Verhage, 2003). In fact, this is a fairly stark illustration of a much more nuanced subject.

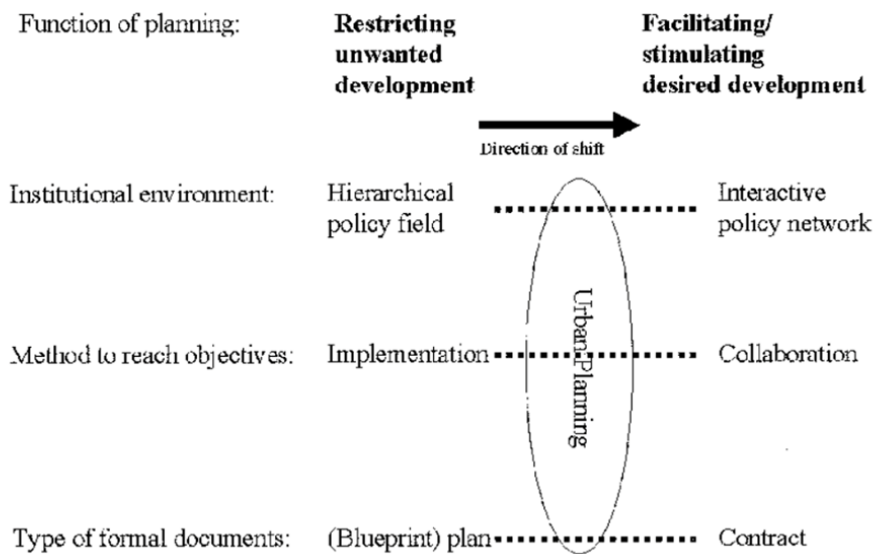


Figure 2.2 Changing view of urban planning (Verhage, 2003)

The concept of a hierarchical policy field is similar to the classic top-down method of planning, where the planning authority acts as a dominant, guiding actor who forces its policies on everyone in the greater good (Verhage, 2003). Musterd & Ostendorf (2008, p. 78) state that: "urban problems have received ample policy attention for more than half a century". Yet, it is possible to demonstrate a vast range of solutions to an evenly wide range of identified issues (Musterd & Ostendorf 2008).

In contrast to a hierarchical policy field, an "interactive policy network" is a meaningful approach to depict the flexible decision-making activities in urban development. The belief is that increased public participation in planning can lead to more flexibility and equitable outcomes. In this context, the role of planning is primarily focused on resolving conflicts that may arise between competing interests in a manner that reflects the collective good (Fox-Rogers & Murphy, 2013). This shift entails a move from top-down to bottom-up approaches in urban governance, with micro-level control replacing macro-level control, being more flexible. The Netherlands has witnessed the emergence of new contractual relationships between public and private sector actors, accompanied by new accountability mechanisms that are complex and involve multiple actors in each project (Tasan-Kok et al, 2019). Consequently, a dynamic landscape of responsibilities has been created.

As the private sector becomes involved in public sector provision, the social relations and responsibilities among various agencies change (Tasan-Kok et al, 2019). The local planning authority functions as a player in a web of interrelated players that jointly actualize the urban development in an interactive policy network (Buitelaar, Galle & Sorel, 2011). Altering forms of governance have modified urban planning into a negotiation and contractual-based process (Hirvola, 2022). No one player can manage the web due to the interrelatedness of the players. The structure and extent of the web are influenced by the relationships and behaviours of individuals, groups, and institutions, which in turn are influenced by the relationships and behaviours. Urban planning therefore assumes the characteristics of a "complex planning process", combining many goals and actions across several localities (municipalities and neighbourhoods), and involving various planning sectors, governmental levels, and socioeconomic actors in its formation and implementation (Navarro-Yáñez & Rodríguez-García, 2020).

In order to address the economic, social, and physical components of cities in an integrated and area-based manner of the preceding twenty-five to thirty years, Dutch urban policy has brought resources and responsibilities to decentralized tiers of government whereas combining expertise with financial and human resources (Musterd & Ostendorf 2008). Urban planning therefore becomes a collaborative effort. During this mechanism, decision-making arises through interactions amongst all the players involved (Buitelaar, Galle & Sorel, 2011).

2.3.1 Challenges and considerations in planning: a Dutch perspective to housing

One of the main challenges many European cities face is the availability of housing (Shahab et al, 2020). While cities around the world share similar issues such as housing shortages and climate susceptibility, each one is distinctive and rooted in its own context (THA, 2022). The effective distribution of existing homes and a widespread rise in housing supply are methods to address the housing shortage (Hansson, 2017). However, numerous individuals believe that a widespread rise in housing supply would be the most effective way to address the housing crisis and improve affordability because it is difficult to assign existing homes properly. One such reasoning makes the assumption that a bigger housing supply will ease housing market stress and, as a result, ease affordability issues through lower prices and rents as well as through screening.

In the Netherlands, in addition to quantitative housing production targets at the municipal level, new housing developments must align with various qualitative policy objectives mandated by law, regulations, and extra-legal considerations (Jonkman, Meijer & Hartmann, 2022). Land use laws, the availability of infrastructure and other public services, competitiveness in the building sector, and rent regulation all affect the availability of housing (Hansson, 2017). Housing projects provide possibilities to achieve significant transformations in areas such as climate adaptation, energy neutrality, and high-quality public spaces. Therefore, local authorities often take an active role and demonstrate ambitious leadership in addressing these major challenges (Amundsen et al, 2018).

Municipalities aim to achieve a substantial portion of housing needs within existing boundaries while also considering financial capacities, cross-subsidization, and subsidies from state actors, hybrid organizations (e.g., social housing associations), and private companies (e.g., investor and developers) (Verhage, 2003; Jonkman, Meijer & Hartmann, 2022). However, the pursuit of high-quality objectives may lead to trade-offs or lower levels of quality if cross-subsidization and subsidies are insufficient. Planning reflects increased competition and the normalization of the role and influence of market forces (Hirvola, 2022). However, without the opportunity for open discussions based on mutual trust, stakeholders may seek alternative avenues for their ideas (Hirvola, 2022). The accumulation of ambitious objectives has been suggested as a cause of delays and failures in housing development (Kip, 2020). Yet, this also carries the risk of planning being tempted to offer overly lenient terms to attract private developers unless transparency and accountability are ensured (Hirvola, 2022).

In relation to the Dutch scenario, Boelhouwer et al. (2006) examined four interconnected factors (can be seen in Table 2.1 below) that specifically contribute to the delay in housing construction, aside from the delays caused by the planning phase and local regulations. The four interconnected factors are: Difficult to follow procedures; Inconsistent responsibility distribution; Difficult coordination and negotiations; Insufficient communication and support system.

As mentioned before, there has been a noticeable change from strategic to project-based development planning, especially the use of development agreements wherein developers (private sector) bear significant development expenses, despite the fact that many municipalities have adopted a strict cost-covering strategy (Hansson, 2017). Challenges arise from bureaucratic planning and implementation processes, which may cause frustration during critical events such as negotiation of planning agreements, formulation of corporate strategies, and delivery of affordable homes (Gallent & Carmona, 2004). The role of collaborative planning is consorting misinformation and communicative distortions by recognizing and revealing power dynamics among stakeholders, aiming to shape outcomes that serve their individual needs (Fox-Rogers & Murphy, 2013).

In recent years, the housing market being market-driven has increased the complexity of the construction process (Hirvola, 2022). Often, a lack of inclusive planning and decision-making processes leads to stakeholders and community groups feeling disempowered and detached from the decisions made in the planning process (Gallent & Carmona, 2004). Several obstacles hinder effective planning, including the involvement of numerous stakeholders, limited capacity of local government and state agencies, and the challenges of predicting future growth in terms of scale and timing (McKenzie & Rowley, 2013). Negotiating power is applied in these exchanges to affect the result. The bargaining strength (power) of each player affects

the outcomes of the discussions and, consequently, the urban development process (Verhage, 2003). The lack of inclusivity contributes to objections and prolongs the planning system, causing additional frustration. Besides, failure to adopt integrated and realistic working practices also hampers tailored policies and development proposals that suit local contexts (Gallent & Carmona, 2004). Addressing these issues requires the establishment of new governance mechanisms at the regional level, allowing companies and different levels of government to share information and collaborate on shared concerns (McKenzie & Rowley, 2013).

Table 2.1 Interconnected factors that play a more focused role in the delay of housing construction in the NL according to Boelhouwer et al. (2006) (Own table)

interconnected factors that play a more focused role in the delay of housing construction in the NL
Difficult to follow procedures: Certain procedures start late and cause delays because they are not always clear.
Inconsistent responsibility distribution: It is not always obvious what each party's obligations are. Frequently, several stakeholders participate in the coordination process. This can make it unclear who is responsible for what and encourage a wait-and-see mentality. Also, it promotes each side acting in accordance with its own interests. Which results in convoluted and drawn-out decision-making.
Difficult coordination and negotiations: coordination is difficult and cumbersome due to the intricate regulations and procedures and the large number of participants. Delays in the construction of homes are also brought on by a lack of cooperation.
Insufficient communication and support system: it goes without saying that house-building processes and procedures require tight collaboration and coordination among the participants. Only when there is effective communication, and a solid support system can this be accomplished. Sadly, these elements are frequently absent. The participants frequently have suspicions towards one another and keep their information to themselves. As a result, they occasionally have to go back and make earlier judgements, which again causes (additional) delays and undermines the support bases.

2.4 Planning strategies

Integrated urban development, a modern planning approach, considers the complex challenges that cities face. Projects using such an approach may be holistic and broad in scope, involving multiple stakeholders across various sectors and levels (THA, 2022). Integrated development approaches are therefore best suited to address the accumulating needs of a city or region. Nevertheless, planning must take notice of a range of varying information over a prolonged period, and this can result in complex issues.

Substantial changes in perception and conceptualization of land use difficulties appear to be occurring, typically within a theoretical framework where the term development is a major component. Urban sprawl, clogged infrastructure, service accessibility, urban density, urban regeneration, and negative externalities including climate change, pollution and population relocation brought on by skyrocketing home prices and land ownership are some of the contemporary land use concerns (Solly, 2020). Today's spatial planning must strike a balance between a variety of objectives, such as combating land shortages while promoting economic growth or working towards a socially equal land allocation while highlighting the value of healthy urban living and flood-resistant neighborhoods (Gerber et al, 2018).

Spatial planning can improve the quality of life and public realm, stabilizing the process of land and property development, and provide the infrastructure needed to make the transition to a low-carbon economy feasible (Davoudi, 2009). These are just a couple of the issues spatial planning can address as well as devise an integrated approach to these problems. Planning interventions will function in achieving change solely if they are implemented in conjunction with the private sector and through public involvement (Davoudi, 2009). The

necessity for such a collaboration and for evaluating the repercussions of particular policy sectors for the quality of specific locations gives the reason for proper planning and coordination.

Every level of government, including municipal, regional, national, and European, is accountable for the future of our cities. The coordination of the sectoral policy sectors must be enhanced, and a new sense of accountability for integrated urban development policy must emerge, if this multi-level government is to be truly successful (European Union, 2020). It should also be made sure that everyone involved in implementing these policies at all levels gain the general knowledge and skills necessary to transform cities into sustainable communities (European Union, 2020). As ineffective policies, negative effects of development strategies, and subsequently differing results and trends throughout broad goals for sustainable urban development have been brought about by a lack of awareness and consideration of trade-offs and synergies across sectors (Le Blanc, 2015).

This involves coordinating and integrating the actions of various parties and policies in particular locations. The government and other parties are progressively acknowledging the strategic importance of planning in integrating other policy areas and tying development objectives to investment programs (Davoudi, 2009). Different planning interventions are realized via strategies and plans, legislative actions, resource mobilization, and methods for consultation and cooperation (Davoudi, 2009). These methods can be considered as the means to achieve a specific policy goal (Shahab et al, 2020). For instance, strategies could execute activities like offering an inventory of steps to be taken (an agenda); principles or rules to direct eventual activities (a policy statement); a complete development scheme (a design); and/or instruction on units of interconnected policy choices about prevailing action related to particular uncertainties envisaged in the future (a strategy) (Davoudi, 2009).

2.4.1 Pillars of integrated planning strategies

Many stakeholders are engaged in the processes of urban development. Alternatively, as Faludi (1987) puts it: “physical development involves a stream of decisions taken by private as well as public actors, each pursuing ends of their own” (Faludi, 1987, p.117). These stakeholders must coordinate their efforts. In order to address major planning difficulties, cities thus collaborate across agencies, sectors, and even jurisdictions through the inclusive and adaptable management method known as integration (THA, 2022). The performance, sufficiency, and efficiency of an urban project can all be increased via integration (THA, 2022). An integrated planning strategy must include the five factors listed below in Table 2.2.

Table 2.2 Factors to include for an integrated planning strategy according to THA (2022) (Own table)

Factors to include for an integrated planning strategy
The involvement of key stakeholders
Well-formulated and sustainable objectives
Planning that is connected to a larger geographic area
The involvements of institutional and financial mechanisms
A resilient design that leaves space to respond to unforeseen situations (as projects grow in complexity and in time to complete)

According to Altes (2006), three pillars support the prosperous legacy of spatial planning as well as the mix of permitting and restricting planning powers. In Table 2.3 can be seen which pillars these are. Spatial planning includes components of integrating plans, policies and considerations, alongside strategically controlling and influencing development as an element of wider governance processes (Hrelja, 2015). The academic goal of expanding planning theory to include strategy-making is to overcome some of the issues with earlier planning methodologies and modify planning techniques to address modern challenges including climate change, fragmentation and economic competitiveness (Hrelja, 2015). The cautious coordination of the activities outlined in plans and strategies, and the provision and mobilization of resources (including human resources and cooperation) which are required to deliver a strategy are commonly key factors in determining the successfulness of spatial planning (Davoudi, 2009). Problems with implementation have previously been caused by weakening of such coordination.

Table 2.3. Pillars that support the prosperous legacy of spatial planning as well as the mix of permitting and restricting planning powers according to Altes (2006) (Own table)

Pillars that support spatial planning
Attempts by various authorities to agree on the (desired) spatial development and how it should be accomplished within a framework of common sustainable views on spatial planning.
The commitment of higher authorities (in the housing, transportation, and public works sector) to provide subsidies as part of spatial policy.
The ability of local authorities to uphold the policy by acquiring and developing undeveloped land and carrying out spatial developments independently as well as the willingness of local authorities to conform.

