Introduction to Housing Association Finance (technical)

February 2022

The Walthamstow YMCA in East London.

Introduction

This briefing paper considers the technical aspects of housing association finance in England. We have also published briefing papers on the revenue and capital aspects that may be of interest to readers.

Housing Associations have existed for many years but have grown significantly since the 1980s. Since then they have been the major developers of new social housing. A significant number of properties have also been transferred to Housing Associations from local authorities under Large Scale Voluntary Transfer.

The oldest Housing Association in England, St. Lawrence's Hospital Charity, was founded in 1235. However, it was not until the nineteenth century that philanthropists established the Housing Association movement to provide good quality housing for working people. In 1830 the Society for the Improvement of the Condition of the Labouring classes was founded. The Peabody Donation Fund was founded in 1862 and the Guinness Trust was founded in 1889. The Housing of the Working Classes Act was passed in 1890.

The housing association sector is diverse in both the size of associations that operate within it and the range of activities each undertakes. There are about 1,400 active associations, most of which have fewer than 250 homes, but 209 have more than 1,000 properties, representing more than 95% of the current stock in the sector. Many housing associations are 'traditional' but many have been created since 1988 as a result of housing stock transfers from local authorities. Stock transfer associations have financial characteristics, especially during the initial years that are quite distinct from traditional associations.

There is a trend, supported by the government and the regulator, to merge housing associations and to collapse group structures. There are now a hundred fewer housing associations than there were two years ago and 95% of the stock is now in the hands of 209 housing associations compared with 400 two years ago. Government and the regulator believe that this creates economies of scale but critics say that it creates large monolithic housing associations that are unresponsive to tenants and often provide poor services.

Government Policies

Government policies since 2019 have included:

- Increased borrowing to fund increases in expenditure and reduced taxation.
- Building a million new homes over five years. This is a reduction from the current policy of building 300,000 a year and does not include any target for affordable homes.
- Renewal of the Affordable Homes Programme in the Spring 2020 Statement
- Continuing with pilots of the voluntary 'right to buy' for housing association tenants, extending them from the Midlands to other regions.
- A Social Housing White Paper, which was originally due in Spring 2019 that set out further measures to empower tenants and supply social homes. This was very much prompted by the fatal fire at Grenfell Tower in 2017 that highlighted the need to improve social housing and to make landlords more responsive to tenants.

In introducing the white paper, the government said that:

"Unlike the successful economic regulation regime, the current regime of consumer regulation is not strong enough to ensure that social landlords… deliver to the expectations set out in our new charter".

The main proposals in the white paper are:

- Ending the 'serious detriment' test (that currently blocks the regulator from intervening on consumer issues unless it believes tenants are at risk of severe harm)
- The introduction of a new inspections programme with three stages:
  - Desktop reviews of metrics like tenant satisfaction
  - Four-yearly inspections of all social landlords owning more than 1,000 homes
  - Specific reactive investigations at organisations of concern.

Regulation

From 1st April 2012, housing associations have been regulated by the Homes & Communities Agency rather than the Tenant Services Authority. The approach is light-touch and focused on viability and value for money. Social housing landlords in England have had to meet a new set of standards from April 2012. At the same time the audit commission that used to carry out best value inspections of housing associations was abolished and the compliance-based system of regulation and inspection came to an end.

The Homes & Communities Agency's regulatory framework for registered social housing providers reflects the distinction between the regulator's economic and consumer regulation roles.

On economic regulation, the regulator's top priority is to ensure that private providers are financially viable for the long term and that their Boards are providing effective direction and oversight to their organisations. The framework also includes a Value for Money standard as one of the economic regulation standards.

Consumer regulation has changed significantly. The regulator will only intervene in a service delivery matter if there is evidence of actual or potential serious detriment to tenants. It will be for registered providers working with their tenant panels and with councillors and MPs to deal with less serious breaches of the consumer standards.

