

Briefing:

Building a Safer Future

Proposals for reform of the building safety regulatory system

17 June 2019

[Building a Safer Future: Proposals for Reform of the Building Safety Regulatory System](#), is a consultation that was published by the Ministry of Housing, Communities and Local Government (MHCLG) on Thursday 6 June. It proposes a fundamental reform of the building regulatory system.

This consultation follows the Government's [Building a Safer Future Implementation Plan](#) published in December 2018, which set out how the Government intends to take forward the recommendations from Dame Judith Hackitt's [Independent Review of Building Regulations and Fire Safety](#).

This briefing covers:

- **An introduction**, including an overview of the consultation and its proposals ([skip to](#))
- **Details of the proposed changes**, and questions we're seeking feedback on, covering:
 - **buildings in scope** of the proposed new regulatory system, including the potential extension to supported and sheltered housing ([skip to](#))
 - the proposed **new dutyholder regime**, including duties during design and construction, occupation, and the lifecycle of the building ([skip to](#))
 - **ensuring residents have a voice** ([skip to](#))
 - the proposed **building safety regulator** ([skip to](#))
 - the role of the regulator, including **enforcement, compliance and sanctions** ([skip to](#)).
- **The Federation's view** on the consultation, including what the sector needs to fulfil its new responsibilities ([skip to](#)).
- **Next steps**, including how you to share your feedback, and who to contact for more information ([skip to](#)).

The Federation is now working to respond to the consultation on behalf of the housing association sector. To feed into our response, [please complete our survey by 15 July](#).

1. Introduction

[Dame Judith Hackitt's Independent Review of Building Regulation and Fire Safety](#) identified that the existing building safety system was not fit for purpose. It revealed an urgent need to establish a new building safety regulatory framework to address both cultural and systemic change in the way high-rise residential buildings are constructed, managed, maintained and regulated.

The Federation proactively responded to each stage of the Hackitt Review process and, following its publication, we have continued to engage with government, industry and stakeholders to represent our members' views. You can [read our responses on our website](#).

The Government's plan to implement the principles behind the Hackitt Review has now been published and is open to consultation through the document [Building a Safer Future: Proposals for Reform of the Building Safety Regulatory System](#). This consultation sets out and proposes fundamental reform of the building regulatory system.

We are now working on a response to this significant consultation on behalf of the housing association sector, and want to hear from as many of our members as possible to inform this response.

How to influence the Federation's consultation response

We want to understand the level of support required to implement the proposed changes in the Government's consultation, and hear a range of views from across the housing association sector.

By sharing your views with us, you'll influence our response to the Government directly. Please share case studies and additional detail relating to real-life scenarios, as this allows us to supplement our response with evidenced insight, support our asks, and bring key points to life. You can share your views in one of two ways:

1. Complete our consultation survey

We have produced a survey for sharing feedback, which is structured around the questions outlined in this briefing. It also covers the Government's call for evidence on the Regulatory Reform (Fire Safety) Order. You can [access this survey on our website](#).

The consultation period ends on 31 July, but to enable us to have time to consider and reflect feedback from across the sector, please **share your views by Monday 15 July**.

2. Attend our consultation events

We are holding a number of events and engagement opportunities during the short six-week consultation period. You can [sign up to these events on our website](#), or view further details [at the end of this briefing](#).

We will also be working closely with a number of [our national member groups](#) to inform our consultation response.

In addition, housing associations that are Early Adopters – working with the Government to pilot new regulatory approaches – have collaborated on a building safety charter and are asking industry members (including Federation members) to [express an interest in signing up](#).

Which housing associations will this consultation affect?

We would like to hear from all housing associations across the sector because:

- the Government is considering which buildings enhanced fire safety requirements should apply to, including at what building heights these would apply
- the Government is asking if regulatory requirements should be applied to supported and/or sheltered housing schemes, as well as other properties in which vulnerable people sleep
- the proposals cover some wider-ranging considerations for the new regulator around supporting good practice and building culture change across the entire built environment, and not just the buildings in scope of this consultation.

2. Details on the proposed changes

2.1 Buildings in scope

This section covers chapter 2 (page 28) of the consultation

The Hackitt Review recommended a new regulatory regime for all higher risk residential buildings of around 10 storeys (30 metres) or over. However, **the Government are proposing a wider scope in this consultation**, with the rationale being around the number of fires in buildings below this height and the risk to people's safety.

