

AWICS Housing News

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Regulatory Framework for Social Housing 2012

The new regulatory framework for social housing in England came into effect on 1st April 2012. The framework implements the requirements of the Localism Act and the Government's directions to the regulator. The new framework includes the standards that providers are expected to meet. From 1st April regulation is delivered by the Regulation Committee of the Homes & Communities Agency. In respect of economic regulation the regulator has a proactive role. This includes the introduction of a new Value for Money standard. The main changes are in respect of consumer regulation. The regulator will only intervene in a service delivery matter if there is evidence of actual or potential serious detriment to tenants. The regulator will, however, expect the consumer standards to be met. Boards are responsible for ensuring standards are met and the new tenant panels will have a key role to play in holding them to account.

The new framework retains at its core the principle of co-regulation. Boards are responsible for the effective performance of their organisations, compliance with the standards and being transparent and accountable to stakeholders.



Eden Rural Foyer

The new framework implements the amendments to the Housing and Regeneration Act 2008 introduced by the Localism Act 2011 and the Secretary of State's directions on specific standards. Under this framework the regulator has distinct roles in relation to economic regulation and consumer regulation. Economic regulation applies to registered providers excluding local authorities and is a proactive form of regulation.

Consumer regulation is a more reactive, and is 'backstop' form of regulation and is applicable to all registered providers including local authorities.

The co-regulatory principles underpin the regulatory approach of the new framework. Registered providers are required to meet the relevant standards. Boards and councillors that govern providers' service delivery are responsible for meeting the standards and being transparent and accountable for their organisation's delivery of its social housing objectives. It is for providers to support tenants both to shape and scrutinise service delivery and to hold boards and councillors to account. In cases where breach or potential breach of a consumer standard leads to risk of serious detriment to tenants, the regulator may intervene (in addition to its proactive role in the economic standards for non-local authority providers).

The new regulatory standards contain the outcomes that providers are expected to achieve and the specific expectations of the regulator. The standards are classified as either 'economic' or consumer'. Some have changed significantly from the 2010 framework, notably:

Consumer regulation is a more reactive, and is a 'backstop' form of regulation and is applicable to all registered providers including local authorities

A new Value for Money standard is introduced for registered providers excluding local authorities that places an increased onus on boards to develop and deliver a clear strategy to drive value for money improvements

In the Tenant Involvement and Empowerment standard there is more focus on local mechanisms to resolve complaints and disputes, and an increased scope for more tenant involvement in repairs and maintenance. The principles of 'local offers' and annual reporting to tenants are retained

The Tenancy standard reflects changes in government policy, allowing different lengths of tenancy and setting out expectations to promote mutual exchange arrangements

Adam M. Waite LL.B

A full briefing paper and analysis is freely available at:

http://awics.co.uk/documents/briefing_papers/housing/The_Social_Housing_Regulator_-_Regulatory_Framework_for_2012_21-06-2012.pdf

Impact and Value for Money

Following the abolition of the Tenant Services Authority and the Audit Commission and the detailed regulatory regime, Impact Housing Association of which Adrian Waite is Chair has developed its approach to Value for Money with reference to the principles of lean management and systems thinking. This organisational approach was determined by a small working party of staff with input from residents and the board champion on Value for Money.

Impact Housing Association defines 'Value for Money' as follows:

“We will achieve our aims in the most efficient manner at the best possible price and be able to demonstrate it.”

Impact Housing Association will know when they are delivering 'Value for Money' when:

“Our performance outcomes will be good and Impact staff and customers will feel confident that we are providing Value for Money services.”

