

# Treasury Management Conference 2016

Thursday 6 October

99 City Road Conference Centre, London



## Conference Guide

Federated®



@natfedevents  
#NHFTreasury

# Treasury Management Conference 2016

Dear Delegate,

On behalf of the National Housing Federation I would like to welcome you to the Treasury Management Conference. Join in the conversation on Twitter using **#NHFTreasury** and follow **@natfedevents** for live updates throughout the day. Presentations will be available on a secure site within seven days of the event. You will be notified by email when they are ready.

Your feedback is invaluable in helping us to shape future programmes that meet your expectations. We invite you to take part in our online delegate survey at **surveymonkey.co.uk/r/TM1016** or you can wait for the link that will be emailed to you shortly after the conference.

If you have any questions or would like to discuss your ideas for future conferences, please feel free to contact a member of the Federation team at registration as we would love to hear your feedback and suggestions.

Finally, I would like to extend a warm thank you to our speakers and chairs for their participation in today's event.

I hope you enjoy the day.

Lizzy Lester  
Conference Organiser

**Complimentary Wi-Fi**  
Network: AGORA  
Username: ccentre  
Password: Inmarsat2016



**NATIONAL  
HOUSING  
FEDERATION**

The largest, most respected and  
celebrated event in housing finance



Book now at **housing.org.uk/finance**

Call **020 7067 1066** Email **events@housing.org.uk**

# Thank you to our sponsors

[www.federatedinvestors.co.uk](http://www.federatedinvestors.co.uk)

Gavin Haywood

020 7292 8624

ghaywood@federatedinv.com

**Federated**

Federated Investors (UK) LLP is the UK office of Federated Investors Inc., one of the largest investment managers in the United States with over £276bn assets under management. Federated UK works closely with institutions covering several sectors, in particular the housing association sector, helping members with their liquidity cash flows and investments. Specifically designed for the investment of short-term cash, the Short-Term Sterling Prime Fund carries AAA ratings from Fitch and Standard & Poor's. The Federated Sterling Cash Plus Fund, rated AAAf, aims to provide secure management of longer-dated cash assets.

[www.jll.co.uk/residential](http://www.jll.co.uk/residential)

Richard Petty

020 7087 5971

richard.petty@eu.jll.com



JLL is a professional services and investment management firm offering services to clients seeking increased value by owning, occupying and investing in real estate. Our affordable housing team is one of the largest and most experienced in the UK valuing £25bn of housing association assets each year. Our valuation expertise and regional presence give us the most up-to-date nationwide market intelligence to advise on every aspect of affordable housing. Our proactive team helps clients develop a strategy for land and standing assets, to improve portfolio asset management and to mitigate risk. We bring innovative approaches to funding and investment. We can negotiate the optimal mix of private and affordable housing in developments, while our agency team's transaction advice ranges from tenanted housing stock to planning obligation transfers and pre-sales of developments. JLL's areas of expertise in affordable housing includes; valuation, section 106 planning agreements, asset management, finance and transaction services.

[www.m3h.co.uk](http://www.m3h.co.uk)

Ben Virgo

020 8274 4000

ben.virgo@m3h.co.uk



M3Pamwin Plus allows you to model and monitor cash requirements across your development programme, conquering the complexity of inter-company cash flows on mixed tenure developments. From the appraisal through to unit handover, our system allows you to quickly establish borrowing requirements by owning company and developing company, including where money or land is transferred from one to the other. Actual spend is reconciled monthly or weekly against your finance system. Each tenure appraisal can use separate interest rates and assumptions. Reporting is Excel-based and is fully flexible, including a format that uploads your development programme into the Brixx model.

[www.savills.co.uk](http://www.savills.co.uk)

Robert Grundy

rgrundy@savills.com



Savills Housing Division provides a unique consultancy service to housing associations, local authorities, universities, residential investors and care providers throughout the UK. Combining development consultants, valuers, building surveyors, treasury specialists and management consultants we provide an integrated service to our clients across the UK. Our track record ensures we are consulted by government departments and agencies, lenders, professional bodies and stakeholders. Clients benefit from our focus on value for money, viability, de-risking and delivery while ensuring our advice is of the highest quality.

