



ASSET MANAGEMENT AND DEVELOPMENT

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South East
Consortium



Welcome to Housing Brighton: Asset Management and Development stage

James Prestwich, director of policy
and external affairs, Chartered
Institute of Housing



A message from our sponsors

David Smith
Head of business partnerships,
South East Consortium



Solving the supply crisis

Osama Bhutta

Director of campaigns, policy and
communications, Shelter



Solving the supply crisis

Mark Washer

Chief executive, Sovereign Housing
Association





Solving the supply crisis

CIH Conference SE

Tuesday 10 May 2022



About Sovereign

- Over 60,000 homes in the South
- Mainly general needs and HOP
- Top 10 HA developer
- HE Strategic Partner
- Ambition is c2,500 homes annually
- Traditional development mechanism = S106
- Fewer taller buildings than many large HAs
- A+ S&P and A2 Moody's



The Policy Context

- Government focused on home ownership...
- ...although recent signs that social housing is moving centre stage again?
- But RtB for HA tenants is back!
- Building Safety
- NIMBYism in South of England
- For-profit registered providers
- Aggressive competition for land to build on
- Diverse customer base with higher service expectations



The Wider Environment

- Uncertainty over planning
- National skills shortage
- Battle for talent – challenging job market
- Changing ways of working – tough to win and retain talent
- Impact of covid – e.g. expectation of hybrid working
- Supply chain issues
- Rising costs



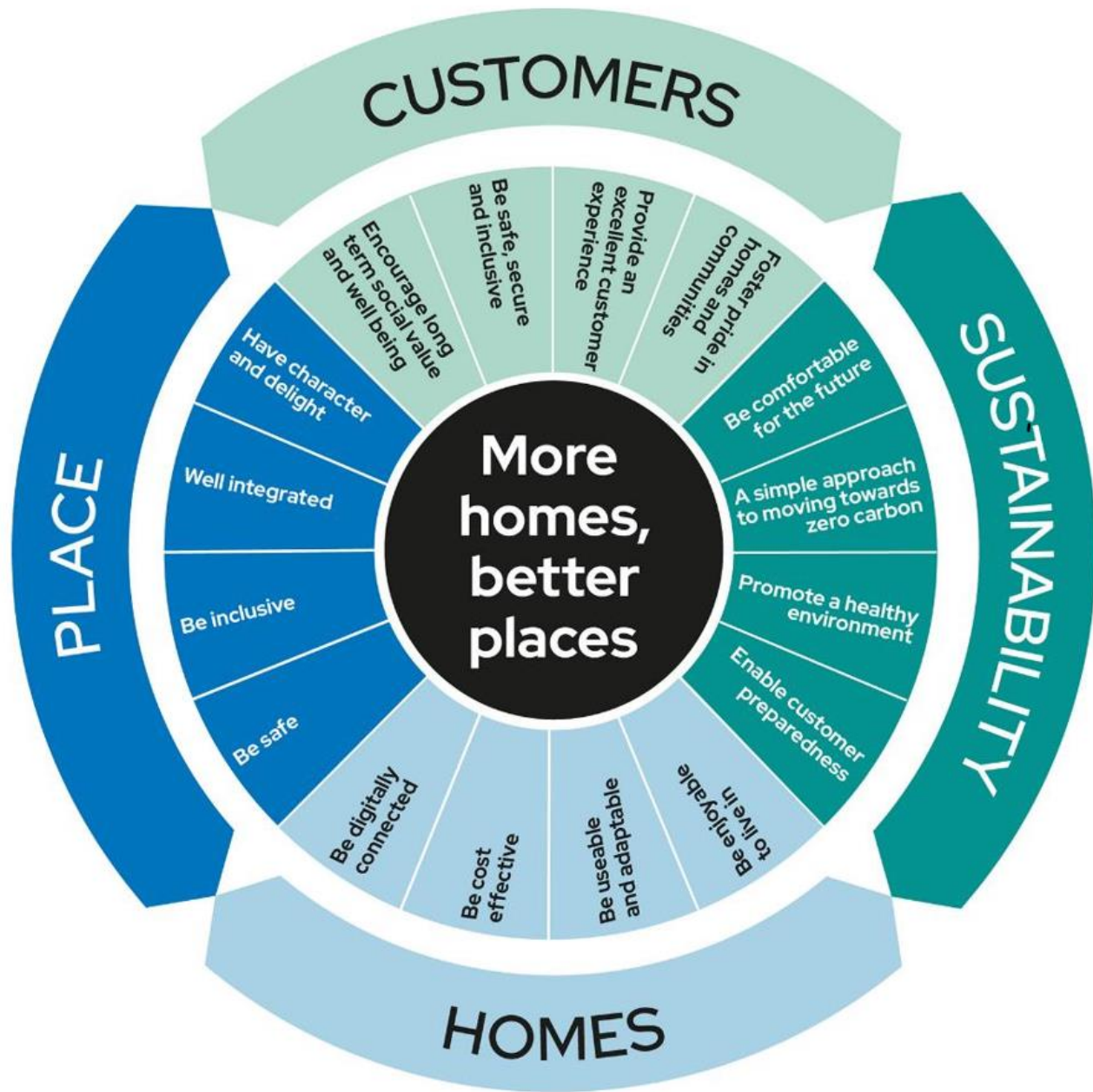
The Question for us and every Association

How do you grow the amount of affordable housing we can offer while making sure that all the housing we have meets an acceptable standard and our offer to customers improves?



Development & Investment Strategy

- Placemaking is front & centre
- We use same framework for new and existing homes: A new Homes & Place Standard
- Move to Sovereign-led from S106
- Work towards c2,500 annually, including replacement
- Joint Ventures and partnering will be key to success
- We will “do the difficult” including town centre renewal
- Regeneration of existing estates is key
- All new homes delivered from 2025 will be net zero-ready
- By 2050 our business and asset portfolio will reduce green house gas emission to net zero



There are four dimensions of the Homes and Place Standard

Customers

What our homes and places will deliver for those who live in them.

Homes

The elements of the houses that we want to create and adapt.

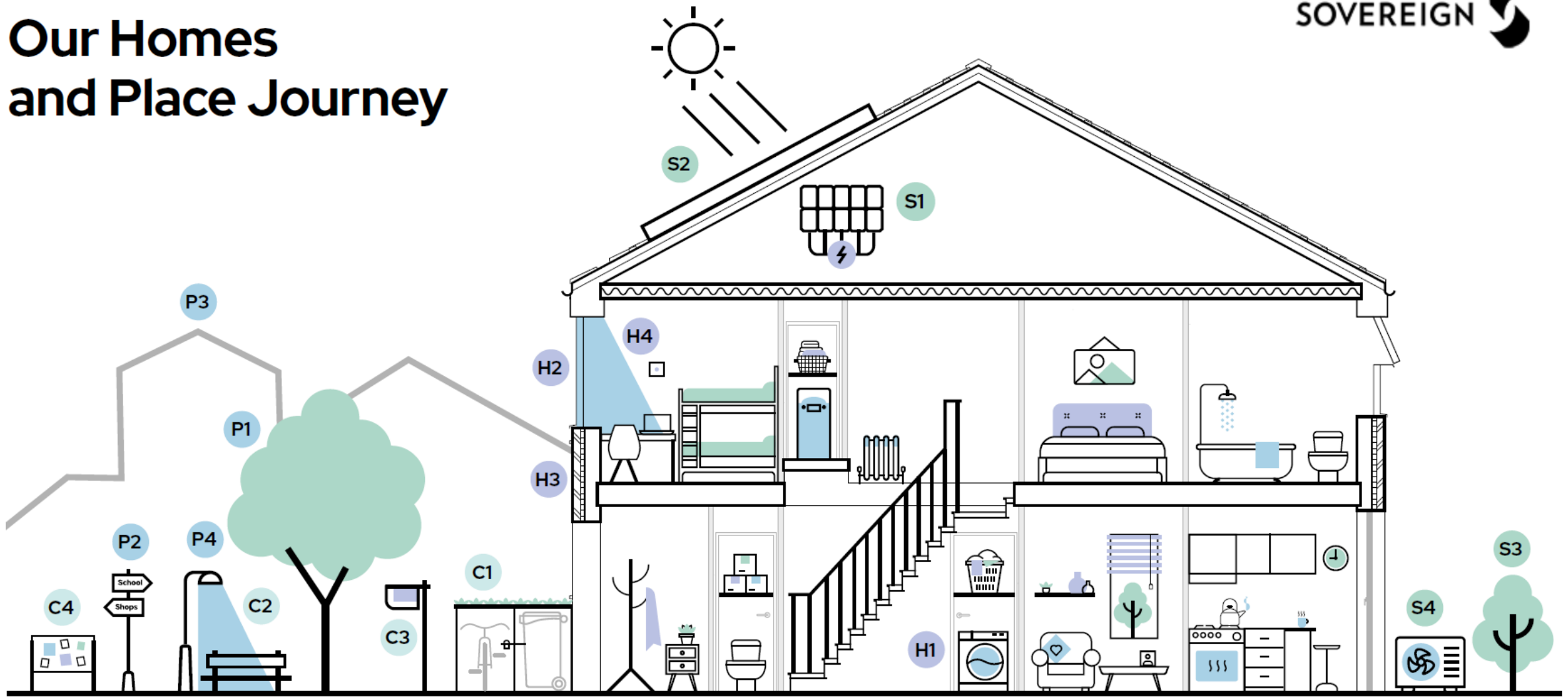
Places

The elements of the places that we want to deliver.

Sustainability

How we will embed our sustainability ambition into our homes and places.

Our Homes and Place Journey



- Customers**
- C1 Encourage long-term health and wellbeing
 - C2 Be safe, secure and inclusive
 - C3 Provide an excellent customer experience
 - C4 Foster pride in homes and communities

- Homes**
- H1 Usable and adaptable
 - H2 Enjoyable to live in
 - H3 Cost effective
 - H4 Digitally connected

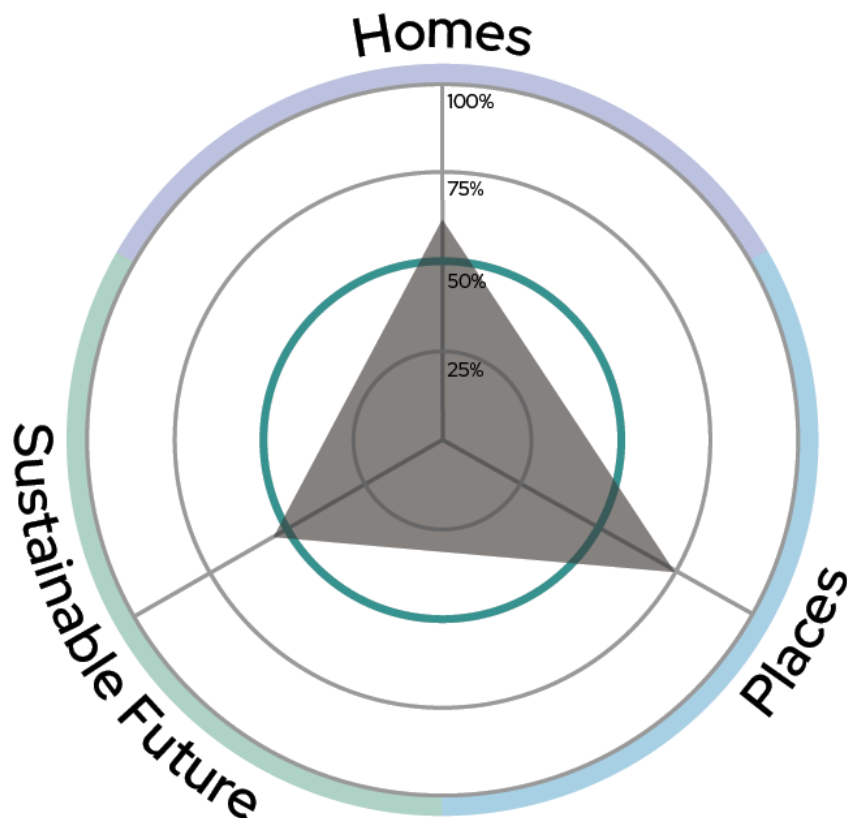
- Place**
- P1 Have character and delight
 - P2 Be well-integrated
 - P3 Be inclusive
 - P4 Be safe




- Sustainable future**
- S1 Be comfortable for the future
 - S2 Have a simple approach to moving towards zero carbon
 - S3 Promote a healthy environment
 - S4 Empower customers through technology



Homes and Place Standard Scorecard

The outcome of the assessment produces a scorecard. This shows at a high level the performance of the scheme against the three overarching areas. It can clearly be seen which areas perform well and which less so against the Standard.