Key themes of the Value for Money Strategy are:

- A Strategic approach to Value for Money – a Strategy and Plan has been agreed
- Delivery plans are monitored and reported to Board
- Production of an annual self-assessment with the first report being made to the Annual General Meeting in June 2012
- Consideration of future funding options including a portfolio review, changed arrangements and reports to Board
- All repairs and maintenance contracts have been re-procured in 2011/12 through a consortium of local housing associations with social outcomes being part of the arrangements
- Critical Mass – including maintaining the development programme and expanding the Supporting People offer
- Joint Ventures – including the Foyers at Kendal and Whitehaven.
- Increased income and new services – including additional furniture stores and Go4it (youth services)

The Value for Money Plan is based on:

- Knowing the costs of everything important
- Internal and external benchmarking
- Demonstrating what the Association is doing with budgets, profits and investments
- Showing the social benefits of what is done
- Demonstrating to customers where the money is spent on services that are important to them (transparency)

Impact Housing Association has developed its approach to Value for Money with reference to the principles of lean management and systems thinking

The methodology used has been to consider each area of income and expenditure in turn and to identify whether how well the Association can demonstrate that it is already achieving value for money against the five organisational measures identified above. As part of this each area of expenditure was scored against each organisational measure and graded as:

- Value for Money can be demonstrated
- Value for Money can be partially demonstrated
- Value for Money is not demonstrated
- Further work is required

As a result of this analysis it was decided to concentrate efforts on office overheads, service costs and professional fees. Expenditure on office overheads totals £1.37million a year and includes a wide range of items. Some, such as telephones have been subject to recent review but a review of office premises is planned. Expenditure on service costs totals £1.64million a year and include a variety of items. Some, such as gardening have been subject to recent tendering with over 20% savings secured but others would benefit from further analysis. Expenditure on professional fees totals £219,000 a year and includes legal fees and consultancy costs.

Gardening has been subject to recent tendering with over 20% savings secured but others would benefit from further analysis

With regard to Asset Management procurement, Impact Housing Association has achieved the following during 2011/12:

- Planned Maintenance (via Cumbria Housing Partners and Procure Plus Consortium)
 - By negotiating on Central heating Boiler Warranties saved enough money equivalent to the purchase of four more boilers
- Responsive Repairs (procured for 2012 jointly with Two Castles Housing Association)
 - Sharing the procurement costs secured a reduction of 50%
 - Reducing the number of contractors from thirty to three freed up staff time to work on other areas of the Repairs Service
 - An IT link with contractors has made working more streamlined and efficient
 - The offer to tenants has been improved by extending hours for appointments to early evenings and Saturday mornings
- Void Works (procured for 2012 jointly with Two Castles Housing Association)
 - The procurement costs were shared - a reduction of 50%
 - The number of contractors was reduced from seven to two that has freed up staff time to work on other areas of the Voids Service
 - A reduction in void timescales – 1 and 3 day void times saves one week's rent loss
 - Key Safes have been introduced that save staff time, and are fitted and provided free by the contractors

- Cyclical Decoration (via Cumbria Housing Partners and Procure Plus Consortium)
 - There has been no increase in labour rates since 2011
- Gas Servicing and Repairs (via Cumbria Housing Partners and Procure Plus Consortium)
 - Cost savings have been achieved from moving onto this 3*contract
- Grounds Maintenance (tendered in-house for 2012)
 - Contract packages have been re-organised making management more efficient.
- Cumbria Housing Partners and Procure Plus Consortium
 - The National Change Agent - Efficiency Annual review 2010-2011 compared efficiency gains across a number of consortia across England. Cumbria Housing Partners efficiencies were 26% that ranked second out of five consortia in 2010/11

With regard to Asset Management corporate social responsibility, Impact Housing Association has achieved the following added values and community benefits during 2011/12:

- The use of 100% local labour either directly employed or subcontracted through various contracts
- Works 4 You - a Social Enterprise based in Cleator Moor and supported by Cumbria Housing Partners has won the Garden Maintenance contract for the Copeland area through a competitive tender
- Horticare – a community based service for people with Learning Disabilities undertakes social and therapeutic gardening providing communal gardening at various properties in Kendal.
- Salterbeck ACE- a local Social Enterprise based on Salterbeck has won the gardening and open space contract.
- Cumbria Housing Partners, employment and skills - in addition to the employment of local labour the current target for trainees taken on by Cumbria Housing Partners contractors is six. The current target has been achieved and exceeded at 13. All trainees are undertaking apprenticeships with a qualification of at least Level 2.
- Cumbria Housing Partners, Sense of Place Fund - financed through efficiency savings within Cumbria Housing Partners to provide funding for community based projects. Twelve local projects have been approved to date with £100,000 funding.

