Meeting the challenge of change
Michael Newey
RICS President Elect & BHG Chief Executive
Key messages …

- Incredibly challenging landscape
- Organisational fitness essential
- Imagination and creativity fundamental
- New funding models increasingly relevant
6-year squeeze on public service spending

9.3% cut over 7 years

16.2% cut over 7 years

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Ready to jump?
Welfare Changes …
Capital Funding Changes ...
Three different places …

A new normal
The challenges don’t go away …

But it is still about people!
Population growth

- 6m increase since 1990
- 3m more people in next 8 years....

Source: JLL, Oxford Economics, ONS
Housing Completions - England

Barker Review 2004 annual target

Number of housing units per year


Private Enterprise  Housing Associations  Local Authorities

Source: JH_CG

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BROADLAND HOUSING GROUP
Growing waiting lists …

4.5m people waiting for social housing in England

Source: JLL CLG
Longer as renters

Fuelling demand

Average age of FTB now 30 – higher for unassisted buyers

Average deposit risen from £6,000 to £30,000 since 2001
A new world order..

Don’t leave it up to ...
The Broadland Response to IDS!

10 Project teams
Summer 2012

59 Staff & Board members involved

Unpicking policies & processes

64 recommendations for change
“Change is required. There is a **process of change** just as there is a process of manufacturing or growing wheat.”

*(Dr W Edwards Deming)*

“Workers work in the system. The job of the manager is to work on the system and improve it with **THEIR** help.”

*(Myron Tribus)*

“If I had to reduce my message for management to just a few words, I’d say it all had to do with **reducing variation**.”

*(Dr W Edwards Deming)*

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Policy

Procedural

Support

Empowering tenants

Empowering the staff team

Publicity

Facilities and Systems

Financing additional support services
Understanding our tenants ...

Help us to Help you

Dear

Thank you for taking the time to have a look at this survey, we appreciate filling out surveys can be a bit of a tedious job however all the information we collect from the survey will help us to make sure that we provide the best service possible and offer the right help and support to each of our tenants.

Making sure that the information we hold is correct and up to date will make it easier for us to provide services to suit your needs. We need this information to keep you informed of Government changes which may affect your Welfare benefits entitlement.

As a thank you, all completed surveys returned to us by Friday 2nd March in the FREEPPOST envelope provided will be entered into our free draw to win one of the many High Street Voucher Prizes.

All the information you give us will be kept confidential and will only be used by us to supply or monitor our services to you. We will keep all information in accordance with the Data Protection Act and will not pass any information to third parties.

As a thank you for your time and help we will enter you in to a prize draw

WIN! High Street Vouchers
FILL IT IN TO WIN! £250, £100, £50 & £25

Return your completed form by Friday 2nd March and you could win one of the following prizes: 1 x £250, 1 x £100, 2 x £50 or 16 x £25 High Street Vouchers.

BENEFIT CUTS DON’T GET CAUGHT OUT

Its all about data!

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Supporting our tenants …
Being fair and firm

BROADLAND HOUSING

Income Collection
Supporting our tenants ...
Understanding how and why we do things!

Gathering Information

Relets

Voids

Viewings

Lettings

Its all about simplicity!
Publicity!

Its all about repetition!
Welfare Reform

Organisational Fitness Essential

Rethink processes BUT be outcome focussed

Business Implications
But what about Eric!
Dereham 2007/8

Viable grant rates
Broadland growing

And then ….

Increasing supply
2011 Bid round

Broadland Stalling?
Broadland preparing ...

Carrow Quay, Norwich
Broadland exploring …

- Bond Issues
- Leasing deals
- Private placements
- Bilateral loans
- Joint Ventures

Finding new money!
Housing development

Creativity essential

Look at all the options

Be risk aware

Don’t panic

Long term view
My Six wishes for the sector…

- Certainty of rental arrangements
- Effective subsidies for lower rents
- Joined up Government
- Proportional Regulation
- Thought out Welfare Reform
- Affordable Finance