

## Professional Practice Session 1

### Main Room

*From Ambition to Delivery – Liverpool's innovation in meeting housing need*

### Bernini and El Greco

*Every House a Home? Raising and enforcing standards in the northern PRS*

### Raphael and Vasari (This Room)

*Hackitt Review: lessons from the early adopters group*

# **Hackitt Review: Lessons from the early adopters group**

*Chair: Liz Haworth, Chief Executive, Halton Housing*

**Sue Sutton, Executive Director of Operations, Salix Homes**



live • grow • thrive • together

## Salix Homes – Early Adopter Experience

Sue Sutton

Executive Director of Operations

[sue.sutton@salixhomes.org](mailto:sue.sutton@salixhomes.org)



# Introduction

## Salix Homes

- Our experience post Grenfell – shock!
- Our experience as an Early Adopter
  - Building Safety Charter
  - Mandatory occurrence reporting
  - Building a safety case
  - Building safety manager role







## Poor Construction Quality



# Actions supporting policy development

- ACM replacement programme
- Engagement with residents at the earliest opportunity
- Dedicated high rise living resident panel
- Employment of industry experts for all major cladding replacement & development projects (Fire Engineer/EA/CoWs)
- Engagement with LABC & GMFRS (Fire Strategies)
- Installation of fire alarms/sprinklers (where appropriate)
- Property Safety officers – annual home safety checks
- Building Safety Handbook (working with GMFRS)
- Digitalized documentation systems



# Early Adopters: an overview

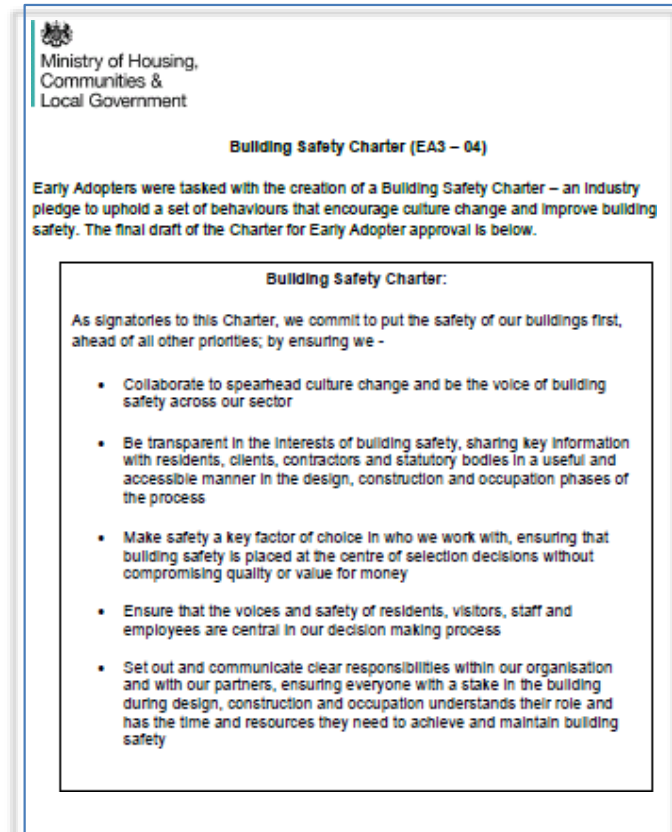


The Early Adopters scheme has three aims:

- Lead, drive forward and **implement Hackitt recommendations** ahead of legislation.
- Share best practice to encourage **culture change** and leadership across industry.
- Support Government and play an active role in the **development of building safety policy**.

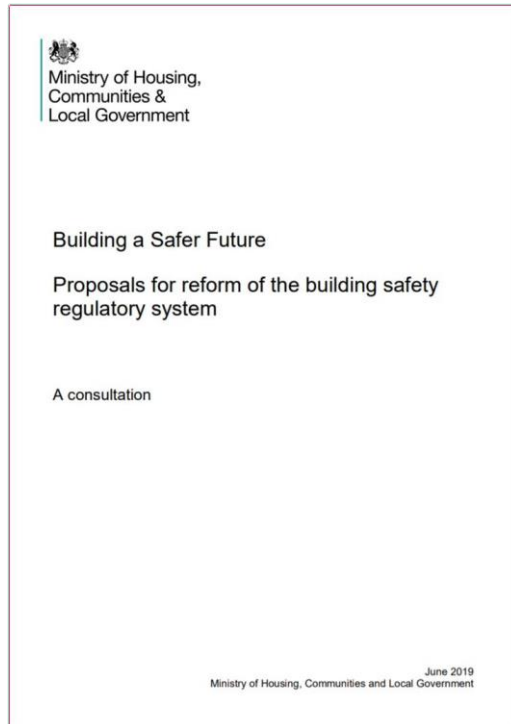


# Early Adopter Building Safety Programme - Charter



[www.buildingasaferfuture.org.uk](http://www.buildingasaferfuture.org.uk)

# Building a Safer Future: A Consultation



Detailed consultation to inform legislation published on 6 June.

Consultation closed 31 July. Legislation as soon as practicable.

Five key areas of reform;

- 1. The scope of a new, more stringent regulatory regime**
- 2. Dutyholders who have clear responsibilities** throughout design, construction, occupation and refurbishment
- 3. Residents who have a stronger voice** in the system so that their concerns are not ignored
- 4. A single building safety regulator to oversee the new regime**
- 5. Stronger enforcement and sanctions** that deter and punish those who fail to do the right thing

# The scope of a new, more stringent regulatory regime

- The guiding principle is to **apply proportionately more rigour to regulating the safety of buildings that are at greater risk** of catastrophic incidents involving multiple fatalities.
- Go further than Dame Judith Hackitt's proposal (to start with all high-rise residential buildings of 30 metres/ 10 storeys or more in height) by including in scope **all multi-occupied residential buildings of 18 metres/ 6 storeys or more in height**.
- **Over time, additional buildings may be brought into scope** – for example, buildings where vulnerable people sleep - if further work to understand the risk in those buildings demonstrates this to be proportionate.
- **The regime covers whole life cycle of building:** design, construction, occupation and refurbishment.
- Proposals are subject to the consultation outcome and final ministerial approval.

# Gateway points

Demonstrate to regulator that you are managing safety risks appropriately at three 'gateway' points

**Gateway 1 (before planning permission can be granted):** dutyholder must provide regulator with fire statement on fire service vehicle access and access to water supplies. Local Planning Authority must consult Fire and Rescue Authority before making decision on planning permission.