However, the regulator still expects the consumer standards to be met, which is the responsibility of Boards. The framework sets out the standards and includes changes to standards directed by Communities & Local Government, including significant changes on tenure, tenant involvement and empowerment, and mobility.

The regulatory framework implements the requirements of the Localism Act 2011, and the Government's published directions on standards. It has been in place from April 2012, when the Regulation Committee of the Homes and Communities Agency took over responsibility for social housing regulation.

Regulation is undertaken regarding a set of standards. Of these two relate to financial issues: The governance and viability standard and the value for money standard. Housing association boards are responsible for ensuring their organisation meets the economic standards. The regulator has a proactive role in relation to economic standards and will engage with providers to obtain assurance that they are being met.

The Governance and Financial Viability standard includes the following required outcome for financial viability:

- Registered providers shall manage their resources effectively to ensure their viability is maintained.

Specific expectations are as follows:

- Registered providers shall ensure that:
  - Effective controls and procedures are in place to ensure security of assets and the proper use of public funds
  - Effective systems are in place to monitor and accurately report delivery of their plans
  - The risks to delivery of financial plans are identified and effectively managed
- Registered providers shall ensure that they have a robust and prudent business planning and control framework. Through this framework they will ensure:
  - There is access to sufficient liquidity at all times.
  - Financial forecasts are based on appropriate and reasonable assumptions
  - Planning sufficiently considers the financial implications of risks to the delivery of plans.
  - They monitor, report on and comply with their funders' financial covenants

The Value for Money standard includes the following 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 consider 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 are as follows:

- 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.

Business Planning

The four main reasons for a Housing organisation to prepare a business plan are to:

- Assess the organisation's current position including its performance, resources and business environment
- Determine priorities and objectives for long- medium- and short-term
- Develop action plans and use resources to achieve time-specific aims
- Regularly monitor performance against plan

A Housing Business Plan will typically cover:

- Overview
    - Review vision and objectives
    - Map stakeholders
    - Analyse environment
    - Conduct initial risk assessment
- Detailed Strategies
    - Marketing Strategy
    - Asset-based strategies

- Human Resources
- Information Technology
- Addresses
  - Cashflow, income and expenditure
  - Who will manage what in the future?
  - Where the organisation will get its money from
  - How much money is required to deliver promises to residents?

The business plan is a combination of assumptions and mathematics presented over a time-line. The assumptions include rents, service charges, reactive maintenance, decent homes and future major works and funding. The mathematics is the presentation of these assumptions in a presentable format over a timeline that is a period of thirty years. The business plan includes a 'risk register'.

In a Housing Association with a group structure, each entity in the group has its own business plan while the Group has a consolidated business plan. The consolidated business plan is delivered to the Scottish Housing Regulator annually. Funders are also presented with an annual funding business plan to support the loan requirements of the Housing Association. In practice, Housing Associations commonly produce two versions of the business plan – one to report to the Board and the other to report to funders. The version for funders shows a maximum funding requirement although it is planned to deliver investment and services by drawing down a lower level of funding.

The business plan is a thirty-year rolling programme. The funders do not necessarily expect to see loans repaid but do want to see that the Housing Association is able to pay them if required.

The business plan should sit within the strategic framework and corporate plan. Beneath the business plan should sit the operational policies, departmental action plans for each division of service and staff development plans for individual members of staff. Each level of plan should contain relevant key tasks and performance against these should be monitored and reported appropriately.

Housing associations sometimes merge; either when they consider that this would create more opportunities to develop homes or improve services; or where one of the partners finds itself unable to continue because of financial or governance issues.

Value for Money and Performance Management

Value for money and efficiency are often used interchangeably but they are not the same. Indeed, efficiency is not simply value for money it is but one element of it.

