

Housing Business Planning in an Uncertain Environment

November 2017

We are holding seminars on 'Housing Business Planning in an Uncertain Environment' during November 2017. These seminars will look in depth at how local authorities can update their housing revenue account business plans.

Business Planning has been an important element of the management of council housing for some time. However, we are now operating in a very uncertain environment. There is a minority government; the Housing & Planning Act will not be implemented in full; the future funding of supported housing is under threat; and the implications of the vote for Britain to leave the European Union are not clear.

The public finances are weak; welfare reform is a 'work in progress'; government policy on rent reductions, 'right to buy', new development and the integration of housing, social care & health are all unclear. Demographic change continues to put pressure on housing services.

This requires a new way of business planning including a robust approach to the development of strategy, financial forecasting, sensitivity analysis, risk management and contingency planning.



The seminar will address the following questions:

- What are the key elements of a good quality housing revenue account business plan?
- What is the political, economic, social and technological environment in which local authority housing services operate? What are the key uncertainties?
- How can councils develop effective self-financed business plans that will address the new uncertain environment in a robust way? What assumptions should be made in the financial model? How can uncertainties be managed?
- What business planning techniques are now required including for strategy, financial forecasting, sensitivity analysis, risk management and contingency planning?

Who should attend?

All those with an interest in business planning in local authority housing, including Managers in Local Authorities and Arm's Length Management Organisations, Elected Members, ALMO Board Members, Housing Accountants and Tenant Representatives.

The session is interactive, includes specific practical examples and is accompanied by a very useful book entitled: "**Housing Business Planning in an Uncertain Environment**"

Venues and Dates:

London: Novotel Hotel, Waterloo – Tuesday 7th November 2017

North: Novotel Hotel, Leeds – Tuesday 21st November 2017

The Programme

- 10.00 What are the Key Elements of a good quality Housing Revenue Account Business Plan? – Strategic Context, Identifying Objectives, Priorities and Options; The Business Environment (Political, Environmental, Social & Technological); Analysis of the Business (Strengths, Weaknesses, Opportunities & Threats); Financial Management (Revenue and Capital Resources); Value for Money; Consultation with Residents and Stakeholders; Stock Condition Surveys; Current and Planned Performance.
- 11.00 BREAK
- 11.15 What is the Political, Economic, Social and Technological environment in which local authority housing services operate? What are the Key Uncertainties? – The Minority Government; Implementation of the Housing & Planning Act; The future funding of Supported Housing; The Implications of the vote for Britain to leave the European Union; Devolution to City Regions; The Public Finances; Welfare Reform including Housing Benefit; Government Policy on Rents, ‘Right to Buy’, New Development; Demographic change; Integration of Housing, Social Care and Health Services.
- 12.30 LUNCH
- 13.30 How can Councils develop effective self-financed Business Plans that will address the new uncertain environment in a robust way? What Assumptions should be made in the Financial Model? How can Uncertainties be managed? – Rent policy (rent reductions, social rent, affordable rent); Service costs and charges; Income recovery rates; Voids; Commercial income; Inflation; Scope for efficiencies in management and maintenance; Treasury management, debt and interest rates; Stock changes including development, regeneration and ‘right to buy’; Depreciation and Impairment; Resources to support the capital programme (Borrowing, Capital Receipts, Revenue Contributions, Grants).
- 14.45 BREAK
- 15.00 What Business Planning techniques are now required? – Developing an effective Strategy; Asset Management including Sustainability, Investment, Disposals and the Scope for new Development; Flexible Financial Forecasting and Sensitivity Analysis; Risk Management including Risk Identification, Assessment, Mapping, Monitoring and Control; Integration of Asset Management and Risk Management into Business Plans and Financial Forecasts; Performance Management; Contingency and Action Planning.
- 16.00 CLOSE

This seminar is also available in-house. For further information about in-house courses, please see our website at <http://awics.co.uk/inhousecourses> or contact Adrian Waite on 017683-51498 or Adrian.waite@awics.co.uk.



