

Programme and Event Booklet

Tackling the challenges: a conference for smaller housing associations

26th April 2017

Judges Court,

Browns, 82-84 St Martins Lane, Covent Garden, WC2N 4AG

Registration: 9:30 am

Start: 10 am

Close: 4 pm

Just when you thought things couldn't get any more bewildering, along comes Brexit, Trump, the departure of the architects of recent housing policy and a general election. Once again we seek to make sense of the operating environment and its implications from a smaller housing association perspective so that you are in the best possible position to respond positively to the challenges:

- the latest on housing policy from the NHF and regulation and performance measurement from Acuity
- interactive session that explores how smaller housing associations are tackling the challenges with a panel of CEOs and strategy, governance and finance specialist DTP
- breakout sessions:
 - the implications of deregulation for board members, risk management and assurance
 - cracking digital service provision
- the latest on how smaller housing associations can contribute to supply

There will be ample opportunity to network with colleagues and satisfaction, IT and VFM experts will be available over lunch to answer your queries.

In the interests of open exchange and transparency, the event will operate in accordance with the Chatham House rule.

Available presentations were sent to delegates before the event. Presentations are also available on the Acuity website.



9:30 **Registration and refreshments**

10:00 **Chair's welcome and introduction**

Craig Glasper, CEO, King Street Housing

10:10 **Policy update: what a difference a year makes**

John Bryant, Policy Lead, NHF

Last year we marvelled at unprecedented challenge and change in the sector. That was before Brexit, Trump and a change in the mood music as far as housing policy is concerned. Once again John will make sense of emerging policy and tell us where we stand, what is yet to be decided and his perspective on the sector's emerging role.

10:55 **Where next for regulation and performance measurement?**

Steve Smedley, Associate, Acuity

Steve analyses the proposed changes to regulation. What are the implications for smaller associations, where does the Sector Scorecard and Acuity benchmarking fit, and what is Acuity doing to support the Scorecard pilot?

11:25 **Refreshment break**

11:40 **Tackling the challenges: business response panel session**

Sam McGrady, Director, DTP; Keith Bovill, Head of Housing, Racing Homes; Craig Glasper, CEO, King Street Housing; Nick Chambers, CEO, LACE Housing; Tracey Gore, Director, Steve Biko HA

Sam provides a helicopter view of how providers' business strategies are reflecting the operating environment and what boards and executives need to think about based on DTP's experience of working with many smaller associations. Our diverse panel of executives share their challenges and business response including: the benefits, trials and tribulations of deregistration; collaborative models for repairs and development; rent plus; partnership working; HfOP, care, support and general needs delivery. All of this should set us up for a lively and extended Q&A.

1:00 **Lunch and ask the expert sessions**

Lunch will be served in the restaurant and our experts will be on hand should you need them:

Satisfaction - *Denise Raine, Director, Acuity*

As smaller associations seek to make the most of limited resources whilst remaining true to the values of their social mission, there's never been a better time to understand the customer experience and gather essential tenant intelligence on preferences and needs to shape smarter, better services. Need help thinking through your approach to gathering and analysing such data? What's new in this field and how can it be embedded in your strategic approach to continuous improvement and VFM? Ask Denise.

Strategic IT – *Colin Sales, MD, 3C Consultants*



Making the right strategic IT choices is likely to keep you awake at night. How do you get it right? What about incorporating mobile working and digital channels? Where do you start? Colin's experience and insight will point you in the right direction.

VFM - *Steve Smedley, Associate, Acuity*

Just when you thought you'd finally cracked VFM, it's changing again. The focus is shifting more to how VFM is embedded in the organisation. If you have concerns about your existing approach to VFM or need to get the board and staff on board with the changes have a chat with Steve.

2:00

Breakout sessions

Deregulation: implications for governance, risk and assurance

Sam McGrady, Director, DTP

Deregulation offers real opportunities but there are risks too. The oversight the regulator gives up will instead fall on boards and needs to be managed through excellent approaches to risk and assurance. Sam will take us through what it means and what you need to do. This session will be of particular interest to board members.