-  This scheme
-  'Good' rating
-  Circles in 25% increments

	% achieved	% below or above 'Good' rating
Homes	62 %	+12 %
Homes will be cost effective	67 %	+17 %
Homes will be useable and adaptable	60 %	+10 %
Homes will be enjoyable to live in	60 %	+10 %
Homes will be digitally connected	60 %	+10 %
Places	74 %	+24 %
Places will have character and delight	84 %	+34 %
Places will be strong and well integrated	73 %	+23 %
Places will be inclusive	67 %	+17 %
Places will be safe	67 %	+17 %
Sustainable future	52 %	+2 %
Be comfortable for the Future	60 %	+10 %
Simple approach to moving towards zero carbon	46 %	-4 %
Promote a healthy environment	60 %	+10 %
Empower customers through technology	60 %	+10 %
Overall score	63 %	+13 %
Overall rating	'Good'	

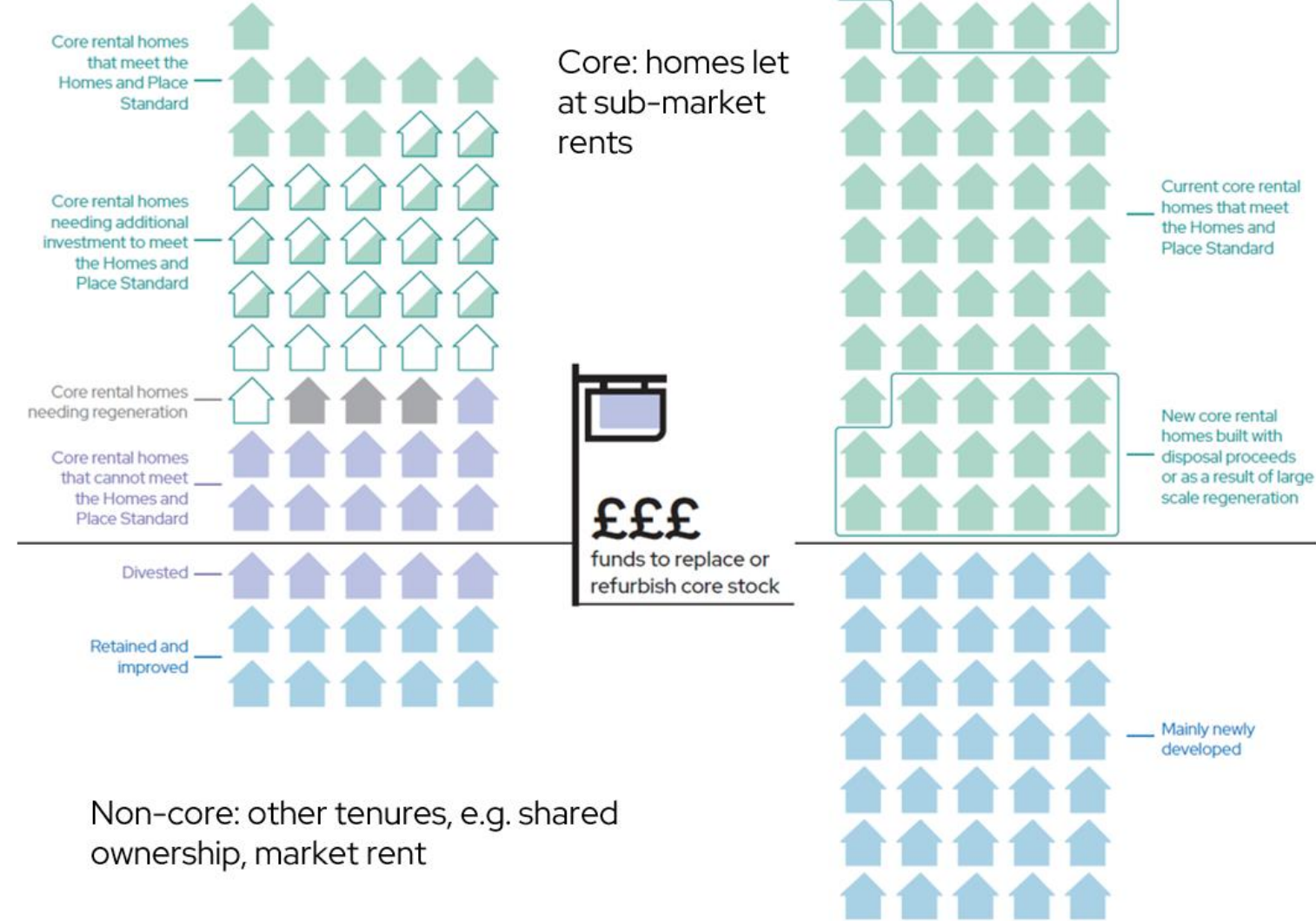
How are we going to increase the affordable homes we can offer while ensuring all our homes meet the Homes and Place standard?

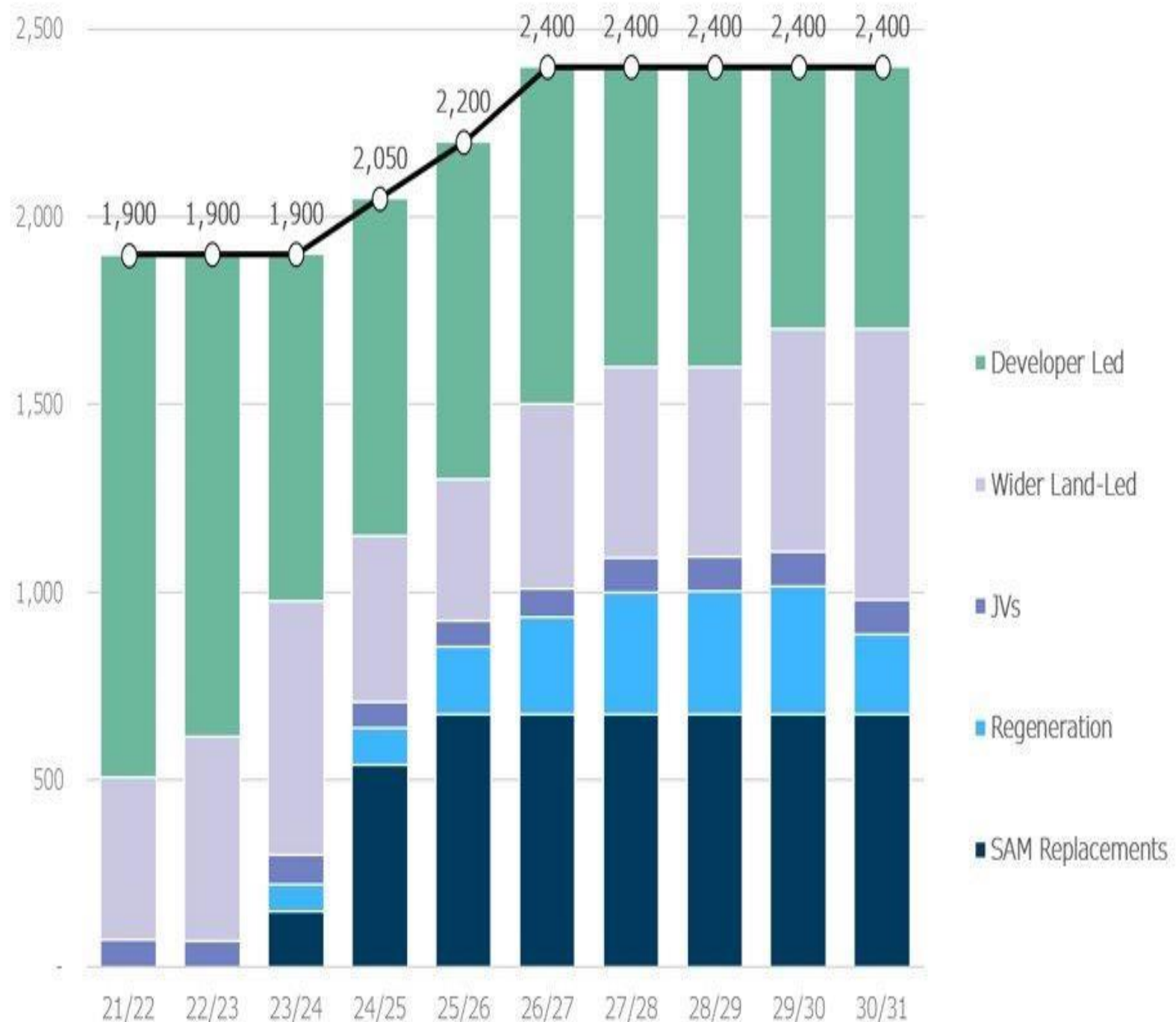
🏠 Approximately 1000 homes

- 🏠 Homes and Place Standard met
- 🏠 Homes and Place Standard partially met
- 🏠 Homes and Place Standard not met
- 🏠 Divested assets
- 🏠 Retained and improved assets
- 🏠 Retained and redeveloped assets

2021

2050





We're on a journey...