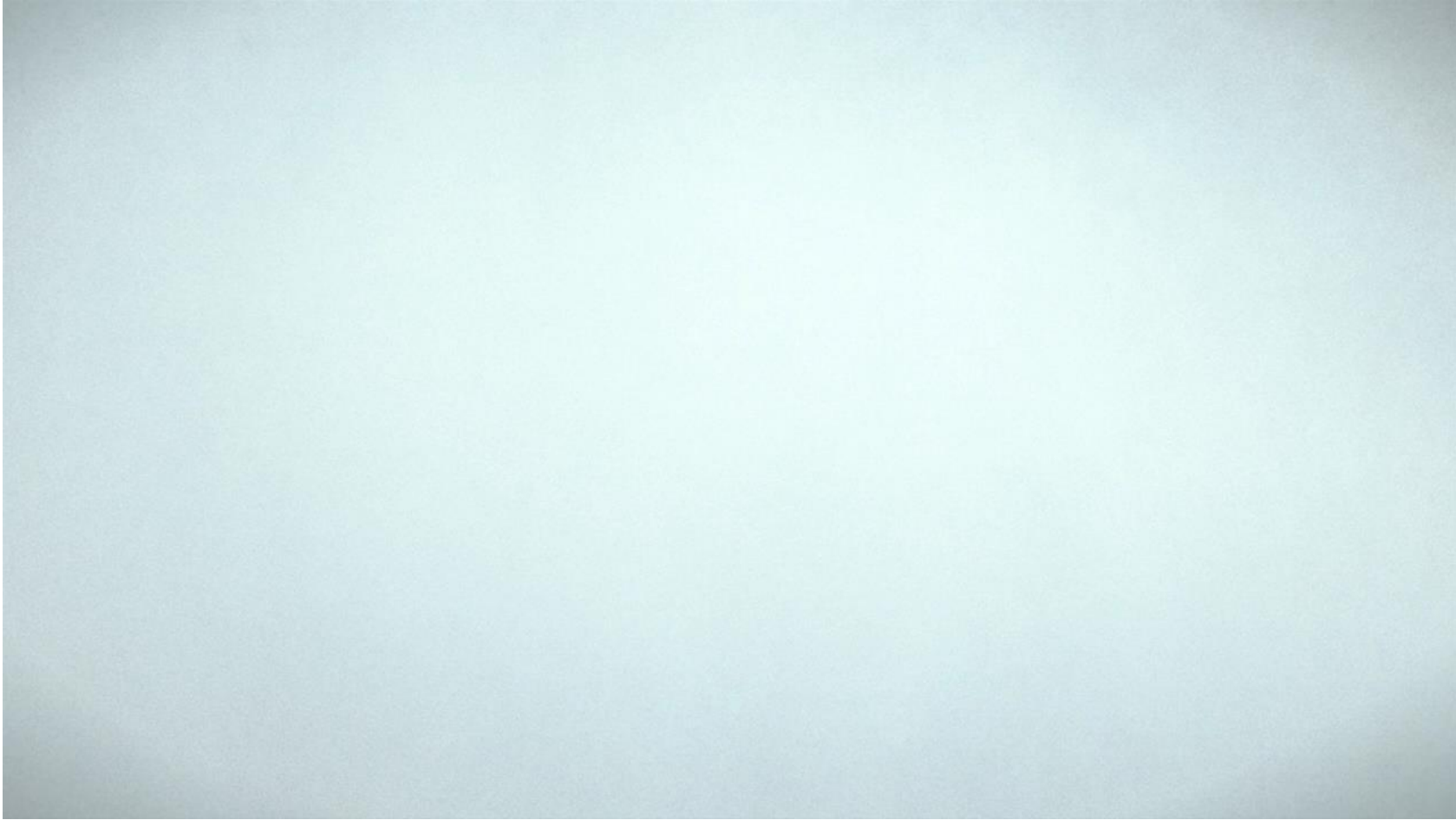
**Gateway 2 (before construction can begin):** dutyholder must demonstrate to regulator that building has been designed to be safe using full plans and supporting documentation (including 3D digital model, fire and emergency file, construction control plan). Gateway is a hard stop but construction can be phased at discretion of the regulator.

**Gateway 3 (before occupation can begin):** dutyholder must demonstrate to regulator that building has been constructed to be safe and will be safely managed once occupied. Gateway is a hard stop but occupation can be phased at discretion of the regulator.

# Mandatory Occurrence Reporting

- Worked with MHCLG on reporting criteria
- Consulted with residents ( High Rise Forum)
- Developed reporting process;  
*telephone/email/ post box/, compliance team coordinated action, record and report*
- Developed induction with staff and contractors (infograph)
- Piloted for a 4 month period
- Weekly returns to MHCLG, regular reviews of feedback
- Learning opportunity (we do have fires regularly !!)
- Reassurance our systems work!!







# The Safety Case

**“A Safety Case is a structured argument, supported by a body of evidence that provides a compelling, comprehensible and valid case [claim] that a system [building] is safe for a given application in a given environment”**

- The principle objective is for the **Accountable Person** to make a claim and present the supportive evidence and arguments that a building is acceptably safe to the **Building Safety Regulator**.
- A good safety case will give the duty holder confidence that they have their ‘finger’ on the metaphoric pulse of the building, understand risks and are planning for and reacting to safety issues in an appropriate way.

**Two elements of a safety case are key:**

- High Level Argument: Explanation of how the available evidence can be reasonably interpreted as indicating acceptable safety, usually by demonstrating sufficient mitigation / avoidance of hazards
- Supporting Evidence: Results of observation/analysis/testing that provide the fundamental information from which safety can be inferred

# Safety Case and Safety Case Report

## Safety Case



Totality of the safety justification and all supporting evidence.

## Safety Case Report



Document that goes to the regulator making a 'claim' of building safety.  
It summarises the key components of the Safety Case with references to supporting documentation.

# The Safety Case

- Building information – site name and address etc
- Exec summary – ownership statement
- Safety policy
- Scope of the building – context of organisation
- Leadership – duty holder, building safety manager, org charts, competence processes
- Building details/structural design – link to digital records (BIM)
- Fire and emergency statement
- Hazard identification and risk assessment
- Safety management system and safety manual
- Emergency procedures and evacuation strategy
- Resident voice
- Continuous improvement