The consultation proposes that the new building safety regime will **include buildings that are:**

- lived in by multiple households
- multi-occupied residential buildings of 18 metres (six storeys) or more.

It is proposed **to apply the reforms at the:**

- design and construction stage to new builds and as appropriate to major refurbishments
- occupation stage for new builds
- occupation of existing buildings (after a suitable transition period).

The consultation also seeks views on applying regulations to other buildings where vulnerable people sleep.

The proposal is to design a system so that, over time, additional buildings may be included on the basis of further work to understand risk profiles that apply to different categories of buildings. For example, supported and sheltered housing – premises where vulnerable people are supported and provided with a safe and secure home

MHCLG has supported this view with Home Office research showing that fire incidents in buildings where people sleep, but are not residential, can be high – for example, in prisons, hospitals, supported and sheltered housing, and educational buildings.

2.1. Questions – on the proposals for buildings in scope

Scope of the new system

- Do you agree that the proposals for the new regulatory system should apply to buildings measuring 18m and over?
- What does the proposed scope of the new regime mean for your organisation in terms of the homes you develop, own and manage? (your answer could include detail of how you've been preparing for changes to the building safety regulatory regime, including the number of your homes that will be affected – both buildings 18m and over as well as supported and sheltered housing)
- What does the proposed scope mean for your residents?

Transition to the new system

- For your organisation, and the wider housing association sector, what would an appropriate transition period to the new system be for:
 - new build projects
 - existing buildings
 - supported and/or sheltered housing?
- What capacity, support and guidance will you need in order to transition to a new regulatory system?
- What would be the impact of applying the proposed regulatory system to some or all categories of supported or sheltered housing during occupation? (your answer could include detail on the number of homes that would be included, organisational capacity, impact on residents, management arrangements and relevant definitions)
- Do you agree with the consultation proposals to use a risk- and evidence-based approach to bring buildings below 18 metres in height and other buildings into scope of the requirements?
- What would be the impact on the sector and your business of bringing additional homes into the scope of the building safety regulatory system over time?

Ensuring the new system works with existing regulation

- How could the new system best work with existing regulatory regimes (e.g. the Housing Health and Safety Rating System and the Regulatory Reform (Fire Safety) Order) to ensure appropriate levels of oversight, responsibility and assurance for fire safety in the whole building in use? (your response could include your experience of coordinating local authority and fire and rescue services).

Do you have any further comments regarding the proposals set out in this chapter?

2.2 A new dutyholder regime (for residential buildings of 18 metres or more)

This section covers chapter 3, page 34, of the consultation.

The proposals suggest introducing dutyholders who will be responsible for making sure buildings are safe, and will have **different responsibilities at different stages of the building's life, including:**

- duties when a building is being designed and built (or undergoing a significant refurbishment – such as an estate regeneration or a change of use from commercial to residential)
- duties when people are living in the building (occupied)
- duties that run throughout the building's lifecycle.

The consultation also sets out options for going further, by extending elements of the regime to other buildings and/or by including a statutory objective to promote building safety and the safety of people in and around buildings. **Proposals are for both new build and refurbishment projects on buildings in scope, including:**

- the requirement to register buildings with the new building safety regulator
- information requirements (including format and digital standards such as those used by Building Information Modelling (BIM)) from building design through construction to occupation and beyond)
- the key roles and responsibilities for dutyholders, (including creating a building safety case and appointing a competent, registered building safety manager)
- a building certification regime, and the conditions that dutyholders must meet to gain regulator approval for a building to be occupied
- arrangements for a transition into the new system.

The following sections set out proposed dutyholder responsibilities for each stage. *For further detail, please refer to Annex C (page 141) of the consultation document.*

Duties when a building is being designed and built

It is proposed that dutyholder roles in design and construction **should align with those identified under the Construction (Design and Management) Regulations 2015 (CDM)**. These five roles are client, principal designer, principal contractor, designer and contractor.