- We are rebalancing our activity:
- DOWN: Developer led will reduce but still be important
- UP: Land-led/Sovereign-led; JVs; Regen; and SAM replacement will all increase



Clifton Down Shopping Centre

- Acquired in 2020
- Recognises that we can be “patient capital”
- Expensive part of Bristol with limited opportunity for social housing
- Appraised on two bases: hold and develop
- Medium-term opportunity for mixed use development
- We may well JV it
- Management out-sourced to specialists



Thank You

SOVEREIGN 

Solving the supply crisis

Jessica Levy

Director of communications
Federation of Master Builders




Solving the supply crisis

CIH Housing Brighton, 10 May 2022

Jessica Levy

Director of Communications, Federation of Master Builders

 @levy_jessica

www.fmb.org.uk



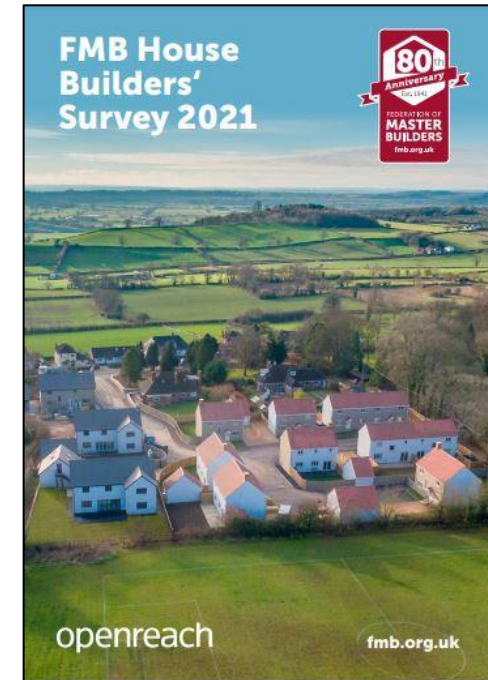
FEDERATION OF
**MASTER
BUILDERS**

fmb.org.uk

About the FMB



- The voice of small builders
- Over 7,000 member firms, UK-wide
- 15% dedicated house builders
- Routed in communities
- United by commitment to quality



FEDERATION OF
**MASTER
BUILDERS**
fmb.org.uk

Supply – the SME perspective

- Small house builders are an important part of the supply puzzle
- SME sector delivers around 20,000 homes annually
- 12% of new homes; but forty years ago, SMEs built 40%



FEDERATION OF
**MASTER
BUILDERS**
fmb.org.uk

Quality, design and supply



Project by Keigar Homes Ltd, FMB Yorkshire & Trent

- SME house builders compete on quality rather than volume or price
- Homeowners twice as likely to be 'very satisfied' with the quality of their new build home if it is built by a small builder than one of the 20 largest developers
- So, we must overcome the barriers



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**MASTER
BUILDERS**
fmb.org.uk

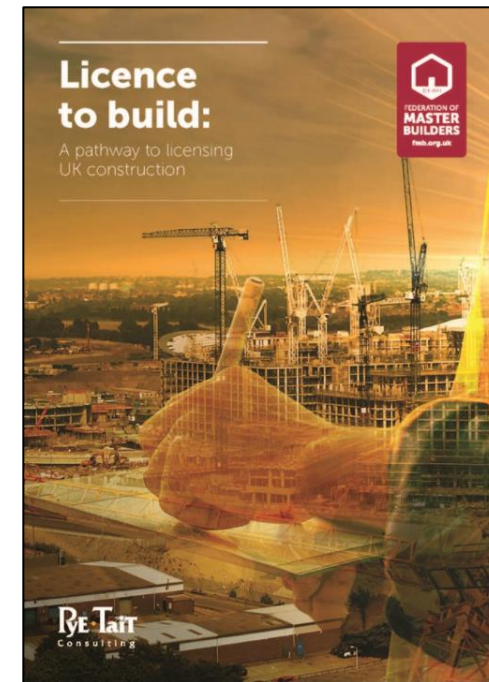
Quality, confidence and safety

- Research shows that one in three homeowners have been put off doing major home improvement work for fear of hiring a cowboy builder
- We need a licensing scheme for all UK building companies to help ensure competence



76%

believe that licensing would improve quality and professionalism.



Quality and net zero



Project by Mitchells Construction & Development Ltd, FMB Southern Counties

- Our homes are responsible for 20% of carbon emissions
- New build – role of regulation and design
- Homes to last; avoiding embodied carbon from demolition
- Existing homes – retrofit well; whole-house approach



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fmb.org.uk



Thank you

Refreshments and networking



Preparing for the Building Safety Bill

Gulam Hussain

Head of regulatory assurance, Tower
Hamlets Homes



**Tower
Hamlets
Homes**

UKHA
INSIDE
HOUSING **2019**
**LANDLORD
OF THE YEAR**

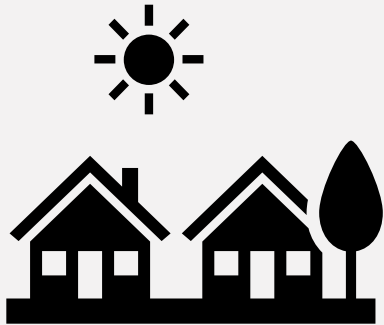
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CIH - Housing Brighton 2022

Preparing for the Building Safety Bill

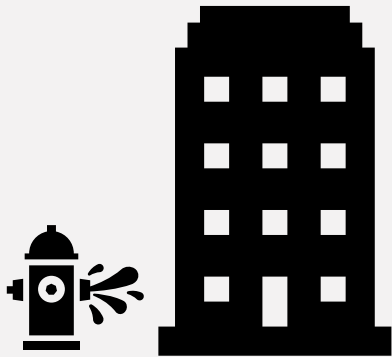
Gulam Hussain,
Head of Regulatory Assurance

Context



- ALMO formed by the London Borough of Tower Hamlets in 2008
- Responsible for managing 22,000 homes. Almost 50% of our residents are leaseholders. Almost 50% of all leasehold properties are sublets
- 77 blocks in scope for the Building Safety Bill
- Resident Profile -
 - 66% residents are BAME, 5% with little or no English
 - 23% aged over 65
 - 20% with one or more disability
- Spending cuts - £200m in savings delivered by local authority since 2010 with further £30m required by 2024. THH has contributed £6m in savings since 2017 with further targets set to be agreed.

Responding to Grenfell



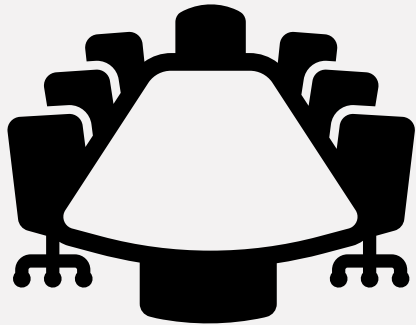
- Fire Safety becomes a key business plan priority
- Strengthened governance through new structures/metrics to provide greater focus e.g.
 - Fire Risk Management Group
 - New KPI's and Compliance Dashboard
- 3.4m invested to remove Sto Cladding
- Strong partnership with LFB, TMO's and other RSL's
- Fire Safety inspections built into Caretaker and other staff roles
- Introduction of specialist visiting Fire Safety Team - 5623 visits to homes across 193 blocks

Engaging Residents



- Clear, transparent and frequent messaging for residents
 - proactive advice articles and guides (what safe looks like, what is a fire safe door)
 - Info for new residents
- Adopted a Fire Strategy
- Regular roadshows for resident associations delivered jointly with the LFB
- Publication of all our FRAs (renewed prior to Grenfell)
- Policies: Hoarding, Alterations, Enforcement
- Enhanced consultation on major works enabling more fire safety discussion and wider promotion of the works programme
- Joint training session (THH and LFB) with Councillors and residents to provide clarity on our approach

Joint Working Group



- In 2018 decision was taken to set up a resident led strategic forum which would serve as a platform for co-designing and co-delivering THH's Fire Safety Strategy
- New group set up composed of resident members drawn from our board, existing involvement forums. Group also had input from the LFB and the Tower Hamlets Federation of TRAs.
- Key outputs;
 - Input on fire safety engagement strategy and block information packs
 - Shaping our H&S Dashboard and performance measures
 - Shaping messaging to residents on Fire Safety
 - Undertaking site visits to understand nature and scope of Fire Safety improvements being delivered by THH



Taking the next steps



- In late 2020 group was refreshed with a widened remit to across all areas of Building Safety (e.g. lifts, gas, electrical safety etc.).
- Group formally embedded as part of our governance structure and membership extended to include representation from TMOs
- Key areas of work;
 - Input on resident engagement strategies for blocks in scope for the Building Safety Bill
 - Monitoring our implementation of work streams in line with Building Safety bill requirements
 - Shaping messaging to residents on Building Safety
- Exploring options to introduce independent expert to provide peer support to residents



**Tower
Hamlets
Homes**

UKHA
INSIDE
HOUSING **2019**
**LANDLORD
OF THE YEAR**

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Thank You

Email: scrutiny@thh.org.uk



Preparing for the Building Safety Bill

Vicki Reynolds
Chief technology officer, i3PT



i3PT

The Golden Thread Definition and Principles

May 2022



i3PT

Building a safer future

A 'golden thread' of digital information is required to enable the **right people** to make **the best possible decisions** at the **right times**

Clauses 32 (section 1D), 88, 89 and 90 of the new Building Safety Bill



What exactly is a golden thread?



Summary definition

“The golden thread is both the information that allows you to understand a building and the steps needed to keep both the building and people safe, now and in the future.”

Full definition

The definition comes in seven parts -

ONE

The golden thread will hold the information that those responsible for the building require to:

- show that the building was compliant with applicable building regulations during its construction and provide evidence of meeting the requirements of the new building control route throughout the design and construction and refurbishment of a building
- identify, understand, manage, and mitigate building safety risks in order to prevent or reduce the severity of the consequences of fire spread or structural collapse throughout the life cycle of a building

Full definition cont..

TWO

- The information stored in the golden thread will be reviewed and managed so that the information retained, at all times, achieves these purposes.

THREE

- The golden thread covers both the information and documents, and the information management processes (or steps) used to support building safety.

FOUR

- The golden thread information should be stored as structured digital information. It will be stored, managed, maintained, and retained in line with the golden thread principles. The government will specify digital standards which will provide guidance on how the principles can be met.

Full definition cont.. (again)

FIVE

- The golden thread information management approach will apply through design, construction, occupation, refurbishment, and ongoing management of buildings. It supports the wider changes in the regime to promote a culture of building safety.

SIX

- Building safety should be taken to include the fire and structural safety of a building and the safety of all the people in or in the vicinity of a building (including emergency responders).

SEVEN

- Many people will need to access the golden thread to update and share golden thread information throughout a building's lifecycle, including but not limited to building managers, architects, contractors, and many others. Information from the golden thread will also need to be shared by the Accountable Person with other relevant people including residents and emergency responders.

Principles

- Accurate and trusted
- Result in residents feeling secure in their homes
- Support culture change
- Single source of truth
- Be secure
- Improve accountability
- Understandable and consistent
- Simple to access
- Easily maintainable and shareable
- Be relevant and proportionate

<https://www.gov.uk/government/publications/building-regulations-advisory-committee-golden-thread-report/building-regulations-advisory-committee-golden-thread-report>

OR

Google “BRAC Golden Thread Report”

Are you prepared?

Do we have the digital competence needed to implement the golden thread?

- Does my organisation understand the basic principles of good information management, and do we utilise the UK BIM Framework standards?
- Are the skills and appropriate technology in place to develop, maintain, and share information?
- Is it clear which fire and structural safety information your organisation is responsible for producing, maintaining, feeding in to, or reviewing?
- Is information stored in a secure yet searchable format, and accessible to the right people at the right times?



Yes?

Prove it!