2.5 Policy arrangements approach

The policy arrangements approach relies on frameworks of multi-actor policy network. The institutional frameworks in which policy players must function, the content of policy making, and the power dynamics amongst the engaged policy actors are all areas in which it devotes greater emphasis than these frameworks (Wiering & Arts, 2006). This approach is a framework used to analyse and understand how policies are developed, implemented, and evaluated within a specific political and institutional context.

It is relatively easy to see some structure in the dynamics by looking back at the types of issues that have been identified and the types of policies that have been created (Musterd & Ostendorf 2008). Additionally, the integrated approach suggests a governance mechanism. There is a widespread conviction in the benefits of partnership and network governance for activating and engaging multiple actors in collaborative processes (Navarro-Yáñez & Rodríguez-García, 2020).

2.5.1 A policy arrangement

A policy arrangement may be described as the organization and substance (content) of a certain policy area, such as urban development (Van Tatenhove et al, 2000). Policies vary since perceptions and attitudes are constrained by space and time and are impacted by the ideas and conceptions of important actors and sectors (Van Assche et al, 2011). A policy arrangement is also seen of as having four analytical dimensions: "discourses," "rules," "actors," and "resources" (Wiering & Arts, 2006).

Discourses pertain to content features, whereas actors, resources, and rules allude to organizational aspects (Van Tatenhove et al, 2000), as can be seen in Figure 2.3. "Coalitions" are groups of individuals united by shared interests, viewpoints, or policy philosophies. Coalitions do not always relate to common belief systems or discourses; however, discourse is frequently significant (Wiering & Immink, 2006). Power relations or formal

capabilities can also serve as the foundation of an actor coalition's balance. By "resources and power," it is referred to the instruments that an actor (or coalition) can utilise to exert influence, like financial resources, knowledge generation and strategic application, or the capacity for mobilisation by progressive movements (Wiering & Arts, 2006). Finally, institutional patterns and visions can be established through formal rules (such as protocols, substantive standards, and power structures), but they are not always the case. Sometimes, basic informal or political "rules of the game" predominate (Van Tatenhove et al, 2000).

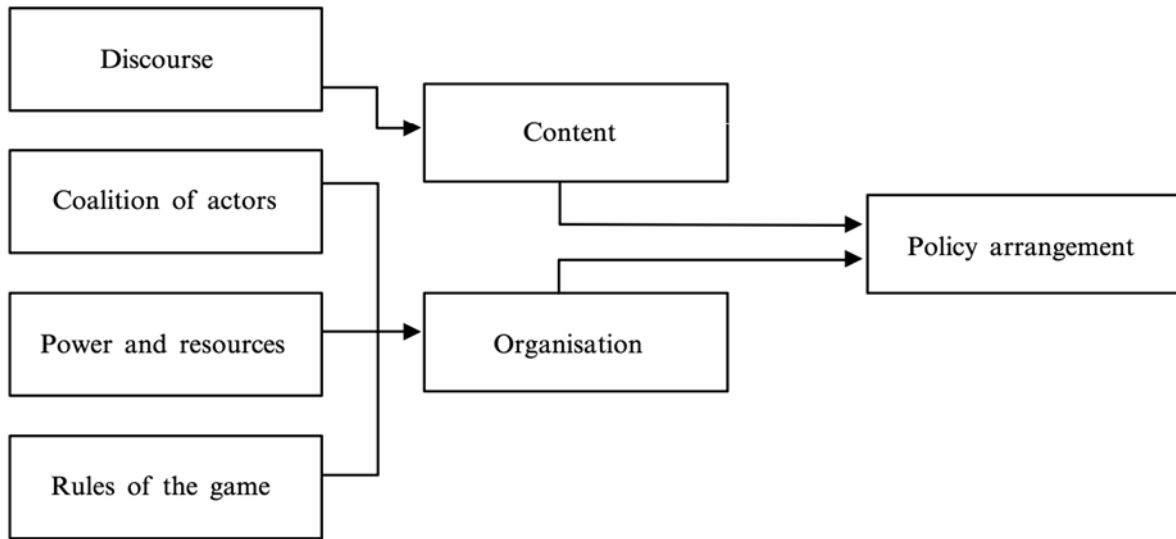


Figure 2.3 The dimensions of a policy arrangement (Van Tatenhove et al, 2000)

Urban policies are created as multidimensional policy portfolios, or "policy mixes", combining various policy objectives and strategies with various governmental and non-governmental actors (Navarro-Yáñez & Rodríguez-García, 2020). These ideas are produced at three fundamental interwoven levels, equivalent to other policies: macro (policy), meso (programmes), and micro (policy measures) (Howlett, 2009; Navarro-Yáñez & Rodríguez-García, 2020).

The macro level involves broad operational choices and objective policy goals. This level sets the fundamental framework for planning, the general issues to be resolved, the broad objectives to be reached, and the general guidelines for implementation (structures, agents, and instruments) (Schneider & Ingram, 1990). They often follow the political figures, ideologies, and institutional norms that are in vogue at the time of decision-making (Howlett, 2009). The meso level outlines the overall policy framework, creating specific goals in compliance with the overarching objectives, as well as a number of instruments that might be utilized to ensure that application procedures follow the preferences for the application of the policy (Navarro-Yáñez & Rodríguez-García, 2020). Finally, the micro level denotes the adoption of "calibrations", referring to the formulation of context-dependent goals and operational strategies to be put into action on the ground in certain situations (Navarro-Yáñez & Rodríguez-García, 2020).

2.5.2 Micro-level calibrations for local integration

Municipalities protect local integration by bringing about observable structural changes while closely collaborating with citizens and partners from the public and commercial sectors (Musterd & Ostendorf 2008). This decentralized strategy gives freedom to concentrate on issues that are seen as most pressing and to forge an own unique vision to address these issues. Therefore, the first step in micro-level calibrations is to specify the policy goals, define precise content, target details for physical environments, and choose the parties and policy operators who will benefit from the policy measures (Navarro-Yáñez & Rodríguez-García, 2020). Second,

policy measures entail requirements for the actual procedures to be followed, the tools to be utilized, the actors to be involved and the communication systems to be used (Howlett, 2009).

Moreover, it allows for aid from the national government in helping local government entities create their own goals and plans (Musterd & Ostendorf 2008). As a result, communities may select their own aims within the boundaries of the objectives set in accordance with the national government (Musterd & Ostendorf 2008). Citizens' participatory contributions served as the foundation for these initiatives, and measures were taken to foster these contributions. In reality, this interwoven multilevel structure is described by regulations that promote sustainable urban growth (Navarro-Yáñez & Rodríguez-García, 2020).

2.5.3 The policy arrangements model revised

At its core, the policy arrangements approach recognizes that policies are not developed in a vacuum, but rather are the result of a complex interplay of political, economic, social, and cultural factors. This approach seeks to identify and analyse the key stakeholders involved in policy development and implementation, including government agencies, interest groups, private sector actors, and civil society organizations. It also seeks to understand the relationships and power dynamics among these stakeholders, as well as the incentives and constraints they face. Therefore, instead of using the model in Figure 2.3 where is recognized that changes come about as a result of modifications to the four dimensions that make them up, with dimensions impacting either the organizational or content element of the policy domain (see Van Tatenhove, 2000; Wiering & Arts, 2006; Wiering & Immink, 2006). It clearly separates the four dimensions and ignores their interconnections, as well as the potential impact of actors (public and private) on the content component and vice versa, as well as the influence of discourse on the organizational component of a policy arrangement.

Therefore, a tetrahedron form (see Figure 2.4) is suggested by Arts et al. (2006) to represent the links between all four dimensions. The claim made by Arts et al. (2006) illustrates how alteration might start in either dimension, putting forward the idea that something must start a chain of events that affects all other dimensions. This thesis places the coalition of actors (public and private) at the heart of the policy arrangements model, as planning interventions will function in achieving change solely if they are implemented in conjunction with the private sector and through public involvement (Davoudi, 2009) and whether they have the capability to influence the resources, rules of the game to steer a certain discourse.

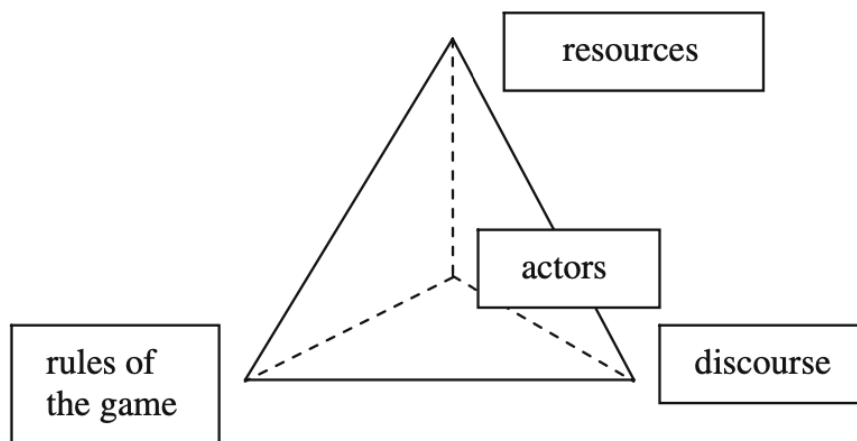


Figure 2.4 Tetrahedron to represent the links between all four dimensions (Arts et al, 2006)

2.6 Conceptual model

As, according to Van Assche et al. (2012), links across the three dimensions of resources, rules of the game, and coalition of actors show how dominant (i.e., resource-rich) actors have the capability to set up and influence a certain discourse. Therefore, a conceptual model is presented (Figure 2.5) that shows all the theoretical concepts used for this research and how they relate. Within this thesis will be tested from a planning perspective how the rules of the game, resources and coalition of actors can influence the discourse of integrated approaches to housing.

The need for collaboration and assessing how specific policy sectors affect the quality of specific areas highlights the importance of effective planning and coordination. Various planning interventions are implemented through plans, legislation, resource mobilization, and mechanisms for consultation and cooperation (Davoudi, 2009). These approaches can be seen as the strategies employed to attain a specific policy objective (Shahab et al., 2020). As mentioned earlier, urban planning has become a collaborative effort. This means that decision-making arises through interactions amongst all the players (public and private sector) involved (Buitelaar, Galle & Sorel, 2011).

The conceptual model starts with the interconnectedness between the 'rules of the game', 'resources', and 'coalition of actors'. These are the dimensions, according to Davoudi (2009) and Shahab et al. (2020), that contribute to strategies employed to attain a specific discourse. In this case, an integrated approach to housing in the Netherlands. Therefore, it is expected that the public and private sector (coalition of actors), together with handling the rules of the game and mobilizing resources will enable them to realize strategies to come to an integrated approach to housing. However, in the conceptual model can be seen that all dimensions of a policy arrangement are interconnected, as Arts et al. (2006) suggested a tetrahedron which represents a link between all four dimensions.

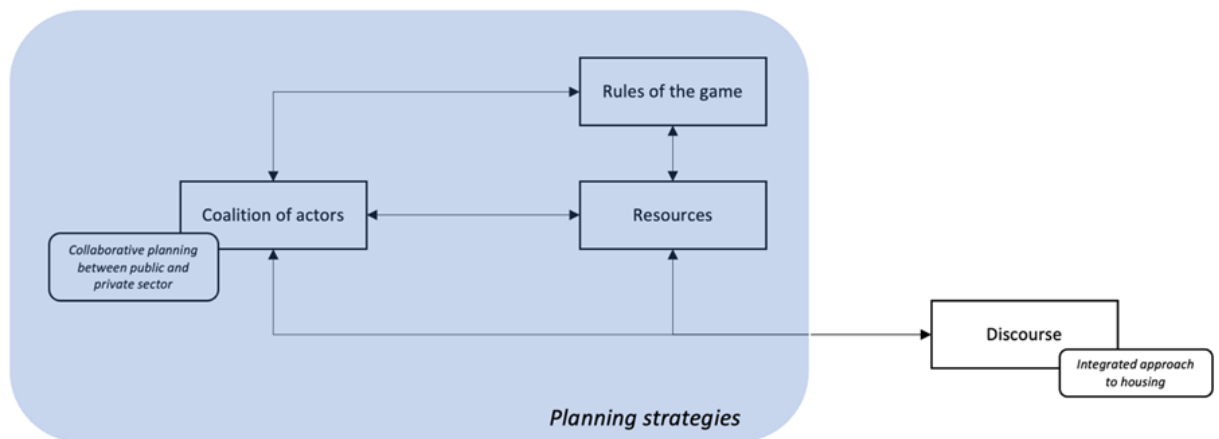


Figure 2.5 Conceptual model (made by author)

3

METHODOLOGY

This chapter outlines the methodological approach behind this thesis. It outlines a detailed description of the research methods used to collect and analyse data in order to address the main research question and its sub-questions. This study aims to understand how planning exerts its role in policy arrangements around integrated approaches to housing in the Netherlands. First, a research design is set up, then the methods of data collection are explained and after that the methods of data analysis are given.

3.1 Research design

3.1.1 Qualitative research

As mentioned in section 1.1 and 1.2, spatial planning has a role to take in developing strategies for integrated approaches to social challenges. The following research question is central to this thesis:

“How do planning strategies contribute to an integrated approach within housing projects in the Netherlands?”

