

All You Want to Know about Risk Management in Local Government and Housing

November / December 2019

Risk Management is gaining a higher profile in local government and housing because of austerity, self-financed housing revenue accounts, 'Brexit' and the Regulator of Social Housing's new regulatory standards.

In its guide to housing self-financing the Chartered Institute of Public Finance & Accountancy identified the main risk factors that local authorities and arms' length management organisations should consider now that self-financed housing revenue accounts have exposed local authorities to greater risks.



Flooding in Carlisle: There are a wide range of risks from natural disasters to financial risks.

The Regulator of Social Housing's regulatory code is strongly focused on risk. This is based on risk being an integral part of the business of housing associations. Housing association risks are becoming more complex as they diversify. Risks need to be assessed in terms of the possible effects on the wider organisation – an approach that is often called 'scenario planning', 'what-ifs', 'stress testing' or 'multivariate analysis'. The regulator is concerned that housing associations consider the risks to the three elements of their business (affordable housing, contracts and commercial activities) separately.

In this context there is a need for a greater understanding of the issues involved in implementing risk management. Those who attend will gain an awareness of Risk Management in Local Government and Housing including how to apply the principles of risk management in a Local Government or Housing context.

Who Should Attend?

All those with an interest in Risk Management including Board members in Housing Associations and Arms' Length Management Organisations; elected Members in local authorities; Housing managers, Finance managers, auditors and tenant representatives.

This seminar is accompanied by an up-to-date and very useful book for future reference entitled: **"All You Want to Know about Risk Management in Local Government and Housing"**

Venues and Dates:

Northern England: Novotel Hotel, Leeds – Tuesday 19th November 2019.

London: Novotel Hotel, Waterloo – Tuesday 3rd December 2019.

The Programme

- 10.00 Introduction to Risk Management:
Definition of Risk Management; Risk in Local Government; Risk and a Self-Financing Housing Revenue Account; Risk in a Housing Association, Risk Assessment Mitigation and Testing; Risk Factors; Managing the Risks; Monitoring and Reporting; Opportunities; How risk management is essential to ensure the survival of a business or service; Consequences of poor risk management including financial and reputational; Links in practice between the risk management strategy, business plan, senior management team and Council / Board; Components of risk management: Assurance map / plan, risk assessments, risk map / register and audit / scrutiny arrangements; Asset Registers.
- 11.15 BREAK
- 11.30 What does it achieve? When should we do it?
Risk Strategy; What risks are there? Are they likely? Will they be serious if they happen? What can we do to mitigate them? How do we manage the risk that is left? How do we ensure that we are constantly on guard? Hierarchy of Risks; Strategic (organisational), Functional (strategic management level), Operational (middle management level) and working risk assessments (for example for premises, fire & activities); Stress testing;
- 12.30 LUNCH BREAK
- 13.30 How do we do it?
Key Risks: For example, increased poverty, increased arrears, welfare reform, reductions in public budgets, supporting people contracts, climate change, natural disasters, partners, pensions, interest rates, accounting changes, reputation, mergers & acquisitions, Treasury Management & 'Brexit'; Examples of complex scenarios ('perfect storms'); Risk Management and Financial Planning. How to identify what drives costs & incomes. How to integrate risk management into the financial plan and budget including using sensitivity analysis. How to prepare a risk-based audit plan.
- 15.00 BREAK
- 15.15 Conclusions: How do we maintain it and when should we change it? How do we learn from it? How we should we respond to risk: Risk assessments; Know how risks are likely to interact; Know the business and the pressures on it (Political, Economic, Social and Technical); Scan the external world (Opportunities and Threats); Audit and Risk Management; Communicating Risk Management; Concentrate on the important and be prepared to adapt.
- 16.00 CLOSE

This seminar is also available in-house. For further information about in-house courses, please contact Adrian Waite on 017683-51498 or Adrian.waite@awics.co.uk.

PO Box 17, Appleby in Westmorland, Cumbria. CA16 6YL. Telephone: 017683-51498. Mobile: 07502-142658.
Twitter @AdrianWaite. E-Mail: Adrian.waite@awics.co.uk. Skype: Adrian.waite@awics.co.uk Website: www.awics.co.uk

Managing Director: Adrian Waite MA CPFA CIHM FInstLM. Registered Address: c/o Butterworths, 3 Walker Terrace, Gateshead, Tyne & Wear. NE8 1EB. Company Number: 3713554. VAT Registration Number: 721 9669 13



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), an Associate 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 also a former Chair of Impact Housing Association.

Adrian's recent work has included: assisting the Local Government Association with their peer review programme as lead associate consultant in a review team and by preparing briefings on finance; analysing grant funding streams for local authorities, the health service and the police service for a Combined Authority; 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; carrying out value for money reviews; developing financial modelling and advising on 'new build'; reviewing and introducing new leaseholder and tenant service charges; 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 risk management in local government and housing.

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 local government including 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 public sector financial and strategic issues.

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!

**PO Box 17, Appleby in Westmorland, Cumbria. CA16 6YL. Telephone: 017683-51498. Mobile: 07502-142658.
Twitter @AdrianWaite. E-Mail: Adrian.waite@awics.co.uk. Skype: Adrian.waite@awics.co.uk Website: www.awics.co.uk**

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How to reserve your place

- **On line:** You can book online at: <https://awics.co.uk/all-you-want-to-know-about-risk-management-in-local-government-and-housing>
- **On line:** You can down load this form from, <https://awics.co.uk/all-you-want-to-know-about-risk-management-in-local-government-and-housing> fill it in electronically and forward to: adrian.waite@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 £260 plus VAT making a total of £312. The cost of this seminar in Leeds is £210 plus VAT making a total of £252. The fee includes lunch* and book – ‘All You Want to Know about Risk Management in Local Government and Housing’. However, there is a £20 discount for those who book on the seminar a month or more in advance.

Delegate Name Position and Department

Name of person booking _____ Tel.No. _____

Dept and Organisation _____ Order No. _____

Full Address _____

Post Code _____ E-mail address: _____

Please advise us if your delegate has any particular needs including 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.

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