Procuring for building safety



A guide to provide procurement professionals with the tools and knowledge to achieve the right building safety outcomes through the appointment of reputable, competent organisations.

<https://lp.constantcontactpages.com/su/KcC5XiB/buildingsafetyreport>



PROCURING FOR
BUILDING SAFETY
Guidance Document





Thank You

i3PT

Preparing for the Building Safety Bill

Richard Fowler

Head of service delivery and improvement
protection policy and reform unit, National
Fire Chiefs Council





NFCC
National Fire
Chiefs Council

What about the FSO?

Richard Fowler, Protection Policy and Reform Unit, NFCC

May 2022

Ver 1

Who is the NFCC?



- A charity
- The professional voice of the UK Fire & Rescue Service
- Non-political, with all FRS and senior officers of FRS as members
- Prepare guidance for FRS on all functions of FRS
- Share learning – good and bad
- Representing FRS in discussions with DLUHC, Home Office, HSE, LABC and LGA regarding the new Building Safety Regulator

Background and Legislation

- Building Safety Act received Royal Assent on 28 Apr
- Establishes a new regulator (Building Safety Regulator – BSR)
- Building Safety Regulator based within HSE
- Supported by other ‘partners’ – FRS, BC and other partners as required
- Building Control function passes to HSE for in-scope buildings
- Fire Safety requirements in BSB are thin – primary control of fire safety matters remains with Building Regs (for new build) and FSO (for occupied buildings)



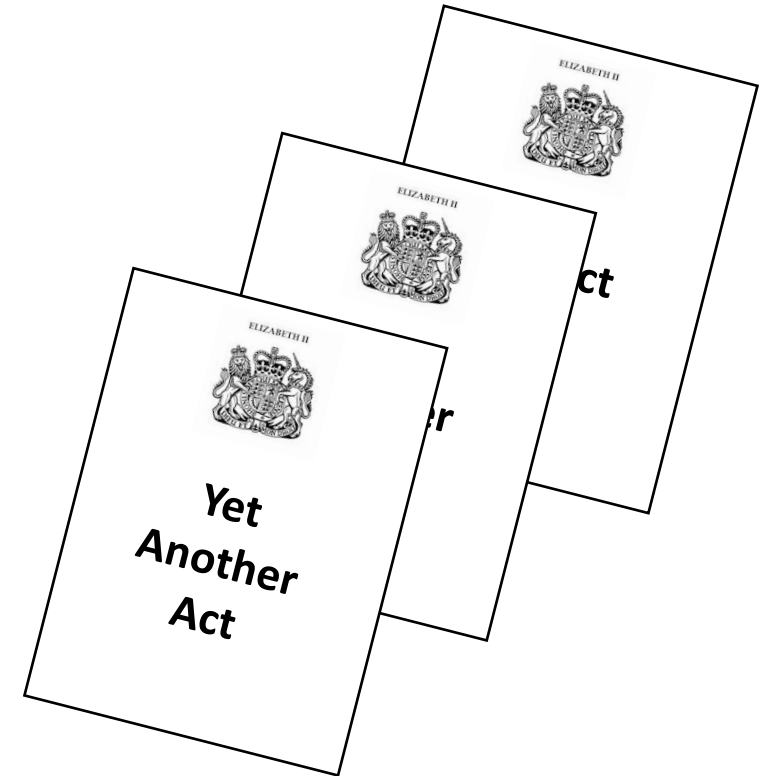
Legislative overlap

- The Fire Safety Order
- Housing Act
- Building Safety Act
 - Subordinate legislation



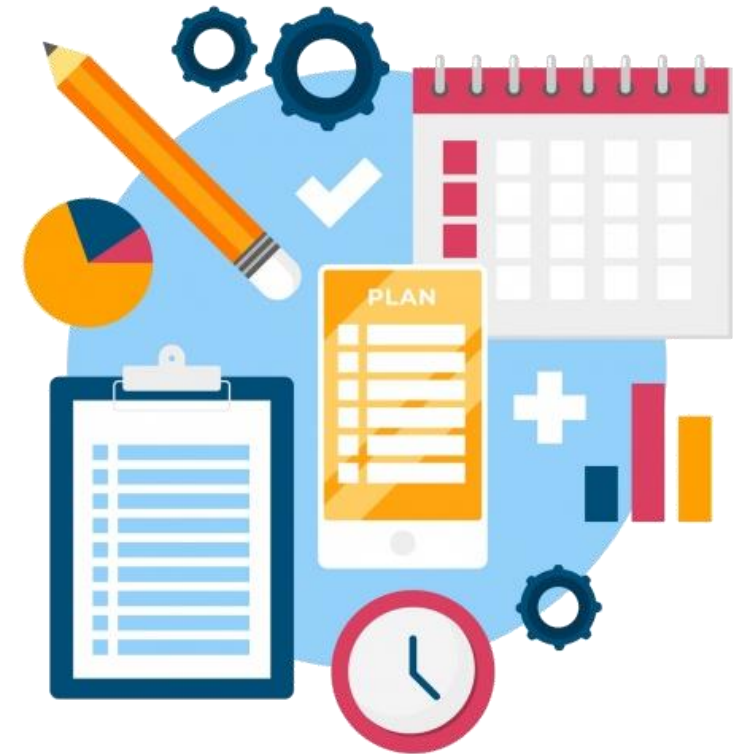
Legislative overlap

- None of this legislation has primacy over any other
- Sometimes deficiencies can be dealt with under more than one piece of legislation
- Regulators work together to determine which agency is best placed to deal with matters arising



Next Steps...

- Detailed planning now continues with partners – LABC, HSE, FRS, DLUHC and Home Office
- Working on devising general working arrangements for the MDT operating within regions
- Focus on London (60% of buildings, 1 x FRS, 33 x BCA, 1 x HSE)
- Will be engaging with FRS in each region to discuss how best to allocate and manage resources
- Working arrangements for the regulators are likely to be different in each region – one size does not fit all





NFCC
National Fire
Chiefs Council

Questions



Preparing for the Building Safety Bill

Annette Hall

Operational policy lead, Health and Safety
Executive





Building Safety Programme

Annette Hall

Head of Operational Development, Building Safety Programme

Building Safety and Construction Division



Building Safety Act

The Act sets up the Building Safety Regulator.
Its three main functions will be:

- Lead the delivery of the new, more stringent regulatory regime for buildings in scope (*over 18 metres or 7 storeys in height with 2+ residential units*)
- Promote competence in managing buildings, including industry and professionals working on buildings, and building control bodies
- Provide oversight for all buildings focused on using evidence to better manage risks



Aims of the new regulator

- A robust, proportionate, evidence-led regulatory regime that is fit for purpose and **places residents at its heart**
- Provide independent, risk-based assurance of the design, construction and occupation of higher risk buildings
- Promote competence across the industry and regulators, including building control, to raise standards in design, construction and the management of buildings
- Re-establish confidence in the system so that residents are safe – **and feel safe** – in their homes



As a duty holder

- The Building Safety Regulator will be able to bring together multi-disciplinary teams, including local regulators, to support it through the build process.
- A 'hard stop' where construction cannot begin until the Building Safety Regulator has approved the application.
- The safety case approach will help you to implement measures that are proportionate and effective and ensure that people in and around your high-rise residential building are safe.
- There will need to be a strong focus on engagement with residents to put their voice at the heart of the new regime.
- There are steps that can be taken now to prepare

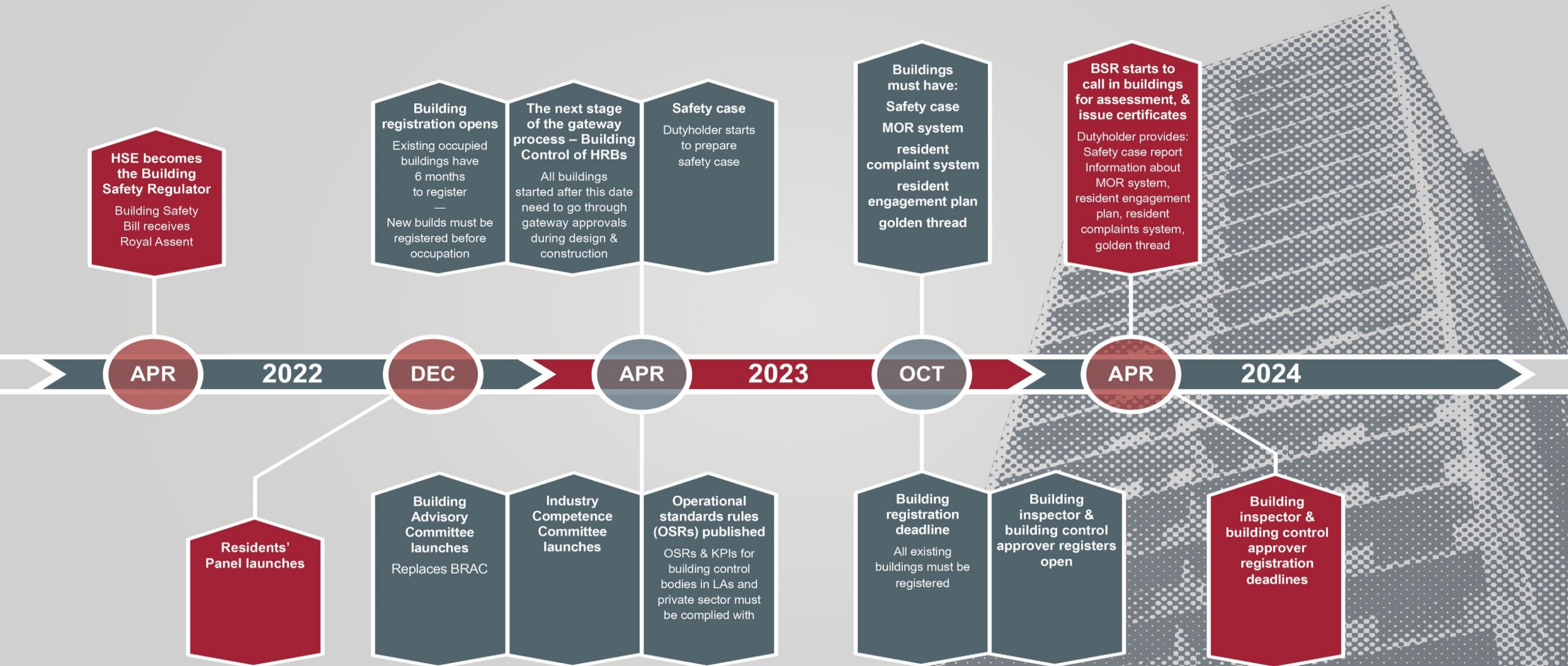


What can you do to prepare?