In addition to that, specific sub-questions that contribute to answering the primary research question are also considered. These sub-questions will assist in organizing the data section, where responses are provided for each of the corresponding sub-questions:

- *What is the policy arrangement around an integrated approach to housing?*
- *What are effective strategies for planning to achieve an integrated approach to housing projects in the Netherlands?*
- *How do the public and private sector evaluate on these strategies that aim to achieve an integrated approach to housing?*

To identify the role of planning within the spatial domain in the Netherlands, this thesis adopts a qualitative research design as it provides a deeper understanding of social reality by highlighting structural elements, processes, and meaning-making patterns (Flick et al, 2004). Comparatively, quantitative studies use larger datasets and numerical data to draw conclusions using a reductionist epistemic framework (Clifford et al, 2010). This difference can make tools used by the other research design unsuitable or inapplicable (Choy, 2014). More profoundly, the epistemological attitude of quantitative methods views reality as objective and apart from human awareness. However, in order to study the role of spatial planning and its actors (public and private), an ontology that views actors as independent and active agents, as well as interdependent and connected to each other and their environment would be suitable. It recognizes the complex and dynamic nature of social interactions and relationships that impact the social world (Lincoln & Guba, 1985). Moreover, a qualitative research design highlights the importance of understanding as a goal and the importance of both a personal role and the social construction of reality within this perspective (Jackson et al, 2007). As such, within this thesis a qualitative research design is preferred over a quantitative research design.

3.1.2 Humanistic phenomenological approach

Methodologies and methods work in concert, and they are frequently described differently depending on the researcher's preferred philosophical perspective (Kaplan, 1964). Regarding this thesis, a humanistic interpretive approach is used because of the richness and detail to the discussion. Within this frame of thought the physical objective reality is less important than a person's subjective (phenomenological) perception and understanding of the world (Jackson et al, 2007). Phenomenologists value the subjective account of conscious, routine, every-day experiences portrayed by the persons who are experiencing them (Crotty, 1998). Phenomenology includes all sorts of textual analyses, such as content analyses as well as any forms of social analysis that largely rely on non-numeric data in the form of words (Jackson et al, 2007). By characterizing the intrinsic or fundamental qualities of social objects or human experience, qualitative analysis seeks to comprehend the meaning of human activity (Denzin & Lincoln, 2000).

Therefore, the core of this thesis constitutes a content analysis. This is a general term for several methods for doing systematic, objective, quantitative, and/or qualitative textual analysis that compares, contrasts, and categorizes a collection of facts generally to test hypotheses (Jackson et al, 2007). In general, qualitative content analysis is theorizing or generating the significance of information by first segmenting it into categories capable of being coded, and then building a structure for the full data set by connecting the categories with each other (Jackson et al, 2007). It also helps to manage large amounts of data, by breaking it down into manageable categories or themes.

3.1.3 Theoretical triangulation

Triangulation is the process of using several techniques or information sources in qualitative research to create a thorough knowledge of events (Jack & Raturi, 2006). By comparing the findings from multiple observations of the same phenomena, certain researchers will also apply triangulation to validate their findings (Nightingale, 2009). The use of many method-appropriate procedures will provide phenomenon assessment (Jack & Raturi, 2006). In different terms, it is type of cross-checking. As a result, various inquiries might be raised regarding the same phenomena, each with its own technique. In certain circumstances, the goal of triangulation is frequently to get validation of findings through convergence of several viewpoints. The point at which the viewpoints converge is said to reflect reality (Jack & Raturi, 2006). Within this thesis, 'theoretical' triangulation is used. The utilization of multiple theoretical perspectives to address a problem is known as theoretical triangulation.. The data collection can vary across time, space, or different people (Flick et al, 2004). When data is collected from various people, places, or times, the findings are more likely to be generalizable to other circumstances (Flick et al, 2004). This research examines perspectives from both the public and private sectors, collecting data through interviews and conducting a case study on the Groningen-Assen region. Furthermore, a policy document analysis on integrated approaches to housing in the Netherlands is done.

3.1.4 Case study

Analytic generalization, also known as theoretical elaboration, is a sort of generalization in which a researcher utilizes a specific set of circumstances, such as a case, as evidence to clarify, dispute, support, or go into further depth about a concept, model, or theory (Jackson et al, 2007). During case study research, the use of several qualitative collecting techniques is deemed necessary (Yin, 2003). Additionally, the validity of the case study is ensured by the utilization of numerous data sources and transparency regarding the research conducted (Jack & Raturi, 2006). Nonetheless, the case is never viewed or presented as a sufficient validation of the theory (Vaughan, 1992). However, it is complementary to the semi-structured interviews as well as the policy document analysis which can be seen in the sections below.

The case study refers to a policy document analysis. The "urbanization concept Region Groningen-Assen" is being analysed on how to take on an integrated stance addressing the multiple societal challenges within the region Groningen-Assen.

3.1.5 Case selection

In order to select an appropriate case for this research, certain criteria are necessary to ensure the reliability and suitability of the data. There are sixteen NOVEX areas, each with its own spatial approach based on specific criteria. Each area focuses on its designated main and subtasks. Since this research primarily focuses on housing and the integration of various other social sub-tasks (such as mobility, energy, nature, etc.), the cases are evaluated based on the extent to which the housing task is central and whether they were in the 'execution phase'. To streamline the data collection process and avoid time constraints during data analysis, potential representatives from each NOVEX area (with a central focus on housing) were approached and invited to participate in the study. The NOVEX area whose representative responded first was chosen to ensure the progress of the research.

Therefore, the case study selected for this research was the NOVEX area Groningen-Assen (Figure 3.1), primarily because the housing issue holds a central position in this area. Furthermore, the representative of this NOVEX area responded first (Table 3.1), enabling a prompt initiation of data collection and ensuring that all the required time for data analysis in this study could be utilized. Additionally, the choice of the NOVEX area as a case study was unbiased, as the researcher had no influence over which NOVEX area's representative responded first.

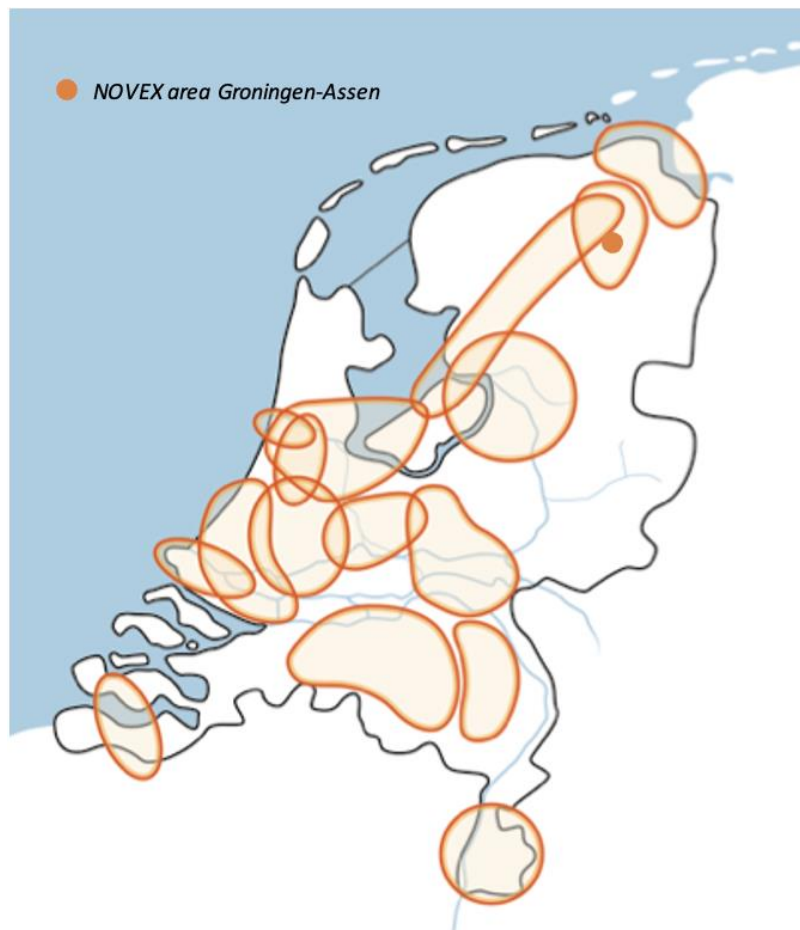


Figure 3.1 All NOVEX areas located within the Netherlands (ministerie van BZK, 2022c)

Table 3.1 Case selection of the NOVEX areas

Number	NOVEX-area	Housing task central	Timeframe	Responses
1	Noordzeekanaalgebied	No	Development perspective	X
2	Regio Schiphol	No	Development perspective	X
3	Metropoolregio Amsterdam	Yes	Urbanization concept	X
4	Zuidelijke Randstad	Yes	Execution phase	No
5	Rotterdamse haven	No	Project phase	X
6	Groene Hart	No	Development perspective	X
7	Utrecht-Amersfoort	Yes	Execution phase	No
8	Arnhem/ Nijmegen Foodvalley	Yes	Urbanization concept	X
9	Nort Sea Port District	No	Execution phase	X
10	Stedelijk Brabant	Yes	Development perspective	X
11	De Peel	No	Development perspective/ execution phase	X
12	Zuid-Limburg	No	Development perspective	X
13	Regio Zwolle	Yes	Urbanization concept	X
14	Groningen	Not yet established	Initiation phase	X
15	Groningen-Assen	Yes	Execution phase	Yes
16	Lelylijn	No	Development perspective	X

3.2 Methods of data collection

3.2.1 Semi-structured interviews

Data from semi-structured interviews provide us insight into the intricate mental connections that people make when processing their social environments (Price & Smith, 2021). Semi-structured interviews are a useful method for collecting data because they allow for a degree of flexibility and spontaneity in the conversation while still guiding the interviewee towards specific topics of interest (Petrescu et al, 2017). This can be beneficial because it allows the interviewer to probe deeper into a particular topic if the interviewee brings up something unexpected or interesting, while still ensuring that all of the key information is covered. Additionally, semi-structured interviews can help to build rapport and trust with the interviewee, which can lead to more candid and detailed responses (Petrescu et al, 2017). Furthermore, one dual interview was conducted. These kinds of interviews facilitate a dynamic and interactive exchange of information, enabling a deeper exploration of the research topic. With two participants present, it allowed them to build upon each other's responses, share diverse perspectives, and offer comprehensive insights.

It is important to constantly be aware that social experience is ongoing, variable, and ever-changing as we try to define qualitative research. Individuals may have different perspectives on the same events, but it is the viewpoint that shapes social cognition and behaviour (Jackson et al, 2007). Relationships and interaction are driven by perspective. Therefore, this thesis involves conducting in-depth semi-structured interviews with professionals from the public and private sectors involved in spatial planning to gather their perspectives and opinions on the policy arrangements structure of integrated approaches to housing in the Netherlands. In the recruitment of interviewees, a sampling method known as snowball sampling is employed. Snowball sampling refers to a method where the researcher identifies potential informants by leveraging contact information shared by other informants. It is considered one of the most commonly used sampling methods in qualitative research (Noy, 2008). Below is an overview of all interviewees who were interviewed for this research (Table 3.2).

Table 3.2 Overview of public and private actors who were interviewed for this research

Public/ Private	Abbreviation	Agency	Medium	Date of interview	Duration
Private/ Public actor	#1	AA – Planadvies	In person	19/04/23	1:15
Private actor	#2	Witteveen + Bos	In person	19/04/23	1:23
Private actor	#3	Witteveen + Bos	MS Teams	12/04/23	1:11
Public actor	#4	Region Groningen-Assen	In person	16/04/23	1:37
Public actor	#5	Region Groningen-Assen	In person	16/04/23	1:37
Private actor	#6	De Langen & van den Berg Vastgoed	In person	01/06/23	1:52

3.2.2 Policy document analysis

It is typical to discover that research using qualitative methods like interviews within an interpretative epistemology will also incorporate documentary evidence as an extra source of data where this is both appropriate and practical (Cardno, 2018). Analysing policy documents is a type of qualitative approach that use a methodical process to examine textual material in order to respond to predetermined research questions (Frey, 2018).

Document analysis, like other analytical procedures in qualitative research, demands data to be reviewed and evaluated in order to extract meaning, acquire insight, and build empirical knowledge (Bowen, 2009). Documents are referred to be “social facts” by Atkinson and Coffey (1997, p. 47) because they are created, disseminated, and utilized in socially organized ways. By examining policy documents, the political forces, interests, and variables that shape policy decisions can be identified. To go from source to fact, in other words, is the purpose of studying policy documents (Karppinen & Moe, 2012).

The objective of the policy document analysis is to uncover the overall stance of an integrated approach within the context of Dutch national planning and the policy frameworks established for spatial planning. The primary focus of analysis is placed on key national planning policy documents, along with policy documents of public entities (the urbanization concept Region Groningen-Assen). These documents are selected due to their origin from national policymakers responsible for urban development oversight. They reflect the outcomes of negotiation processes that occurred prior to the development of policy arrangements outlined in policy documents. Therefore, this thesis analyses policy documents by examining their interactions with integrated urban development, primarily addressing the housing problem in the Netherlands. Table 3.3 provides an overview of all the analysed policy documents originating from governmental bodies.

Table 3.3 Overview of all analysed policy documents

Year	Document title*	Reference
2022	Housing construction program	Ministerie van BZK (2022a)
2022	National housing and construction agenda	Ministerie van BZK (2022b)
2022	Program NOVEX	Ministerie van BZK (2022e)
2022	Program Beautiful Netherlands	Ministerie van BZK (2022f)
2021	Urbanization strategy Groningen-Assen region	Regio Groningen-Assen (2021)

*See translation in list of abbreviations and terms

3.3 Methods of data analysis

3.3.1 Data analysis

To analyse the data, the following software programs were utilized: VEED.io, Amberscript, and Atlas.ti. Due to the extended duration of the semi-structured interviews, the resulting audio files were quite large. VEED.io facilitated the playback, segmentation, and saving of crucial sections within the audio recordings. As a result, it was unnecessary to transcribe the entire audio file, only focusing on the essential parts relevant to answering the research questions. Additionally, Amberscript, an online program employing artificial intelligence, was used for transcription purposes. However, a nominal fee was required for utilizing this service.

The gathered data, consisting of government documents and interview transcripts, underwent content analysis through textual coding. Employing coding schemes to analyse content has proven effective in extracting significant insights from extensive qualitative data (Shapiro & Markoff, 1997). The data was coded and analysed using the Atlas.ti software (see Appendix). The subsequent section (Section 3.3.2) demonstrates the operationalization of various dimensions within the policy arrangements model, including the coding scheme (Table 3.4) employed for this research.