The standard on Value for Money is reproduced below:

Value for Money Standard

Required outcomes

Registered providers shall articulate and deliver a comprehensive and strategic approach to achieving value for money in meeting their organisation's objectives. Their boards must maintain a robust assessment of the performance of all their assets and resources (including for example financial, social and environmental returns). This will take into account the interests of and commitments to stakeholders, and be available to them in a way that is transparent and accessible. This means managing their resources economically, efficiently and effectively to provide quality services and homes, and planning for and delivering on-going improvements in value for money.

Specific expectations

Registered providers shall:

- Have a robust approach to making decisions on the use of resources to deliver the provider's objectives, including an understanding of the trade offs and opportunity costs of its decisions.
- Understand the return on its assets, and have a strategy for optimising the future returns on assets – including rigorous appraisal of all potential options for improving value for money including the potential benefits in alternative delivery models - measured against the organisation's purpose and objectives.
- Have performance management and scrutiny functions which are effective at driving and delivering improved value for money performance
- Understand the costs and outcomes of delivering specific services and which underlying factors influence these costs and how they do so.

Registered providers' boards shall demonstrate to stakeholders how they are meeting this standard. As part of that process, on an annual basis, they will publish a robust self assessment which sets out in a way that is transparent and accessible to stakeholders how they are achieving value for money in delivering their purpose and objectives.

The assessment shall:

- Enable stakeholders to understand the return on assets measured against the organisation's objectives
- Set out the absolute and comparative costs of delivering specific services
- Evidence the value for money gains that have been and will be made and how these have and will be realised over time

Adrian Waite, Managing Director

Impact scheme at the Regent opens in Penrith, Cumbria

£8 million Penrith scheme boosts affordable housing provision

Work has been completed on the first phase of the £8 million expansion of the Eden Rural Foyer facility in Old London Road, Penrith, giving a welcome boost to the stock of affordable housing in the town. Developer Atkinson Homes a Penrith-based firm has handed over the completed £4million first phase to Impact Housing that already provided 15 self-contained flats for single people aged 16-25 in the existing Foyer building, which was formerly the Town's Regent Cinema.

The Foyer also house the Cyber Cafe, meeting rooms and conference facilities, and is used as a base by Inspira, a social enterprise agency working mainly with youngsters ages 13-17. The new development, adjoining the existing building and on the site of a former used car business, contains 27 affordable one and two-bed roomed apartments, of which 17 have already been let by Impact, some of them to young families.

The remaining ten are to be run by Leonard Cheshire Disability, a charity which helps people with physical impairments, learning difficulties and long term health conditions to live independently and participate fully in society. One of these will be used by a warden.

Additionally, much of the ground floor of the new building will become a Sure Start children's centre which is to be run for Cumbria County Council by the charity Barnardo's, which works with vulnerable children across the UK. It will provide a variety of advice and support opportunities for parents and carers, with facilities including a training room, crèche, space for health visitors, rooms for private one-to-one meetings, a resource library and offices.

Adrian Waite, Chair of Impact said:

"This is an excellent facility that demonstrates the continuing commitment of Impact to be more than just a landlord and to secure Improvement through Action in all the communities that we serve."

Mike Muir, Chief Executive of Impact, said:

"The main thing is we now have an integrated facility for all families and children to meet together with agencies, without duplicating what's already in the area."

He added that the only potential gap in provision is for children aged 7-13, but he hopes to find the resources to cover this age group.

