



Community Housing Cymru  
Annual Conference - Housing Horizons  
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***Building homes and communities together-  
devolution deals and partnership working***

**Gordon Perry**

# My Welsh Credentials

- Welsh Aunt
- Welsh son-in law and grandchild
- Childhood Holidays in Rhyl and...Port Talbot!
- Love Ilandudno - favourite weekend retreat
- I worked with Mike Owen of Merthyr Valley Homes years and years ago...
- ...and your CEO Stuart Ropke - so blame him if you find this session a waste of time!

# Who am I and who is ARK?

- Retired in May as Accent HA - CEO 15 years
- Member of 2 Housing Association Boards
- Former member English Housing Regulator HCA - Advisory Panel
- Former Chair of Procurement Consortia (PFA & LAPN) and National Federation of ALMOs
- Sit on ARK Consultancy Board
- Why chose ARK?

# ARK working in Wales

Property People Passionate  
about Performance & Progression





### PROPERTY

- In-House Contracting & DLO
- Asstt. Grading
- Benchmarking
- Commercial Review
- Asset Management Strategy
- Option Appraisals
- Consortium Services
- Cost Sharing Vehicles
- Regeneration

### PEOPLE

- Interim Resources
- Outsourcing
- Selection & Recruitment
- Social Enterprise Design & Growth
- Human Resources
- Coaching & Mentoring
- Training
- Employability
- Social Impact
- Terms and Conditions
- Young People & Apprenticeships



### PERFORMANCE

- Procurement
- Auditing Development
- Property Charging
- Governance
- Business Planning & Risk Management
- Benchmarking
- Efficiency Reviews
- Value for Money
- Process Reviews

### PROGRESSION

- Market Research
- Strategy
- New Business
- Business Acquisitions & Mergers
- New Approaches
- New Home Development
- Sales & Marketing
- Ideas & Innovation
- Funding & Treasury Services







# Devolution Deals Demand Partnership Participation - and vision



# Devolution Deals in England

- *‘Bespoke packages of funding and decision making powers NEGOTIATED between national and local government’*
- Launched via 2011 Localism Act *‘to give greater local autonomy over financial and planning issues, regenerate areas, create employment, and to build homes and communities*
- Seen as a route to more and better homes & communities, to integrated services and VFM
- Regional Government and ‘voters’ haven’t universally embraced it in England - so why?



Wales can't be that different ?



# Devolution Delivery in Wales

- 2018 sees 20 years of Welsh Govt. and 10% increase in homes over that period
- Tension between 'Made in Wales' solutions to social policy and UK Govt austerity policies - especially the clash of welfare policies
- Wales leads the way on social housing policy
- Prioritising homes to rent for those in need
- Abolition of RTB, Empty Homes programme, Capital Grant funding via SHG & HFG

# Some more achievements...

- Between 2012 and 2016...
- 11,508 social homes built - target of 10,000
- 11,000 empty homes brought back into use - target of 5,000
- Capital Grant Funding via Social Housing Grant and Housing Finance Grant support HAs development programmes
- HAs have also built without grant too

# Wales still has a Housing Crisis

- Poverty rates around 23% with bigger increase in pensioner poverty than UK overall
- Tenure mix changed, private rented up from 7-15% in 2015, LA sector halved (stock t/f)
- Social housing sector drop from 19-16%
- CIH estimated additional 12,000 homes pa (4200 social) needed until 2031
- You are rising to the challenge!









# Can Devo Deals Deliver...?

- 31 Deals - England 24, Scotland 4, Wales 1 (Cardiff) Swansea soon...
- All have a jobs and infrastructure focus... housing isn't a strong feature... Why?
- In England - Housing is playing catch up
- lots of evidence that housing led regeneration works, CIH (2016) Sheffield Hallam University
- Combined Authorities deals such as GM

# Lots of 'Deals' - but DELIVERY?

- What has got in the way of more DEVOLUTION DEALS?
- WHY the slow DELIVERY?
- Could it be the CONDITIONS required?
- Link to requirement for Local Mayors - unpopular in England
- How about PARTNERSHIP WORKING outside of Devolution Deals?

# My experience of Partnership Working

- Priority Estates Project in 70's
- City Challenge in 80's
- Estate Action and SRB in 90's
- ALMOs in the 00's
- Procurement & Development Consortia
- NHF, NHC, H4N, LGA, LEP's, CIH Board
- What are the key common issues?

Hands up if you have been involved in formal partnerships ...work related...

What was the biggest **BARRIER** to effective Partnership Working and **DELIVERY**?

Lets **VOTE**





# Vote Now for

1. Programme - What you do
2. Policies - How you do it
3. People - Who does it
4. Politics - Who decides

# People & Politics

PEOPLE & POLITICS



# Three essential ingredients for success- The Greater Manchester Experience

- Local leadership and vision
- Community engagement
- Funding...
- Greater Manchester Deal most developed and with most significant Housing element
- AGMA - GH housing Group
- Innovative joint Housing & Health funding
- Local Development Corporation

# Successful Partnership Essentials

## My ten point plan

# Successful Partnership Essentials

1. Clarify and regularly refine the purpose of the partnership
2. Build the governance structure at the start and get it understood
3. Build a common vision based on shared objectives and clear understanding of stakeholder views



# Successful Partnership Essentials

4. Plan a Programme specifying partners contributions and resources
5. Publicly declare commitments - tie each other into the deal!
6. Gain support and maintain participation of the key communities and stakeholders involved

# Successful Partnership Essentials

7. Monitor and manage the the programme rigorously and transparently
8. Deal with partners who are merely passengers who hold you back
9. Question yourself about the ongoing commitment to the partnership and its delivery

# ...and finally

Communicate communicate communicate...

MAKE IT OPEN - TRANSPARENT- REGULAR  
- RELEVANT...

...Review and rein-vigour the partnership -  
don't forget who holds the POWER

...and respect it!

Questions now or later...  
[gperry@arkconsultancy.co.uk](mailto:gperry@arkconsultancy.co.uk)  
Twitter @gordonphousing