Dutyholder roles can be fulfilled by either an individual (defined legally as a 'natural person') **or a legal entity**. However, proposals indicate that there should be **a single accountable person at board level** who can be identified as having responsibility for building safety. Additional proposed duties include:

- Making sure that there are **a clear set of dutyholders** involved in the design and build of buildings so that there are clear responsibilities.
- Ensuring that **building regulations are complied with** – the minimum standards a building must meet

- **Showing the new regulator that they are managing risks at new ‘gateway points’** for both new builds and major refurbishments before they can continue with the different stages of the building process. The gateway points are:
 - **Gateway 1 – before planning permission can be given**, the dutyholder will need to submit a fire statement, and the regulator will consult the Fire and Rescue Authority to make sure fire safety is considered early on (applies to buildings that are 30 metres or over as opposed to those 18 metres or over).
 - **Gateway 2 – before construction can begin**, the dutyholder will need to show how the building has been designed to be safe, and follows building regulations by providing full plans and supporting documents. Annex D (page 146) of the consultation document provides an example of the proposed information requirement.
 - **Gateway 3 – before anyone can move into the building**, the dutyholder will need to hand over building safety information about the completed building. They will need to apply for and receive a provisional registration of the building and tell the regulator that building risks have been assessed and arrangements are in place to make sure the building is managed safely while people are living there.

Duties when people are living in the building

The consultation proposes creating a new ‘accountable person’ role, who will be **the dutyholder with legal responsibility for making sure that building fire and structural safety risks are reduced** as much as reasonably practicable when people are living in the building.

The ‘accountable person’ **may appoint professionals to support them** in fulfilling this responsibility, but may not delegate accountability to another party. The **‘accountable person’ could be an individual, partnership or corporate body**, but who they are is determined by the control they have of the building, and the right to receive funds from leaseholders and other tenants/residents that contribute to building maintenance and upkeep. Additional proposals include:

- **Ensuring buildings in scope of the new regime are registered** with the building safety regulator, and that they have appointed a named building safety manager for each building.
- **Complying with requirements of the ‘building safety certificate’** issued by the building safety regulator, including mandatory conditions setting out key elements of the new regulatory regime.
- **Creating a ‘safety case’**, which contains all the important information about a building that shows how the dutyholders are managing any fire or structural risks on an ongoing basis
- **Deciding whether to employ a ‘building safety manager’**, who is registered with the building safety regulator and deemed to have the right skills and expertise to look after the building. Their role would be to help the accountable person by doing the day-to-day work involved with keeping a building safe. For example, to deal with any safety problems they find or are reported by residents in the block(s) they are responsible for.

Annex E (page 148) of the consultation document contains the report from the industry-led Competence Steering Group, which sets out their proposals for oversight of competence; including the proposed regime for the building safety manager role. Further detail regarding this role can be found on page 59 of the consultation document.

Duties that run throughout the building's lifecycle

- **The dutyholder is to be responsible for the 'golden thread' of building information** – a set of key documents held digitally on building information that could include information on the building structure and any changes made through refurbishment – ensuring it is created, maintained and held digitally throughout the building lifecycle to support safety improvements. The Government is seeking views regarding mandating this information to meet BIM standards. In addition, key information – such as building type/purpose, size and years built – should be held in a specified format as a 'key data set' so the regulator can easily access key information.
- **The Government aims to create a system of 'mandatory occurrence reporting' to the regulator**, which will ensure that the client, principal designer, principal contractor and accountable person enable anyone involved in the construction of a building to report fire and structural safety issues.
- The new system will make sure that **all dutyholders employ people who are suitably qualified** and competent.

2.2. Questions – on the proposals for the dutyholder regime

Organisational capacity

- How might the proposed building safety regime change your housing associations' approach to development and refurbishment programmes of buildings in scope? (your answer could include the impact on organisational capacity and resourcing, as well as the impact on delivery, such as the additional time anticipated to navigate proposed regime milestones and gateways)
- How might the proposals change your organisational decision-making in terms of both development and works to existing buildings?

Applying the new 'gateways'

- What might an appropriate timeframe be for the building safety regulator to respond to engagement with dutyholders and potential 'hard stops' such as gateway applications?
- Do you foresee any particular challenges/opportunities?

Roles and responsibilities

- Are there specific examples of building ownership and management arrangements where it might be difficult to apply the concept of an accountable person? (if yes, please provide examples of such arrangements and how these difficulties could be overcome)
- Do you think the proposed duties and functions of the building safety manager are deliverable, and do they meet the principles they were set out to?
- Do you foresee any issues in fulfilling the building safety manager role (such as competency and training) and what have you learned from any appointments or actions you have already undertaken to cover these functions?