The coding process for the various data sources commenced with a basic coding scheme focussed on the content. Special attention was paid to how integrated approaches were perceived and positioned by the interviewees and within the text of policy documents. This involved examining the contextual utilization of integrated approaches and their connections to other terms. Subsequently, the analysis moved towards identifying interrelationships and potential discrepancies between the findings derived from each interview and policy document. These interrelationships and/or differences could signify a shift in policy arrangements, potentially leading to subsequent changes in the remaining three dimensions of a policy arrangement (Arts et al., 2006). In this case, the focus was on adopting an integrated approach (termed as 'discourse') concerning housing and how planning navigates the dimensions of 'resources,' 'coalition of actors,' and 'rules of the game.'

3.3.2 Operationalization of the dimensions

To operationalize each dimension within the role of planning, the dimensions have a variety of "indicators" (Table 3.4) that may be used to measure how things steer discourse. The dimension of discourse, accomplishing integrated approaches within housing projects, is also operationalized and expressed in some indicators.

Discourse

A discourse is a collection of thoughts, notions, catchphrases, and narratives that together offer context to a particular phenomenon in the actual world (Wiering & Arts, 2006). The present policy discourses include the perspectives and stories of the prevailing key players in terms of norms, values, definitions of problems and approaches to solutions (Leroy & Arts, 2006). Policy programs or discourse programs refer to the specific content of policy documents and measures (Arts et al, 2006).

Rules of the game

Rules of the game make up the next dimension, which also includes legislation, procedures and political culture (Wiering & Arts, 2006). The rules of the game consist of the actual laws for political and other types of involvement, as well as the formal procedures for developing policy and decision-making (Arts et al, 2006; Leroy & Arts, 2006). The formalization and transformation of policy discourses into enforceable law is considered as legislation. It is possible for institutional patterns and visions to be outlined in formal rules (such as procedures, substantive norms, and power structures), however this is not always the case (Wiering & Immink, 2006). Between formal and informal rules, one can identify that formal rules relate to laws and regulations, whereas informal rules refer to political culture (Wiering & Arts, 2006).

Coalition of actors

"Coalitions" are collections of people united by shared interests, philosophies, or political stances (Wiering & Immink, 2006). These are the actors and their coalitions in the policy domain of urban development (Arts et al, 2006; Leroy and Arts, 2006). Coalitions do not always relate to common ideology frameworks or discourses, however discourse is frequently significant. Power relations or formal capabilities can also serve as the foundation of an actor coalition's balance (Wiering & Immink, 2006). On the basis of "actor constellation," "interaction patterns," and "coalitions & oppositions," the policy arrangement component of public and private actors is examined (Wiering & Arts, 2006). Who participates in agenda-setting, decision-making, and policy execution both formally and informally are important questions to ask, as well as how these actors interact. The potential formation of new alliances and oppositions can be one of the results of shifting interaction patterns (Wiering & Arts, 2006).

Resources

Resources can be seen as the instrument of an actor (or coalition) to exert influence, like financial resources, knowledge generation and strategic application, or social change mobilization possibilities (Wiering & Immink, 2006). The allocation of resources among different players results in inequalities in power and influence, where power is defined as the mobilization and distribution of resources available, and influence is defined as who decides how policy outcomes are determined (Arts et al, 2006; Leroy & Arts, 2006). Lastly, the 'indicators' resource constellation, power relations, and political influence enlarge on the dimension of resources. The first pertains to resources that actors possess or have access to that allow them to exert their power, such as authority, finances, expertise, or technology (Wiering & Arts, 2006). Depending on the context and the time frame, these materials' applicability and significance may change. The majority of the time, these resources are not distributed evenly across actors, which creates a scenario where not all of the actors have comparable capacity to effect (political) results (Wiering & Arts, 2006).

Table 3.4 Operationalization of the indicators within the conceptual framework

Concept	Aspects	Dimensions	Indicators
Policy arrangement operationalization by Arts et al. (2006), Wiering & Arts (2006), Leroy & Arts (2006), and Wiering & Immink (2006)	Substance	Discourses	The perspectives and stories of the prevailing key players in terms of norms, values, definitions of problems and approaches to solutions
			Specific content of policy programmes and/or documents
			Policy objectives
	Organization	Rules of the game	Actual rules for political and other types of involvement, as well as the formal procedures for developing policy and decision-making
			Legislation (laws and regulations); formal rules
			Procedures
			Political culture; informal rules
		Coalition of actors	Actors and their coalitions in the policy domain of urban development
			Actor constellation
			Interaction patterns
			Coalitions and oppositions
		Resources	Allocation of resources among different players, where power is defined as the mobilization and distribution of resources available, and influence is defined as who decides how policy outcomes are determined
			Resource constellation
			Power relations
			Political influence
Financial resources			
Legal authority			
Expertise			

3.4 Ethical considerations

In qualitative research design, trustworthiness is evaluated through several criteria, namely credibility, transferability, dependability, and confirmability (Jakson et al, 2007). A sound qualitative research study adheres to trustworthiness standards by implementing practices such as member-checking. Within this thesis, member-checking plays a vital role in validating qualitative research findings by presenting the subtracted data back to participants for their assessment of accuracy (Jackson et al, 2007). It aims to prevent the interpretations made by the researcher from being biased reflections of their personal beliefs. Furthermore, informed consent for participation in the study was ensured by a clear explanation of what the study is about and what the terms and conditions of the interview are. Both the researcher and the interviewees signed a contract that outlined the voluntary nature of the interview, the use and storage of data, the commitment to privacy protection, and the assurance of anonymity. The contract also obtained approval for recording the interview for transcription purposes. Besides, the use of interview quotations was permitted through the contract with the interviewees being anonymized. An external drive was used to securely store the data of this research and was destroyed after the research process was completed to ensure data confidentiality.

4

DATA

This chapter is structured alongside the policy arrangements model and the conceptual model as presented in section 2.5 and 2.6. Each subchapter introduces the findings linked to the sub-questions as mentioned in the methodology section. An inquiry is given to the discourses, rules of the game, coalition of actors and resources to explain the role of planning within the policy arrangement around integrated approaches to housing. Quotes from the semi-structured interviews and policy document analysis are used to illustrate the findings.

4.1 What is the policy arrangement around an integrated approach to housing?

This section explores the advancement of an integrated approach to address the housing crisis in the Netherlands and the evolving administrative practices. However, the findings highlight the persistence of challenges hindering true integration, such as fragmentation, competition, and resource constraints. Despite policy documents advocating for an integrated approach, the interviews reveal discrepancies between the desired approach and the actual implementation. Cooperation between neighbouring municipalities is lacking, and smaller market parties often prioritize sectoral interests. Moreover, staff shortages, high costs, and a technocratic mindset further impede progress. Achieving comprehensive integration requires addressing these issues and fostering stronger partnerships between stakeholders.

4.1.1 Sectoral approach

The Ministry of the Interior and Kingdom relations (2022e) highlights the development of a new approach in recent years, characterized by integration, inter-administration, and adaptiveness. On the other hand, Region Groningen-Assen (2021) emphasizes the significant impact of an integrated approach to address the urbanization challenge and improve the living environment for both current and future residents. This section examines the progress made in adopting an integrated approach to address the housing crisis in the Netherlands, as well as the transformative shift in working methods at the administrative level.

Two quotes from the policy document analysis came forward:

Ministerie van BZK (2022e, p. 11): *"In recent years, a different way of working has already been developed: integrated, inter-administrative and adaptive".*

Region Groningen-Assen (2021, p. 8): *"The urbanization challenge that was current around 2020 has been a major investment driver for social challenges in the region. The Groningen-Assen region has tackled the new construction task in such a way that it has had a positive effect on the living environment of existing and new residents. This has been done with an integrated approach to living, working, mobility and greenery".*

What emerges from the semi-structured interviews is that in practice it appears that an integrated approach is not pursued at all as outlined by the policy documents. For example, contrary to certain policy documents, it is outlined by the interviewees that fragmentation is still observed. Especially within municipalities, they compete, and municipal boundaries determine where development takes place. Just across the municipal boundaries, no initiative is taken to develop, because it is outside the balance sheets of other municipalities.

This proves a certain lack of partnerships between neighbouring municipalities in which they could cooperate to create win-win situations.

Interviewee #3 outlined how responsibilities are organized within private companies. In addition, interviewee #6 stated that smaller market parties are usually not focused on integrated approaches. They said the following to indicate that private companies do not always work as integrally as desired:

Interviewee #3: "We are in the Netherlands; I think too compartmentalised. We're also organized by sector, aren't we? Just look at our organizational chart. Our PMC are sectoral. Yes, okay, the PMC in which I lead, which works on housing as well as on dikes and so on, but we also fail to integrate them".

Interviewee #6: "Larger parties are often involved in land exploitation with higher turnover, so more attention is paid to an area-oriented and integrated approach. As a smaller market party, we don't do it that way".

The interviewees show that this is how we divided ourselves and classified ourselves, but that there must be dealt with tasks such as living and working to combine them. However, the interviewees said it is actually possible to integrate them. There are possibilities to tackle them locally, but cooperating with your neighbours is needed, which sometimes happens, but very often it does not. Besides, laws sometimes can be prohibiting. A land development company is prohibited to start developing at the neighbours, while perhaps municipality A has the money and municipality B the space. Therein lies the power and added value for planning, to connect these things together and make a comprehensive plan. Interviewee #2 said the following about the roles of planning:

Interviewee #2: "I think it is still too sectoral, so I would much more like the urban planner to be the integral policy maker for everything, including the social aspect, the educational aspect as well. It is now much more focused on space alone and not on the environment".

Furthermore, it is said that planning should take the lead in merging various social challenges. Such as combining mobility, energy, economy, living, nature and so on. The discussions held with the Interviewees show that too few integral considerations are made, too few partnerships are entered into and that mutual trust between market parties and government agencies is not always as good as we think.

Interviewee #1: "So, the old-style planner is filling in the space. In the environmental law you have room to involve a lot of things, including social cohesion, education, things like that too, so I think the urban planner there... they are opportunities. There are real opportunities for new style planners there".

In addition, from the policy document analysis it becomes clear as well that in the past too much attention was paid to spatial planning from a sectoral perspective. The following was stated:

Ministerie van BZK (2022f, p. 11): "A more integrated organization and approach to tasks. In recent years, we have unintentionally approached spatial planning issues in a more sectoral and compartmentalised way."

Besides, it is also indicated that for many areas the limit has been reached for tackling certain problems on a sectoral basis. It is no longer possible. Some problems simply need to be approached with an integrated view. The urban planning approach is in the middle of a transition phase. Interviewees #4 and #5 said the following about it:

Interviewee #4 and #5: "Everything also comes up against the limits, so it must be integral. It is no longer the case that you say we will put a factory there or we will build a residential area somewhere and connect it to Enexis or TenneT. For many areas the limits have now been reached. For nature because of nitrogen and Flora and Fauna legislation that is there for a reason. The energy grid, which is also full at a given moment. The mobility network, which always indicated at a certain point, if you develop Almere, and everything has to go to Amsterdam via one bridge, that bridge will be too narrow at some point. So yes, I think you are increasingly being forced to work integrally".

4.1.2 Market forces, coalition of actors and their resources

The housing production in the Netherlands lives on market construction. Mainly project developers, farmers, pension funds, etc. own land to build on. Who owns these lands has a certain kind of power position, because they can determine for the most part what will happen to their land. Usually, the search is for profitable land exploitation. The entire housing construction and housing market had collapsed after the credit crisis in 2008, so there was very little enthusiasm to build homes. This also led to many municipalities that received an austerity order from the government, complying with those cuts by selling pieces of land they had previously purchased to build housing in the future. They have been sold to developers, but often also sold back to farmers, so quite a couple municipalities have phased out their land holdings. To summarize, a land company from a municipality buys land in order to earn money later, for example to realize housing. However, many municipalities lost their lands due to the credit crisis. Interviewees #6 and #3 said the following about this:

Interviewee #6: "The deficits we now have partly stem from the time of the credit crisis. By putting the brakes on construction, a lot of capacity has been lost in construction and the government has a large share in this".

Interviewee #3: "The municipality often already owns the land company and is therefore actually the paying client, but also the one who is ultimately the developer of that area. But many municipalities do not have that either. And in those kinds of municipalities, those kinds of questions don't get off the ground either, so area development and housing there are much more directly dependent on the market. And the market works very differently, they just look at where can we build homes as quickly as possible? The market party has less attention and less financial scope for an integrated approach".

However, the policy document analysis showed that integrated problems are addressed by using an area-oriented approach, through cooperation between government and market. The following is stated:

Ministerie van BZK (2022b, p. 28): "By means of an area-specific approach, the government and local parties, such as schools, employers, the police and corporations, under the leadership of the mayor, are tackling long-term and therefore integral problems that are persistent and stacked".

Many interviewees stated that there is a culture of hedging risks. That people want to stand in the safe middle and limit most risks being technocrats. Reference is also made to staff shortages, mainly within municipalities, which means that an integrated approach to housing construction is often not possible. In addition, the costs of achieving integrality are often very expensive, too expensive, for example, asphalt in a neighborhood that requires little maintenance is chosen over green areas that need to be maintained. Below are a couple of quotes from different interviewees who emphasize the problem of staff shortages within municipalities, high costs of integrality and still the technocratic view on many problems:

Interviewees #4 and #5: "I don't think it's just unwillingness, it's just a combination of the market of investors, but also of the person who has to buy the house, the construction costs of the builder or the developer himself, labor costs, shortage of employees, everything together actually and the risks involved. It is also possible that you do not sell it and then you must also be able to finance that as a project developer".

Interviewee #6: "What is hampering is that the municipalities have almost no capacity. I worked on a project, and we already had 4 different civil servants for it".

Interviewee #1: "And then you get that sometimes things are not chosen conveniently, because they are mainly integrated well from a planning point of view but have poor accessibility or are in the wrong place from an environmental point of view. That really is a piece of technocracy".

Interviewee #3: "In many places where the municipality actually has no scope to really take housing development seriously, it is often very sectoral, and the market just looks at a location and at that location they are going to develop a building or 50 homes or whatever and then the integrality is often not there as well".