The golden rules of digital business transformation

Colin Sales, MD, 3C Consultants

Digital service provision and smaller associations – it can't be done can it? This topic raises its head at Acuity club meetings with increasing frequency. Opinion is split between those who think it's not possible (or even desirable) and those who think it's essential but don't know where to start. So we thought we'd ask an expert to take us through the issues, and more importantly, scalable solutions.

3:00

Latent capacity: achieving the supply ambitions of smaller housing associations

Alistair Smyth, Head of Policy, NHF; Peter Moore, CEO, Cornwall Rural HA; a speaker from London TBA; Colin Archer, Director of Development and New Business, Islington and Shoreditch Housing Association

The Secretary of State says the housing market is broken. Can we fix it? Smaller housing associations have capacity and want to develop but they face a diverse set of challenges; what are they and how might they be overcome? The NHF is looking to tackle these issues by developing an action plan with smaller associations. We hear the latest from Alistair. But, meanwhile, the sector's Bobs have been building. What's the story? Peter offers a Cornish perspective whilst Colin explains how the North River Alliance is unlocking the development potential of smaller associations in London.

4:00

Round-up and close

Available presentations were sent to delegates before the event. Presentations are also available on the Acuity website.



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Available speaker biographies

Craig Glasper, CEO, King Street Housing

Craig has 25 years sector experience and is currently CEO of King Street Housing in Cambridge. He recently set up a trading subsidiary that operates as an 'ethical lettings agent'. In addition to membership of the CIH, Craig is now a member of the Association of Residential Letting Agents (ARLA) and so now has a foot in the world of 'for profit' Housing. He also holds non-executive with CDS Co-operatives, Racing Homes and Poplar HARCA.

Steve Smedley, Associate, Acuity

Steve Smedley has worked with Acuity since the mid noughties and HouseMark since 2001. Main areas of interest include VFM, the social housing operating environment, business analysis, policy, regulation, performance management and tenant involvement (it will make a comeback). Recent work includes well-received thought leadership on VFM, notably the joint NHF/HouseMark publication: *Social hearts, business heads* and similar publications for Scotland and Wales and consultancy support associated with the English VFM self-assessment and embedding VFM with boards and staff. Previously, Steve had a real job and worked for eleven years in housing management in both the local authority and housing association sectors and has a MSc in Housing from the LSE.

Sam McGrady, Director, DTP

Sam joined DTP in January 2016. She was previously Deputy Chief Executive at HouseMark, and prior to this held a number of interim and change management roles in the sector. Sam has worked in strategic and operational roles in both housing associations and local government, with direct experience of working within frontline housing management services and the corporate centre. Sam has more than 26 years' extensive experience.

At DTP, Sam provides support to a number of housing providers, focusing on strategic options appraisals, mergers, governance, VFM and regulatory compliance experience. Much of her work has involved working with Boards and Executive teams to shape future strategic direction. Sam also leads DTP's work with HouseMark on 'The Weather Forecast Group', a joint venture with HouseMark which involves quarterly interviews with a range of housing association Chief Executives and Finance Directors on their perspective on developments in the sector; Sam is the author of all the Group's reports (four to date). Sam has recently been appointed to the CIH's Policy Advisory Committee.

Tracey Gore, Director, Steve Biko HA

Tracey is the Director of Steve Biko Housing Association, she has held this post since March 2003. Tracey is a member of BME National, a National Housing Forum, chairs the strategic Equalities in Housing sub group of Liverpool's City Region Housing Group and is passionate about working with the diverse communities of Liverpool enabling their voices to be heard not only in the housing sector, but the wider issues that impact upon their lives. Tracey is an advocate for young people and for the last four years has championed the achievements of



BME young people. Tracey is currently developing a BME specific employment service. Tracey previously worked for Liverpool City Council, for 5 years, in the Regeneration Portfolio working on strategic regeneration initiatives including Single Regeneration Budget, Strategic Investment Areas and New Deal for Communities Programme. Tracey started her working life in the Social Housing Sector in 1978 working at Neighbourhood Housing Services (A Secondary Housing Co-operative) for 7 years then moving to Riverside HA where she stayed for 13 years.