Applying the golden thread of information

- Do you think Building Information Modelling (BIM) standards should be mandated for new buildings in the design and construction stage, new buildings in the occupation stage, and/or existing buildings in the occupation stage?
- What implications do you foresee for delivery of BIM standards? (please include any cost–benefit analysis, and share how well placed your organisation would be transition to these standards).
- Do you have any further comments regarding the proposals set out in this chapter? For example on proposals covering the safety case, golden thread and key dataset, mandatory occurrence reporting and competence.

2.3 Ensuring residents have a voice

This section covers chapter 4, page 79, of the consultation.

In parallel with this consultation, MHCLG has published a [summary of responses to two calls for evidence](#) considering good practice on how residents and landlords work together to keep their homes and buildings safe, which [the Federation responded to](#).

This consultation states that the views and concerns of residents should always be considered by those responsible for managing the safety of their buildings. It is proposed that **the accountable person in an occupied high-rise building will have specific duties to residents**, to give them a stronger voice and allow them to hold those responsible for the safety of their buildings to account.

The objective is for residents to be empowered by having better access to information about their building, and more say over decisions made about the safety of their building. Proposals include:

- **The accountable person must provide residents with the information they need** so that they understand the protections in place to keep their building safe from structural or fire issues.
- **Residents will be able to access more detailed information** about building and fire safety by requesting it from the accountable person. The accountable person will only be able to refuse information for specified reasons (e.g. that sharing the information would be a security risk or would divulge personal information).
- **The accountable person must have a Resident Engagement Strategy**, which sets out the way that they are going to engage with residents, and how residents can get involved in and benefit from participating in engagement on building safety.
- **Residents will have a key role in keeping their buildings safe**, with a clear obligation on residents to cooperate with the work of the accountable person to keep the building safe.
- **The accountable person will need to have a clear process for responding** to residents' concerns.
- **Residents will be able to take urgent safety concerns to the new regulator**, if the accountable person fails to deal with them properly.

In representing member views, the Federation will draw heavily on [our Together with Tenants work](#), where we've engaged with tenants, residents, tenant representative groups, our members and others to develop a four-point plan for delivering greater accountability in the sector and building trust with our residents.

2.3. Questions – on the proposals to put residents at the heart of a new system

- Do you agree with the proposed requirement on residents to cooperate with the accountable person (and the building safety manager) to allow them to fulfil their duties in the new regime?
- What additional support or resource, if any, will you need to enable such a requirement?
- Are there specific requirements for residents you consider to be appropriate?
- If a new requirement for residents to cooperate with the accountable person and/or building safety manager were introduced, do you think safeguards would be needed to protect residents' rights? If yes, what do you think these safeguards could include?
- Do you agree that housing associations should communicate fire safety information to all occupants of a building, beyond their registered residents to include visitors, occupiers and potentially sub-tenants? If so, how?
- Do you have any further comments regarding the proposals set out in this chapter?

2.4 Building safety regulator

This section covers chapter 5 (page 91) of the consultation.

The consultation proposes strong oversight of the new regime for high-rise residential buildings (18 metres and above in height) by creating a new building safety regulator to ensure it is enforced robustly and effectively.

The regulator will also oversee the wider building and regulatory system, and work to drive high standards of competence for those working on buildings. This role will have wider reaching implications for members and the construction industry overall, not just for buildings within scope of the new requirements.

The proposals suggest setting up a **single building safety regulator, which would be responsible at a national level for:**

- oversight of building safety and wider regulation
- oversight of operation and enforcement of the new regime for buildings in scope of the new regulatory system, and setting guidance
- advising the Government on what buildings should be included in the scope of the new regime, by developing and analysing evidence on risk
- oversight of the competence of people working on buildings, including keeping a register of those competent to take on key dutyholder roles in the new system
- providing guidance on where to find qualified people to work on buildings in scope (see Annex E in the consultation document).

The consultation also proposes stronger regulation of construction products achieved by:

- **making manufacturers' responsibilities clearer in legislation**, focusing on construction products that are critical to safety, and requiring clear labelling and information so that it is clear how the product should be used safely
- **strengthening national regulation of construction products**, with a national complaints system and a stronger focus on enforcement, so that problems are dealt with effectively

- **setting minimum standards for independent assurance schemes** and encouraging their use, so people can be confident that products meet the standards manufacturers claim
- **independently reviewing the whole regulatory system** to make sure that it is working properly.