Adrian Waite (Independent Consultancy Services) Limited

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), a Member of the Chartered Institute of Housing and a Fellow of the Institute of Leadership & Management.

Adrian is a former member of the CIPFA National Council and the Housing Panel. He was a member of the working party on funding mechanisms that was part of the Communities & Local Government and Treasury review of the financing of the Housing Revenue Account. He is a former Chair of Impact Housing Association.

Adrian's recent work has included: Preparing housing business plans and financial 'health checks' of housing revenue accounts; advising on risk management and asset management; developing procurement and value for money strategies; evaluating efficiency gains; carrying out value for money reviews; developing financial modelling and advising on 'new build'; evaluating the impact of self-financing; reviewing and introducing new leaseholder and tenant service charges; carrying out and evaluating housing stock options appraisals; acting as lead associate consultant in a Local Government Association peer review; preparing expert witness reports for judicial reviews and acting as an Associate Housing Inspector and Independent Tenants' and Residents' Advisor. He is therefore well placed to explain how local authorities can prepare and update effective housing revenue account business plans in an uncertain environment.

After graduating from Oxford University with a First-Class Honours degree, Adrian joined West Yorkshire Metropolitan County Council as a Trainee Accountant. Appointments at Leeds City Council and Newcastle on Tyne City Council gave Adrian experience of the finance of every local government service. In 1990, he was appointed Assistant County Treasurer at Staffordshire County Council. As Finance Director, and then Strategic Director, at Copeland Borough Council between 1993 and 1998 he became conversant with every aspect of the finance and strategic management of housing. He left Copeland Council in 1998 to work as an Independent Consultant. Since then he has worked with central government, local authorities, housing associations, tenants' associations, universities, professional bodies and others in England, Scotland, Wales and South Africa on a variety of financial and strategic issues that affect housing.

About 'AWICS'

'AWICS' is a management consultancy and training company. We specialise in providing support in finance and management to clients who provide public services especially in local government and housing. We are well known for our ability to analyse and explain complex financial and management issues clearly. Our mission statement is 'Independence, Integrity, Value'. We therefore provide 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! We are big enough to make a difference – but are small enough to care!

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Adrian Waite (Independent Consultancy Services) Limited

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How to reserve your place

- **On line:** You can book online at: <http://awics.co.uk/housing-business-planning-in-an-uncertain-environment>
- **On line:** You can download this form from, <http://awics.co.uk/housing-business-planning-in-an-uncertain-environment> fill it in electronically and forward to: orders@awics.co.uk
- **By post:** Complete this form and send it to: AWICS Ltd, PO Box 17, Appleby in Westmorland, Cumbria. CA16 6YL.

Payment: It is possible to pay online at the time of booking. In the case of customers with an existing account, public bodies and housing associations we are happy to confirm your booking and send an invoice.

Delegate fees: The cost of this seminar in London is £250 plus VAT making a total of £300. The cost of this seminar in Leeds is £195 plus VAT making a total of £234. **However, there is a £20 discount for people who book a month or more in advance** making the cost £230 in London and £175 in Leeds. The fee includes lunch* and book – ‘Housing Business Planning in an uncertain environment’.

Delegate Name Position and Department

To enrol additional delegates, please photocopy this form.

Name of person booking _____ Tel.No. _____

Dept and Organisation _____ Order No. _____

Full Address _____

Post Code _____ E-mail address: _____

Please advise us if you would like your invoice sending to a different address or if your delegate has any particular needs including any particular dietary requirements.

Booking conditions:

Cancellations and substitutions: A full refund will be given up to 28 days before the seminar. There after a 50% refund up to 14 days before the seminar. We regret that no refund can be given 14 days or less before the seminar. Cancellations must be made in writing or by email and be acknowledged by AWICS. No refund will be given for non-attendance, but delegates may substitute another delegate at any time.