[www.traderisks.com](http://www.traderisks.com)

Pete Redman

020 7382 0908

peteredman@traderisks.com



TradeRisks Limited is a corporate finance firm providing independent advice, financing, investment and risk management solutions to UK, international corporates and sovereign entities. We provide treasury, corporate finance and business planning services to 35 of the UK's leading housing associations. We provide our clients with transparent and competitive channels to minimise their funding and hedging execution costs. The 62 own-name secured and unsecured public bonds issued in the social housing sector since 2010, raised £10bn. TradeRisks has been involved in thirty of these issues; more than any other adviser or bank. In the last year we have supported client associations with business plan revisions following changes in the financial and policy environment, including modelling the impact of Brexit.

## Sponsorship

To discuss sponsorship opportunities please contact Amit Kotecha, Account Director of Sponsorship at the National Housing Federation on [amit.kotecha@housing.org.uk](mailto:amit.kotecha@housing.org.uk) or 020 7067 1148.

# Programme

08:30 Registration and refreshments Location: The Lounge

## 08:40 - 09:20 Breakfast session: capital market appetite and reducing execution risk for social housing funding

Location: Constellation Suite

In this breakfast briefing TradeRisks will take you through the changing dynamics between investors and associations and will describe how it has introduced new investors to increase pricing tension to the benefit of borrowers.

**Antoine Pesenti**, Senior Managing Director, TradeRisks

**Jon Slater**, Joint Chief Executive, TradeRisks

Chair: **Pete Redman**, Managing Director of Policy and Research, TradeRisks

## 09:30 Chairs' welcome

Location: Constellation Suite

**Anthony Hilton**, Financial Editor, Evening Standard

## 09:40 The changing shape of the economy

Location: Constellation Suite

The fiscal landscape appears to deteriorate every time the chancellor stands at the despatch box this Parliament. Leading independent budgetary commentator, Paul Johnson, will produce an overview of the country's financial direction for this parliamentary term and outline how it will affect your business in the lead up to the Autumn Statement.

**Paul Johnson**, Director, Institute for Fiscal Studies (IFS)

Chair: **Anthony Hilton**, Financial Editor, Evening Standard

## 10:20 The changing shape of social housing

Location: Constellation Suite

Our chief executive discusses our new relationship with government and how this ties in with our 'Ambition to Deliver'. David explores the external view of housing associations, partnership arrangements and using the efficiency agenda as a source of revenue.

**David Orr**, Chief Executive, National Housing Federation

Chair: **Anthony Hilton**, Financial Editor, Evening Standard

11:00 Refreshments and exhibition viewing Location: The Lounge

## 11:25 Breakout sessions

B1

### FRS102 – loan covenant compliance

Location: Constellation Suite

Review the progress of loan covenant negotiation following the first year audit of FRS102 accounts. Look at the lessons learned from financial instrument accounting and how you can apply them to your business.

**Phil Cliftlands**, Partner, BDO

**Henrietta Podd**, Director, JCRA

Active chair: **Rob Griffiths**, Deputy Chief Executive and Chief Financial Officer, Longhurst Group and Chair, SORP Working Party

B2

### Voluntary Right to Buy (VRTB): a pilot scheme in flight

Location: Copernicus Suite

Hear about the VRTB pilot schemes and look at how the scheme will impact your association's finances. Recognise how the scheme will work in practice for your association including forecasting, security releases, and the option to port discounts to other properties.

**Kathleen Kelly**, Assistant Director of Policy and Research,

National Housing Federation

Chair: **Anthony Hilton**, Financial Editor, Evening Standard

B3

### Valuations update

Location: Alexander G Bell Suite

Consider the implications of policy changes on the valuation of your assets including:

- the impact of VRTB and Pay to Stay on value
- how the greater regulatory freedoms and behaviour of associations can affect valuations
- the implications of the special administration regime for your business
- how the stock rationalisation market is responding to the changes.

