

# **Visionary Leadership in Housing**

**Strong and prosperous communities**

**Sir Michael Lyons**

21 November 2006

# The Inquiry

## Remit

- Original remit: funding
- New remit: role, function (and funding) considering
  - strategic role
  - devolution and decentralisation
  - managing pressures

## Vision and Objectives

- To achieve a **sustainable** and **fair system** of central and local government for the 21<sup>st</sup> century, which helps achieve:
  - A more **prosperous society**
  - A more **cohesive** and **engaged society**
  - Better **outcomes from public services**

# May report

- *'National Prosperity, Local Choice and Civic Engagement – a new partnership between central and local government for the 21st century'*
- Greater local choice is needed to better meet local needs and improve value for money
- Local government can contribute to national prosperity through effective place-shaping
- Central government needs to leave the space for local government to achieve this
- Local government must rise to the challenge, particularly by better use of engagement with local people
- Reflected in Local Government White Paper

# Provisional Conclusions

## Function

- Confronting hard choices at the local level
- Local government to play a stronger place-shaping and convening role
- Closer working between central and local government
- Central government to make space for place-shaping - reducing the weight of performance management
- Flexibility more important than new powers

## Funding

- Better stewardship of public resources
- Case for allowing communities to choose to spend more
- Public understanding of the case for local taxation is frail
- CTB take-up / reform may be the key to fairness
- Some reform options would require lengthy and careful implementation

# What does this mean for Housing?

- Local authority role does not begin and end at social housing – all areas need to develop a good mix of tenure types and housing stock opportunities to meet the needs of all local people.
- Local authorities are best placed to take on this convening role – pulling together housing, planning, transport, health, education and local economic development into a single vision for the area
- Partnership working needs to take place across political borders and across sectors – recognise that partnership working takes time and effort – trust must be carefully fostered between all key agencies and bodies

# Questions

- Are there specific Housing issues to address?
- What are the current constraints to meeting housing needs and aspirations?
- How can local authorities best take forward their convening role?
- What do we need to do to foster greater cross-border cooperation between local authorities, their partners and other housing agencies?
- How can regional plans and spatial strategies be developed to meet both housing market needs and local preferences?
- What, if any, changes to the local government finance system are needed?

# visionary leadership

CIH Seminar: 21 Nov 2006

Ian Richardson  
Past CIH President



LYONS INQUIRY  
into Local Government

*There is a wider role for local government as the voice of a whole community and as an agent of place, a role I describe as 'place-shaping'*



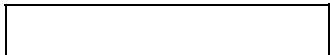
# today's agenda

1. I wouldn't start from here!
2. an opportunity for a real renaissance
3. but it will need ...



1.

I wouldn't start  
from here!





*“some councils  
have lost  
interest in  
housing,  
maintaining only  
a minimal  
presence to fulfil  
statutory  
requirements”*

(Audit Commission 2002)





*“I want to see local authorities taking an increasingly powerful strategic role on housing across all tenures, putting housing at the heart of economic, social and environmental objectives”*

(Ruth Kelly, June 2006)



# without good strategic enabling ...

- poor visioning
- little local leadership
- housing market imbalance
- inefficient partnerships
- key priorities missed
- limited support (to/from) other LA priorities
- reduced credibility
- lost resources



# CIH in the South West

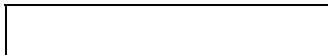
- **SW Housing Initiative**
  - formed in 2003
  - practical solutions
  - partnership approach
    - CIH, CBI, HBF, NHF, RICS, RTPI
- *“To promote co-operation between SW businesses, housing providers and government to sustain and grow a prosperous economy through the provision of more (and consequently more affordable) housing in sustainable communities”*



# SWHI conference 2006



- concerted action by govt and SW agencies
- better engagement
- better leadership
- success depends on political will / officers driving delivery plans
- better use of empty homes



# Visionary Leadership in Housing

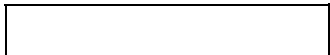
*a new future for local housing strategy*

**21st October 2005**

Local Government House | London

2.