4.1.3 Discourse

Furthermore, many interviewees said that regarding housing, there is currently no clear picture of how we really want to deal with housing demand now and in the next 10, 20, 30, 40 years. They do not think we really have a good idea of that in the Netherlands. It is said that the current urgency for building is largely driven by perceptions of the situation as it is now, but that we are not really sure who we are building for. What do we really want to build in the coming decades? The following has been said about this:

Interviewee #3: "Yes, there is an offer from the northern provinces. We may be building 100,000 homes here, but there is no research that substantiates that demand can actually arise in the north. For what market demand will that supply be realized later, is that realistic?"

Interviewee #2: "I had hoped after the crisis in 2008 that we would think differently about this. So, in other words, I look at the developers and those developers, I think, fall back to the old approach way too quickly. They have a piece of land somewhere, and they build it nicely full of houses, cash in and that's it".

What has been said above also indicates certain power relations in which project developers themselves can make the choice in which they will invest. As a result, many places are left behind for what they are because it is not attractive to develop them, while there is certain potential in those areas. Interviewee #2 confirmed that that is true, and said they have a position of power indeed. However, at a certain point that is no longer tenable. Furthermore, the interviewees also talk about a certain guarantee of quality. Quality is sometimes lacking in the final product of an area developer. So better agreements should be made about this, although it is sometimes not yet clear what the future picture should look like. Interviewees #1, #3 and #6 said the following about this:

Interviewee #1: "Besides, there are also developers who abuse the system and do not deliver what is desired. So, you should make a lot more agreements about quality, quality assurance, we try that, but of course that doesn't work, right? We make agreements about a housing development and things like that, but we never make agreements about the quality".

Interviewee #3: "So, you can say that now, but a builder is not going to build for nothing, so eventually there must be a demand for it and I don't think there is any demand for that yet. There is no clarity about it and, above all, a lot of doubts, so there is a lot of thinking in terms of imaging, but fundamental research that should underpin and endorse all those images is, in my opinion, seriously lacking".

interviewee #6: "Sometimes you have to take the time to develop later, and then create a richer environment. But the economy drives away that time because money is an important factor so there is building".

Table 4.1 Summary of data related to sub-question 1

Dimension of the policy arrangement	Summary
Discourse	<ul style="list-style-type: none"> ○ Fragmentation is still observed. Too few integral considerations are made, too few partnerships are entered into and that mutual trust between market parties and government agencies is not always as good ○ The urban planning approach is in the middle of a transition phase ○ There is a culture of hedging risks ○ No clear picture for the future
Rules of the game	<ul style="list-style-type: none"> ○ Laws sometimes can be prohibiting ○ Nitrogen and Flora and Fauna legislation is there for a reason
Coalition of actors	<ul style="list-style-type: none"> ○ Certain lack of partnerships between neighbouring municipalities in which they could cooperate to create win-win situations ○ Need for better agreements
Resources	<ul style="list-style-type: none"> ○ Market forces determine, the search is for profitable land exploitation. ○ Due to staff shortages an integrated approach to housing construction often not possible. ○ Costs of achieving integration are often very expensive.

4.2 What are effective strategies for planning to achieve an integrated approach to housing projects?

This section shows that the development and construction of homes involves a multitude of perspectives, challenges, and ideas. In conversations with various interviewees, the importance of flexibility, collaboration, and long-term planning became evident. Some interviewees emphasized the need for flexibility in adhering to laws and regulations, advocating for revisions when they hinder desired outcomes. Others stressed the significance of consultation and collaboration with the community. Integrated approaches and coordination between municipalities were highlighted to prevent redundancy and align with regional needs. Furthermore, the power of effective documentation, persuasive storytelling, and lobbying were recognized in achieving successful outcomes.

4.2.1 Partnerships and playing with laws and regulations

During the conversation with Interviewees #2, #1, #4 and #5, different points of view and ideas were put forward about the development and construction of homes. Interviewee #2 illustrated an example of houses built with natural materials and stated that they may not comply with the Building Decree. Interviewee #2 pleaded for more flexibility and daring in the construction process:

Interviewee #2: "They developed such an entire neighbourhood, and everyone was allowed to build their own house. They actually more or less built those houses with nature and the stuff that is already there, for example old car tires, and then filled them with clay ... I am convinced that those houses do not comply with the Building Decree".

Interviewee #1 underlined the importance of flexibility and creativity in long-term building as requirements and circumstances change. It is argued that laws and regulations should be revised if they do not produce the desired results:

Interviewee #1: "Also be more flexible in playing with temporality. Sustainable means we build for the long term, but things also change quickly. Our requirements also change quickly."

Interviewee #2: "Laws and rules are there to achieve certain goals. They are not there on their own. If a law or a rule or a standard works out the opposite of what is intended, then you have to talk about it. Why do we still want to implement this law? Why don't we change this law? That is a very difficult one".

Interviewees #4 and #5 emphasized the importance of flexibility in their development perspective for their NOVEX area, because political shifts may require new directions. They also emphasize the importance of consultation and collaboration with the community to show what is possible. Furthermore, interviewee #6 adds that smart solutions consist of flexibility. See their quotes below:

Interviewees #4 and #5: "So, you know, you have to be flexible in this, so the NOVEX development perspective is never finished in my opinion, because in three years there may be a new cabinet, or two years, and it thinks something completely different".

Interviewee 6: "Try to come up with smart solutions. By thinking flexibly and adopting a pragmatic approach".

Interviewee #3 pointed out that utilizing existing urban areas is still a wish, but that it requires time, strong organizations, and structural funding. The interviewee emphasized the government's role in facilitating integrated area developments and creating a favourable climate for developers.

Interviewee #3: "In order for this inner-city construction to succeed, the government must ensure that integrated area developments are really set up. So that just means money, administrative attention and that there remains structural involvement from the national government, the provinces and the municipality."

Interviewee #2 pointed to subsidies that may be available for the development of outdated areas within city centres. The following has been said:

Interviewee #2: "Even better, if you have an old area in a centre where nothing happens at all, then there are of course subsidies that can help you. And maybe subsidies can boost again in order to get the development done again".

Interviewee #1 encouraged municipalities to have confidence in market parties and to make good agreements, while also emphasizing that the municipality must stick to its agreements. Interviewee #6 adds to this that difficult cooperation structures do not contribute to this.

Interviewee #1: "Yes, so I also challenge municipalities to trust a market party and to make good agreements there and above all, the other way around as a market practice, I think that the municipality should also adhere to its agreements".

Interviewee #6: "As governments, try to work better with market parties, not difficult constructions. Clear agreements and effective cooperation".

Interviewees #4 and #5 and policy documents emphasized the importance of coordination between municipalities to prevent the same type of homes from being built on both sides of municipal boundaries. They point to the importance of a housing needs survey to gain insight into the needs of the region and to make agreements between municipalities. From the policy document analysis, it becomes clear that this applies not only to housing, but also to many other aspects such as energy transition, infrastructure, and climate adaptation.

Interviewees #4 and #5: "We do this once every four years by means of a housing needs survey and that is a survey, we ask for that. We ask an agency to do this for us through a tender procedure. A housing needs study is nothing more than a study that looks at the past, looks at trends, follows demographic developments in the region, etc. The preliminary study even included a survey."

Ministerie van BZK (2022a, p. 12): "This large-scale task requires an integrated approach in which several governments have to make decisions together. Not only with regard to construction, but also with regard to, for example, nitrogen and nature, the quality of the living environment, the water and soil system, (large-scale) infrastructure, energy transition, business activity, climate adaptation and other space-demanding claims."

Ministerie van BZK (2022a, p. 12): "Because these tasks are both cross-domain (not just housing) and cross-border (several municipalities and provinces and several government ministries), good cooperation is urgently needed in the realization."

Performing analyses and creating value maps can contribute to the planning process. They also advocate long-term thinking and anticipating possible market changes and risks, such as vacancy.

Interviewee #2: "Yes, so analytics will contribute to the planning process. Making value maps for a piece of territory also helps".

Interviewees #4 and #5: "Also think a little further ahead than the next five years, but also really think ahead towards 2040 or 2050. For example, you can now very much respond to the market, especially in the Hogeland Midden-Groningen, but you also have to think ahead, because if the market collapses what could ever happen again. Then that will be the first thing to happen there and then you can suddenly get vacancy, that is a risk."

These conversations illustrate the different perspectives and challenges involved in developing and building homes, and emphasizes the importance of flexibility, collaboration and long-term planning in creating sustainable and liveable living environments.

4.2.2 Documentation and persuasiveness

Interviewees #4 and #5 said they had been working with integrated approaches for a long time, but never put it on paper. They worked in the Region Groningen-Assen according to development principles, in which they wanted to increase, for example, the agglomeration force, as many people wanted to live in Groningen or Assen because of the facilities and good access. They also wanted to exploit polycentrism by, for example, adding homes and workplaces in places such as Hoogezand and Leek, where train stations and Qlink stations were located. They had come up with all kinds of principles that were good for integrated working and, according to them, putting these strategies on paper in their urbanization strategy would help with certain discussions. The following was said:

Interviewees #4 and #5: "But actually, we've been working like this for a long time, but it's really good to have it written down once and it helps with the discussions."

Interviewee #1 noted that you need a lot of area knowledge and knowledge of laws and regulations when planning. Often an area is designated for development, but then problems arise. The interviewee suggested thinking from the perspective of the problems and looking at the most suitable area to build. Furthermore, it is suggested to develop indicators and drawing up agreement frameworks to achieve better decision-making. Municipalities, however, are not set up for this type of process, is said.

Interviewee #1: "Then you really should develop indicators together and say: then we go to agreements, an agreement framework and the higher you score, the more you get or something or the more cooperation you get, or I don't know what. But the municipality can't because they're not set up for that at all".

Interviewee #2 has done research into shortages and wondered where the demand really lay. The interviewee wanted to know what type of housing is needed, such as flats, detached houses, terraced houses or social housing. He believes that development should take place differently than is done now, focusing on the value of the area and the needs of the people who want to live there. However, the policy document analysis showed that an area-based approach is already being pursued:

Ministerie van BZK (2022e, p. 21): "We work together in an integrated and area-oriented way."

Interviewee #3 advocated compelling story telling that demonstrates that investments are effective and lead to win-win situations. The idea is to get more out of spending money together and to make individual goals more achievable:

Interviewee #3: "A more recruiting story and measuring and demonstrating that it is effective and that the win-win situation really leads to a result that benefits everyone and where there is actually more to be gained from spending the money. By linking it, even for the individual goals that you make them more achievable than if you do them all separately".

Interviewees #4 and #5 said they had started writing down a resilient and flexible story. They used this story to lobby for funds, such as the EUR 7.5 billion mobility fund. They coordinated their goals with the government and aligned them with national goals. The goal was to build homes quickly, so they pitched good stories that connected the housing challenge to infrastructure projects. They provided as much substantiation as possible and in the end the region received 260 million euros, which was doubled by the government. They said the following:

Interviewees #4 and #5: "And in the end, you all want to build homes quickly, so that's pretty easy. Then the joke is that you connect precisely those infrastructure projects ... well to that housing assignment, so write a good story, ..., pitch that story well. That is the proposition and then you have to provide as much substantiation as possible".

Region Groningen-Assen (2021): *"Living well requires much more than realizing a home, urbanization is much broader than housing alone, spatial planning requires an integrated approach, and we must invest now in order to be able to reap the benefits in the future".*

With these extra resources, the Region Groningen-Assen was able to realize their plans and contribute to the need for housing and infrastructure in the area. It was a successful collaboration between the region and the government, reinforcing each other to create a positive impact for everyone.

4.2.3 Opting for change

In the Groningen-Assen region they are busy with an important assignment: supervising the NOVEX area and producing high-quality documents in order to eventually reach agreements with the government. It is their perspective to 2040 and they are determined to carry out the plan. They wonder what the cost will be and who else will contribute. They are limited to the made up framework and are not free to make choices about which directions to go.

Therefore, an administrator will continue to adopt decisions. Will he scale up the business? Will they contact a government director general? Should they adjust their ambitions? It's all part of the game. They signal the needs and problems, but once it becomes administrative or political, it is no longer their responsibility. They just do the preliminary work. Interviewees #4 and #5 said the following about this:

Interviewees #4 and #5: "We signal, we report it and then it quickly becomes administrative or political. Yes, then it is no longer our game, so to speak, but we do the preliminary work for that. How things should be done differently, that is up to the administrators themselves".

Interviewee #1 noted that lobbying is much more important than public administrative decision-making. The power of lobbyists is enormous, mainly because there are more lobbyists than MPs. It is all about influence and how well you can tell your story. He thinks that within the planning realm we are too little aware of this. The following is said:

Interviewee #1: "Yes, and I think that planners are not sufficiently aware of this. Trying to stir up or initiate change is called politics in their eyes, and they have their own branch".

Interviewee #2 adds that you can try to demonstrate that you can achieve something by, for example, carrying out a pilot project. Showing that it works, even if it does not comply with all laws and requirements. It's about backing it up and proving it will work, whatever it is. Interviewee #1 explained that lobbyists exist for that, because technocrats who are only concerned with laws and regulations are not enough. Although some regulations are necessary.

Interviewee #1: "But if you just have technocrats who are crunching the laws and regulations and some laws and regulations are good, we really don't want parking garages to collapse and things like that".

The power of lobbyists is therefore enormous. There are more lobbyists than MPs and they play a more important role in decision-making than the politicians themselves. In informal meetings and collaborations, economic models are presented that you cannot find officially anywhere. This informal sector has the potential to bring about change.

4.2.4 Participation

The determination to find partners, communicate transparently and have the right conversation would bring plans to life and create positive change in the region or elsewhere.

Interviewee #6 emphasized the importance of a good plan that fits the situation.

Interviewee #6: "You have to have a plan; it has to fit. You have to have support, both politically and in the surrounding environment, so participation is also important".

Interviewee #2 understands that cooperation and finding strong partners are crucial to the success of a project. He said something similar and adds:

Interviewee #2: "Then I think you have to find very good partners in that, there will certainly be, because you shouldn't try to reinvent the wheel for everything yourself".

"So, you can tackle responsibilities by just communicating very openly about that, transparency, yes," noted interviewee #2, underlining the essence of clear communication and transparency. He emphasized that openness is the key to managing responsibilities and avoiding misunderstandings.