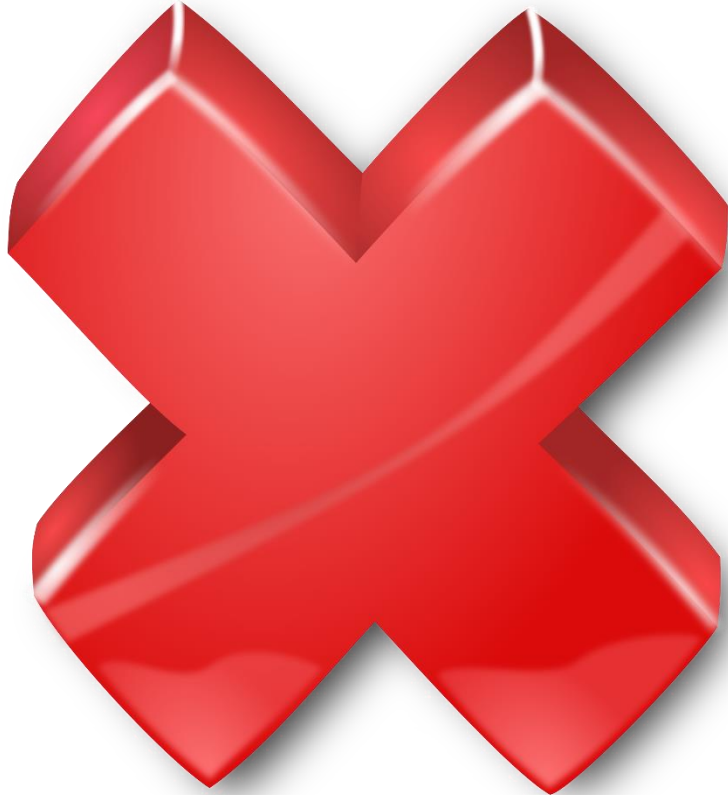


# Salix feedback – positive



- Good summary of how risks to multiple persons (major hazard events) are reduced to as low as reasonably practicable (ALARP) - good summary of measures
- Good that diagrams and layouts are included
- Good that an index of Policy & Procedures are included
- Much of the safety management system part was included
- Information is block specific

# Needs more work



- Report needs a section to describe the population at risk
- Links to forums and neighbourhood surgeries to demonstrate mechanisms for residents to raise matters - SMS should reference back to the relevant procedures (how are issues recorded, to whom, is there a process for acting on issues, how is it recorded and fed-back to residents, etc)
- A lots of discussion about how you can ensure residents understand about compartmentation/works inside their flats, but also should be around ensuring they understand emergency plans

# Safety Case – Making a Case

## Evidence

The piece of evidence that supports your argument (documents, test results etc).



## Argument

Articulating why you believe the claim has been met (based on evidence).



## Claim

The claims/goals that we want to prove.





# Safety Case – Where from here?

Producing a Safety Case for two blocks, one with minimal works done and one that has undergone a large scale refurbishment.

- Evidence based Safety Case produced and review of baseline existing information for both blocks – **Start November 2019**
- Full Safety Cases handed over to JRG for review – **Mid-December 2019**
- Reviews received back and two way feedback on pilots – **Mid January 2020**



# The Building Safety Manager

- Comply with the building safety case and ensure the conditions in the building safety certificate are complied with to the satisfaction of the accountable person and the regulator
- Ensure those employed in the maintenance and management of the building's safety have sufficient skills, knowledge and experience
- Operate a safety case regime where risks and mitigations are proactively identified throughout the lifecycle of the building
- Ensure fire risk assessments are undertaken and reviewed regularly and any recommendations are undertaken in a timely manner
- Ensure an internal escalation route for resident concerns is in place and act on concerns in a timely manner
- Establish and Operate a Mandatory Occurrence Reporting regime
- Liaise with residents and their contractors about proposed works within flats, to ensure they are carried out safely and the safety of the building is protected

# The system reform playing a part in driving culture change

- Clear responsibilities on duty holders, including to promote safety. Overarching principle that responsibility for understanding and managing building safety must rest with those dutyholders whose building work create the risk
- A new Building Safety Regulator which will forge a mature relationship with industry, where dutyholders are encouraged to take responsibility for the safety of their buildings
- A safety case regime that encourages a thoughtful, responsible approach to safety and managing risk across the life cycle of a building
- Supporting industry's proposals to raise the bar on competence
- Giving residents a stronger voice in the system



# Summary



- Changes are coming!!
- Doing nothing is not an option
- Compiling a credible Safety Case (for existing buildings) is time consuming
- Start to gather your information – do not wait to be told
- Organisational awareness
- Culture change

*Don't wait*



Ministry of Housing,  
Communities &  
Local Government

## Final Point

---

*“There is no reason to wait for legal change to start the process of behaviour change once it is clear what is coming and what is expected. A sense of urgency and commitment from everyone is needed.”*

**Dame Judith Hackitt DBE FREng**







## **Professional Practice Session 2**

### **Bernini and El Greco**

*Scotland and Wales, a template for northern housing policy?*

### **Main Room**

*Partnership Approach to Tackling Empty Homes and Low Demand*

### **Raphael and Vasari (This Room)**

*Housing the Powerhouse*



# Housing the Powerhouse

*Chair: Paul Fiddaman, Group Chief Executive, Karbon Homes*

**Hugh Owen, Director of Strategy and Public Affairs, Riverside**



# Housing the Powerhouse

Hugh Owen  
Riverside

# Homes for the North

Homes for the North is an alliance of 17 housing associations who want to deliver more homes across the North of England. We commission research and share our expertise to help policy makers create the conditions for more and better homes in the North, stimulating social and economic growth to rebalance the UK.



**17** of the largest  
developing housing  
associations  
in the North

Adding  
**£2.5 billion**  
per year to the  
Northern economy

Delivering  
more than  
**6,000**  
homes per year

Owning and managing  
more than  
**500,000**  
homes in the North

Providing  
affordable homes  
for  
**1 million**  
people

Spending  
**£1 billion**  
to build and maintain  
homes each year

Employing  
**17,500**  
people across  
the North

Investing more  
than **£35m**  
in communities,  
helping 9,000 into  
work and training

**Taking action**  
to tackle poverty,  
eliminate hunger and  
**boost community  
resilience**

# What I will cover

- How can housing play a key role in supporting ambitious economic growth in the North?
- Findings from recent research which considers...
  - long-term housing supply needed to support growth ambitions
  - investment in housing in the North: past; current; and future
- Policy recommendations: towards a pan-Northern approach





## **The Role of Housing in the Northern Powerhouse**

An analysis of the housing required to unlock the benefits of transport investment in the North of England