Value for Money has been defined as:

"*The correct balance between Economy, Efficiency and Effectiveness. Value for Money… is considered… to be high when there is an optimum balance between all three, with relatively low costs, high productivity and successful outcomes in terms of service delivery to residents.*

Economy, Efficiency and Effectiveness are defined as follows:

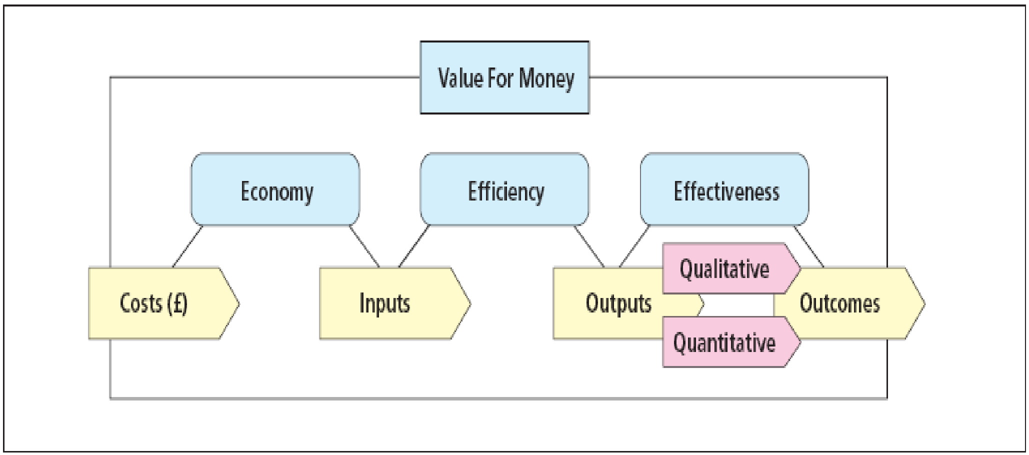
- Economy - This relates to minimisation of the costs of inputs (For example, reducing the salary costs of a staff team working in a call centre or the cost of a new Information Technology system).
- Efficiency - This is concerned with maximising the outputs produced from these inputs (For example, increasing the number of repairs completed by each operative every week, or the number of calls answered by a Call Centre worker)

- Effectiveness - This relates to achieving the desired outcomes. In the housing context these should be the outcomes desired by customers (For example, are residents happy that a call centre dealt with their query at the first time of asking or are repairs done to the customers satisfaction).

Inputs, Outputs and Outcomes are defined as follows:
- Inputs – These are the resources used to produce the actions that produce the outputs. Input measures are not just about quantity as the quality is just as important.
- Outputs – These are the goods or services, their quality, quantity or level, produced by an organisation. Output measures support the daily management of services
- Outcomes – These are the impacts of the organisation's actions. Outcome measures show how well the organisation is achieving its objectives and whether the underlying problems still exist or have changed. Outcomes can also refer to impacts of people's behaviour or attitudes so qualitative measures are also relevant. Outcomes can be hard to measure, or data hard to collect, especially where the impact is in the future or it is hard to quantify the organisation's contribution to changes in the environment.

Processes are the actions that create or deliver outputs. Process measures can help to identify how well actions contribute to outputs; where problems are developing, targets are not being met and how resources could be targeted better.

These concepts are illustrated diagrammatically below:



Performance Management is a process by which organisations align their resources, systems and employees to strategic objectives and priorities. It Includes activities that ensure that goals are consistently being met in an effective and efficient manner. It can focus on the performance of an organisation, a department, employee, or processes that build a product or service.

Procurement can be defined as:
- The acquisition of goods or services so that the goods/services are appropriate and that they are procured at the best possible cost to meet the needs of the purchaser in terms of quality and quantity, time, and location
- Processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion.

Asset Management

Asset Management has been defined as:

"Taking a comprehensive approach to managing… physical assets with the aim of achieving particular objectives, usually to make best use of the housing stock and achieve value for money. It covers the construction, operation, maintenance, modification, replacement and disposal of housing and other buildings.

"Asset Management is about understanding and managing the performance of, and risks presented by, a landlord's assets. An Asset management strategy therefore provides a framework for landlords to manage stock pro-actively and support business plan objectives. It is used by social landlords to link knowledge of their stock, the need for housing in response to local demand and customer aspirations, and what is affordable in the business plan."