an opportunity for  
a real renaissance

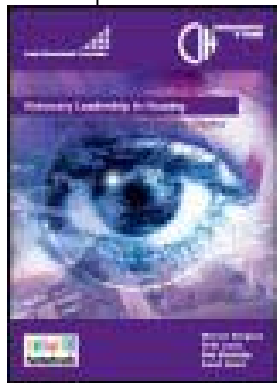


# sparking a renaissance

## National prosperity, local choice and civic engagement

A new partnership between  
central and local government  
for the 21st century

May 2006



LYONS INQUIRY  
into Local Government

HC/LGA  
protocol



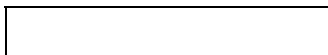
summary



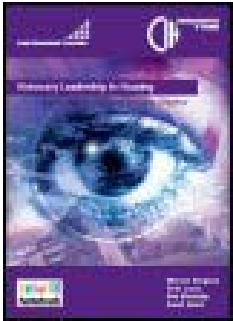
# the White Paper



- a reinvigorated and strengthened strategic role for LAs
- articulated through a Sustainable Community Strategy (SCS)
- actioned via LAAs
- based on strong LA leadership + effective partnerships



# LA strategy: the housing role



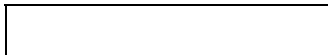
- housing (& so housing strategy) supports:
  - economic success
  - thriving, cohesive & sustainable communities
  - place-making
  - LA corporate objectives





# housing strategy

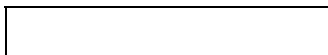
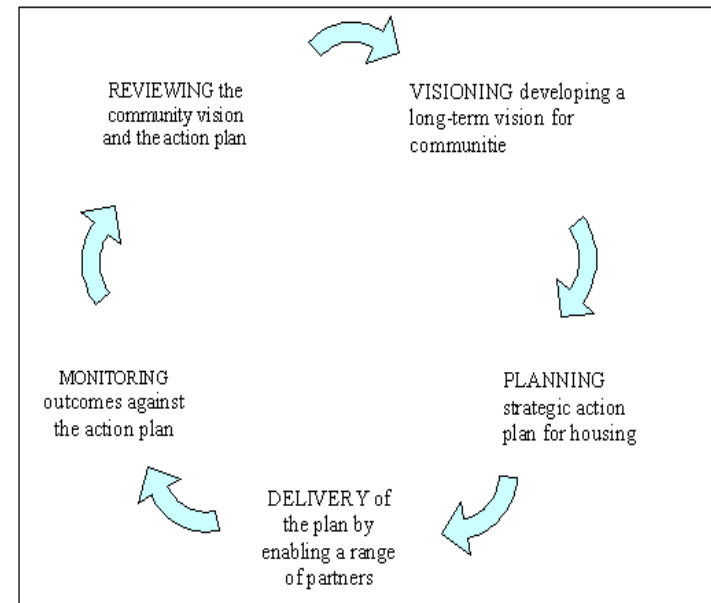
- its about:
  - new supply
  - existing homes
  - neighbourhoods
  - core services
  - support/care services
  - empowerment
- and for all tenures
- its about links with:
  - health
  - social care
  - education
  - transport
  - economic development
  - (sub)regional agendas





# housing strategy (verb)

- it's a way of thinking and doing
  - visioning (20yrs)
    - learning, prioritising
  - planning (3-5yrs)
    - sharing, actioning
  - delivering
  - monitoring
    - sharing, actioning
  - reviewing



# housing strategy as place-making



3.

but it will need ...



# further policy development to ...

- provide fuller understanding of relationship between housing and economic development
- incentivise LAs to work together in sub-regions
- incentivise partners to support LA strategy
- encourage wider application of evidence, and use of GIS systems to make sense of it
- exempt the HRA from LAAs
- detail better housing-economic/place-shaping links



# what needs to happen next?

- guidance:
  - CIH briefing series
  - DCLG?
- funding:
  - CSR07 bid
  - LA commitment
- skills development:
  - IDeA programme
  - CIH programme
  - HC staff training programme
  - CIH 'fit-for-purpose' programme in Wales
- organisational and individual
- responsibility



[www.cih.org/policy](http://www.cih.org/policy)