**Robert Grundy**, Head of Housing, Savills

Chair: **Neil Waller**, Partner, Trowers & Hamlins

12:25 Lunch and exhibition viewing Location: The Lounge



## 12:45 - 13:10 Lunchtime seminar: the changing face of cash management

Location: Constellation Suite

LUNCHTIME  
SESSION

Demystify the new legislation for treasurers and ensure you're well equipped to manage your association's funds in light of these changes. Understand product differences between those designed to protect capital and those designed solely for yield.

**Gavin Haywood**, Director, **Federated Investors**

## 13:15 Breakout sessions

B4

### Rating agencies – the changing view

Location: Constellation Suite

Identify the current credit risks in the sector, the impact of development and market sales on these risks and the treasury considerations made when evaluating housing associations.

**Amir Girgis**, Analyst, **Moody's Investors Service**

**Jonathan Walters**, Deputy Director of Strategy and Performance, **Homes and Communities Agency (HCA)**

Chair: **Anthony Hilton**, Financial Editor, **Evening Standard**

B5

### Recent trends in derivatives

Location: Copernicus Suite

Explore the recent trends in financial derivatives markets and the implications for borrowers as we assess lenders' current practice and pricing in respect of derivatives and the hedging strategies available to borrowers. What are the practical considerations for borrowers in terms of risk management, treasury management policy compliance, security, covenant compliance and accounting?

**Michael Leslie**, Director and Head of Social Housing, **JCRA**  
Chair: **Will Perry**, Assistant Director of Commercial and New Entrants, **HCA**

B6

### Off balance sheet developments and funding prospects

Location: Alexander G Bell Suite

Can off balance sheet developments provide a suitable way of balancing your priorities? Explore advancements in funding and discuss the approaches you can take to both increase capacity and ring fence risk.

**Jonathan Clarke**, Partner, **Centrus Advisors**

Active chair: **Jack Stephen**, Chair, Treasury Committee, **Aldwyck Housing Group** and Chair, Audit Committee, **The Barnet Group**

## 14:15 Refreshments and exhibition viewing

Location: The Lounge

### 14:40 The land of opportunity and risk

Location: Constellation Suite

In the face of a transformed operating environment we explore:

- the impact of deregulation on capacity
- "excess" cash balance due to operating surpluses, delayed development plans or bond receipts
- increasing counterparty risks
- funders selling off loan books.

**Sean Escott**, Director, **Savills Financial Consultants**

**Piers Williamson**, Chief Executive, **The Housing Finance Corporation (THFC)**

**Tony King**, Group Treasurer, **Sanctuary Housing Association**

Chair: **Anthony Hilton**, Financial Editor, **Evening Standard**

### 15:40 The Funders Panel

Location: Constellation Suite

Discover how you can better represent yourself to investors as our institutional investors panel discusses:

- its view of housing associations in light of recent Government announcements and consequential changes to associations business plans
- potential future risks for investors and how you can mitigate these
- specific investment opportunities and structures that appeal to potential funders.

**Elizabeth Cain**, Debt Origination Analyst, **Pensions Insurance Corporation**

**Guillaume Langellier**, Credit Research EMEA and Asia, **Columbia Threadneedle Investments**

**Mark Davie**, Head of Social Housing, **M&G**

Chair: **Anthony Hilton**, Financial Editor, **Evening Standard**

### 16:40 Chairs' closing remarks

Location: Constellation Suite

**Anthony Hilton**, Financial Editor, **Evening Standard**

### 16:45 Networking drinks reception Location: The Lounge

Join treasury and finance professionals for drinks in the exhibition at the only event in the social housing sector dedicated to treasury management.



# Speaker biographies

## **Elizabeth Cain**, Debt Origination Analyst, **Pensions Insurance Corporation**

Elizabeth joined the Debt Origination team at PIC in 2015, where she focuses on investments in the social housing and wider infrastructure space. Prior to joining PIC, Elizabeth was a director at TradeRisks, where she headed the risk advisory team, providing treasury and corporate finance advice to housing associations, as well as helping them to raise debt in the banking and capital markets. Elizabeth is a chartered accountant, and is also a board member for Innisfree Housing Association.