The Asset Management Plan is often considered to be the foundation of the business plan. It should therefore be kept under review. In particular, the:

- Identification and analysis of housing and non-housing assets including their condition and future maintenance needs.
- Achievement and Maintenance of the Decent Homes Standard and other agreed local standards including:
    - The Stock Condition Survey
    - The Replacement of components linked to Depreciation
- Appraisal of assets to inform consideration of Demolitions, Disposals and Renewals
- Potential for Regeneration schemes and New Build.

Traditionally, asset management has focused on maintaining the standard of the stock. A study by the Chartered Institute of Housing in 2011 found that:

"This has meant that asset management strategies have often been based on the assumptions that:

- *Properties will normally remain in social housing forever.*
- *The social landlord which built the property will be the right landlord to manage it.*

"Strategies have consequently focused principally on the delivery of works programmes rather than actively managing the asset."

Since 2011 there has been a trend towards a different approach to asset management. Landlords have started to take a more dynamic view of using their resources to maintain and develop homes and services. This requires a full understanding of the long-term financial value and performance of assets in terms of new investment, retention or disposal of stock, the type of rental product offered (market, affordable or social rents; type of tenure) and the range of activity the landlord will engage in with the community.

The Asset Management Strategy therefore needs to direct the best use of resources to ensure a value for money organisation. There is therefore a need to assess the potential to manage assets to release resources to fund objectives including considering:

- The range of products to be offered based on local needs and markets.
- Stock rationalisation through disposal of stock if it is no longer fit for purpose or is inefficient to manage; transfer of stock to better placed landlords (small scale transfers) or the acquisition of new stock.
- Future investment in new homes and / or sustainable neighbourhoods.
- Analysis of performance issues such as voids and turnover rates.

- Level of revenue that needs to be generated from asset management for development purposes.
- Appropriate targets for energy efficiency improvements in the existing stock.

To do this there is a need to understand the long-term performance of the property portfolio and those properties or assets that exceed or fail to meet performance thresholds.

There is also a need to ensure enough funding for the necessary work and to balance expenditure on revenue repairs and maintenance with capital investment. To do this there needs to be a clear understanding of property costs and market conditions. This requires a strategic planning process involving systematic gathering of information, clear organisational strategy and good understanding of risk.

There is a need to monitor asset performance. This includes sustaining demand; investing in improvements and redevelopment; and disposals especially of high value assets, high cost assets and low-density dwellings.

Some studies have concluded that implementing modern asset management standards can result in a 20% reduction in the lifetime costs of assets. To achieve this, three things need to be borne in mind:

- Assets are not simply stock. Landlords also need to consider the residents and the communities in which they live. The need is to use assets to achieve the aims of the organisation and to add value.
- There needs to be a common asset management ‘vision’ in the organisation to ensure best use of the skills, motivation and direction of those involved in asset management.
- Asset Management is a long-term project that requires long-term financial plans rather than annual budgets driven by short-term pressures rather than long-term objectives.

Stock Transfer

Large Scale Voluntary Transfer is defined as a transfer involving more than 499 houses or flats. It usually involves the Local Authority transferring the ownership of all its stock with the agreement of the tenants. The first Large Scale Voluntary Transfer was made in 1988 by Chiltern District Council. The key features of a Large-Scale Voluntary Transfer are:

- Transferring tenants are offered benefits such as rent guarantees, stock investment programmes and rights as 'assured tenants'.
- Transfer price is determined by 'Tenanted Market Value' (see below).
- The new landlord must be a Registered Social Landlord
- Transfers and additional investment following transfer are funded entirely by the private sector

A small-scale voluntary transfer involves the transfer of fewer than 500 homes. These typically involve the transfer of part of an authority’s stock where it is considered that investment needs are greater than can be afforded by the local authority. Such transfers are often called partial transfers.