Nick Chambers, CEO, LACE Housing

Established in 1964, LACE Housing is a voluntary, not for profit, association with charitable status specialising in housing and support services for older and vulnerable people within Lincolnshire and the surrounding area. Awarded 'Investor in Excellence', LACE Housing is a member of the National Housing Federation, the Greater Lincolnshire Housing Association Partnership, the Blue Skies Consortium and the award winning Lincs Independent Living Partnership.

Nick is a member of the Chartered Institute of Management and has over 25 years social housing and care experience. With a background in finance, Nick joined LACE Housing in 1991 and was appointed Chief Executive in 1999. Nick also has over 14 years' experience in education and is an executive member of a local Academy and trustee of a Social Enterprise.

Colin Sales, MD, 3C Consultants

Colin is the Managing Director of 3C Consultants and has successfully managed and built a number of businesses over the last 25 years. In 2008, the banking crisis forced Colin's IT services business to undergo digital business transformation in order to survive. 5 years later, the business had doubled in size whilst staff numbers had remained largely static.

Colin is now part of the Digital Leaders network and regularly speaks on the subject of business transformation. Key to Colin's philosophy is the building of high performing teams in order to deliver excellent levels of customer service.

Colin also pioneered managed Digital Inclusion services within the housing sector, so helping many organisations to bring the use of the internet to customers who were previously excluded.

Alistair Smyth, Head of Policy, NHF

Alistair is Head of Policy at the National Housing Federation. He works across a number of policy areas including supply, health, and care and support. Alistair's current focus is ensuring there is a viable funding model for supported housing, and working with members to explore how they can increase the number of homes they build.

Before joining the Federation Alistair worked for 10 years across social housing, consultancy and social enterprise. As a consultant he worked with councils, housing associations and tenants on governance, scrutiny, stock transfer and regeneration. He spent three years at Peabody working in housing management, and started his career working for a small social enterprise focussed on education and community leadership.



Peter Moore, CE, Cornwall Rural Housing Association

Peter Moore is Chief Executive of Cornwall Rural Housing Association, which develops affordable homes throughout Cornwall and on the Isles of Scilly. Since its formation in 1985 CRHA has developed 320 rented homes, 16 shared ownership homes and 3 homes for discounted sale, with a further 8 homes for rent currently under construction. These homes are dispersed across 50 separate developments in 32 villages and on 4 islands. CRHA also established the first county-wide community land trust (CLT) in England and has continued to support the development of CLTs throughout Cornwall, which has included the facilitation and provision of 32 discounted sale homes and the provision of management services for CLTs.



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Delegate list by company

Denise Raine	Director	Acuity
Mark Anderson	Director	Acuity
Steve Smedley	Associate	Acuity
Heather Metivier	Administrator	Acuity
Tim Jenkinson	Director of Resources	Advance
Nevil Osbourne	Official Photographer	
Susan Daniels	Chief Executive	BECHA
Stuart Isley	Board Member	BECHA
Marie Taylor	Chief Executive Officer	Bedford Citizens Housing Association
Keith Bovill	Head of Housing	Bovill Homes
Caroline Cooban	Chief Executive	Broadening Choices for Older People
Colin Sales	MD	3D Consultants
Shelagh Morgan	Director of Housing	Chichester Greyfriars HA
David Parfitt	Chair	Chichester Greyfriars HA
Maureen Margrie	Chief Executive	Cirencester Housing Ltd
Sandra Price	Chair	Cirencester Housing Ltd
Stephen Lodge	Board Member	Cirencester Housing Ltd
Peter Moore	CEO	Cornwall Rural Housing
Christopher Richardson	Business Support Manager	Crosby Housing Association Ltd
Paul Yates	Chief Executive	Crown Simmons Housing
Samantha McGrady	Director	DTP
Mike Thomas	Director of Housing	Ekarro housing Co-op
George Evans	CEO	ELDONIAN CBHA Ltd
Gail Oliver	Chief Executive	Eleanor Palmer Trust
Mr Daniel Blake	Chair of the Board	Glebe Housing Association
Ms Patricia Goan	Chief Executive	Glebe Housing Association
Rod Dugher	Head of Housing	Golden Lane Housing
Gary French	Business Finance Manager	Golden Lane Housing
Diana Kingdon	CEO	Greenoak Housing
Gill Rigby	Information & Policy Officer	Harborne Parish Lands Charity
Elaine Morgan	Chief Executive	Hull Churches Housing Association
Mary Vessey	Operations Manager	Hull Churches Housing Association
John Delahunty	Chief Executive	Innisfree Housing Association
Ed Butler	Operations Director	Innisfree Housing Association
Colin Archer	Director of Development & New Business	Islington & Shoreditch
Jonathan Card	CEO	Keniston HA
Craig Glasper	CEO	King Street Housing
Janice Blake	Head of Operations	King Street Housing
Nick Chambers	CEO	LACE Housing Association
Bob Walder	Committee of Management Member	LACE Housing Association
Mark Jackson	Chief Executive	Lambeth & Southwark HA