2.4. Questions – on proposals for the building safety regulator

- Do you agree with the proposed regulatory and accountability framework, including the proposed role of the regulator and oversight functions, oversight of competence, and oversight of the construction products system and independent assurance?
- Do you consider there to be anything missing from the proposals for the new regulator's role and responsibilities?
- Do you have any further comments regarding the proposals set out in this chapter?

2.5 Enforcement, compliance and sanctions

This section covers chapter 6 (page 105) of the consultation.

The consultation proposes strong oversight by the new regulator to make sure that those responsible for the safety of buildings comply with their responsibilities and are held to account if they do not. A key finding of the Hackitt Review was that responsibilities under the current regime are undermined by a lack of accountability, with there being no deterrent against non-compliance.

In order to effect culture change, new regime proposals encourage those responsible for the safety of buildings to comply with their responsibilities, **with a tougher approach for non-compliance**.

Proposals include:

- **the creation of new criminal offences** to make sure that those responsible for the safety of high-rise residential buildings in scope during the design, construction and occupation of the building comply with their responsibilities
- **giving the new regulator the power to take quick and effective action**, through monetary penalties such as fines, when the requirements of the new regime have not been met.

In addition, to make it easier for the regulator to take action for all buildings, where building work does not meet required building regulations standards, the consultation proposes:

- **giving local authorities more time to serve enforcement notices**, so that they can take action where problems are uncovered later
- **enabling private individuals to make a claim for damages** where work on a building has not met building regulations standards, and they have suffered harm as a result.

2.5. Questions – on enforcement, compliance and sanctions

- Do you agree with the enforcement, compliance and sanctions proposals?
- Do you consider there to be anything missing from the proposals?
- Do you have any further comments regarding the proposals set out in this chapter?

3. A summary of the consultation annexes

This section covers the annexes from page 109 in the consultation.

Annex A: Analytical overview. This annex sets out the cost and benefit impacts of the proposals in the consultation document. The Government is seeking views on whether consultees agree with these initial estimates and can provide further evidence to support their views.

Annex B: Rate of fires, fire-related fatalities and casualties requiring hospital treatment in different types of building. This annex provides an in-depth assessment of fire risk in buildings using available data from Ordnance Survey AddressBase@98 and incident recording system (IRS) 99. The data was used to calculate:

- the rates of fires in different types of building
- the rates of fires involving fire-related fatalities or casualties requiring hospital treatment in different types of buildings.

Annex C: Dutyholder responsibilities. This annex sets out the proposed duties of the dutyholders and accountable persons.

Annex D: Gateway two information. This annex provides an example of gateway two, where before construction can begin, the dutyholder will need to show how the building has been designed to be safe and follow building regulations by providing full plans and supporting documents.

Annex E: Competence Steering Group. This annex provides details on the industry led Competence Steering Group. This group has developed initial proposals for competence oversight to provide assurance of robust, coherent and consistent standards across all disciplines working on buildings within the scope of the new regime.

Annex F: Current legislative framework. This annex details the programme of work to review building regulations guidance in line with recommendations made by Dame Judith Hackitt in her Independent Review.

Annex G: Collated questions.

Annex H: Glossary of terms.

Annex I: Further information about the consultation.

3. Questions – Annex A

- What are your views on the cost and benefit analysis in Annex A?
- What assessments have you made of applying the new measures to your organisation, including to:
 - the cost of developing new buildings?
 - the cost of developing a building safety case?
 - the cost of ensuring a golden thread of information for existing buildings in scope?

- the cost of remediating any issues you've identified with existing buildings over 18m, such as remediating types of combustible cladding and ensuring the integrity of compartmentation or other fire mitigation measures?
- the cost of meeting requirements around dutyholder responsibilities?
- the savings to your asset management and development budgets over time?
- the benefits to your residents?

4. Regulatory reform of the Fire Safety Order

In parallel with the Building a Safer Future consultation, the Government is also seeking feedback on the Regulatory Reform (Fire Safety) Order 2005 – the Fire Safety Order – that **regulates fire safety in non-domestic premises**. The Home Office has published [a call for evidence on their website](#).

The Government has described this call for evidence as the first step to ensure that the Fire Safety Order is fit for purpose for all buildings it regulates. The Home Office would like to hear from those who work with, and are affected by, the Fire Safety Order, for the parts used in common in residential buildings. This includes landlords, managing agents and residents.