The basis for valuation for a Large-Scale Voluntary Transfer is Tenanted Market Value. This values the stock as social housing, assuming affordable rents and good standards of maintenance. It does not, therefore, reflect either the value of the 'bricks and mortar' or the market value, and is usually significantly less than either of these values and can even be negative. Tenanted Market Value is calculated by forecasting income and expenditure on management and maintenance over a thirty-year period and using the forecast surplus for the period as a basis for calculating the capital value. Tenanted Market Value is usually calculated using a discount rate between 6% and 8%.

This method of calculation means that the new landlord can afford to cover his capital financing costs as well as his management and maintenance costs out of the forecast income. The forecast income will take account of any guarantees that have been given about rent levels.

The government no longer has a budget to support stock transfers while the self-financing settlement in local government means that debts are generally higher. There are therefore now fewer opportunities for stock transfers to occur than there were in the past.

Risk Management

Risk management has been defined as follows:

"Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled".

The Chartered Institute of Public Finance & Accountancy has advised that:

"The financial planning horizon can now be thirty years… When considering the assumptions used in the financial plan a small variation in the early years will mean a much larger variation by year thirty. This illustrates the need for a thorough assessment of the risk in these variations over the period of the plan and the need for constant re-evaluation. The sensitivity analysis carried out as part of the business plan will evaluate the impacts."

Stress testing goes a step beyond sensitivity analysis in that it considers what combination of risks would 'break' the business plan if they all occurred at once.

Risk management is an integral part of good governance and is a process whereby:

- There is shared awareness and understanding within the authority of:
  - The nature and extent of the risks it faces.
  - The extent and categories of risks regarded as acceptable (the authority should formulate a sound policy on its threshold to risk).
  - The likelihood and potential impacts of the risks materialising; and
  - Its ability to reduce the incidence and impact on the organisation of risks that do materialise.
- There is regular and ongoing monitoring and reporting of risk including early warning mechanisms.
- An appropriate assessment is made of the cost of operating controls relative to the benefit obtained in managing the related risk.
- The authority conducts, at least annually, a review of the effectiveness of the system of internal control in place; and
- The authority reports publicly on the results of the review and explains the action it is taking to address any significant concerns that it has identified.

The process should be ongoing, embedded in the culture of the authority and have the potential to re-orient the whole organisation around performance improvement. It is not about eliminating risk but about understanding risk and managing it more effectively. It includes identifying, quantifying, managing and re-assessment of risks. Re-assessment should be carried out based on new information, actions taken and changes in the environment. Following assessment, risks should be mitigated and then the success of the mitigation strategy should be tested.

Risks can be positive or negative. Inaction may be riskier than action, especially in a changing world. There is a need to anticipate risks, but detailed plans often must be developed as the risks emerge – there is a need to plan at the correct time. Furthermore, not all risks will be identified in advance so there is a need to be prepared to make a rapid response.

Financial risks can be managed by:

- An active Treasury Management Policy and procedures to manage interest rate risk.
- A suitable level of balances or reserves maintained in the HRA as a contingency against risks on inflation and income, bad debt increases as well as investment risk factored into the business plan.
- Performance Management Frameworks, effectively enforced, to manage the risks of poor performance in voids, income collection and investment scheme delivery.
- Using the five-year transition period to evaluate and manage the impact of componentisation in the calculation of depreciation.

There is a hierarchy of risks from organisational, strategic, high level risks managed at council / board level; through functional risks managed at senior management team level; operational risks managed at manager level; to working risk assessments for premises, fire, activities and other key documents.

The consequences of risks can be financial, reputational or regulatory. Risks can cause:

- Unbudgeted costs that at best force reductions in expenditure elsewhere and at worst threaten the viability of the organisation
- Damage to reputation
- Adverse reporting from regulators and auditors

The key components of a risk management strategy include:

- Assurance Map / Plan
- Risk Assessments
- Risk Map / Register
- Audit Committee / Scrutiny arrangements / Board

There is a need to take a holistic approach to risk. Organisations should not just concentrate on: Insurance, Health & Safety and Asset Management.