Atkinson Homes director Barry Turner said he was delighted with how the development had gone over the 18 months the firm had been at work on the site, and that the completed first phase is an impressive building which is a huge improvement over the old car "shed" which formerly occupied the site. The building incorporates a variety of new technology, including solar photovoltaic panels and a combined heat and power plant, which will reduce its running costs and minimise damage to the environment.

Mr. Turner said the Foyer contract was the largest handled by Atkinson Homes, and paid tribute to the work done by the construction team, particularly developments manager John Bousfield and site foreman Nigel McCombie who received an accolade for his role under the building industry's Considerate Constructors Scheme.

Mr. Turner added that work on the second and final phase of the contract is well under way and should be completed by October or November. This is on the other side of Old London Road and will comprise 33 affordable housing units, including two, three and four bed-roomed homes, which will also be run by Impact Housing.

For further information see: www.impacthousing.org.uk

Reinvigorating Right to Buy and One to One Replacement

The Right to Buy scheme was introduced in 1980 and gives qualifying social tenants the right to buy their home at a discount. The scheme is open to secure tenants of local authorities and non-charitable housing associations, and to those assured tenants of housing associations who have transferred with their homes from a local authority as part of a housing stock transfer.

In 'Laying the Foundations: A Housing Strategy for England', the Government announced its intention to increase the caps on Right to Buy discounts to enable more tenants to achieve their ambition for home ownership. It also set out the Government's commitment to ensure that the receipts on every additional home sold under the Right to Buy are used to fund its replacement, on a one for one basis, with a new home for Affordable Rent. These changes took effect from 2nd April 2012.

The government has increased the discount cap to £75,000 – a £25,000 increase on the cap proposed in the consultation document, allowing an even greater number of people to realise their aspiration of home ownership.

For the first time, every additional home sold under Right to Buy will be replaced by a new home for affordable rent, with receipts from sales recycled towards the cost of replacement.

Local authorities will be able to retain the receipts for replacement housing – provided they sign up to an agreement with Government that they will limit the use of the net Right to Buy receipts to 30% of the cost of the replacement homes.

Councils will retain the necessary amount to cover the debt from the receipt but will not be required to use this part of the receipt to repay loans.

For the first time, councils will be able to deduct a certain amount from the receipt for the cost of withdrawn applications. The government has increased that amount in response to evidence provided in the consultation, from 25% to 50%. Authorities will now be able to retain £2,850 in London and £1,300 in the rest of England to cover the costs of administration.

The government has decided to retain the Buy Back provision, following representation from councils. Local authorities will be allowed to fund up to 50% of the cost of re-purchasing a former council home, up to a maximum of 6.5% of any additional net receipts (i.e. receipts available to support one-for-one replacement).

In response to consultation, the government has decided to: retain and extend the 'cost floor', from ten years to fifteen years; and continue to allow councils to apply for exemption from pooling arrangements (and therefore one-for-one replacement) for Right to Buy receipts from new social homes built after 2008. Without these changes, the government recognised that there could be a financial disincentive for local authorities to provide new affordable rented homes in future.

Adam M. Waite LL.B

A full briefing paper and analysis is freely available at:

http://awics.co.uk/documents/briefing_papers/housing/Reinvigorating_Right_to_Buy_23-03-2012.pdf

Right to Transfer and Manage

Plans to make it easier for council tenants to take control of their local neighbourhoods and services have been announced by Housing Minister, Grant Shapps. Mr Shapps has challenged tenants who feel their landlords have neglected their neighbourhood to exercise their rights and take matters into their own hands in the spirit of last year's riot clean-up crews. The Minister published plans to strengthen and streamline two key rights that can help tenants to do this.

The Right to Manage aims to give tenants the chance to take over the day-to-day management of housing services such as cleaning, repairs, refurbishment and security to deliver a more responsive, better quality and value for money service for their community. The government considers that the new proposals will streamline the bureaucracy involved in transferring management responsibilities to a tenant organisation, speeding up the handover process.