## **The Changing Spatial Distribution of Housing Investment 1998 to 2022: Impact and Implications for the North**



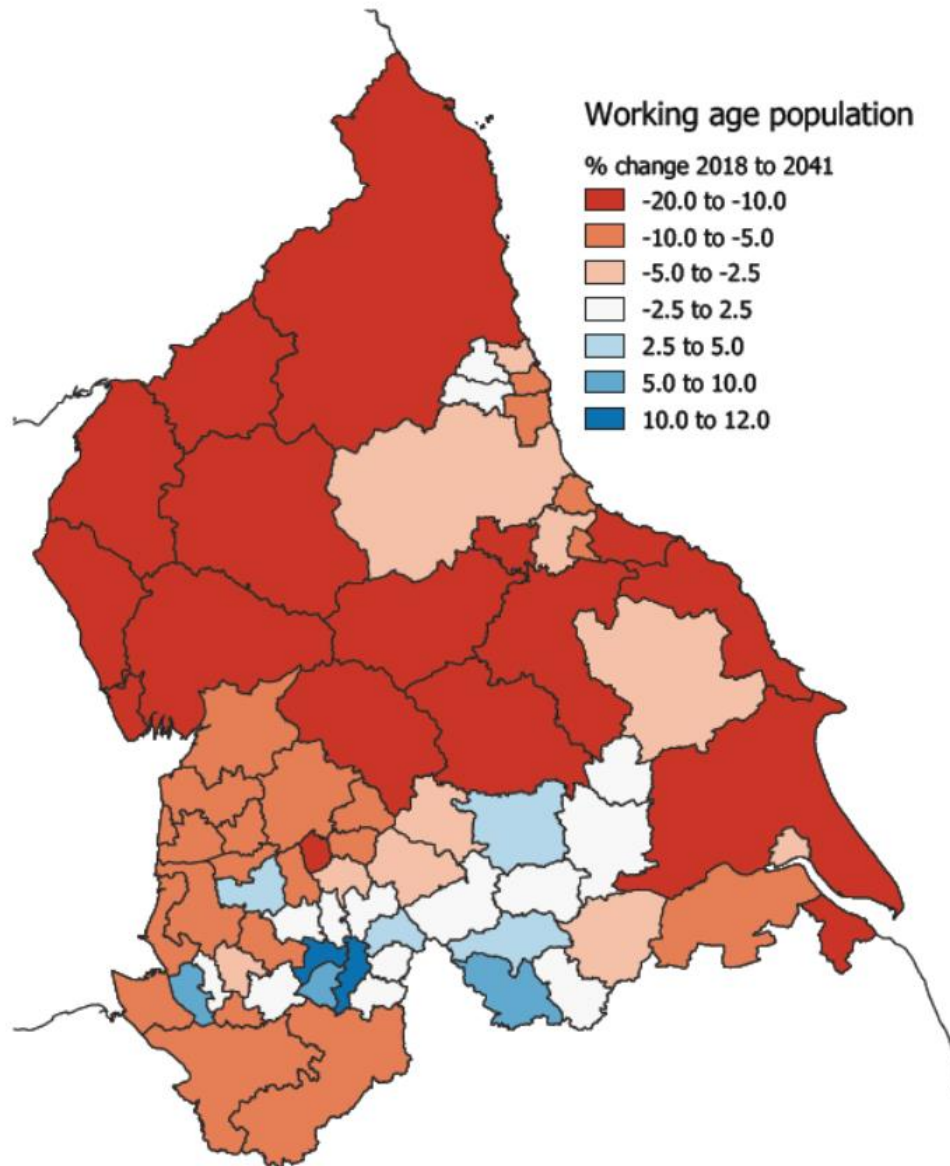


# Role of Housing in Northern Powerhouse



- Previous research (Lichfields) established ‘quick and dirty’ housing supply number for the North – c 50k new homes pa (net)
- Wanted to do a more thorough, long-term piece (30 years), starting with Northern Powerhouse Independent Economic Review
  - NPIER transformational growth scenario: 850,000 new jobs and £100bn boost to Northern economy by 2050. What does housing offer need to be?
- H4N commissioned CEBR and Quod in September 2018.
- Transport for the North shared demographic/economic data.
- Stakeholder roundtables in nine city regions and sub-regions across the North, chaired by H4N members.

Figure 32: Projected growth or decline in working-age population across the North, 2018 to 2041

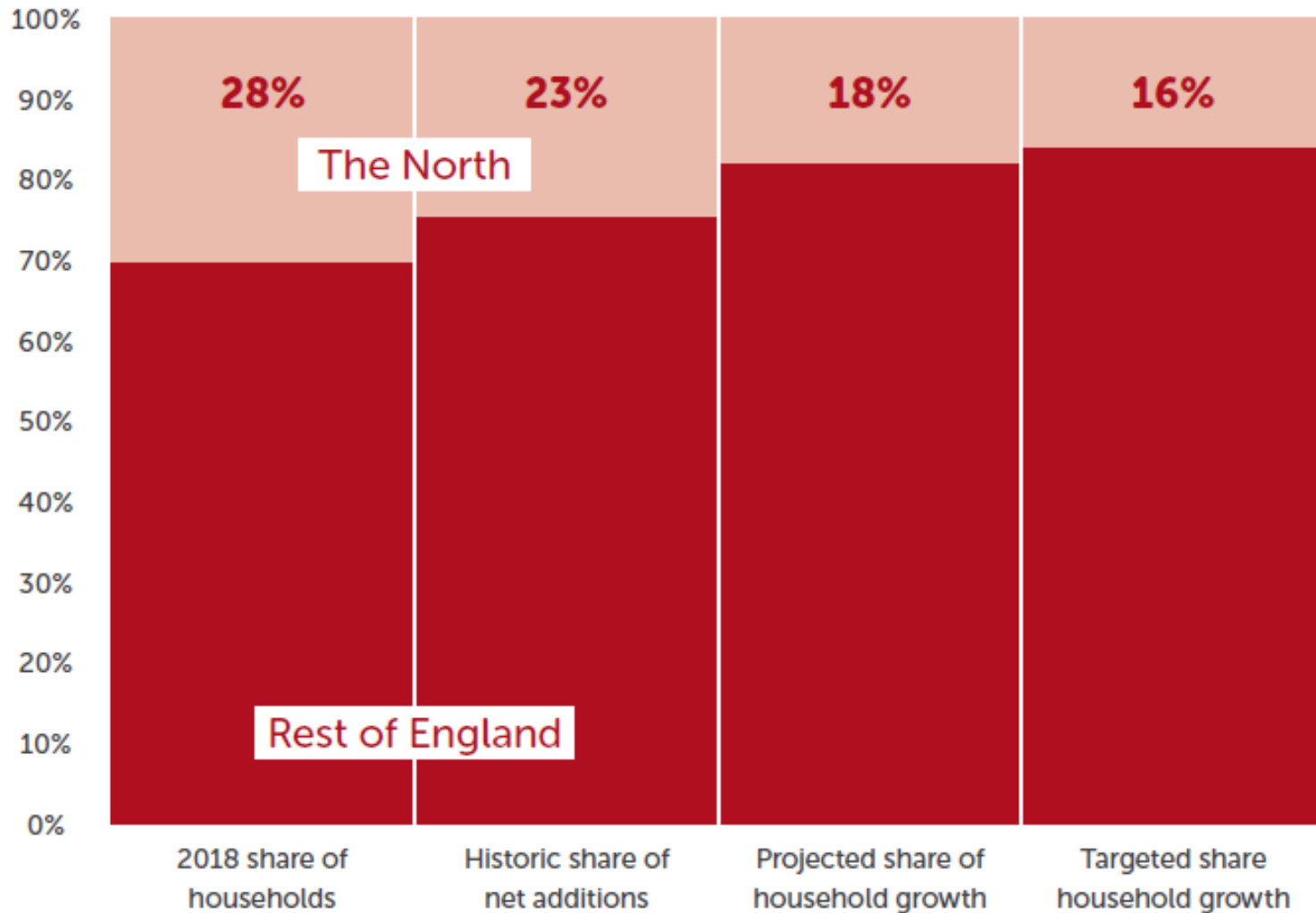


## The key problem: declining market share of working age population

“on current trends, even as the North’s total population rises, its working age population is set to fall by 2% to 2041, while the rest of England’s rises by 5%.”