Many organisations prioritise their risks using a matrix such as that which is shown below:

Catastrophic		**High Impact, Low Likelihood Consider Action and have a Contingency Plan**		**High Impact, High Likelihood Immediate Action is Needed**
Impact				
Minor Dis-turbance		**Low Impact, Low Likelihood Keep under Periodic Review**		**Low Impact, High Likelihood Consider Action**
		Very Unlikely		**Very Likely**
			Likeli-hood	

This approach categorises risks according to how likely they are to occur and how catastrophic they would be. There are therefore four categories of risk:
- High Impact, high Likelihood – where immediate action is needed.
- High Impact, Low Likelihood – where there is a need to consider action and to have a contingency plan.
- Low Impact, High Likelihood – where there is a need to consider action.
- Low Impact, low Likelihood – where there is a need to keep under periodic review.

The Chartered Institute of Public Finance & Accountancy has identified that in practice housing organisations will face the following major risks:
- Interest Rates
- Inflation
- Income recovery rates
- Void levels
- Rent policy
- Stock changes (new build, regeneration, right to buy)
- Investment programmes
- Debt
- Supporting People Grant
- Depreciation and Impairment

They have also identified the following as the key sensitivities to address in the business plan:
- Inflation increase or decrease
- Cost inflation not synchronised with the Consumer Prices Index
- Right to Buy levels and receipts
- Rent arrears and the impact of benefit changes
- Interest rate increases
- Performance decline, such as void levels and increase in cost and volume of responsive repairs
- Local issues, such as tendering of Supporting People or other services and reduction in Supporting People Grant
- Alternative rent policies adopted by the authority

Increased tenant poverty is often identified as a risk. It is caused by reduced employment, reduced real incomes, reduced benefit entitlements, increased costs, reduced access to services and reduced aspirations. Its effect is to reduce the ability of tenants to pay rent on time and to sustain their tenancies. Typical responses that are made by local authorities include money advice, employment initiatives, reduced costs in use and community support.

Attention should be given to the ‘perfect storm’ where several adverse risks are faced at the same time producing a serious threat to the organisation. For example, what would happen if the following were all to occur at the same time?
- Reductions in benefits for the under-25s and the over 65s
- A gas explosion in a flat where the tenant has refused access
- Increased interest rates

The Chartered Institute of Public Finance & Accountancy has identified that risks can be opportunities as well as threats:

“Risk is not all bad; it can present opportunities for the service to innovate and change. The full understanding of risk can enable new ideas to be progressed in a managed environment. The failure to take risks at the opportune moment can also in itself be a risk to the success of the service.”

Role of the Board

The role of the Board in finance is to:
- Take an Overview
- Focus on Strategy
- Ensure Viability
- Ensure Value for Money
- Ask relevant questions

Board members should focus on budgets, Management Accounts and Forecasts, especially:
- Large Figures
- Assumptions
- Areas of Change, whether driven internally or externally
- Areas of Risk
- Discretionary Budgets
- Value for Money
- Covenants

Current Challenges

The coronavirus pandemic has created challenges for housing associations including:
- Work Arrangements including Furloughing staff
- Protecting Vulnerable Residents
- Deprivation intensified
- Service Charges
- Increased Rent Arrears
- Delayed Repairs
- Paying Contractors who are unable to work
- Closing Sheltered Housing (for example where lifts are not maintained)
- Governance Arrangements

It is still too early to tell exactly what impact Britain leaving the European Union will have on housing associations because the post-EU arrangements are not all known and there are different and conflicting forecasts. However, changes that have occurred as a result since 2016 include the government abandoning its target of a budget surplus, a 16% devaluation of sterling, continued low interest rates to encourage spending rather than saving and political uncertainty. Long-term effects are likely to include:
- More expensive construction and maintenance costs due to labour shortages and increased materials prices
- Changed procurement arrangements
- Changed approach to employment / environmental law

The government has set targets for the achievement of carbon neutrality. The UK target is for net zero carbon emissions by 2050 but many housing associations want to achieve this by 2030. Retrofitting Social Housing in Britain is estimated to cost £104billion (£21,000 a dwelling). For some landlords the average cost may be as high as £50,000 a dwelling. The government has promised £3.8billion but only £50million has been provided yet. This is therefore a considerable future cost that is, as yet, unfunded.