- Get ready for the new system by beginning to understand your role in the new system.
- Consider whether you have the right skills, knowledge, experience and behaviours required.
- Share experiences and good practice in building design, development and management.
- Think now about your fire and structural risks, and how you manage and control them
- Review your resident engagement strategy



High-level time line



Lunch and networking



Ethical disposals

Patrick Odling-Smee

Director of housing, London Borough
of Havering





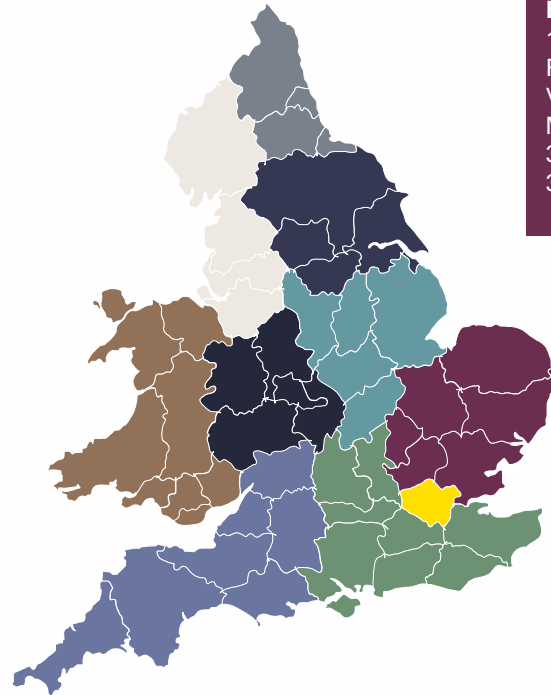
Haverling

LONDON BOROUGH

Ethical Disposals
10th May 2022

Patrick Odling-Smee
Director of Housing

- A system of accepted beliefs that control behaviour.
- A system of accepted rules about behaviour, based on what is considered right and wrong.



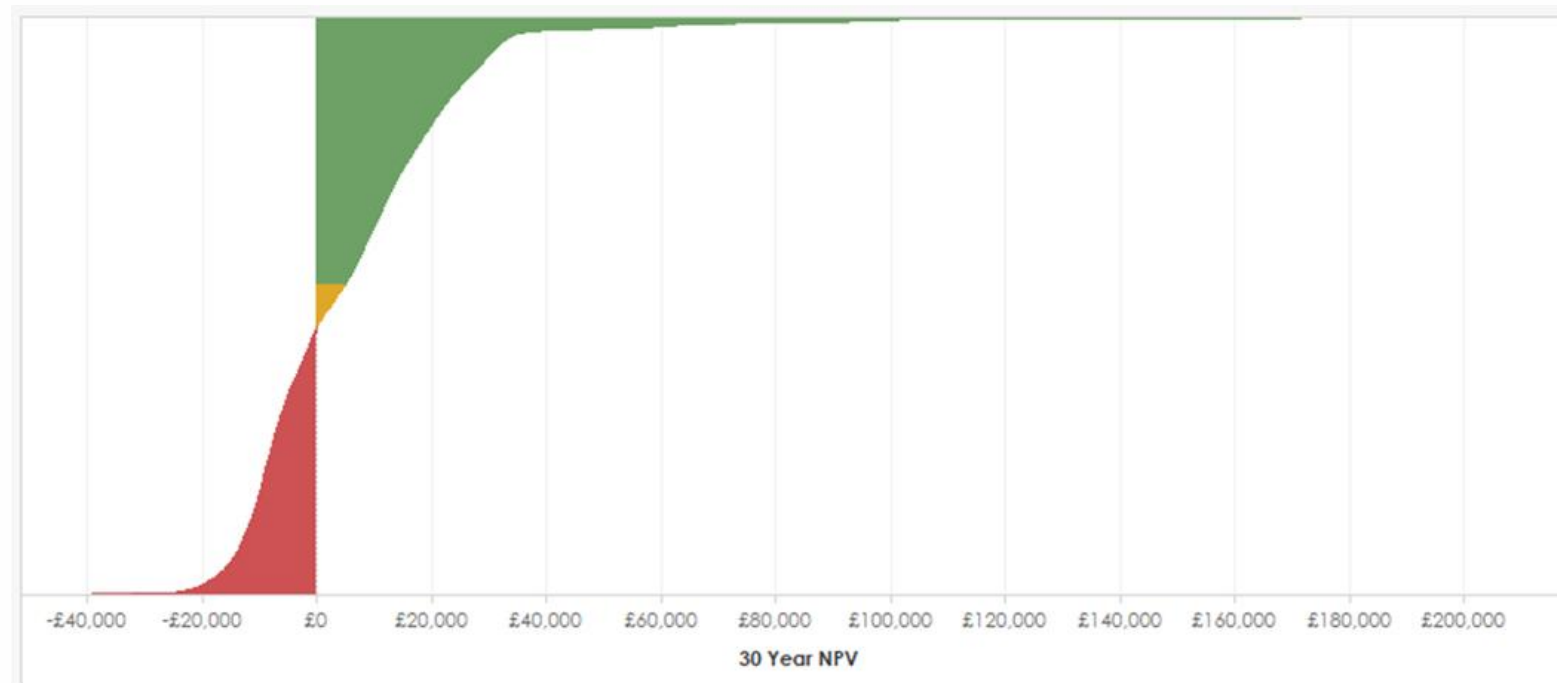
East of England
14.1% of the sample
Rents – £103.55 p.w.
Void & bad debt – 1.48% p.a.
M&M – £1,990 p.u. p.a.
30Yr SCS – £31,140 p.u.
30Yr NPV – £26,400 p.u.

London
12.6% of the sample
Rents – £116.47 p.w.
Void & bad debt – 2.25% p.a.
M&M – £2,420 p.u. p.a.
30Yr SCS – £30,280 p.u.
30Yr NPV – £30,600 p.u.



Rents – £100.52 p.w.
Void & bad debt – 1.92% p.a.
M&M – £3,366 p.u. p.a.
30Yr SCS* – £42,891 p.u.
30Yr NPV – £5,973 p.u.

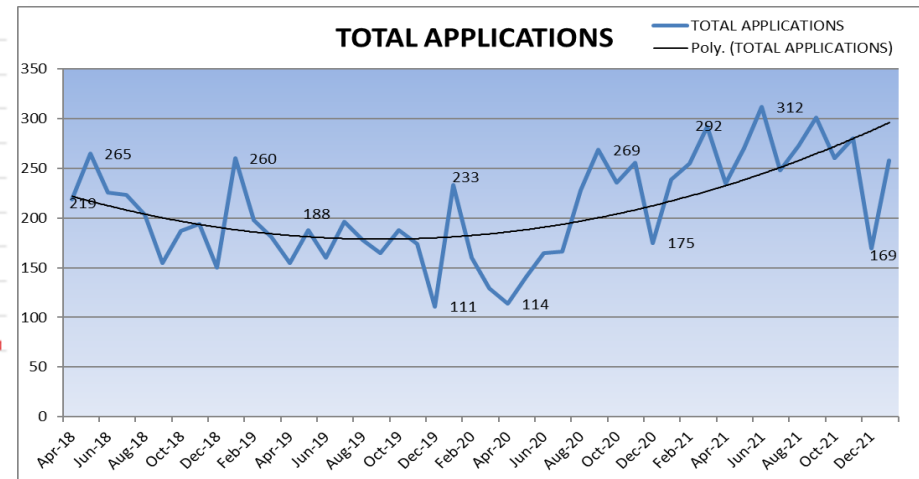
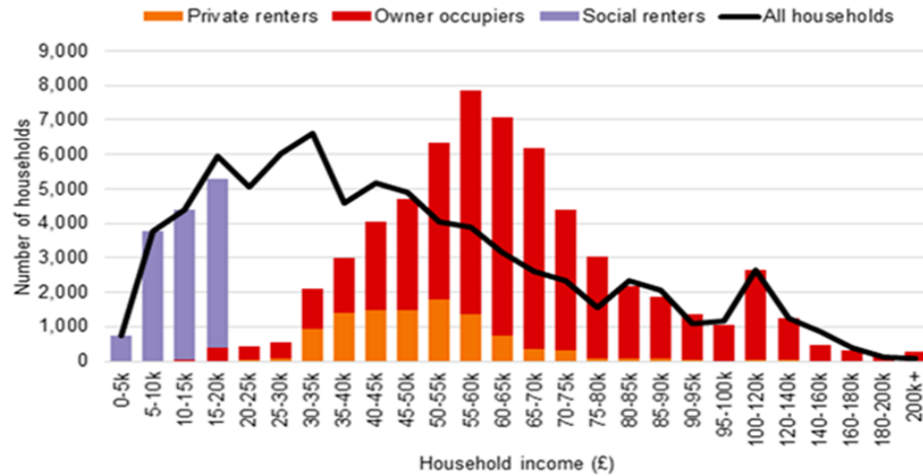
SHAPE Model and toxic assets.



Disposal of void stock in certain defined circumstances including:

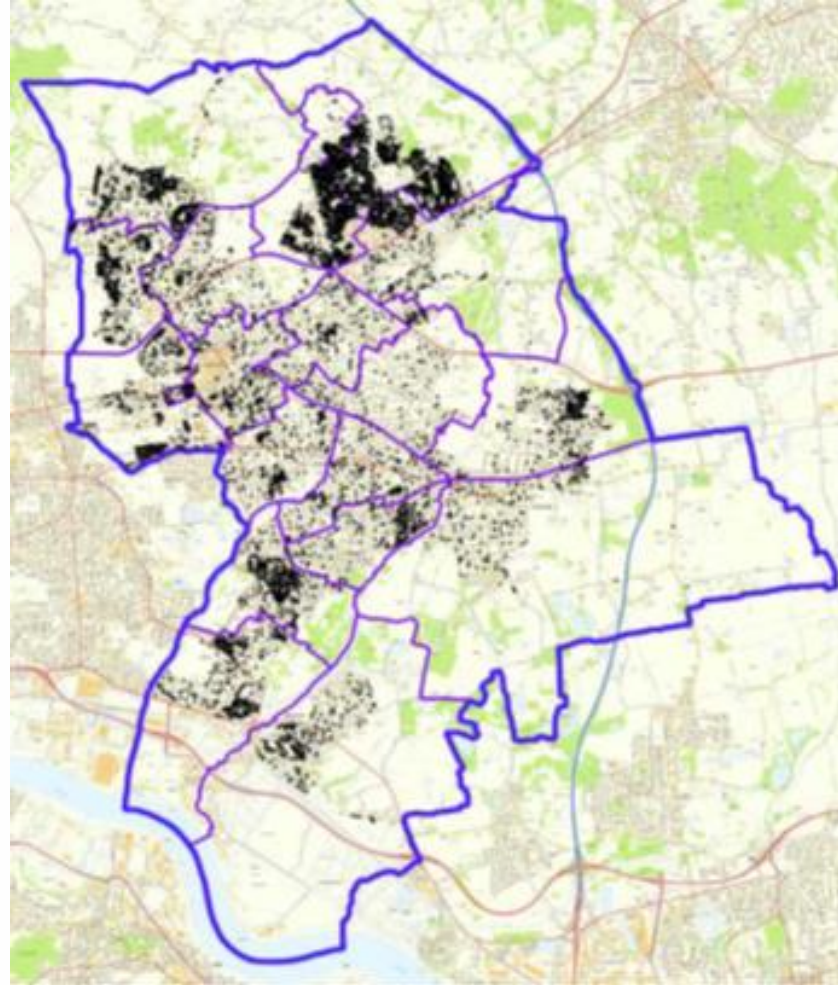
- Properties which we will not be able to bring up to required energy standards
- Properties where major structural improvements would be required to provide a long term life, to meet DH standards (including HHSRS) or to meet Building Control, and that work is not financially viable
- Properties with major safety issues that cannot be remedied effectively
- High value properties which perform poorly in our business plan as social housing.