How on earth can we  
narrow economic and  
productivity gap?

## Baseline northern household growth vs. the rest of England



Current trajectory  
**The bar chart of gloom!**

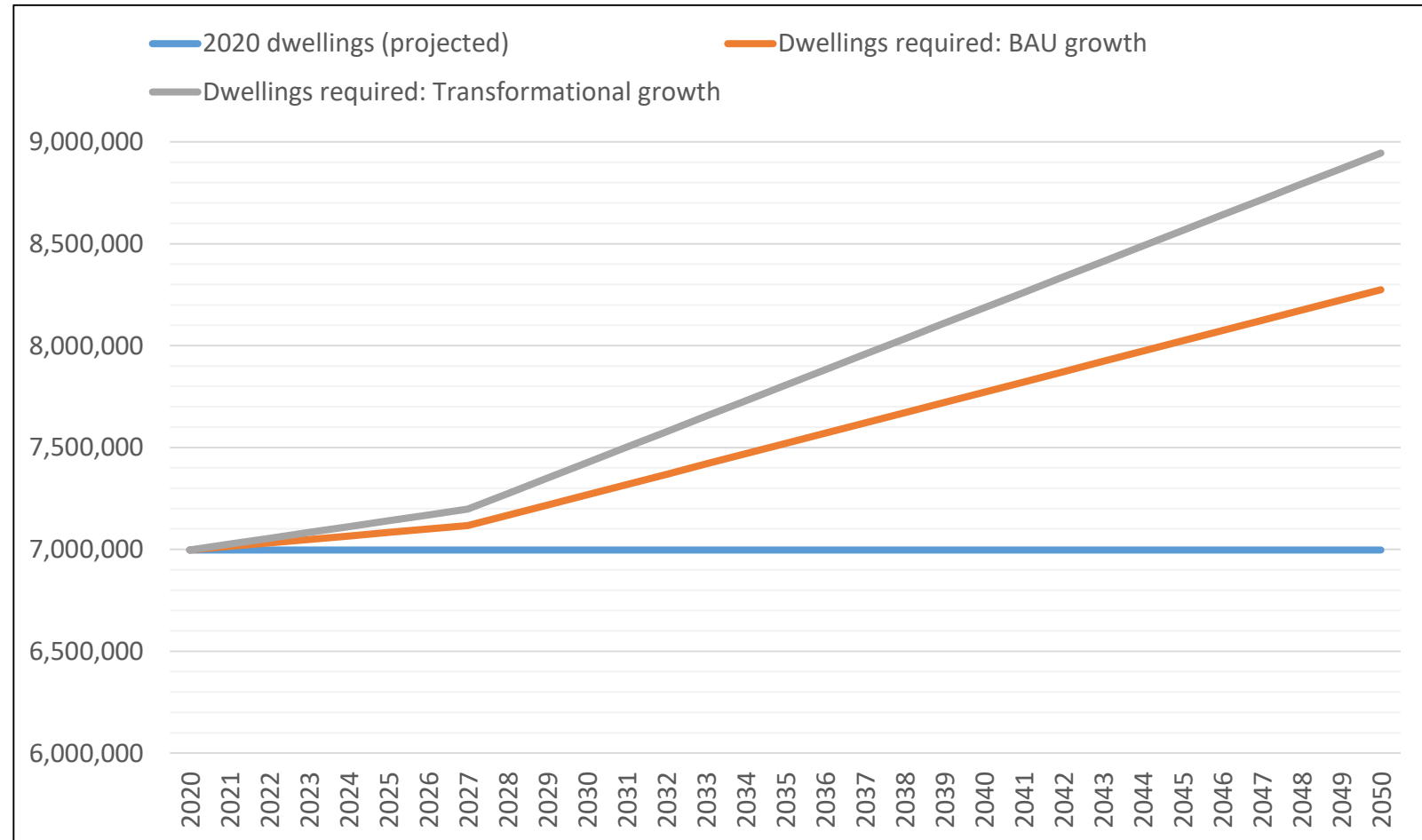
Are we happy with  
this Northern  
future?