Conclusions

It is not certain what the future might hold, but it could include:

- Demographic Change
- Increased shortages of housing and increased poverty
- A continued Government focus on home-ownership rather than affordable housing, despite the government saying that it wants to 'level up'.
- Long-term effects of coronavirus
- Change due to Britain leaving the European Union
- Increased use of IT and home working

Perhaps the only certain thing is uncertainty!

Adrian Waite
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About 'AWICS'

'AWICS' is a management consultancy and training company. We specialise in providing support in finance and management to clients in local government and housing in England, Scotland and Wales. 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 support to clients 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!

For more information about our services and us please visit our website at www.awics.co.uk or contact Adrian Waite at Adrian.waite@awics.co.uk. Services that we offer include:

- Management Consultancy – http://www.awics.co.uk/ManagementConsultancy.asp
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Webinars: Introduction to Housing Association Finance in England

We hold webinars entitled 'Introduction to Housing Association Finance in England'. These webinars give an introduction and overview of this important subject and are fully up to date with all developments. There are three webinars:

- Introduction to Housing Association Finance in England (revenue)
- Introduction to Housing Association Finance in England (capital)
- Introduction to Housing Association Finance in England (technical issues)

Each webinar lasts about an hour and costs £30 plus value added tax (a total of £36).

These webinars are comprehensive and are designed for people who are not experts in housing assocation finance in England, but who need to understand the basics and achieve an overview of what is going on. They are suitable for board members, housing managers, tenant representatives, finance staff who have limited experience of housing association finance and others who realise that an understanding of housing finance can place them at an advantage!

- Introduction to Housing Association Finance in England (revenue) refers to: Statements of Comprehensive Income; Global Accounts; Trends in Income and Expenditure; Cash Flow Statements; Statements of Financial Position; Taxation; Pensions; Rent Influencing regime; Social, Affordable and Market Rents; Shared-ownership; Rent Policy from 2020; Service Charges; Housing Support and Supporting People Grant; Housing Benefits; Welfare Reform including Universal Credit; Managing rent arrears; Commercial income; Community investment.
- Introduction to Housing Association Finance in England (capital) refers to: Capital Expenditure; Component Accounting; Decent Homes Standard; Development of New Homes; Sources of Capital Finance; Capital Contributions; Use of Reserves; Capital Receipts; Affordable Housing Programme 2021 to 2025 (Homes England and Greater London Authority programmes); Private Loans; Borrowing strategies and Treasury Management – including 'gearing'; Diversification of Borrowing - including bonds; Regeneration schemes and how they are financed; Development of Affordable and Market housing.
- Introduction to Housing Association Finance in England (technical issues) refers to: Economic and Political Context; Social Housing White Paper; Government policy following the election of December 2019; Regulation and Governance; the Viability Standard and Value for Money requirements; Setting Budgets; Budgetary Control and Monitoring; the role of Boards, Managers and Accountants; Financial Structures; Business and Financial Planning; Financial forecasts; Value for Money; Asset Management; Risk Management; the implications of Coronavirus and Brexit; and Performance Management.

The presenter is Adrian Waite, who is well known for his ability to explain complex financial matters clearly. **To view his biography, please click here.**

It is possible to ask questions during and after the webinar. Each attendee will receive a copy of the slides used during the presentation, a briefing paper covering the subject and a Continuing Professional Development certificate. A recording of the webinar is also available after it is completed.

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