Homelessness & Affordability



Supply and demand

- Numbers
- Type
- Size
- Distribution
- Tenure
- Standards



Improvement in the private sector housing stock

- Fuel poverty



Decarbonisation

- Target to reach net zero by 2040
- Challenge is the private sector



- 2021/22 – over 100 sold – over £10m of value written off
- Better stock is sold
- Challenge of managing mixed tenure blocks moves to PRS
- Impact on building safety
- Impact on development and regeneration



- We currently purchase approx. 50-100 properties per year
- RTB receipts cannot be used for purchase of existing social housing
- GLA RTBB Grant
- Right of first refusal offered – at market value
- Financial viability an issue
- Not always buying the best stock.



PRP name	Number of units	Total sales for non-social housing use (not to tenants) 2020/21	Percentage of stock
Clarion Housing Association Limited	99,882	34	0.03%
Estuary Housing Association Limited	3,658	4	0.11%
Home Group Limited	43,790	178	0.41%
Hyde Housing Association Limited	21,495	138	0.64%
London & Quadrant Housing Trust	66,481	97	0.15%
Newlon Housing Trust	5,966	10	0.17%
Notting Hill Genesis	41,004	83	0.20%
Peabody Trust	42,208	112	0.27%
Swan Housing Association Limited	8,265	0	0.00%
The Guinness Partnership Limited	52,214	12	0.02%

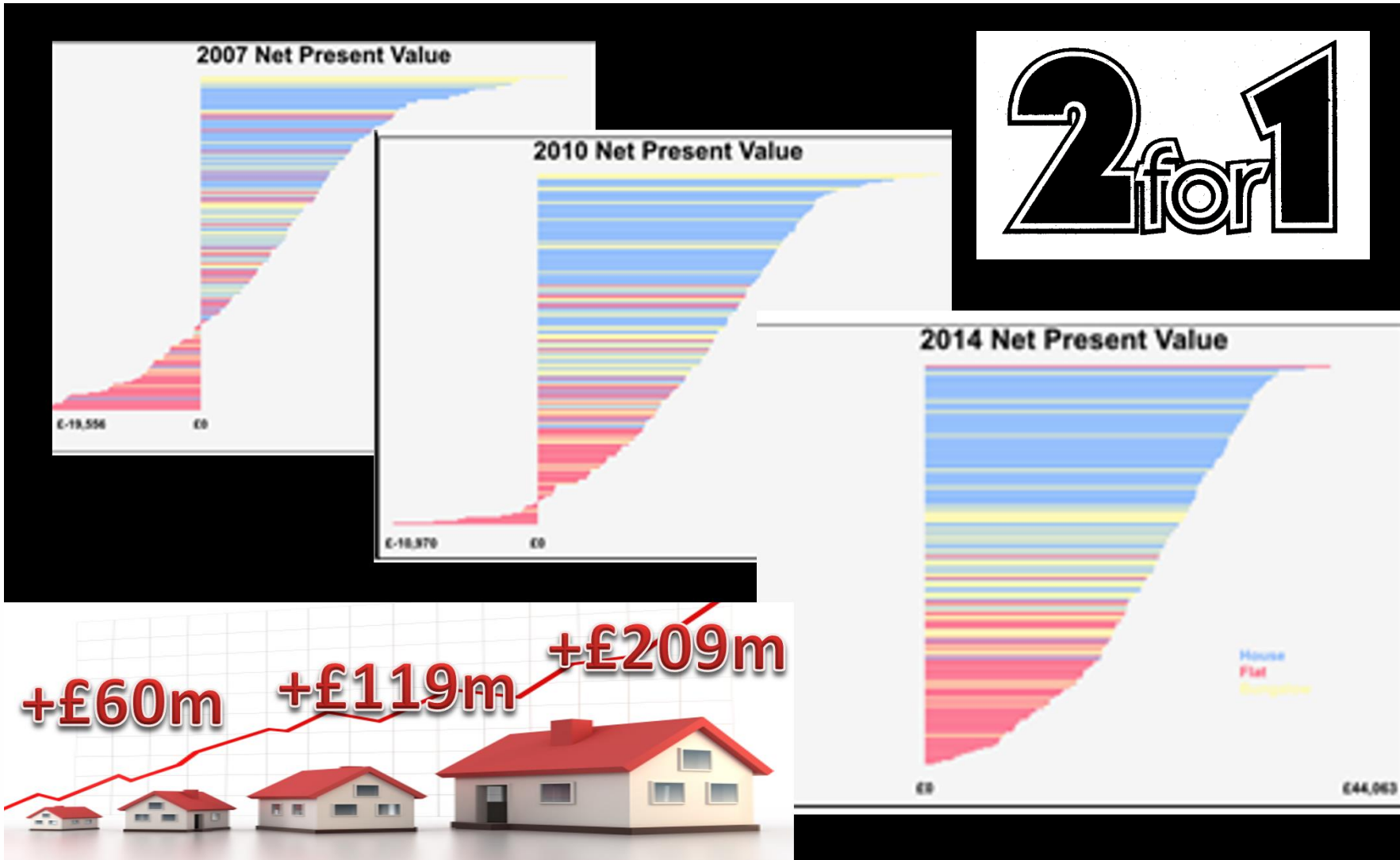
1 Noak Hill



Social housing disposals. Right or wrong?



Wayne Gethings
Group Chief Executive
The Wrekin Housing Group



Wayne Gethings
 Group Chief Executive
 Wayne@Wrekin.com

The Wrekin
Housing Group
Zero Carbon
issue

House
Flat

The green gamble

AIR SOURCE HEAT PUMP
Cost on average: £11,000
Annual saving: about £64 more expensive than a gas boiler
Years to enjoy a return: N/A

○○○○○○●○

Graphic: The Times and The Sunday



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Environment Climate crisis Wildlife Energy Pollution

This article is more than 11 years old

Eco-blitz and retrofitting won't meet emissions targets, warn engineers

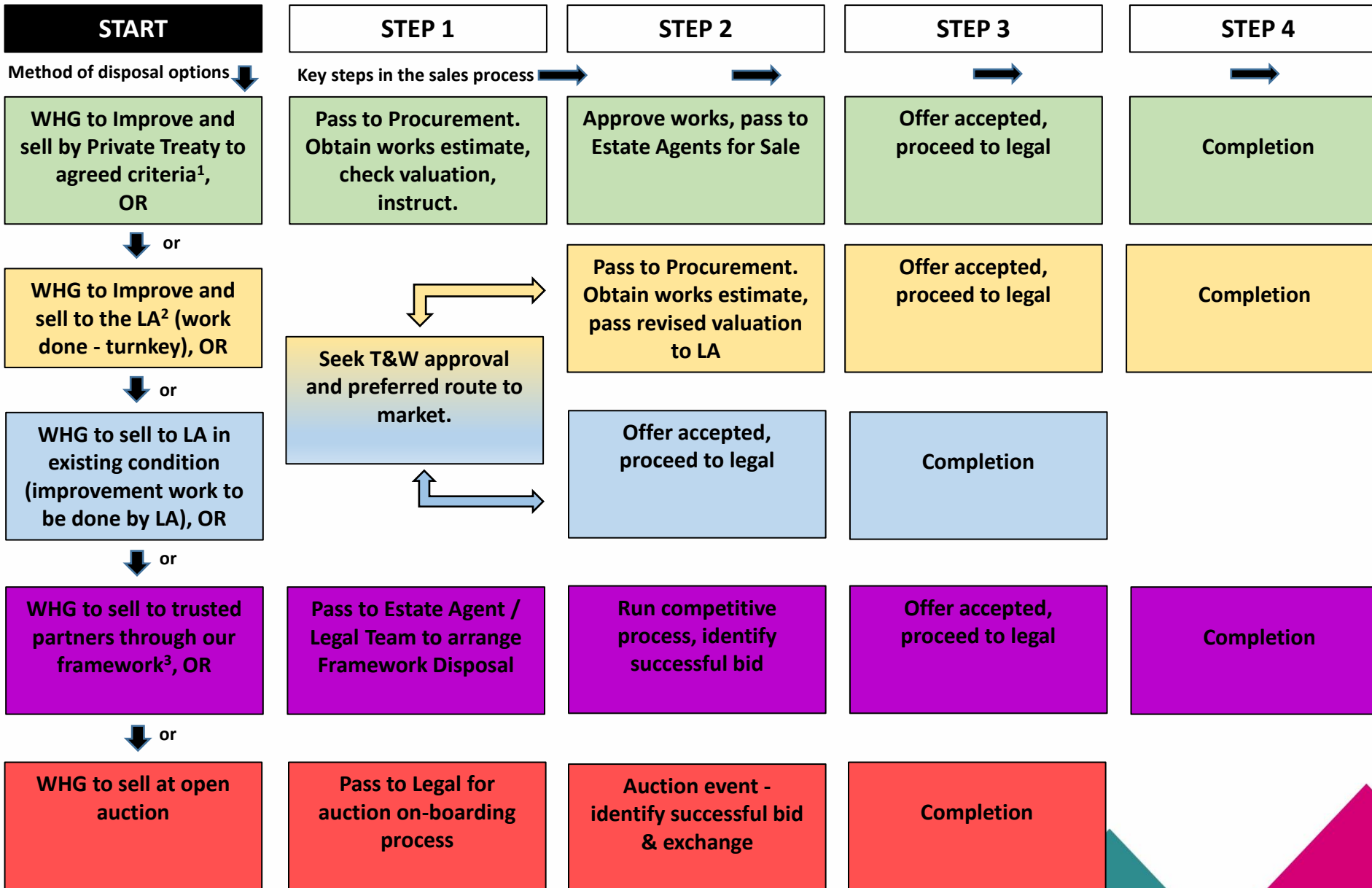
UK edition For 200 years News website of the year



Community Asset Transfer

Community Asset Disposal Programme

Additional Notes:



1. This will be a criteria agreed with LA (ie first time buyer, restricted to parishioners, or family members living there). May need some additional grant support for deposit affordability.
2. A single transaction will be used for the property acquisition to be inclusive of works, fees and property valuation.
3. Wrekin will establish a Dynamic Purchasing Framework of trusted partners. Trusted partner status criteria to be agreed with LA.

Timescales to complete:

- 12 weeks
- 12 weeks
- 8 weeks
- 12 weeks
- 12 weeks





Wayne Gethings
Group Chief Executive
The Wrekin Housing Group

Refreshment and networking



Keeping up to date with Procurement reform

Rebecca Rees, partner and head of public procurement, Trowers & Hamlins LLP

Tyron Stalberg, head of proposals, VINCI Facilities





BUILDING SOLUTIONS

Keeping up to date with Procurement Reform



Tuesday 10 May 2022



Your panel



Tyron Stalberg
Head of Proposals,
VINCI Facilities

Marc Baines
Managing Director
South East Consortium



Rebecca Rees
Partner
Trowers and Hamlin



Initial thoughts...