## **Jonathan Clarke**, Partner, **Centrus Advisors**

Jonathan provides debt and derivatives advice across the housing and utility sectors. He qualified as an accountant in the banking team at EY before working for six years at Partnerships UK and then at PwC on infrastructure projects across a range of sectors. As corporate finance director at Genesis Housing Association he executed a number of transactions to improve the financial risk profile of the business. Prior to joining Centrus, Jonathan was a director in the investment team at M&G Real Estate.

## **Phil Cliftlands**, Partner, **BDO**

Phil leads BDO's social and public enterprise team in London. He has worked extensively with housing associations, has co-led a statutory inquiry on behalf of the social housing regulator and also been seconded to a large national housing association focusing on treasury strategy. Phil has also worked closely with the Federation supporting the SORP Working Party's development of the Housing SORP until April 2013, since which date, he became a member of the SORP Working Party. Phil has also been appointed as a board member and chair of finance committee of a specialist housing association, focusing on housing and support for vulnerable people.

## **Mark Davie**, Head of Social Housing, **M&G**

Mark joined M&G in 2010, as head of social housing in fixed income. His primary focus is on developing their Social Housing Fund in the UK with consultants and pension funds on one side and housing associations on the other. Prior to joining M&G, Mark was head of social housing at Dexia, where he was responsible for a loan portfolio of £4.5bn across 140 housing association clients.

## **Sean Escott**, Director, **Savills Financial Consultants**

Sean has over 20 years of housing association funding experience having started his career in corporate finance with UBS. He previously held senior roles at Capita and Weedon Grant before setting up the treasury team at Savills some 5 years ago. Sean has arranged some £3bn+ of funding to housing associations.

## **Amir Girgis**, Analyst, **Moody's Investors Service**

Amir holds lead analytical responsibility for a portfolio of 20 regional and local governments and public sector issuers in the UK and the Nordics. Amir covers 13 English and Welsh housing associations and played an active role in the publication of the 2016 European Social Housing Methodology. Amir was the lead analyst on a portfolio of financial institutions and has strong finance and capital market knowledge. Prior to joining Moody's, Amir has worked as a macroeconomic economist, a credit risk manager at Lloyds Group and as an independent consultant.

## **Rob Griffiths**, Deputy Chief Executive and Chief Financial Officer, **Longhurst Group** and Chair, **SORP Working Party**

Since joining the organisation in 1994 Rob has acquired a comprehensive understanding of the sector and wider business needs of Longhurst Group. Most recently Rob led on the completion of a £250m own named debut bond issue in 2012. Elsewhere, Rob chairs the National Housing Federation Statement of Recommended Practice (SORP) working party and in 2011 was appointed as an observer to the Financial Reporting Councils' Committee on Accounting for Public Benefit Entities. Rob is also chair of the East Midlands Finance Forum and is a member of National Housing Federation's Finance and Policy Advisory Group.

## **Robert Grundy**, Head of Housing, **Savills**

Robert joined Savills in 1989 to set up their Housing Consultancy Department. He has always specialised in residential property. He pioneered the loan security valuation techniques for some of the earliest voluntary transfers in 1989/90 which went on to become standard practice. He also developed the valuation basis, Existing Use Value: Social Housing (EUV: SH) which has gone on to become one of the principal bases of valuation for loan security valuations of housing association assets. He now specialises in strategic asset management and stock rationalisation and is currently working on a number of leading edge projects.

## **Gavin Haywood**, Director, **Federated Investors**

Gavin has over 15 years' experience in financial services. Federated Investors (UK) is a UK subsidiary of Federated Investors Inc., one of the largest fund managers in the US with £241bn under management globally as at 31 March 2015. Federated Investors (UK) offers UK and Irish domiciled funds to housing associations, the public sector, corporates, insurers and intermediaries.