The Right to Transfer allows tenants to request the ownership of council homes in their neighbourhood to be transferred from the council to a local housing association. This could be because tenants believe this new landlord could provide better services like cleaning and security or bring more investment into their area such as improvements to people's homes and the environment. At the moment tenants can put forward a case for transfer, but councils have no obligation to consider their proposals. The changes proposed will strengthen these rights, requiring councils to work with tenants to explore transfer requests.

Housing Minister Grant Shapps said of the proposed Right to Manage:

"Last year's 'broom army' action in the aftermath of the riots demonstrated the real difference a community can make when they come together for the good of their area. The rights I'm strengthening today can put decision making power into the hands of the tenants who know their neighbourhoods best.

"I want to make it easier than ever for council tenants to take charge of local services, from minor repairs to major regeneration. And it will no longer be acceptable for councils to dismiss tenants' proposals for improvement out of hand. Nobody knows the needs of a neighbourhood better than the local community. Now I want to see tenants use these powers to prove us right."

The Right to Manage aims to give tenants the chance to take over the day-to-day management of housing services

The Right to Transfer Regulations cover three main stages:

- Initial Stage
- Feasibility Stage
- Development Stage

As part of the Initial Stage, the right to transfer regulations define the conditions that a tenant group must satisfy to ensure that it represents at least a substantive section of local community opinion. It must be clear that there is support within the tenant's group and that any transfer proposal covers a geographically distinct and coherent area.

There must be an assessment of the competency of the tenant group by an independent approved assessor. This is intended to ensure that tenant groups have a workable proposal that can be delivered. The government proposes placing a limit on the number of times a tenant group can seek to be assessed by an approved assessor to prevent groups from making repeated attempts to be approved without having implemented the improvements required from any such previous assessments.

Tenants' groups must serve a proposal notice on the Council and the regulations identify grounds on which a local authority is able to reject it. The duty on the authority begins with the delivery of the proposal notice. At any time after its arrival the local authority may apply to the Secretary of State for a determination to halt the process if it believes that transfer would have a significant detrimental impact on their provision of housing services.

The Feasibility Study Stage sets out the matters to be included in a feasibility study and the duties of the local authority. It also covers the tenant group's notification of the study to the authority and the grounds on which a local authority can reject the feasibility study.

These Regulations ensure that there is active support for any transfer proposal within the tenant group and that the majority of tenants affected by the proposal are not opposed to any transfer. They also ensure that time and money are not wasted in consulting and balloting tenants if there is evidence that tenants would prefer to stay with the authority.

Under the Development Stage, the local authority would have a duty to consult with tenants and, where appropriate, to ballot all affected tenants on the transfer of their homes.

The Regulations also cover the arrangements regarding applications for determination to the Secretary of State, by either the local authority or the tenants group. They also give the right for interested parties (including the authority or tenant group) to respond to the determination and a right for the applicant to make a further submission.

Tenant Control takes involvement beyond the point where landlords ask for tenants' views and then decide what will happen

Tenant Control takes involvement beyond the point where landlords ask for tenants' views and then decide what will happen. Tenant control means that the final decision will rest with the local tenants. Tenants can take control of a specific service, like estate cleaning, or a wider range of landlord services including repairs, caretaking and tenancy management. Local tenants need to form an organisation and they have a legal agreement with the landlord and get a budget to cover the costs of the services they take on.

Tenant control can take many forms but a common name that is applied to tenants' bodies that take on responsibility in this way is a Tenant Management Organisation – or TMO for short.

A TMO is the way for council or housing association tenants and leaseholders

to come together to take on responsibility for managing their homes. The resident members of the TMO create an independent legal body and usually elect a tenant led management committee to run the organisation. The TMO can then enter into a legal contract, the management agreement, with their landlord. The TMO takes over the annual budget that pays for the management and repair duties that they take on.