- Process & culture
- Dame Judith Hackitt – ‘race to the bottom’ ... ‘procurement = culture’ ... ‘blindly following guidance’ ...
- Deliver better, faster, greener procurement ... getting projects right from the start
- Themes – collaborate, pipeline, market engagement, innovate...
- Opportunity for better practice ?!

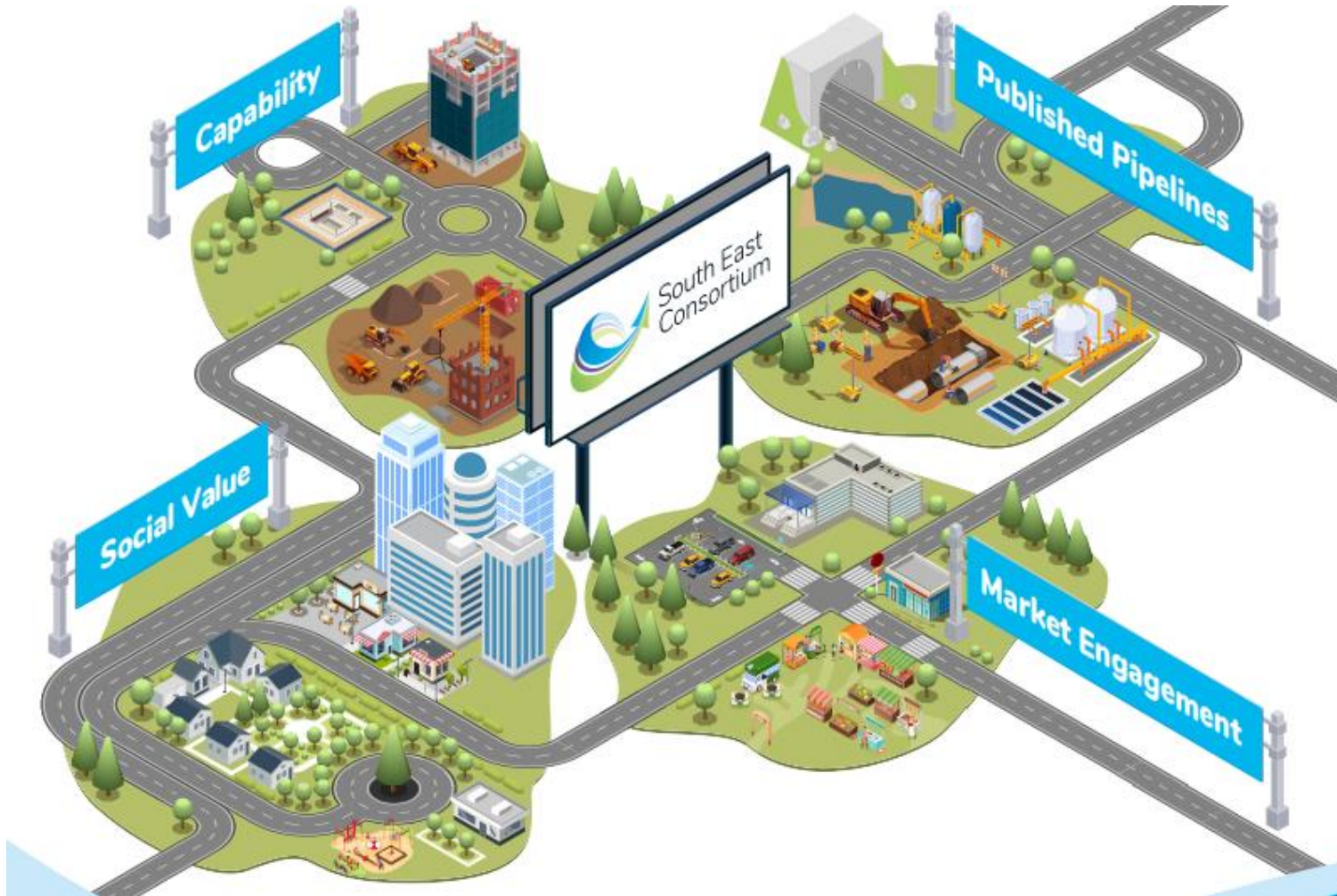


What's changing / What do I need to be aware of?

- Procurement regulations – April 2023
- National Procurement Policy Statement [NPPS] – now
- Gold standard for public sector frameworks – now

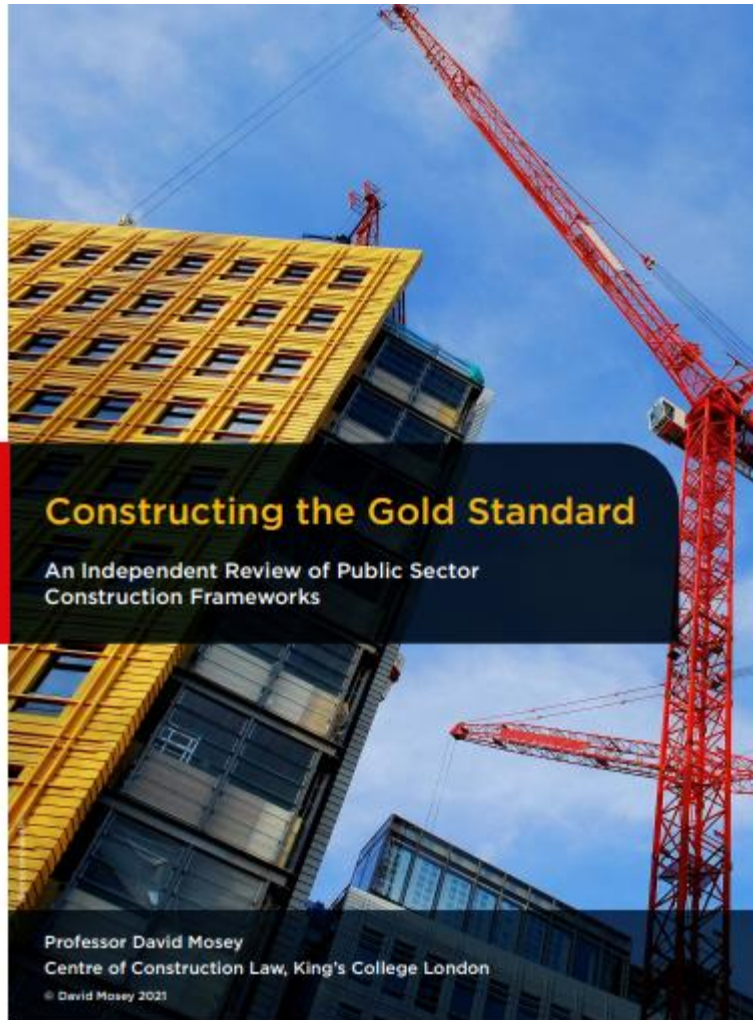


NPPS



South East
Consortium

Gold standard frameworks ...



- Frameworks are a great way to deliver your work. But, are there too many?
- Collaboration to build on learning. Standard form of contract – FAC-1
- 24 Recommendations:
 - Pipeline
 - Collaboration
 - Innovation
 - SMEs
 - Social value

Keeping up to date with procurement regulation

Rebecca Rees, Partner – Head of Public Procurement

10 May 2022

Procurement Bill

- Expected in today's Queens Speech (the dangers of pre-submitting slides!)
- Remember: this concerns the legal framework not necessarily the policy that each Govt seeks to pursue through it
- But we can expect to see amendments:
 - Corruption/conflicts of interest
 - Supply-chain issues: China, genocide, modern slavery
 - Net Zero
 - Social Value reporting
 - Buying innovation
 - Buying British: local businesses (don't we already have that to the extent allowed?)
 - Is there enough on transparency?
- Significant L&D programme: cultural change and capacity building/upskilling
 - 6 months "go live" period
 - Secondary legislation and statutory guidance still due

National Procurement Policy Statement

- NB: policy is a political football!
- Should feature in legislation:
 - Due regard
 - Publication of pipeline
- PPN guidance on social value, collaborative procurement and use of frameworks etc.
- Social Value Model:
 - 5 themes
 - 10% weighting
 - Standardised approach: differentiator?
 - Fit between national and local priorities
- Benchmarking of capacity and capability

Gold Standard for Public Sector Construction Framework

- Gold Standard practices: designed to improve value and manage risks through effective contracting
- 24 Recommendations that link in with Construction Playbook policy reforms: *faster, better, greener*
- Gold Standard needs to be the golden thread from start to finish: takes time, effort and commitment across the project team
- Gold Standard applies at all stages:
 - Strategy
 - Procurement
 - Contracts
 - Management
- No such thing as a "gold standard" framework. Many will have features that align with the gold standard but unlikely to deliver all of the Recommendations.
- Clients need to use frameworks strategically not as a knee-jerk procurement solution

The culture of procurement...

You can follow all the procurement rules.....but.....:



'Want'



'Get'

Importance of planning:

*Make the (new)
processes work
for you!*



Things to think about.....

- What product or service so I want to buy (is it an established or new market)?
- Can it be specified (easily & clearly)?
- What type of contractual relationship do I want (traditional/partnership or alliance /JVCO/LLP)?
- How mature is the market (who are the 'players')?



Things to think about.....

- What type of supplier do I want (SME/Tier 1)?
- What will the service cost (benchmarks) and is my budget right?
- What are the prevailing market conditions (labour, material supply, inflation, demand)?
- What are the key risks and how will they be managed?



Good procurement:

- Planning (including 'soft market testing').
- Options appraisal (what are my choices?).
- Procurement and legal support:
 - Inhouse resources.
 - External support.
 - *'Gold Standard'* frameworks.
- Packaging and/or lot strategy.



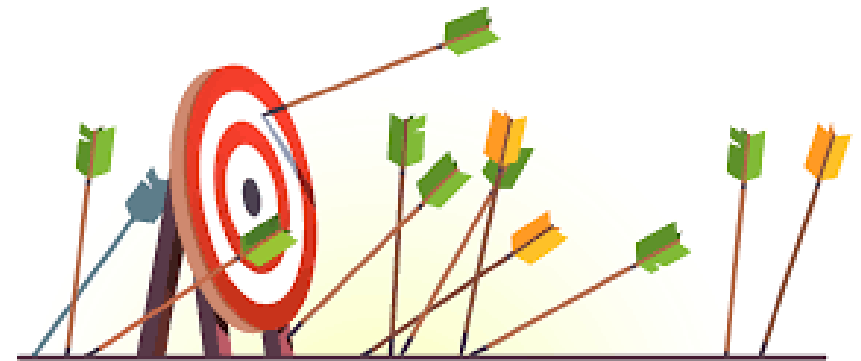
Good procurement:

- What procurement route is best?
- Which form of contract?
- What will the cost model look like?
- Quality/Price split
- Tender briefings and clarifications (to 'manage out' risk)
- Evaluation process (who is *'involved'* and how *'equipped'* are they?)