Steve Wicking	Compliance & Assurance Manager	Langley House Trust
Craig Simons	Director of Operations	Leeds Jewish Housing Association
Sukh Atwal		Look Ahead
Helen Barber	Chief Executive	MuirCroft Housing Association Ltd
John Bryant	Policy Lead	NHF
Alistair Smyth	Head of Policy	NHF
Aziz Rahim	CEO	North London Muslim Housing Association
Mike Allen	Chief Executive	Norwich Housing Society
Jon Boon	Board Member	Norwich Housing Society
Damond Farguson	Senior Business Manager	Papworth Trust
Anne Brookes	Regional Operations Manager	Papworth Trust
Mr Clive Wilson	CEO	Pathways
Denise Rajchel	Chief Executive	PHA Homes
Graham Cole	Chief Executive	Portsmouth Rotary Housing Association Ltd
John Cogley	Board Member	Portsmouth Rotary Housing Association Ltd
Jeff Baker	Chair	Providence Row HA
Fiona Humphrey	CEO	Providence Row HA
Ingrid Tennessee	Chief Executive Officer	Quo Vadis Trust
Stephen Wells	Chairman	Quo Vadis Trust
Tayvanie Nagendran	Vice Chairman	Quo Vadis Trust
Julie Brigham-Parnell	Housing Officer	Racing Homes
Nigel Wood	Chief Executive	Radcliffe HS
Fiona Ferenczy	Director of Finance	Sandbourne Housing Association
Heather Thomas	Chief Executive	Sapphire Independent Housing
Angela Gascoigne	CEO	SHAL Housing Limited
Leslie Laniyan	Managing Director	Shian Housing Association Ltd
Indran Thavendra	Finance Director	Shian Housing Association Ltd
Vivienne King	CEO	Soho Housing Association
Sue Philpott	Chief Executive	Spitalfields Housing Association
Margaret Aboraa	Director of Resources	Spitalfields Housing Association
Tracey Gore	Director	Steve Biko Housing Association
Robbie Williams	Board Member	Steve Biko Housing Association
Sarah Roebuck	Finance Director	Sussex Housing and Care
Stuart Francis-DuBois	Operations Director	Tamar Housing
Sian Llewellyn	Chief Executive	Teachers' HA
Chris Bright	Chairperson	Teachers' HA
Matt Parish	Chairperson	Teachers' (Old Etonian Housing Association)
Yusuf Kuti	Finance Director	Waltham Forest Housing Association
Hayley Mulhall	Director of Housing and Support	Waltham Forest Housing Association
Anthony Gold	Operations Manager	WECH
Vera Kijk in de Vegt	Student Placement	WECH
Ben Laryea	Deputy Chief Executive & Director of Housing Services	Westway Housing Association Ltd
Steve Warran	Chief Executive	White Horse Housing



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Notes



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