TMOs take different forms and sizes. Some TMOs manage a handful of homes while others manage large estates of a thousand homes or more. Very small TMOs may rely mainly on voluntary effort but most employ staff such as housing managers, caretakers and repair workers. The services managed by TMOs may include day-to-day repairs, allocations and lettings, tenancy management, cleaning and caretaking, and rent collection. Some TMOs provide wider community benefits such as youth centres, credit unions and social clubs.

A Tenant Management Organisation does not affect tenancy rights. For example, council tenants managed by a TMO still have the council as their landlord and retain all their rights as a council tenant.

Tenant control has the advantage of local knowledge and small scale. Many councils and housing associations have to look after large numbers of homes spread across a wide geographical area. By contrast the staff and tenant board members of TMOs know the people and homes in their neighbourhood well and are on the spot to monitor services and respond to problems.

Council tenants have a legal Right to Manage that entitles a tenants' group to set up a TMO and take on housing management functions on behalf of their landlord. To exercise this right a tenants' group must follow a set procedure and show that they have the support of tenants (through a ballot) and that they are competent to manage services properly.

The Government is streamlining the Right to Manage so that it is a less bureaucratic and quicker process. Housing association tenants don't have a legal Right to Manage, so the process of setting up a TMO needs support from landlords. The new regulatory framework for social housing providers says that housing associations should help tenants to be involved in housing management and maintenance, and share in cost savings made by local control of repairs. TMOs are a tried and tested way for landlords and residents to work together to get these benefits.

More information on TMOs and how to get started as TMO is available at: www.nftmo.com or www.atic.org.uk. AWICS is a member of Agencies & Trainers for Involved Communities (ATIC) and is a consultancy registered with the National Federation of Tenant Management Organisations (NFTMO). Additionally AWICS is an approved Lead Advisor with the Homes & Communities Agency (HCA).

Adam M. Waite LL.B

A full briefing paper and analysis is freely available at:

http://awics.co.uk/documents/briefing_papers/housing/Right_to_Transfer_and_Right_to_Manage_Regulations__13-04-2012.pdf

Council tenants have a legal Right to Manage that entitles a tenants' group to set up a TMO and take on housing management functions on behalf of their landlord

Communities & Local Government Parliamentary Committee report on Housing

The CLG Parliamentary Committee has published a report on housing which they say has a basket of measures, covering all tenures of housing that is needed if enough finance is to be made available to tackle the country's housing crisis.

The committee goes on to say that there is no one 'silver bullet' with which the housing deficit can be removed. Many of the measures in the Government's housing strategy will provide a welcome boost in the short to medium term. However, further action and a longer term approach will be needed if we are to see a sustainable change in housing supply. The country has not come close to delivering the number of homes it needs for many years, and this has been exacerbated by the recent financial crisis.

Institutions and structures that have traditionally ignored housing should be encouraged to invest. Increased investment from large financial institutions and pension funds may not be a panacea, but could make a significant contribution to the building of new homes in both the private and social rented sectors. Public sector bodies and housing associations should take steps to encourage institutional investment.

The parliamentary committee comment that vehicles such as Real Estate Investment Trusts should be revamped to encourage investment in housing. The Government should also consider whether the remit of the Green Investment Bank can be expanded to cover housing and, potentially, wider infrastructure projects.

The committee believes that while institutional investment could play a greater role, the private rented sector will continue to be dominated by smaller landlords. The Government should bring forward proposals to simplify tax and regulatory structures to encourage private landlords to expand their portfolios and invest in new build housing.

The parliamentary committee point out that the Minister for the Department of Communities and Local Government; Mr Shapps stressed that predictions of housing need were "hellishly difficult to make", pointing by way of example to the impact that the Government's immigration policy could have on the number of homes required in England. He said that, according to the "last study" he had seen, 232,000 new homes per year were needed. This is the average annual figure for the projected growth in the number of households in England between 2008 and 2033.