The call for evidence contains the following sections for consideration:

- **Section 2** provides a brief overview of the Fire Safety Order, seeking respondents' views and evidence on its scope and objectives.
- **Section 3** focuses on the overlapping regulatory frameworks (the Fire Safety Order and the Housing Act 2004) for the parts used in common in multi-occupied residential buildings and also mixed-use buildings. This section aligns with Chapter 2 of the Building a Safer Future consultation.
- **Section 4** asks respondents who are required to comply with the provisions of the Fire Safety Order, or to enforce it, to share their experience or observations of its general application and supporting guidance.
- **Section 5** focuses on the findings of Home Office analysis of fire risks by type of building and the identification of a set of 'higher risk' buildings that are workplaces. It draws on relevant aspects of the Building a Safer Future consultation. In addition, it seeks views on whether the Fire Safety Order provides sufficient fire safety arrangements for 'higher risk workplace buildings' in occupation by comparison with the reforms proposed in the consultation for multi-occupied residential buildings of 18 metres or more in height. It also seeks views on whether relevant aspects of the proposed reforms for residential buildings relating to fire safety should also be applied to 'higher risk workplace buildings' under the Fire Safety Order.

4. Questions – on the Fire Safety Order call for evidence

- Do you have any views or comments on sections contained within the call for evidence that have not been covered in earlier questions about the Building a Safer Future consultation?

5. The Federation's view of the consultation

The safety of residents is housing associations' top priority. The sector is determined to learn everything possible from the fire at Grenfell Tower, to ensure that such a tragedy never happens again.

Housing associations have already been acting on the cultural and behavioural change needed to ensure safety, and adopting new practices informed by the Hackitt Review.

The Federation and our members are committed to making sure that quality and long-term value are at the heart of the construction, and that maintenance and asset management industries operate with a meaningful and lasting focus on residents.

But there is more that we can and must do. During this consultation period and beyond, the Federation is committed to constructively engaging with the Government and working with our members to develop a sector-wide view on the presented proposals. We want to help develop a system that truly restores trust in the quality and safety of our homes.

As building commissioners, developers and long-term community landlords, our members are well placed to pilot new approaches and share expertise on improving building safety and quality, and on working with residents to do so.

The Federation believes that the previous regulatory system was not fit for purpose. We are determined to deliver a step-change in residential building quality and safety. **It is essential that sufficient public funding and investment is committed to this vital task,** to ensure the safety of people living in existing homes, while allowing housing associations to continue to invest in new affordable homes.

We support the proposals to address accountability and our members want to deliver against their new responsibilities to ensure the safety of their residents. We have concerns that additional responsibilities can only be effectively carried out in their entirety if they are balanced with reasonable and proportionate legal powers.

By and large, our members are able to work with the people they house to carry out essential inspections and works to ensure a building's safety. However, there are some cases in which this does not happen, which can undermine the integrity of a building's safety mechanisms.

For these cases, **we believe there needs to be a reasonable and proportionate method for enabling dutyholders to gain access to a property,** in a reasonable timeframe, so they can meet their responsibilities for the safety of everyone in the building. Such a method would account for the urgency of necessary safety works and the importance of statutory support for action, while including appropriate safeguards so that such powers are used exclusively in relation to resident safety.

6. Next steps – how to share your views

In this briefing, we have identified key information for housing associations and highlighted where we welcome further views, evidence and case studies to help us submit a sector-wide response to the consultation that represent housing associations' experience. You can share your views in one of two ways:

1. Complete our consultation survey

We have produced a survey for sharing feedback that includes the questions in this briefing.

You can [access this survey on our website](#), and save your progress at any point to come back to.

2. Attend our consultation events

We have organised a number of upcoming consultation events to provide our members with an opportunity to inform our submission. These events will focus on the detail of this consultation, outlining its implications, and gathering feedback on what it means for housing associations:

- 2 July, London – [register your place](#)
- 5 July, Manchester – [register your place](#).
- webinar (date in June to be confirmed) – please check our website for more details coming soon.

7. Key contacts

If you have any further questions, please do not hesitate to contact us via one of the following people:

- Amy Simmons, Head of Policy: amy.simmons@housing.org.uk 07775 722258
- Tommy Collins, Policy Officer: tommy.collins@housing.org.uk 01179 529916
- Victoria Moffett, Grenfell Programme Lead: victoria.moffett@housing.org.uk 07920 251788.