## **Anthony Hilton**, Financial Editor, **Evening Standard**

Anthony joined Fleet Street in 1968 as a trainee on The Guardian. He was city editor of The Times, 1981 to 1983 and city editor of The Evening Standard from 1984 to 1989 and in 1989 became managing director of The Evening Standard, a post he held for six years before returning to the City Office as editor in 1996. He is now financial editor. Anthony was awarded Business Journalist of the Year and Outstanding Achievement in Financial Journalism at the Association of British Insurers Financial Media Awards 2014. Anthony has worked for The Observer, Daily Mail and Sunday Express. He was editor of Accountancy Age for five years and has served in New York, where for three years he was business correspondent for the London Sunday Times.

## **Paul Johnson**, Director, **IFS**

The IFS is widely considered the leading independent economic research and analysis organisation in the country. Paul has published and broadcast extensively on various issues in the economics of public policy including tax, welfare, inequality and poverty, pensions, education, climate change and public finances. He is the author of major books on pensions, tax and inequality and is a regular contributor to news and current affairs programmes across the UK broadcast media.

**Kathleen Kelly**, Assistant Director of Policy and Research, **National Housing Federation**

Kathleen's responsibilities include leading on the identification of key issues of concern and significance to housing associations, working closely with internal and external stakeholders to develop knowledge and understanding. She provides a modern research and information capability which enables forward thinking and scenario planning. Prior to joining the Federation she led Joseph Rowntree Foundation's strategic housing research programmes.

**Tony King**, Group Treasurer, **Sanctuary Housing Association**

Tony started his career with a London credit rating agency and then moved into banking in the City of London, working for a number of international banks. In 2000, he joined leading housing and care provider Sanctuary Group with responsibilities for risk and treasury, taking up various roles in the organisation progressing to his current position of group treasurer in 2013. As group treasurer, Tony identifies, analyses, procures and manages capital investment opportunities, while maintaining relationships with key partners such as banks, investors, other funders and their external rating agencies.

**Guillaume Langellier**, Credit Research EMEA and Asia, **Columbia Threadneedle Investments**

Guillaume covers the Asset-Backed Securities and Property sectors. He held similar roles at Friends Life Investments and Aviva Investors. He also gained valuable rating analysis experience in the ABS and Infrastructure Finance teams at Fitch Ratings. Guillaume completed the graduate training programme scheme in M&A at UBS Warburg and started his career as a credit analyst at Calyon.

**Michael Leslie**, Director and Head of Social Housing, **JCRA**

Michael is responsible for JCRA's regional debt advisory practice along with advising on debt related hedging. He is a qualified chartered accountant and has 16 years post qualifying experience in corporate finance and corporate banking and advises clients across a wide range of sectors including social housing, education, property and private equity. His work with housing associations ranges from retained treasury advisor engagements to specific projects which have an impact on the key treasury risks, including: fundraising, refinancing and renegotiating existing private finance loan agreements and associated interest rate hedging.

**David Orr**, Chief Executive, **National Housing Federation**

David is a former president of Housing Europe, the European network for social housing. He is the chair of the board of Reall, previously known as Homeless International. He has recently retired from the board of The Housing Finance Corporation (THFC). Previously, David has been chief executive of the Scottish Federation of Housing Associations and of Newlon Housing Trust.

**Will Perry**, Assistant Director of Commercial and New Entrants, **HCA**

Will leads the Regulator's engagement with the lending markets and is responsible for developing regulatory policy around funding, treasury and financial risk; for-profit registered providers; and providers with unconventional corporate structures. A qualified chartered accountant, Will has previously worked in social housing consultancy, corporate finance lead advisory for a top 10 firm and government audit and is a non-executive director of THFC.

**Antoine Pesenti**, Senior Managing Director, **TradeRisks**

Antoine joined TradeRisks in 2002 from the EBRD where he was responsible for the development of Monte Carlo simulation short-rate models for the risk management of government and corporate bond positions. Prior to EBRD, Antoine was responsible for the development of yield curve and derivatives pricing models and libraries at Refco, where he subsequently became in charge of the OTC Desk risk management.

**Henrietta Podd**, Director, **JCRA**

Henrietta has been a director in the social housing team, since joining JCRA in 2016. She has worked in the bond markets for 30 years, during that time she has worked largely in the wholesale bond markets covering most industry sectors. In 1992 she moved to Hambros to concentrate on bond issuance for infrastructure, and increasingly advised on the UK's PFI/PPP programme. At RBC she headed an award winning bond team and was responsible for the capital markets relationships with housing associations also leading the debut issue for THFC No2.