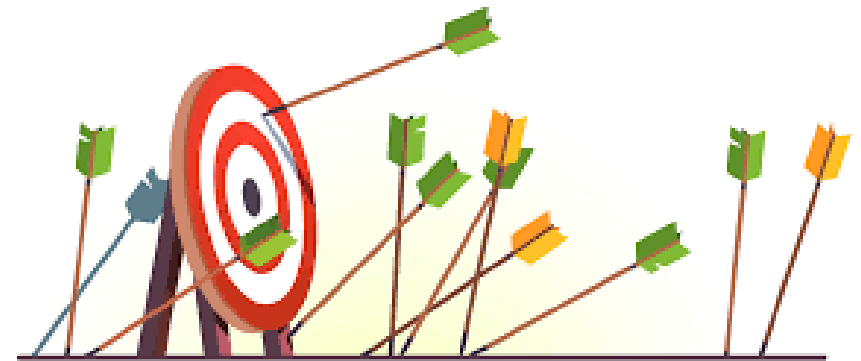
Some common mistakes:

- **I wanted SME businesses involved:**
 - The turnover threshold excluded the businesses I wanted involved.
 - The procurement process was too onerous.
 - Within the lot structure, Tier 1's could bid for both low value and higher value works (make them choose!).



Some common mistakes:

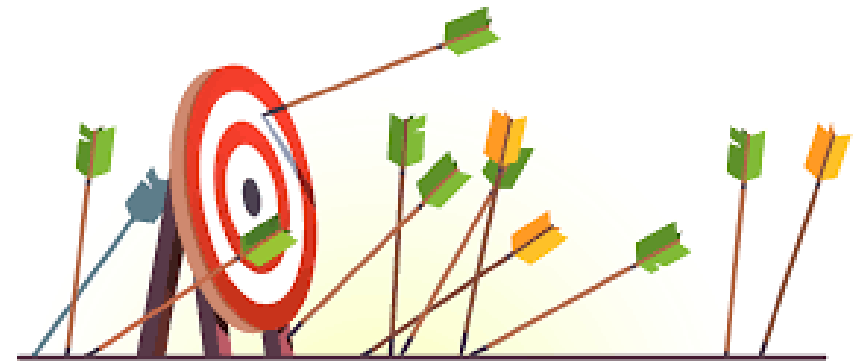
- **I wanted high quality services:**
 - The evaluation model rewarded 'lowest price'.
 - Poor or weak specifications (open to interpretation).
 - No understanding of the actual cost of the works or service (e.g. PPP/PPV, basket rates, SoR adjustments, OH&P, works costs).
 - The procurement process chosen did not manage out the 'grey areas' (risks) effectively.



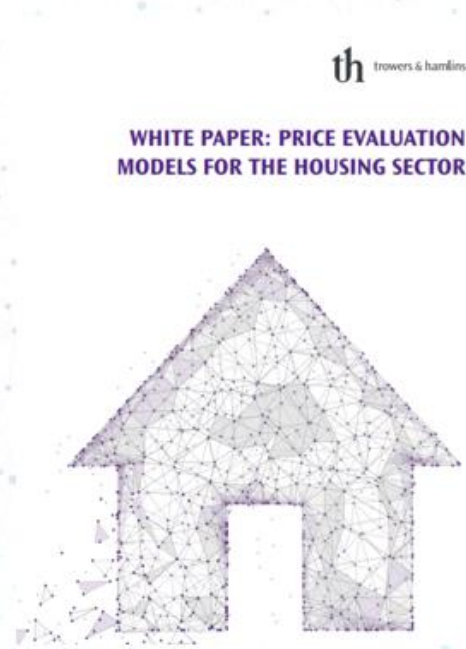
Some common mistakes:

- **I wanted a partnership or alliance:**

- Form of contract.
- Contract amendments.
- KPI's, Penalties & LADs.
- Culture and experience within the client team (are you 'ready' for two-stage?).
- The procurement process did not adequately 'test' the bidders' perceptions of collaboration (and we 'rewarded' the wrong partner.)



Rays of hope:



An opportunity to use the principles, learning and guidance to 'buy better' and to be an 'intelligent client'.

Comfort break – move between sessions



Planning to succeed – resolving competing investment needs

Tina Mistry
Relationships manager, Aico





Planning to Succeed

Tina Mistry



THE HOUSING SAFETY AND WELLBEING TASKFORCE





Ministry of Housing, Communities & Local Government

Policy paper

The charter for social housing residents

social housing white paper

Updated 22 January 2021

Contents

Foreword from the Prime Minister

Foreword from the Prime Minister
As a cub reporter in the 1980s, I was once despatched to a Wolverhampton estate to call on a young family who had written in about the damp in their home.

Foreword from the Secretary of State

Ministry of Housing, Communities & Local Government

Tenant Involvement and Empowerment Standard



PAS 2035:2019

Retrofitting dwellings for improved energy efficiency – Specification and guidance

Department for Business, Energy & Industrial Strategy

Ministry of Housing, Communities & Local Government

The Future Homes Standard

2019 Consultation on changes to Part L (conservation of fuel and power) and Part F (ventilation) of the Building Regulations for new dwellings

October 2019
Ministry of Housing, Communities and Local Government

Building Safety Act 2022

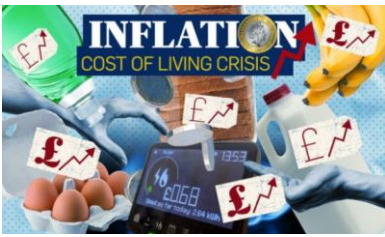
Government Bill

Originated in the House of Commons, Session 2021-22

Last updated: 29 April 2022 at 10:28

Fire Safety Act 2021

CHAPTER 24



Department for Communities and Local Government

A Decent Home: Definition and guidance for implementation

June 2006 – Update

housing

Homes (Fitness for Human Habitation) Act 2018

2018 CHAPTER 34

An Act to amend the Landlord and Tenant Act 1985 to require that residential rented accommodation is provided and maintained in a state of fitness for human habitation; and for connected purposes.

[20th December 2018]

BE IT ENACTED by the Queen's most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—



Economic Assessment of Fire Standards UK



Deprivation and Fire

F&RA Authority	Dwelling fires per 100,000	LA area	% Of housing stock public sector	% Of housing stock provided by local authority	% Of housing stock classed as flats
Greater Manchester	77.7	Manchester City Council	21.20%	16.30%	19.20%
Merseyside	73.4	Knowsley Metropolitan Borough Council Liverpool City Council	20.70%	20.70%	18.40%
West Midlands	64	Birmingham City Council Sandwell Council	23.00%	10.70%	20.40%
Lancashire	62.3	Blackpool Council Burnley Borough Council Blackburn with Darwen Borough Council	12.70%	10.60%	14.30%
LFB	60.2	London Borough of Barking Dagenham and London Borough of Hackney	22.50%	11.40%	51.10%

Occupancy and archetypes

- Despite the introduction of prevention measures in **Social Housing those living in social housing were the most likely to report feeling unsafe** from fire, at a rate of 9.4%.
- **Shared ownership scheme** were **more likely to have ever experienced a fire** than in any other tenure type - amounted to 13.9% of such individuals
- Respondents **living in maisonettes were more likely to have ever experienced a fire** than in any other property type. This amounted to 14.6% of such individuals
- Whilst fires were by far the **most common in high-rise flats, being experienced by 3.4%** of such households, **low-rise flats also see a higher rate of fire prevalence than the UK-wide average, at 2.0%**.

Economic Assessment of Fire Safety Standards

	Cost category	Value (2019 £s)
Direct costs	Fatalities	£401,789,000
	Injuries - severe	£82,547,000
	Injuries - slight	£33,048,000
	Property damage	£320,228,000
Indirect costs	Insurance time cost	£934,000
	Insurance excess	£18,518,000
	Time off / lost earnings	£2,890,000
	Relocation	£41,781,000
Aggregate costs	Total costs	£901,735,000
	Total cost per incident	£31,600

Economic Assessment of Fire Safety Standards

	Costs in anticipation	Costs in response	Costs as a consequence
Description	The costs associated with protecting against fire	The costs associated with the immediate reaction to the fire	The longer-lasting costs to people and property
Examples	<ul style="list-style-type: none">• Installing fire safety equipment• Insurance• Education	<ul style="list-style-type: none">• Mobilising fire and rescue services• Treating victims' injuries	<ul style="list-style-type: none">• Fatalities• Lost earnings• Property damage
2019/20 cost estimates	£134 million	£164 million	£1.1 billion

Human impact of Fire Safety Standards

- Those to have ever experienced a fire, **18.7%** reported subsequent **psychological trauma**. This represents an estimated **957,000 adults**
- Individuals with **children younger than five years' old** were the most likely to have **experienced trauma in the aftermath of a fire**, amounting to 31.8% of those in this category.

Priorities = Safer Homes

- High risk – Building and Residents
- Workstreams - Identified through data & largest program with impact (EICR's, Voids)
- Human impact – Community engagement & Resident engagement
- Holistic approach – building

Human impact of Building Fire Safety

'I was 10 years old when the fire occurred in my Mum's house. I had night-mares for months even though it wasn't a serious fire, and even now 50 years on I have to get up during the night if I think that I smell smoke'

'Over 25 years ago we had a house fire. No loss of life or physical injuries but the house was inhabitable. It affected my mental health caused by the trauma and other factors . Took me about 5 years for memories to fade and still can get flash backs now after 25 years. Didn't have any treatment just got on with my life'

'Recurring dreams and anxiety. Insecurity about checking and double-checking appliances, being pedantic about watching toasters when on'

Planning to succeed – resolving competing investment needs

John Hargreaves
Managing director, Hargreaves Risk and Strategy



“ You have to decide what your highest priorities are and have the courage - pleasantly, smilingly, nonapologetically - to say 'no' to other things. And the way to do that is by having a bigger 'yes' burning inside. ”

Competing priorities for associations

1. Some can't do what is expected to be legally required
 2. Some can just about do what is expected to be legally required, but not all they need to do
 3. Some can just about do all they need to do
 4. Some can do more : most of what they would like to do
- Some hard decisions are needed – how to make them?

Risk capacity and risk appetite



- Risk appetite: S&P grade A+, A, A-, BBB+

An approach

Review your current plan

- Is there a way to increase your capacity e.g. asset sales?
- Specify what is essential e.g. urgent fire safety expenditure, and what is optional
- Then decide whether you have scope to do more within your risk appetite
- Then consider the mix of the Optional plus Additional

Some thoughts

- Think long term:
 - Developing at 2.5% p.a. over 30 years doubles the size of the portfolio, and halves the stock obsolescence problem
 - Selling the ‘worst’ 1% p.a. of stock over 30 years would reduce the obsolescence problem by one third, and increase financial capacity
- Some products use up more financial capacity than others, but deliver more social value
- Conversely, for affordable rent, LCHO and market rent the price or rent should theoretically be higher for EPC A
- Re retrofitting, try to avoid “two bites of the cherry”, and don’t put too much reliance on grant

Planning to succeed – resolving competing investment needs

Tom Paul
Director of treasury & commercial,
Optivo



Planning to succeed – resolving competing investment needs

Fayann Simpson OBE
Board member and senior
independent director, L&Q Group



Now until 6pm – Networking drinks reception in exhibition hall

6pm – CIH Presidential Campaign:

Homeful sponsored walk to end youth homelessness, meet outside hotel

To donate:

**Text: BRIGHTONWALK £2 to 70085
(or your preferred amount)**