The Chartered Institute of Housing (CIH) told the committee that this household growth figure had to be considered on top of the "assessed backlog at any one time". The CIH referred to a study that estimated households in housing need commissioned by the previous Government and published in November 2010. The study set out projections that showed "backlog need peaking in 2009 at around 1.99 million households equivalent to 8.8 per cent of all households, before falling back gradually until 2021".

The forecast was based "on continuation of relevant existing policies and on judgements about the likely path of the wider economy going forward". The CIH referred to a reconsideration of assumptions and suggested that "the forecast of an easing backlog is now much less likely to apply, because of the likelihood that the market will not recover rapidly and that the rented sector will grow little in gross terms".

A Full analysis and briefing paper is freely available at:

[http://www.awics.co.uk/documents/briefing_papers/housing/CLG Parliamentary Committee Report on Housing_17-08-2012.pdf](http://www.awics.co.uk/documents/briefing_papers/housing/CLG_Parliamentary_Committee_Report_on_Housing_17-08-2012.pdf)

Adam M. Waite LL.B

All You Want To Know About Local Authority Housing Finance 2012

We are holding our 2012 series of 'All You Want to Know about Local Authority Housing Finance' at venues in all parts of England from February to November. This course is designed to give an introduction and overview to this important subject and is fully up to date with all developments including Self-Financing.

Do you think that a working knowledge of local authority housing finance, acquired at our fully up to date seminar, would put you and your colleagues in a position of advantage?

Whether you are in a Local Authority, Arms Length Management Organisation, Central Government or other organisation; whether you are a Housing Manager, Tenant Representative, Elected Member, ALMO Board member, a member of the Housing Finance Team or are otherwise interested in local authority housing, you could benefit from one of our courses at which you will learn 'All You Want to Know about Local Authority Housing Finance'.

The Course Covers

Housing Revenue Account, Ring-Fencing, Rent Restructuring, Service Charges, SelfFinancing and the redistribution of housing debt, Depreciation and Major Repairs, Treasury Management with Self-Financing, Capital Programmes, Decent Homes Standard, Distribution of Capital Grants by the Homes & Communities Agency, Housing Business Plans, Comprehensive Spending Review 2010, The Big Society, Reform of Social Housing, Affordable Rent Scheme, New Homes Bonus Scheme, the Government's Right to Buy initiative, the November 2010 National Housing Strategy, New Build, Value for Money, Procurement, Shared Services, Strategic Housing responsibilities, Private Sector Housing, Homelessness, Supporting People, Housing Benefit – including the recent and planned reforms, Regulation, Options Appraisals, Private Finance Initiative, Arms Length Management, Stock Transfer, the Council Community (CoCo) housing model and much more.

The course is accompanied by a very useful 122 page book entitled: *"All You Want To Know About Local Authority Housing Finance 2012"*

Venue and Date

London: Novotel Hotel, Waterloo – 14th November 2012

Our speaker, Adrian Waite is well known for his in-depth knowledge of this subject and for his ability to present information clearly. Adrian Waite is Managing Director of 'Adrian Waite (Independent Consultancy Services) Limited'. He is a qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA), an Associate member of the Chartered Institute of Housing and a Fellow of the Institute of Leadership & Management.

Full details of the seminar and how to register for a place are available at:

http://awics.co.uk/RegionalSeminars/ViewCourse/all_you_want_to_know_about_local_authority_housing_finance/

About AWICS

'AWICS' provides a full range of management consultancy and training services, principally to those who are involved in social housing.

Our mission statement is 'Independence, Integrity, Value'. We provide advice, support and training from an independent standpoint that is designed to help the client to achieve their objectives. We are passionate about working with the utmost integrity. We believe that we offer the best value for money that is available today!

Information about our management consultancy services, independent residents' advice services, regional seminars, in-house training courses and publications is available on our [website](#).

We are big enough to make a difference – but are small enough to care!

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