Interviewees #4 and #5 recognized the importance of bringing people together and having constructive conversations. The following has been said:

Interviewees #4 and #5 : "We are very good at bringing people together and we know how to organize a good conversation about it and that both, between the themes that are all there, between the participants within the region, but also with the government involved".

Table 4.2 List of strategies for an integrated approach deduced from the data

List of strategies
Consultation and collaboration. Make strong agreements (strong organizations) to secure mutual trust between the government and market parties. Also, coordination between municipalities (create win-win situations)
Long-term thinking, creating development principles (agglomeration force, polycentrism, etc.)
Performing analyses and creating value maps (contribute to the planning process)
Use flexibility and creativity in long-term building as requirements and circumstances change
Developing indicators and drawing up agreements frameworks to achieve better decision-making
Area-based approach (value of the area and needs of people who live there)
Compelling storytelling (resilient and flexible) to lobby for funds or bring about change in the 'rules of the game'
Having constructive conversations and be transparent.

Table 4.3 Summary of data related to sub-question 2

Dimension of the policy arrangement	Summary
Discourse	<ul style="list-style-type: none"> ○ An area-based approach ○ Planners are too little aware of lobbying being much more important than public administrative decision-making
Rules of the game	<ul style="list-style-type: none"> ○ More flexibility and daring in the construction process ○ Laws and regulations should be revised if they do not produce the desired results ○ The government has a role in facilitating integrated area developments and creating a favourable climate for developers ○ Developing indicators and drawing up agreements frameworks to achieve better decision-making
Coalition of actors	<ul style="list-style-type: none"> ○ Coordination between municipalities ○ Good partnerships and mutual trust between government and market party ○ Constructive conversations and transparency
Resources	<ul style="list-style-type: none"> ○ Time management and structural funding for developing in the inner cities (government leading role in creating good climate for developers) ○ Subsidies ○ Lobbying ○ Pilot projects to bring about change or to persuade decision-makers

4.3 How do the public and private sector evaluate on these strategies that aim to achieve an integrated approach to housing?

In the face of increasing complexity and challenges in the construction industry, the need for integration becomes more apparent. The following section sheds light on the issues surrounding cooperation between municipalities, the intricacies of policy areas, and the impact of legislation and regulations on spatial development and innovation. It highlights the demand for win-win solutions despite encountered obstacles. However, limitations hinder the pursuit of integration. Staff shortages, lack of knowledge and clarity, mistrust between government and the market, rigid regulations, and the inability to communicate effectively are all contributing factors. These challenges hamper the realization of housing plans and impede the construction process.

4.3.1 The more need for integration

A story is quoted about a new building location called Ter Borg. This location is designated to offer people who work in Groningen a residential location for the more luxurious segment. This location is not in the municipality of Groningen, but in the municipality of Tynaarlo. Interviewee #3 said the following about overcoming municipal cross-border problems:

Interviewee #3: "They probably have a city-region connection. That's right, because you have the Region Groningen-Assen and urbanization agreements are made in it, so that will have come together there. But yes, of course it was a classic win-win. The municipality of Groningen was able to expand there in a segment that they themselves had no place for within their city limits and the municipality of Tynaarlo was simply able to get a good exploitation out of this with the land company".

Interviewees #4 and #5 continued about the challenges of municipalities that have to deal with new developments and specialist work, such as cycling infrastructure, smart mobility and digitization of traffic data. They noted that smaller municipalities struggle to deal with this and that they have a lot of contact with their network. They said the following about this:

Interviewees #4 and #5: "Which smaller municipalities have quite a bit of trouble doing or finding something about, and that often comes to us. So, we really have a huge network of 100 people who we really talk to very often with the small club."

From the policy document analysis, it becomes clear that the Region Groningen-Assen works on a complete and complementary region:

Region Groningen-Assen (2021): "Based on an integrated, cooperative approach, we want to work on a complete and complementary region in which it is good for everyone to live, work and enjoy recreation".

The complexity of the work of aldermen was also discussed, who are active in several policy areas and have to make difficult choices. For example, the alderman for housing must be responsible for other matters, such as the realization of charging stations as well. This makes advising on various policy areas more interesting, but also more complex. Interviewees #4 and #5 said the following:

Interviewees #4 and #5: "You are no longer just a civil servant living, but you also have all those other files you come into contact with, so your work also becomes more interesting, but also a lot more complex to advise, because what is your advice in the end when you talk about so many policy areas. Somewhere it pinches".

They continued about connecting different aspects, such as including natural values in plan development and its financial feasibility. In addition, interviewee #3 suggested the idea of bundling the financing of spatial tasks, more than is done right now, so that there are more opportunities for win-win situations. However, he noted that current practice is often sectoral and that there are missed opportunities to arrive at integrated solutions. Interviewee #3 said the following about this:

Interviewee #3: *"So, you could also say, we pool the money for water safety and housing in a certain area and, knowing that we suddenly have twice as much money, we will make the perfect design for a nature-inclusive and water-safe area in which space is for well-integrated housing that has added value for the entire environment. In practice this does not work".*

Interviewees #2 and #6 added that laws and regulations can sometimes be restrictive, however interaction with new developments and innovations is necessary. They indicated that laws and regulations are often decades behind schedule and can have an inhibiting effect on innovative thinking. Furthermore, many interviewees said something about the changes in the frameworks within which plans are developed and the complexity that this entails. Interviewees #4 and #5 indicated that there are many issues for which everyone has a certain management philosophy, but that they are all tackled in different ways. They also mentioned the complexity of the national programs and their translation into regional programmes, requiring a lot of study and development which slows things down. From the policy document analysis became clear that spatial planning is elaborated in separate programmes.

Ministerie van BZK (2022a, p. 10): *Decisions about additional housing locations require good management. The management of spatial planning is elaborated in separate programmes."*

Interviewee #4 and #5: *"That makes it complicated, that also slows down, because it is also approached in many different ways ... That is because the government has made or is still making 26 national programs and some national programs contain 33 specific principles. It's all very much and very complex."*

Interviewee #3 pointed to the arrival of the new Environment and Planning Act and the challenges it entails. He expects that getting used to the new law would take more time and could be hindering. However, he noted that most people in the field are familiar with the current system and do not see the law and regulations as obstructive, although the majority of the participants do experience it that way. Interviewee #1 adds that the Netherlands tends to adhere strictly to European laws and regulations and even apply stricter rules which can be limiting.

Interviewee #1: *"The Netherlands naturally tends to be the best boy in the class in Europe in terms of laws and regulations, but there are too few opportunities to deviate from these laws and regulations on a well-founded basis".*

The results from the interviews revolved around the challenges of cooperation between municipalities, the complexity of different policy areas and the impact of legislation and regulations on spatial development and innovation. It also emphasized the more need for integration and the search for win-win situations, despite the obstacles that are sometimes experienced.

4.3.2 Limitations in the strive for more integration

It is a complex situation in which the construction industry finds itself. Interviewee #3 emphasized that the delay in the housing task is not only due to legislation and regulations, but mainly to staff shortages within civil service offices and construction companies.

Interviewee #3: *"At the moment, staff shortages within official offices, or among contractors and construction companies, are a much bigger reason for the delay in the housing construction task than rules are."*

Interviewees #4 and #5 recognized the problem of staff shortages. They indicated that there are simply not enough people available to do the work, from organizing meetings to making nitrogen calculations. They said, *"Those people just aren't there."* Interviewee #6 added to this:

Interviewee #6: *"The continuous shuffling of civil servants causes misunderstandings and lack of clarity in the agreements that are made".*

This shortage of capacity, knowledge and lack of clarity also affects plan development, particularly in the field of sustainability. There is a great need to become more sustainable, but if there is no one to think about or if there is no capacity to make plans, it will not be done.

Interviewees #4 and #5: *"But if no one thinks about it or has no capacity to think about it, then that will not be included in your integral plan ... Those municipalities just struggle with that, just pure capacity, no unwillingness, just don't have people, no hands".*

Interviewee #1 who has also worked for municipalities, also experienced difficulties in finding qualified personnel for his project. He said: *"I can't get a planner or legal officer or anything of any level from municipalities. They are not available for my project with 182 homes".* Therefore, a common solution is to use external agencies.

Interviewees #4 and #5: *"Because everything has to be integrated and is also very complex, you also notice that there is a huge problem in terms of capacity and knowledge. Municipalities, provinces, but also the consultancy firms that are called in to help".*

But this also brings challenges. Interviewee #1 noted: *"Of course, the agency also has a double interest, which serves both the project and the government."* There is mistrust between the government and the market, with governments thinking that developers, consultants and contractors are just lining their own pockets. This hinders cooperation and slows down the process of building homes. Interviewee #2 confirmed this by saying: *"Certainly between the government and the market, to put it bluntly. there is of course always a lot of mistrust".*

Interviewee #2 also pointed to the lack of room for innovation and the adherence to old-fashioned ways of thinking and standards. He said: *"Yes, you also have to give innovation space, everyone talks about it, but when push comes to shove, there is sometimes very little room for it."* In addition, regulations play a role in holding back innovations. According to interviewee #6 there is a difference between the drive of a market party and the mentality of the municipal apparatus. Sometimes that does not work well together.

Interviewee #1: *"So, innovations are very often held back by regulations. Although good rules and design standards exist, there is often too little flexibility to deviate from them".*

Interviewee #2: *"Innovation doesn't fit in with the certain standards or guidelines".*

Interviewee #6: *"As a market party, you must adhere to the frameworks that we receive, and it is sometimes difficult to deviate from them. We have no influence on that. Then opportunities for more quality disappear".*

The lack of knowledge, skills and the inability to clearly communicate win-win situations is a problem as well. Interviewee #3 noted that there is uncertainty among municipalities and that this is related to the efficient spending of public money.

Interviewee #3: *"I think that we as a professional group are insufficiently able to clearly outline the win-win situations and make them attractive enough so that they actually come about".*

Interviewees #1 and #2 added to this:

Interviewee #1: *"Look, we are of course also legally managed in terms of risks".*

Interviewee #2: *"But what it often boils down to is ignorance, so of course people are in all kinds of positions, those who, out of fear, first sit down, brake, while they are much better off accelerating and looking for solutions".*

The complexity of the situation is also emphasized by Interviewees #4 and #5, who call for more stability and consistency in policy. They said:

Interviewee #4 and #5: *"I would like the playing field to remain the same for a while, because at the moment a lot of buttons are being turned at the same time and, in the end, very simple: the municipality does not build houses, in the end that is almost always what project developers, housing corporations and a few times an individual who does it himself".*

All in all, there are several obstacles hampering the construction industry, including labour shortages, lack of knowledge and capacity, mistrust between government and market, rigid regulations, and the inability to communicate win-win situations. These challenges make realizing housing plans difficult and slow down the process.

Table 4.4 Summary of data related to sub-question 3

Dimension of the policy arrangement	Summary
Discourse	<ul style="list-style-type: none"> ○ Lack of room for innovation and the adherence to old-fashioned ways of thinking and standards
Rules of the game	<ul style="list-style-type: none"> ○ Laws and regulations can sometimes be restrictive, often decades behind schedule and can have an inhibiting effect on innovative thinking ○ Complexity of the national programs and their translation into regional programmes, requires a lot of study and development ○ Getting used to the new Environment and Planning Act would take more time and could be hindering ○ The Netherlands tends to adhere strictly to European laws and regulations and even apply stricter rules which can be limiting ○ Calls for more stability and consistency in policy
Coalition of actors	<ul style="list-style-type: none"> ○ Overcoming municipal cross-border problems to create win-win situations via good partnership and cooperation
Resources	<ul style="list-style-type: none"> ○ Smaller municipalities struggle to deal with new developments and specialist work ○ Advising on various policy areas more interesting, but also more complex ○ Bundling financing of spatial tasks (opportunity for win-win) ○ Staff shortages within civil service offices and construction companies ○ Shortage of capacity and knowledge affects plan development, particularly in the field of sustainability (external agencies to overcome this kind of problems) ○ The lack of knowledge, skills, and the inability to clearly communicate win-win situations

5

DISCUSSION AND CONCLUSION

This chapter elaborates on the data presented in the foregoing chapter, followed by a critical reflection on the methodologies used for this research and subsequently ending with a conclusion which gives recommendations for further research. Section 5.1 discusses the data in comparison to the literature study presented in chapter 2. Then, sections 5.2 and 5.3 highlight the contribution of this research to planning theory and planning practice. Section 5.4 will give a reflection on the used research methodology. Subsequently, section 5.5 shows a conclusion to this thesis by giving an overview of this research in which it answers the main research question. At last, section 5.6 provides recommendations for further research.

5.1 Discussion of findings

The previous chapter showed data linked to the four dimensions of a policy arrangement around an integrated approach to housing in the Netherlands. The literature on policy arrangements and the subsequent conceptual model presented in section 2.6 suggest that planning strategies can be used to respond to the dimensions of rules of the game, resources, and coalitions of actors in order to adopt a particular discourse. In this case the adoption of an integrated approach to housing in the Netherlands.

The data and academic literature provided highlight various aspects related to integrated (sustainable) urban development, the challenges associated with fragmented governance, the importance of partnerships and coordination, and the need for innovation and effective communication, as well as developing strategies to achieve an integrated approach to housing. The successfulness of spatial planning depends on coordinated activities, regulatory tools, resource mobilization, and consultation and cooperation methods (Davoudi, 2009). Governments and other stakeholders recognize the strategic importance of planning in integrating different policy areas and aligning development objectives (Davoudi, 2009). However, the data shows that there is a lack of partnerships between the public and private sector, lack of knowledge, limited trust between market parties and government agencies, and risk aversion which contribute to fragmentation and insufficient integral considerations.

In recent times, fragmentation and lack of knowledge regarding trade-offs and synergies (win-win) across sectors have led to ineffective policies and conflicting results in sustainable urban development (Le Blanc, 2015). Integrating policies and promoting synergy between diverse policy areas can contribute to more sustainable urban planning (Runhaar, Driessen & Soer, 2009). The interviewees stated that planning should take the lead in merging various social challenges, such as combining mobility, energy, economy, living, nature and so on. Effective change through planning interventions can only be achieved when implemented in collaboration with the private sector and with active public involvement, as highlighted by Davoudi (2009). The importance of this partnership lies in assessing the impact of specific policy areas on the overall quality of particular locations, underscoring the need for appropriate planning and coordination. Overcoming cross-border problems and fostering partnerships can lead to trade-offs and synergies (win-win) situations in the field of spatial planning.

