

The UK spent four decades building the model the GCC needs.

Then it broke it. Here is what happened — and why Saudi Arabia has a chance to do it better.

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WHAT THE UK BUILT

400,000+ homes. Four decades. One governing idea.

Institutional Equity Layer

Retained equity held at scale — something the open market could not create alone.

Patient Capital Profile

Long-duration income streams attractive to sovereign and pension capital.

Capital Recycling

Proceeds from staircasing funded continuous new delivery.

That governance infrastructure made Shared Ownership a national strategy — not merely a housing product.

WHERE IT BROKE

By 2024, complaints had risen nearly 400% in four years.

A Parliamentary Committee found the model had become — for many households — a trap rather than a pathway.

Uncapped Charges

Occupancy costs rose faster than household income.

Staircasing Costs

Incremental progress became economically irrational.

Valuation Disputes

Ambiguity created legal conflict at every tranche purchase.

Supply Erosion

Inventory leaked into the open market, destroying the long-term supply base.



None of these failures were inevitable. Every one was a design choice — made at inception, embedded over decades, and eventually impossible to unwind.

THE GCC'S STRUCTURAL ADVANTAGE

Saudi Arabia has not yet made those choices.

That is not a limitation. It is the most significant structural advantage any market could have.



The Capital

Sovereign wealth at scale, ready to anchor long-duration structures.



The Institutions

Credible candidates to act as the equity-holding platform.



The Urgency

A young, growing population creating irreversible demand pressure.



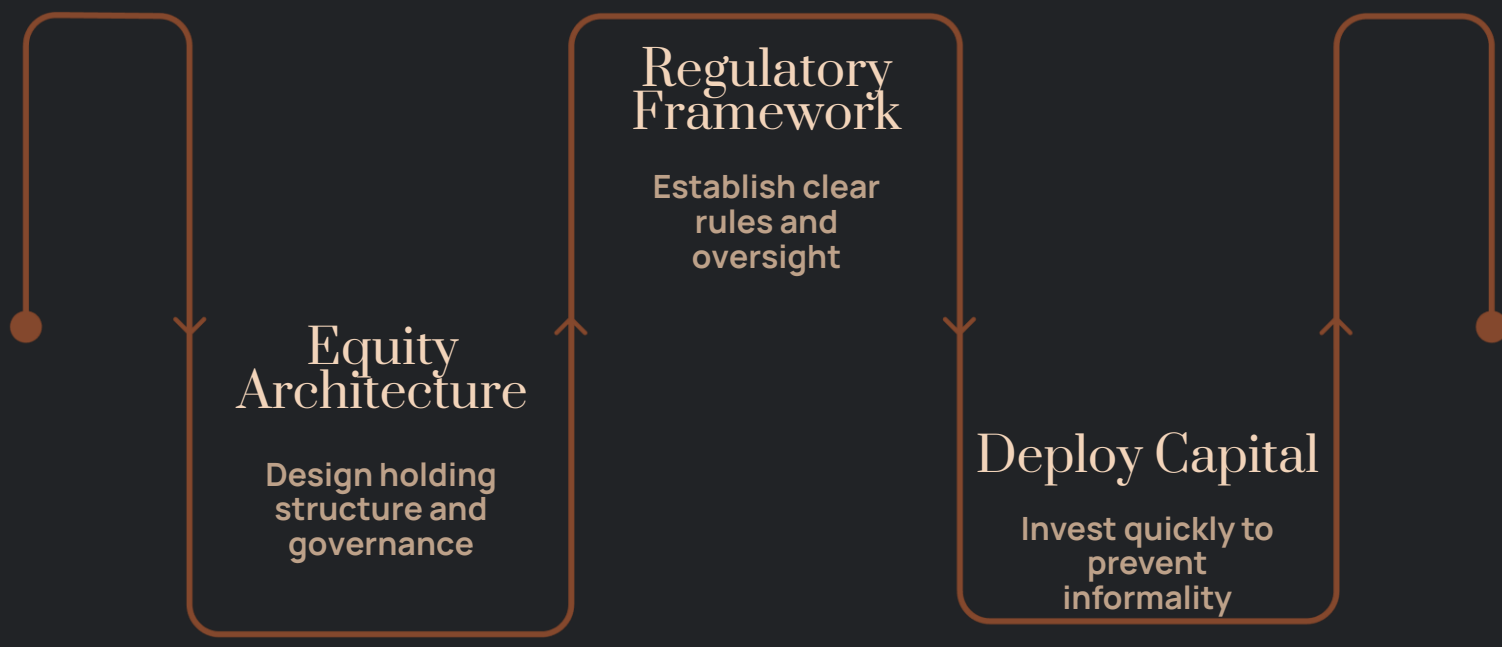
The window to design the architecture correctly is open.

It will not remain so indefinitely.

⚠ Every year without a framework is a year of compounding design risk — the same risk the UK failed to manage.

THE DECISION

Build the platform before the moment passes.



The financial principle exists. The institutional candidates exist. What is needed is the decision to act.

The lesson the GCC cannot afford to learn the hard way.

The UK's model succeeded for decades — then failed by design. Saudi Arabia has the rarest of advantages: the chance to build it right from the start.

Learn from the UK

Study what the architecture achieved — and where the design errors were embedded.

Act before it closes

The design window is structural, not political. It closes as demand hardens into informal solutions.

📄 Full paper linked in comments. Share this post with your housing strategy team.



THANK YOU

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