# What housing is needed to support economic growth?

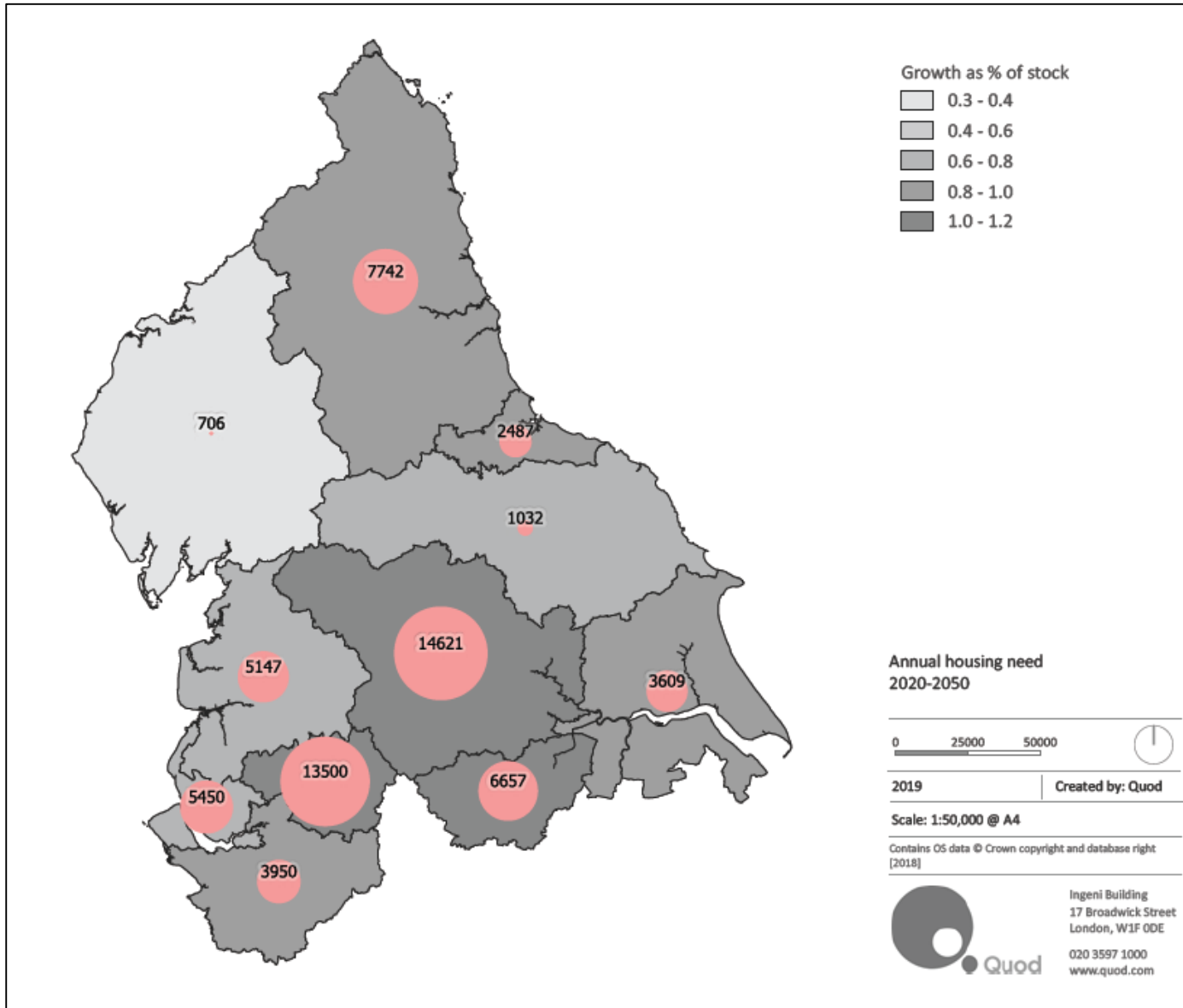


2 million homes by 2050 under NPIER transformational scenario

"We estimate around 50,000 net housing additions per year are needed in the period from 2020 to 2027, increasing to around 70,000 per year from 2027 to 2050."

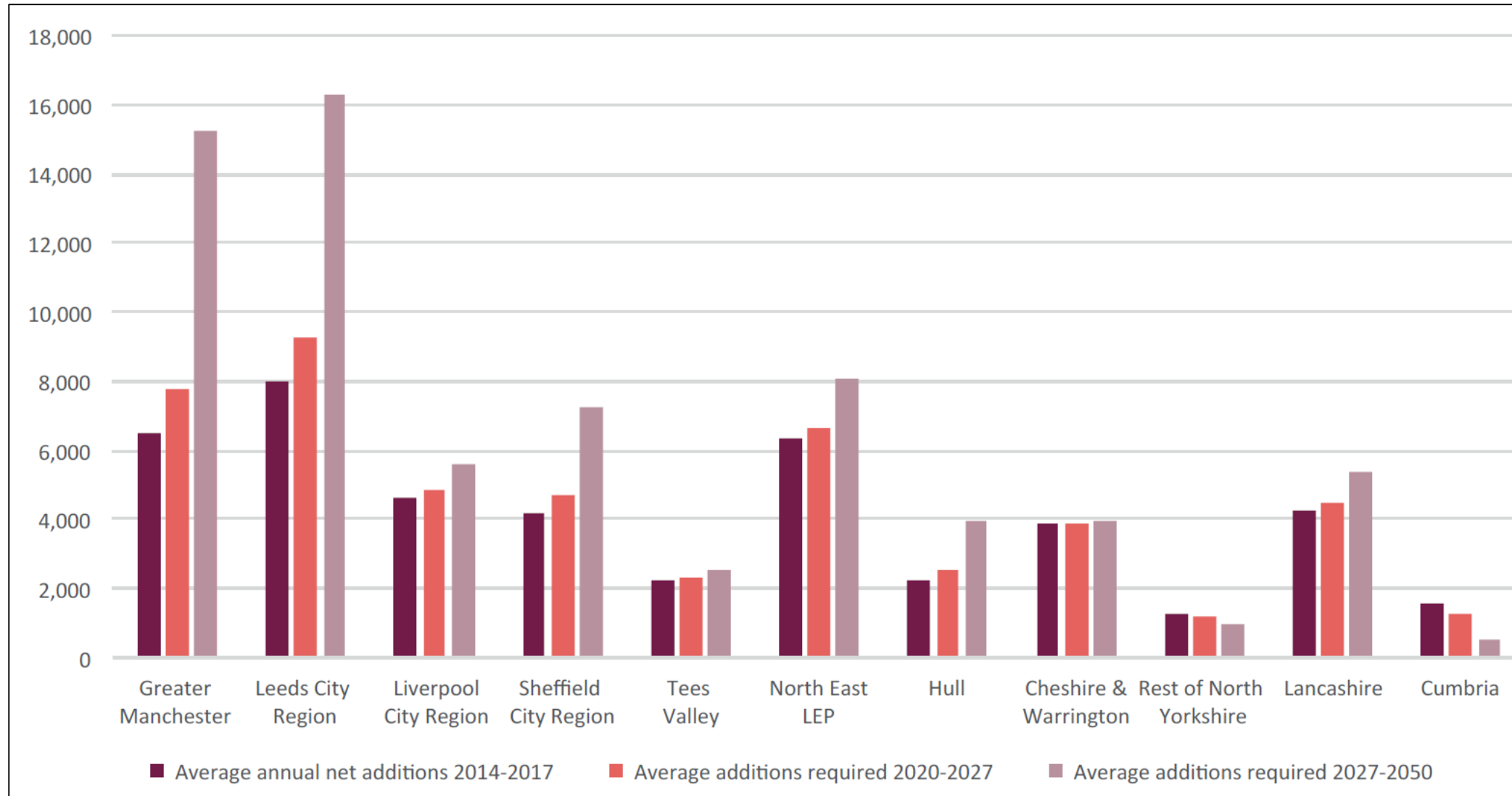


# Where? Annual additions to 2050



- Biggest projected growth in major metropolitan areas – though policy choices.
- Leeds and Manchester City Regions largest projected growth.
- But remember, these are net figures. Stock replacement on top of this.