Yigitcanlar & Teriman (2014) stated that urban challenges are complex and require cross-sectoral approaches to overcome fragmented governance. Therefore, the utilization of an "interactive policy network" as a valuable method for illustrating the flexible decision-making processes in urban development is evident. In the Netherlands, there has been a notable increase in the appearance of fresh contractual associations between

different private stakeholders and governmental bodies as insufficient communication and support system are factors that play a focused role in the delay of housing construction in the Netherlands (Boelhouwer et al, 2006). According to Donaldson et al. (2013), in order for urban development to be successful, there is a need for improved coordination in developing policies to address intricate socioeconomic issues and restructuring service provision to meet challenging goals.

Furthermore, having constructive conversations and being transparent helps as well as it emphasizes the need for open and constructive dialogue among stakeholders, fostering trust and mutual understanding. Fourth, a resilient design and long-term thinking can leave space for unforeseen situations. This indicates the importance of incorporating flexibility and adaptability into the design of projects and long-term development processes suggesting the formulation of guiding principles. In practice, the shift from top-down to bottom-up approaches in urban governance, where micro-level control is more flexible and replaces macro-level control (Tasan-Kok et al, 2019), is not commonly pursued. Fifth, the involvement of institutional and financial mechanisms (adequate funding for implementation) which relates to engaging appropriate institutions and establishing financial mechanisms to support the planning and development initiatives. Lastly, performing analyses and creating value maps to understand the value and potential of different areas which leaves room for adopting area-based approaches. These insights contribute to informed decision-making and the planning process. Besides, it helps planning via compelling storytelling to lobby for funds or to bring about change. Persuasive storytelling can help to advocate for financial support (mobilizing resources) or to influence policy changes. These findings underscore what Davoudi (2009) said, as within the housing sector, the careful coordination of activities described in plans and strategies, the use of regulatory tools, and the allocation and mobilization of resources (including human resources and collaboration) are often crucial elements for successfully implementing a strategy.

Municipalities play a crucial role in integrating local interests, collaborating with citizens and partners, and addressing pressing issues with a unique vision (Musterd & Ostendorf, 2008). Micro-level calibrations involve specifying policy goals, defining content, targeting physical environments, and involving relevant parties (Navarro-Yáñez & Rodríguez-García, 2020). Therefore, integrated urban development emphasizes the need to address economic, environmental, and social concerns across multiple sectors, stakeholders, and decision-making levels. Dutch urban policy has decentralized resources and responsibilities to lower levels of government while combining expertise with financial and human resources (Musterd & Ostendorf, 2008). However, several hindrances obstruct effective planning, including the involvement of multiple stakeholders, lacking capacity of local governments and state agencies, and the difficulties of predicting future growth in terms of scale and timing (McKenzie & Rowley, 2013).

From the data can be concluded that there is a culture of hedging risks. People want to stand in the safe middle and limit most risks being technocrats. Challenges include the dominance of market forces, insufficient integration in housing construction due to staff shortages within municipalities, and the high costs associated with achieving integration (Hansson, 2017). Staff shortages, capacity issues, and a lack of knowledge and skills hinder plan development in the Netherlands, particularly in sustainability-related fields. External agencies may be employed to address these challenges, however mutual trust between government and market parties is lacking. Furthermore, laws, regulations, and bureaucratic barriers can inhibit innovation and hinder progress. The complexity of national and regional programs requires extensive study and development which municipalities have a hard time to deal with. Granting increased autonomy to local policies regarding integrated approaches does not necessarily result in more deliberate and sustainable urban development in the housing sector (Runhaar, Driessen & Soer, 2009). This is partly because local governments may encounter challenges in addressing essential concerns and incorporating specific integrated goals into spatial planning. Besides, the implementation of new legislation and adapting to changing norms may require time.

To address the lack of integration between different sectors concerning strategies, policies, and implementation (Le Blanc, 2015), it is important to promote integrated approaches, enhance partnerships and coordination, foster innovation, streamline regulations, invest in capacity building, and improve communication and knowledge sharing within the urban planning process. By addressing these challenges, urban planning can become more sustainable and effectively tackle complex issues faced by cities.

5.2 Contribution to planning practice

When this thesis was written, the Dutch housing market faced a huge issue of not producing enough housing (Boelhouwer, 2019), and still is facing this issue right now. Kuiper (2022) even said that construction in the Netherlands is facing a significant contraction in 2023. In recent years, the Netherlands has experienced the development of novel agreements between public and private sector entities. This results in an interactive policy network which offers a valuable approach to flexible integrated decision-making processes to urban development. Furthermore, the program NOVEX was created by the national government in 2022. The establishment of the program NOVEX aims to simplify discussions with other governments and promote cooperation, while highlighting the importance of government-owned land and proactive land policies in resolving the housing shortage (Rijksoverheid, 2022). This presents a difficult dilemma considering that the Netherlands is not experiencing growth in circumference.

The results of this thesis indicate that, both in relation to the housing problem specifically and societal issues in general, the level of integration in the Netherlands is not yet satisfactory, mostly according to the private sector. Specifically, the findings reveal obstacles across various dimensions of the policy arrangements model. However, this thesis also highlights specific strategies for achieving better integration and provides detailed insights into fields that require improvement and alternative approaches. Hence, the significance of this research lies in comprehending the approaches employed through planning to formulate integrated strategies addressing the housing crisis in the Netherlands. By doing so, it aims to contribute to resolving this societal issue and ensure the transmission of a sustainable, appealing, and resilient Netherlands to future generations.

5.3 Contribution to planning theory

Firstly, the theory of policy arrangements and the subsequent conceptual model assert that there is an interactive relationship among all dimensions of a policy arrangement. This relationship implies that any change in one dimension has an impact on all other dimensions, and any change initiated by one dimension necessitates interaction with all other dimensions accordingly. The assertion made by Arts et al. (2006) exemplifies how change can originate from either dimension, suggesting that there must be a catalyst that initiates a sequence of events impacting all other dimensions.

Yigitcanlar and Teriman (2014) suggest that academics worldwide view sustainable urban development as a contemporary framework for tackling challenges and establishing innovative mechanisms, such as integrated approaches, to shape a desirable urban future. Similar to housing issues, careful coordination of activities outlined in plans and strategies, effective use of regulatory tools, and the provision and mobilization of resources are typically crucial factors in successfully implementing a strategy (Davoudi, 2009). This thesis shows that promoting integrated approaches, fostering partnerships and coordination between public and private sectors, encouraging innovation, streamlining regulations, investing in capacity building, and enhancing communication and knowledge sharing are vital for the urban planning process. The Netherlands' renowned status as a pioneer in integrating environmental and spatial policies underscores the pressing need for further investigation in this field (Runhaar, Driessen & Soer, 2009). Therefore, this thesis provides valuable insights and lessons of planning that contribute to the overall planning theory.

5.4 Methodical reflections

5.4.1 Limitations of study

This section examines the research approach and methods used for data collection to provide a comprehensive understanding of the potential benefits and risks associated with this study. Firstly, the data obtained from semi-structured interviews offers us valuable understanding of the complex cognitive processes individuals engage in when navigating their social surroundings, however it has its limitations (Price & Smith, 2021). Semi-structured interviews involve a small sample size, which can limit the generalizability of the data. As within this thesis, six interviewees were spoken, the insights gained from them may not be representative of the broader

population. Furthermore, conducting semi-structured interviews provides flexibility in terms of questioning and probing, enabling a more comprehensive investigation into participants' experiences and perspectives. Nevertheless, the absence of a standardized structure ensured that a lot of data came in, but that this data was sometimes difficult to compare. Moreover, the responses of the interviewees needed to be interpreted and coded, but this procedure has the potential to be subjective and susceptible to interpretation, which may result in researcher bias or inconsistencies in the analysis.

The same goes for conducting a single case study, as there is limited generalizability, potential for bias and subjectivity of interpretation. Furthermore, there is a lack of comparison. In the absence of a comparison group or multiple cases, it becomes difficult to assess whether the observed data of the case are representative or unusual.

From the six interviews, four were held in quiet places, mostly in offices. However, one was done online via MS Teams, and one was done in a noisy hotel. The interview in the hotel, made the data collection difficult as a lot of background sounds could be heard on the recording. These sounds interfered during the transcribing process causing delays. Within this thesis a dual interview was conducted as well, involving the participation of two individuals. In this case, there was also interference as both interviewees spoke simultaneously, resulting in a slowdown of the transcription process.

5.4.2 Reflections by author

Conducting semi-structured interviews demands a substantial investment of time and resources. The time management for this thesis went smoothly, however the process entails various steps such as developing interview guides, recruiting participants, conducting the interviews, and subsequently transcribing and analysing the collected data. This was a time-consuming process, especially when dealing with many participants. If the time management (recruitment) of this thesis started earlier and was more strictly planned then more participants could contribute to this research, because it depends on the availability of the participants when you can start collecting your data.

5.5 Conclusion

Planning strategies play a crucial role in fostering an integrated approach within housing projects in the Netherlands, as highlighted by the findings of this study. The housing shortage in the country is a significant challenge that requires collaborative efforts from all stakeholders involved. The national government has called for coordination and spatial integration at the regional level through an area-based approach (Program NOVEX). However, the lack of integration across sectors in strategies, policies, and execution has been a notable critique in sustainable development theories.

To address this research gap, the central question of this thesis explores how planning strategies contribute to an integrated approach in housing projects. The policy arrangements approach, which examines multi-actor policy networks, provides a framework for analysing and understanding integrated approaches within specific political and institutional contexts.

The results reveal the persistence of obstacles hindering true integration, such as fragmentation, competition, and resource constraints. Despite policy documents advocating for an integrated approach, there are discrepancies between the desired approach and its actual implementation. Collaboration between neighbouring municipalities is lacking, and smaller market participants often prioritize sector-specific interests. Staff shortages, financial constraints, and a technocratic mindset further impede progress.

On the other hand, the data highlights the importance of flexibility, collaboration, and long-term planning in housing development. Interviewees emphasized the need to navigate laws and regulations flexibly, suggesting revisions when they hinder desired outcomes. Integrated approaches and coordination between municipalities

were recognized as essential to avoid redundancy and align with regional needs. Effective documentation, persuasive storytelling, and advocacy were also identified as instrumental in achieving successful outcomes.

Overall, planning strategies have a significant impact on promoting integration within housing projects. Overcoming challenges and fostering stronger partnerships among stakeholders are key to achieving comprehensive integration. The study emphasizes the need to address fragmentation, competition, and resource constraints, while also promoting flexibility, collaboration, and effective communication in the planning process. By doing so, the housing sector can move closer to providing accessible, affordable, and high-quality homes that meet societal needs.

5.6 Recommendations for further research

The findings of this thesis do not serve as empirical evidence for drawing general conclusions about the functioning of the policy arrangements approach and the role of planning in achieving an integrated approach to housing in the Netherlands. Nevertheless, the proposed approach of placing public and private actors (coalition of actors) at the core of the policy arrangements model has proven to be a suitable methodology for this thesis. Consequently, it is suggested that additional case studies can be conducted to examine the actor-centred pathway proposed in the policy arrangement approach and its impact on other dimensions of the model. By exploring multiple case studies, it can be determined whether this pathway is relevant and if coalition of actors can adopt a dominant stance within the model. These recommendations have the potential to contribute to the advancement of the policy arrangements approach and its applicability in policy and planning research.

Furthermore, in this study, the policy arrangements approach was employed to examine an integrated approach to housing in the Netherlands. While this approach aims to encompass all significant dimensions of the policy domain, there is a possibility that certain crucial elements may have been overlooked by adhering to this theoretical model. Subsequent research endeavours could explore alternative theoretical perspectives to investigate the arrangement of integrated approaches to housing in the Netherlands, allowing for a more comprehensive understanding of the topic.

6

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APPENDIX

NOVEX program

An integrated strategy for the organization of the Netherlands is being developed as part of the NOVEX program set up in 2022. This is done with collaboration by all government agencies in the Netherlands. To successfully accomplish this, it must be evident what the space demanders are and what must be spatially included. Regionally and nationally. A foundational product (in Dutch: startpakket) has been created that incorporates the interests and ambitions of the Netherlands as a whole. The starting point for assembling the spatial puzzle which each province must lay by themselves is provided by this foundational product. Together with water boards and municipalities, the twelve provinces are currently collaborating to spatially translate, combine, and integrate the national taskings and goals into provincial plans.

For each NOVEX region, a combined government-region governance has been established. A national and regional representative oversees this governance structure. For plans to be realised in a future-proof and cohesive way, it is crucial that the leading minister and executive officer from the region accelerate decision-making on integrated spatial decisions and the enactment of measures. From the standpoint of the NOVEX area's growth, they are both responsible for creating implementation arrangements that have the support of local authorities and cabinet boards as well as other parties. Whereas it is appropriate to take into account how market participants might contribute, given that the tasks are carried out in partnership with civil society organisations.

Furthermore, the province makes decisions that start with the arrangement of the provincial puzzle. However, each NOVEX area has its own primary tasks and vary between themselves. Therefore, the leading minister and the executive officer from the region are in charge of managing the NOVEX areas. They are crucial in hastening the enactment of policies and decision-making regarding integrated spatial options, which enables plans to be realised in a cohesive and future-proof way. If it succeeds, they opt for the plan. It is up to the province to control how coordination with the appropriate NOVEX regions is done during the puzzle phase, for instance by inviting NOVEX area representatives to the provincial table.

Interview guide (Dutch)

Interview guide (original Dutch version)

Hoofdvraag

Hoe dragen de strategieën van planologen bij aan een integrale aanpak binnen woningbouwprojecten in Nederland?

Algemeen

Het is een open gesprek, dus hou het gesprek open

Doel: Achterhalen van strategieën voor het verwezenlijken van een integrale aanpak voor woningbouw

Anticiperen op de respondent

- Let op de punten die de respondent laat vallen
- Doorvragen naar mogelijke belemmeringen, processen, stimulansen

De respondent vragen naar invloedrijke *actoren, rules of the game* (institutions), en bepaalde *resources* die invloed hebben op het verwezenlijken van een integrale aanpak

Interview protocol

Voorafgaand aan dit interview wil ik u attenderen op het toestemmingsformulier voor dit interview, met daarin de voorwaarden en bepaalde afspraken waar ik mij aan zal houden gedurende dit onderzoek.