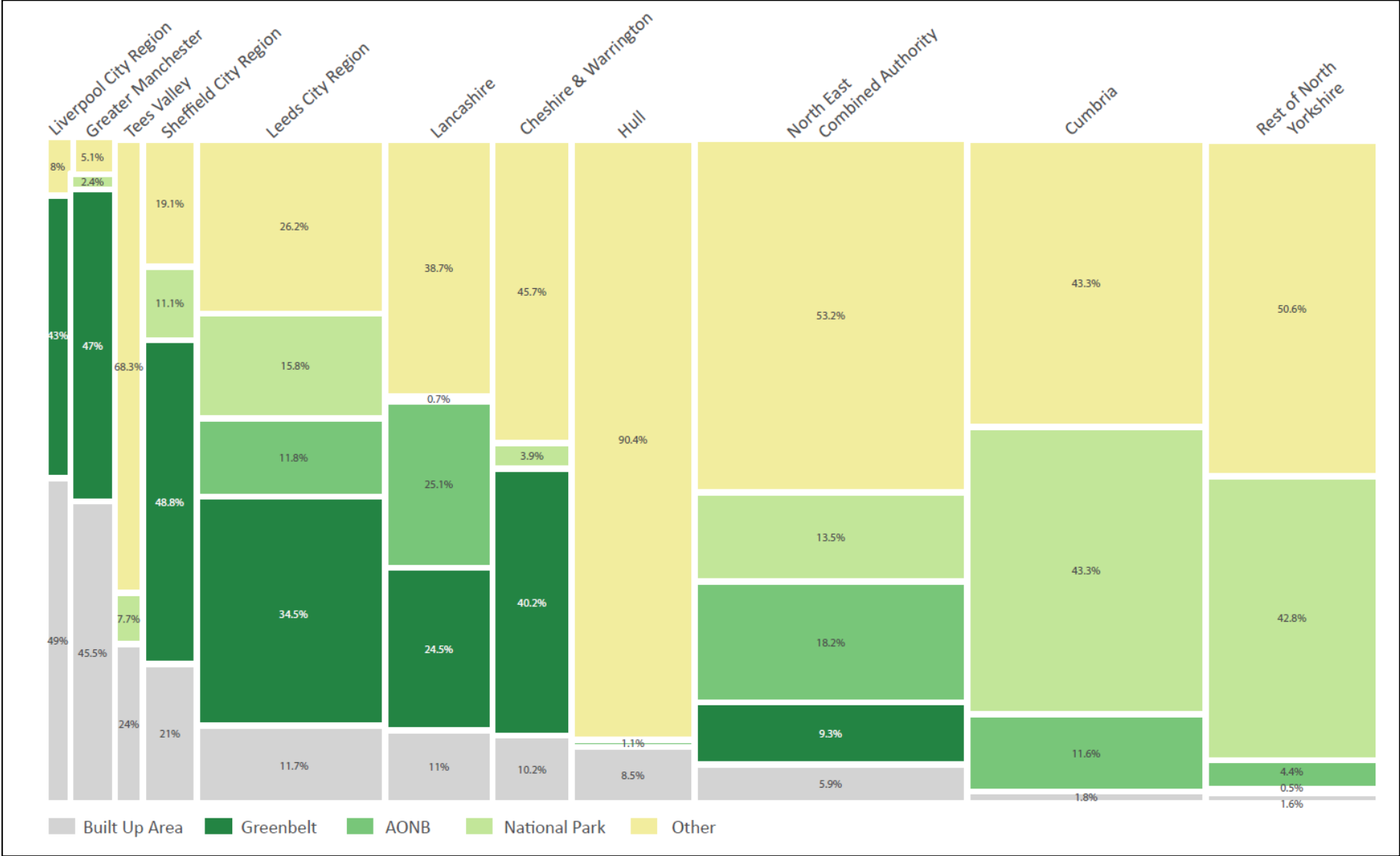
# Compared to baseline?



“If the conditions for faster housing growth aren’t set by 2027 housing will become scarce and act as a constraint on economic and employment growth.”

Success of the Northern Powerhouse project is riding on accelerated housing growth!

# Brave decisions ahead!



Brownfield land capacity for 300,000 homes in the North - c5 years' supply

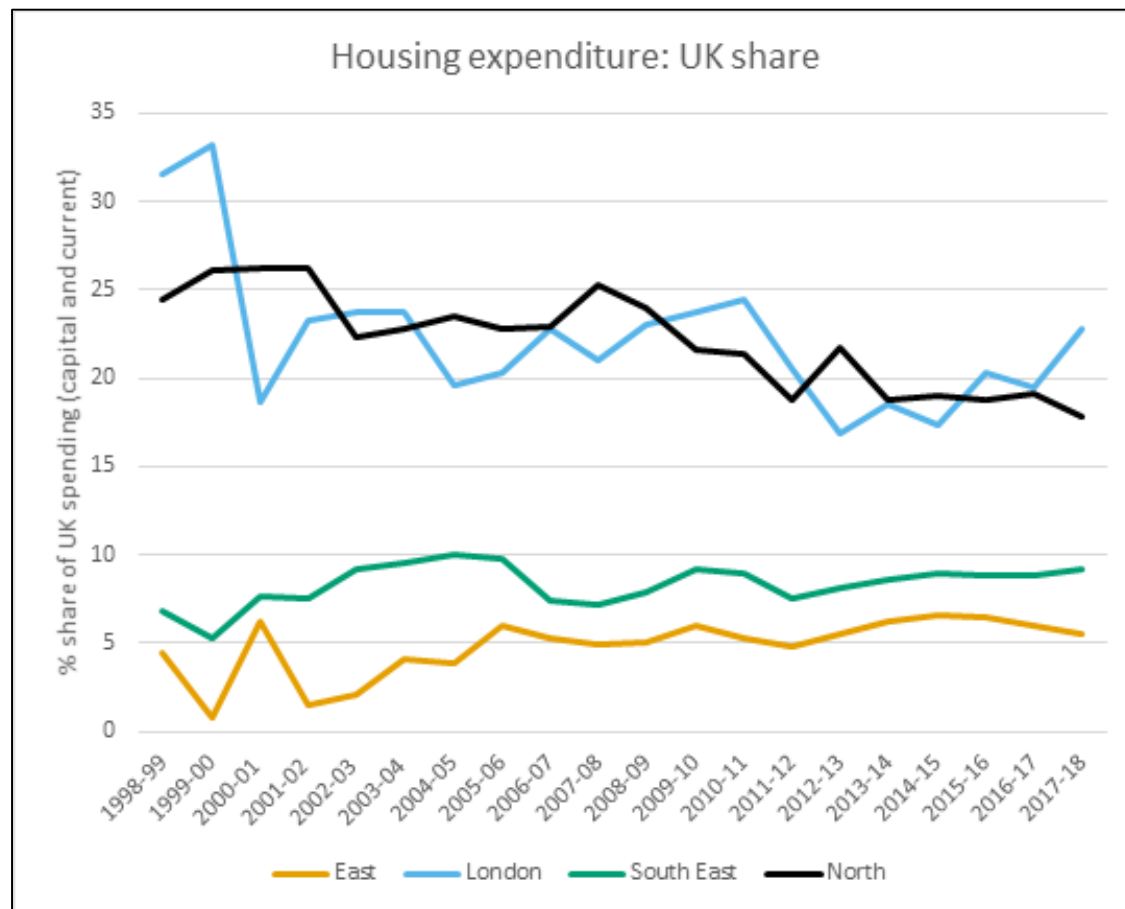


# The Spatial Distribution of Housing Investment 1998 to 2022



- Research commissioned early 2019 to investigate:
  - Historic distribution of public investment in housing between regions
  - Likely future distribution of funding given recent Government policy announcements
  - Early evidence of actual distribution of funding
- Purpose: to support the case for a spatial investment strategy which supports 'rebalancing' objectives.
- Undertaken by Arc4 (Brendan Nevin) drawing on published Treasury/MHCLG data. Complex!!

# Findings: Historical



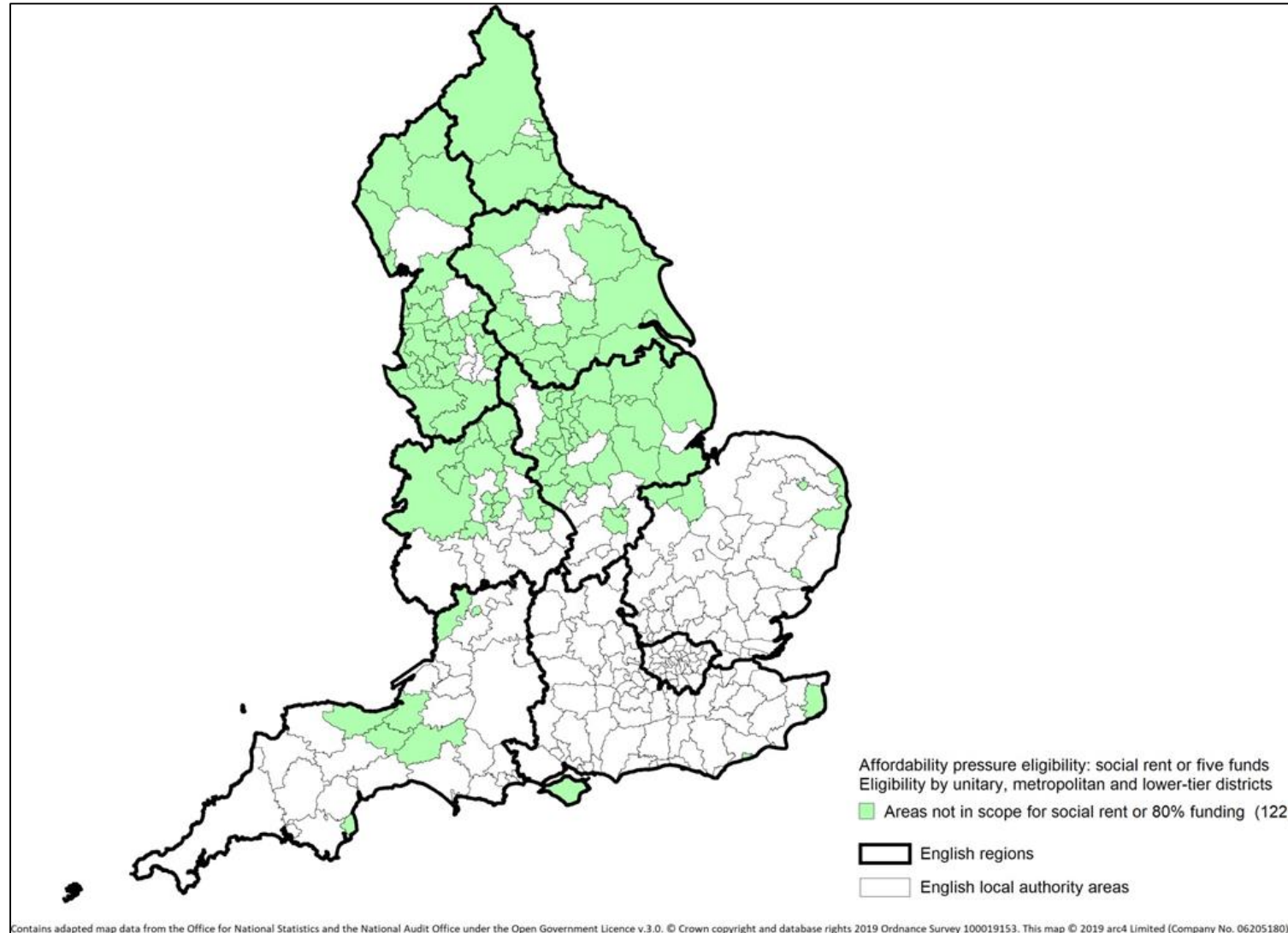
- Steady fall in Northern share of UK housing investment – 18% in 2017/18 (cf 23% population share).
- Largely driven by sharp increase in funding to devolved administrations, and more recently an uptick in London and SE.
- North's loss of English market share not as marked, though now slightly lower than population share.

***“The progressive shift in funding for growth and infrastructure away from the North is arguably now deeply entrenched in the British Political System”***

# Funding eligibility: recent Homes England policy



Areas ineligible for 80% of funding under 5 homes England programmes **AND** ineligible for grant funding for social rented housing



# Funding: future prospects

- Significant impact of new targeting policies – “areas of highest affordability pressure”
- Only 4 LAs will benefit from 80% of 5 funds, and only 11 eligible for grant for social rented housing (out of 72)
- Estimate that the North’s future share of funds to support housing investment could be as low as 10.3% (<50% of historic levels)
- Some evidence of this coming to pass in funding decisions to date.
  - ✓ Share of HIF Forward Fund 10.6%
  - ✓ Funding allocated to strategic partnerships (and London) 11%

# Our three key asks

## ***The development of a clear, ambitious pan-Northern vision for housing***

- Scale, type and location of new housing provision for growing economy
- Addressing persistent problems of poor quality homes and neighbourhoods.
- Developed collaboratively by Local Authorities, RPs and Homes England.
- Providing a clear basis for working with Government to secure resources
- Acting as a benchmark to assess the contribution of housing to achieving rebalancing objectives.
- Key elements included in a refreshed **Northern Powerhouse Strategy**.

***Reform to key Government policies to ensure the North can build homes and regenerate n'hoods to grow its share of working age population.***

- MHCLG to devise and publish a transparent spatial investment framework aligned to the growth ambition set out in the pan-Northern vision.
- Backed by the development of a 'Housing Rebalancing Toolkit' - supplement to the Treasury Green Book, introducing broader based appraisal criteria.
- Revised standard method for establishing local housing need (OAN), adopting a forward looking approach which is aligned with the growth ambitions.

### ***A renaissance in area-based regeneration***

- A new national framework for area-based regeneration deals between Government, combined/local authorities and housing providers
- Deals to address economic, health, environmental, and public service outcomes, drawing lessons from previous programmes.
  - ✓ bringing together existing and new investment streams (cross-sector) to achieve clear outcomes for a single place.
  - ✓ introducing more market orientated fiscal incentives – VAT, SDLT, rates
  - ✓ acting as a catalyst for public service reform.
  - ✓ establishing new ‘tools’ such as simplified CPO powers.





# Thankyou

[hugh.owen@riverside.org.uk](mailto:hugh.owen@riverside.org.uk)





## **Refreshment Break and Return to the Main Room**