Op een later moment krijgt u de mogelijkheid om het transcript van dit interview op feitelijke onjuistheden te corrigeren. Daarbij is het niet mogelijk om later dingen toe te voegen of om het transcript naar wens te herschrijven.

Begin

Kunt u zichzelf eens voorstellen?

Mezelf voorstellen.

Waar gaat mijn onderzoek over?

Mijn eerste vraag aan u is: Hoe omschrijft u uzelf als planoloog?

- Wat zijn uw bezigheden?

Vind u dat in Nederland de woningbouwopgave genoeg integraal wordt aangepakt?

- Nederland zet hierbij in op een gebiedsgerichte aanpak, vind u een gebiedsgerichte aanpak een juiste aanpak?

Wat zijn ingrediënten voor een goede integrale (gebiedsgerichte) aanpak voor woningbouw?

Wat zou uw rol kunnen zijn om een integrale aanpak voor woningbouw in Nederland te verwezenlijken?

- Welke strategieën komen daarbij kijken?

Betrokkenheid, brede doelen, financiële of institutionele mechanismen, veerkrachtig design, lobbyen (subsidies).

In hoeverre wordt u geremd of gestimuleerd door bepaalde beleidskaders tijdens het uitvoeren van een integrale aanpak?

Dit kunnen bepaalde procedures zijn, regels (wetgevende acties), coördinatie, financiële mechanismen, onduidelijke verantwoordelijkheid.

Wat kunnen strategieën of tactieken zijn om hiermee rekening te houden of hierop in te spelen tijdens het aanhouden van een integrale aanpak voor woningbouw?

Wat vindt u dat er moet gebeuren in Nederland om de woningbouwopgave zo integraal mogelijk te benaderen?

- Wat is uw ideale vrijheid als planoloog om het huizentekort aan te pakken? Wat zou u willen veranderen aan de beleidskaders rondom wonen?
- Loopt u zelf tegen belemmeringen aan?

Mijn laatste vraag aan u: Vind u de rol van de planoloog succesvol? Binnen de overheid of die van private bedrijven?

- Wie heeft het er het meest voor het zeggen?

Afsluiting

Heeft u nog andere dingen die u kwijt wil?

Heeft u nog verdere vragen?

Zijn er nog andere respondenten waarvan u vindt dat ik die zou moeten uitnodigen voor een gesprek

Herhalen van de voorwaarden conform het interviewprotocol

Ik wil u hartelijk danken voor uw medewerking aan het interview en de waardevolle informatie die u met mij hebt gedeeld

Tips voor mezelf

Blijf rustig en kalm praten

Vraag om duidelijkheid of specificiteit waar nodig

De flow in het gesprek houden – vraag door waar nodig

Transitie naar volgende vraag – kom terug op eerder gemaakte opmerkingen – maak daarvoor aantekeningen

Interview guide (English)

Interview guide (English)

Main question

How do the strategies of planners contribute to an integrated approach within housing projects in the Netherlands?

General

It's an open conversation, so keep it open

Objective: To discover strategies for realizing an integrated approach to housing construction

Anticipate the respondent

- Pay attention to the points the respondent drops
- Probing about possible obstacles, processes, incentives

Asking the respondent about influential *actors*, *rules of the game* (institutions), and certain *resources* that influence the realization of an integrated approach

Interview protocol

Prior to this interview, I would like to draw your attention to the consent form for this interview, which contains the conditions and certain agreements that I will adhere to during this research.

At a later time, you will be given the opportunity to correct the transcript of this interview for factual inaccuracies. In addition, it is not possible to add things later or to rewrite the transcript as desired.

Get started

Can you introduce yourself?

Introduce myself.

What is my research about?

My first question to you is: How would you describe yourself as a planner?

- What are your activities?

Do you think that the housing tasking in the Netherlands is sufficiently integrated?

- The Netherlands is committed to an area-oriented approach, do you think an area-oriented approach is the right approach?

What are the ingredients for a good integrated (area-oriented) approach to housing?

What could be your role in realizing an integrated approach to housing in the Netherlands?

- Which strategies are involved?

Commitment, broad goals, financial or institutional mechanisms, resilient design, lobbying (subsidies).

To what extent are you inhibited or stimulated by certain policy frameworks while implementing an integrated approach?

These can be certain procedures, rules (legislative actions), coordination, financial mechanisms, unclear responsibility.

What could be strategies or tactics to take this into account or respond to it while maintaining an integrated approach to housing?

What do you think should be done in the Netherlands to approach the housing tasking as integrally as possible?

- What is your ideal freedom as a planner to tackle the housing shortage? What would you like to change about the policy frameworks around housing?
- Do you run into obstacles yourself?

My last question to you: Do you think the role of the urban planner is successful? Within the government or that of private companies?

- Who is most in charge?

Closing

Do you have other things you want to get rid of?

Do you have any further questions?

Are there any other respondents that you think I should invite for an interview?

Repeat the conditions according to the interview protocol

I would like to thank you very much for your participation in the interview and the valuable information you have shared with me

Tips for myself

Keep talking calmly and calmly

Ask for clarity or specificity where necessary

Keep the flow in the conversation – ask questions where necessary

Transition to next question – come back to previous comments – take notes for that

Data Analysis (Atlas.ti)

Quotation from Selection Add Coding

Hide Documents 29 : RGA7.docx

Search Codes

Coalition of actors	34
Discourses	53
Expertise	13
Insufficient communication and support system	2
Interaction patterns	26
Planning that is connected to a larger geograp...	6
Political culture	21
Political influence	6
Power relations	7
Quote waarom planologen veranderingen moe...	1
Resilient design	9
Resources	39
Responsibility distribution	5
Rules of the game	42
Strategies	41

15 Code(s)

Quotation from Selection Add Coding Code In Vivo Quick Coding

Documents 29 : RGA7.docx

Quotations 4 : dat we wel heel goed de mensen bij... Codes No Selection Memos No Selection

Search Quotations

7:1 Ik vind hem nog te sectoraal dus ik zou...
7:2 Dus planoloog oude stijl is invulling van...
7:3 Ja, dat zie ik wel, dat maakt me niet uit...
7:4 Ja, dus ik daag gemeenten ook uit om...
7:5 Ik zit bij gemeenten, momenteel in in d...
7:6 Dat is ook zo. Dat zie je bij heel veel ge...
7:7 Hoeft niet he, want in een omgevingspl...
7:8 Dan huren ze gewoon een bureau in o...
8:1 Voorzichtig zijn als het gaat om het bep...
8:2 Ze moeten vanuit eigen middelen inves...
8:3 Nou, het hele systeem van van sociale...
8:4 Hè, je denkt, want het moet zoveel proc...
8:5 Ja, en dat komt omdat er vanuit de v...
8:6 Moet er ruimte zijn voor ondergrondse...
9:1 Van hoe creatief ben je? Hoeveel ruimt...
9:2 Kijk, we zitten natuurlijk heel erg in in d...
9:3 Hè, de kans dat we ergens bij een, bij e...
9:4 Hè, van nou, jij gaat mij vertellen wat vo...
10:1 Nou, die integrale toets. Bij sommige di...
10:2 Nee, dat is gewoon planologie, je breng...
10:3 En al onze regelgeving qua dimensioe...
10:4 Dus we hebben goede regels, goede on...
10:5 Nou ja, daar wordt dus gewoon op gelo...
10:6 En dat vind ik wel een bedreiging, want...
11:1 Die zijn er om bepaalde doelen te realis...
11:2 Daarvoor zijn lobbyisten daarvoor zijn...
12:1 Hoe het spel werkt dat de woningbouw...
12:2 Misschien willen we wel helemaal geen...
12:3 Dus ik zie ik zie ook projecten waar wo...
12:4 Maar je kunt, je kunt ook versneld woni...
12:5 Ze hebben een enorm instrumentarium...
12:6 Hè, dus dus bedenken vooral, denk na ho...
12:7 We, we maken een afspraak over een o...
12:8 De gemeente zegt altijd gewoon: alles...
12:9 Dan zou je echt indicatoren moeten ont...
13:1 Je moet een plan hebben het moet pas...
13:2 Ik denk dat je heel veel gebiedskennis...
13:3 Planologen zijn toch wel redelijk, tradit...
13:4 In in in hun mindset van van hoe de wer...
13:5 Terwijl, het is veel meer een politiek-ma...
13:6 En dan krijg je dus dat soms dingen, ja...
13:7 Maar degenen die de besluiten nemen...
13:8 Nederland heeft natuurlijk de neiging o...
13:9 Dat is echt een stukje technocratie en...

te bouwen.

00:02:32
Speaker 3: Ik ben.

00:02:37
Speaker 1: Ik denk dat je er ook geen geheim van hoeft te maken dat je als projectontwikkelaar op z'n minst je investering terug wil verdienen. Precies, je moet ook gewoon simpelweg je mensen kunnen betalen en de bouwkosten en ook nog winst maken, zodat je ook weer met een volgend project bezig kan.

00:02:51
Speaker 2: Ja maar.

00:02:53
Speaker 1: Volgens mij is het ook gewoon geen onwil het is alleen een combinatie van hè de de markt, zeg maar van investeerders, maar ook van degene die het huis moet kopen, de bouwkosten van de bouwer hè of de projectontwikkelaar zelf, arbeidskosten, tekort aan werknemers, alles samen eigenlijk de risico en de risico's die erbij horen. Ook. Het kan ook zomaar zijn dat je het niet verkoopt en dan moet je dat ook nog kunnen financieren als projectontwikkelaar.

00:03:22
Speaker 2: Ja, precies, ze nemen ook zelf wel het risico. Oké. Dan zijn we aangekomen bij mijn laatste vraag: vinden jullie de rol van de planoloog succesvol, en dan binnen de overheid of die van private bedrijven?

00:03:44
Speaker 3: Nou, binnen de overheid, dat zijn wij natuurlijk dus uitermate succesvol alleen.

00:03:56
Speaker 1: Op onszelf betrekken, dat je dat we wel heel goed de mensen bij mekaar weten te brengen en dat je het goede gesprek weet organiseren daarover en dat ze wel hé, tussen de thema's die er allemaal zijn, tussen de deelnemers binnen de regio, maar ook weer met het rijk juist erbij. Je zegt het rijk, maar laat ik werken daar 10000 mensen. Dat is dus ook ministerie van IenW en BZK erbij.

00:04:19
Speaker 3: Je mekaar hebben.

00:04:22
Speaker 1: Ja, dus ik denk dat je vanuit ons rol.

Discourses

Resources

Rules of the game

Strategies

Quotation 29:4

dat we wel heel goed de mensen bij mekaar weten te brengen en dat je het goede gesprek weet organise...

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17:1 Zeker tussen de overheid en de markt, om het even lomp te zeggen. is er natuurlijk altijd heel veel... (3)

Zeker tussen de overheid en de markt, om het even lomp te zeggen. is er natuurlijk altijd heel veel wantrouwen van overheden die zeggen: ja, maar die ontwikkelaar dat is alleen maar de zakken aan het vullen. Ja, die adviseur is alleen maar de zakken aan het vullen, die aannemer is alleen maar zijn zak aan het vullen.

17:2 Dus verantwoordelijkheden kun je tackelen door gewoon daar heel open over te gaan communiceren, tran... (1)

Dus verantwoordelijkheden kun je tackelen door gewoon daar heel open over te gaan communiceren, transparantie, Ja.

17:5 Wat ik altijd binnen W+B, als je bijvoorbeeld met zoiets bezig gaat, zoals ik dat voor me zie, dan d... (2)

Wat ik altijd binnen W+B, als je bijvoorbeeld met zoiets bezig gaat, zoals ik dat voor me zie, dan denk ik dat je daar ook hele goede partners in moet vinden, die zullen er vast en zeker zijn, want je moet ook niet proberen overal zelf het wiel voor eigenlijk uit te willen vinden, want de subsidie markt, overzicht te gaan zoeken kost natuurlijk enorm veel energie.

19:1 Dat is punt een en een ander punt en dat heb ik ook wel jaren gerealiseerd. We moeten andere samenwe... (2)

Dat is punt een en een ander punt en dat heb ik ook wel jaren gerealiseerd. We moeten andere samenwerkingsvormen bedenken. Oké. Dus dus dus dus ja, misschien hele andere samenwerkingen vormen. Misschien moet een boer wel de ontwikkelaar worden. Die denkt van god, ik heb land, ik wil er wel vanaf en dus ook het uitkopen heb ik geen zin in. Ik ga het zelf doen.

19:2 En ik zoek nou de partijen op die me helpen: een ingenieursbureau en een Financierder of een bank of... (2)

En ik zoek nou de partijen op die me helpen: een ingenieursbureau en een Financierder of een bank of weet ik veel wat en dan met die hele energietransitie ook.

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00:00:16 **Speaker 2: Ja.**

00:00:17 **Speaker 1: Nou ja, als je zo al begint dan kom je niet heel veel verder.**

00:00:20 **Speaker 2: Nee.**

00:00:21 **Speaker 1: Dus verantwoordelijkheden kun je tackelen door gewoon daar heel open over te gaan communiceren, transparantie, Ja.**

00:00:29 **Speaker 2: Ja.**

00:00:29 **Speaker 1: Dat helpt enorm, ja en verder, maar goed, dat mag uit mijn betoog duidelijk worden. Ja, gewoon gewoon de randen opzoeken. Dus ja, niet alleen maar kijken van nou, ik lees ergens dat het allemaal niet kan. Ja, kan dat nou echt niet?**

00:00:51 **Speaker 2: Ja, dus ook een beetje durf en lef tonen?**

00:00:54 **Speaker 1: Uiteraard ik bedoel, als we allemaal maar in principe met wolven mee gaan huilen ja dan wordt het nooit wat.**

00:01:01 **Speaker 2: Nee, precies nee, en het stukje financiële mechanismen, bijvoorbeeld subsidies?**

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