**Pete Redman**, Managing Director of Policy and Research, **TradeRisks**

Pete joined TradeRisks in 2013. He has been chief executive of Leeds Federated Housing Association, Notting Hill Housing Group, FCH Birmingham, London's largest ALMO Lambeth Living and responsible for the area management teams of London's largest landlord – Southwark Council. He has been a chair of the London Housing Federation and of the RIBA Housing Client Forum, and is chair of Ducane Housing Association. In all settings Pete is known as an innovative leader and has pioneered much of the policy development that shapes the social housing sector today. He was part of the winning team for the 2014 Wolfson Economics Prize.

**Jon Slater**, Joint Chief Executive, **TradeRisks**

Jon joined the company in 2011 from JP Morgan where he was managing director and global head of structured credit trading, renewing a long-standing working relationship with Alex Pilato. The two previously worked together at JP Morgan from 1989, and also from 1997 at Tokai Bank Europe. Jon subsequently re-joined JP Morgan in 2000 where he spent the next 11 years developing and leading its Structured Credit Trading business. He is an experienced structured derivatives trader and has a wealth of experience on risk management, benchmarking and performance measurement. Jon is the compliance officer for TradeRisks.

**Jack Stephen**, Board Member and Chair, Treasury Committee, **Aldwyck Housing Group** and Board Member and Chair, Audit Committee, **The Barnet Group**

Jack is a chartered accountant and for eight years until 2015 chaired the sector's SORP Working Party and was a member of the Social Housing Committee of the Institute of Chartered Accountants in England and Wales. For over 20 years he was finance director and deputy chief executive of Thames Valley Housing and prior to that was the finance director and treasurer for two banks based in London. Jack is now a non-executive director of a number of housing groups operating in the for profit and not for profit sectors and chairs homelessness charity, SPEAR.

**Neil Waller**, Partner, **Trowers & Hamlins**

Neil is a partner in Trowers & Hamlins' banking and finance department which he joined in 2008 from TLT Solicitors. Neil specialises in syndicated and bilateral borrowing arrangements for registered social landlords. He also has wide-ranging expertise in acquisition finance, property finance and the funding of wind farm projects and has been seconded to the London offices of a major Japanese bank and an Irish high street bank.

**Jonathan Walters**, Deputy Director of Strategy and Performance, **HCA**

Jonathan has responsibility for a wide range of areas including strategic planning, sector analysis, supporting the supply of private finance as well as registrations and regulation of for-profit organisations. He has previously worked in both the public and private sectors, including EY and social housing consultancy.

**Piers Williamson**, Chief Executive, **THFC**

Piers has significant leadership experience in the financial services sector both at an executive and non-executive level. He is a specialist in risk governance, including chairing the risk committee of a UK Clearing Bank. He has been the chief executive of THFC (a leading profit-for-purpose lender to UK housing associations) for the last 13 years, working extensively with government and government agencies and is viewed as a sector expert on all aspects of housing finance. He has over 30 years' experience of the UK, US and European financial markets specialising in bank treasury risk management, securitisation and the interface between private sector financing and Government.

# Treasury Management Conference 2017

**Tuesday 3 October, London**

**NATIONAL  
HOUSING  
FEDERATION**

## Save the date and book your Trust Ticket

We'd love to welcome you back next year and would like to offer you a Trust Ticket. This means that you can book your place for 2017 before the programme is released and you'll only pay 2016 prices.

Quote Priority code **TM1016TT**

Call **020 7067 1066** | Email **events@housing.org.uk**

 **@natfedevents  
#NHFTreasury**



# Exhibitor Profiles

## Arlingclose Ltd

9

60 Moorgate,  
London EC2R 6EL



**contact** Nicholas Keeling  
**tel** 08448 808 201  
**email** nkeeling@arlingclose.com  
**web** www.arlingclose.com

Arlingclose Ltd provides independent treasury management advice to over 140 UK local authorities. We facilitate local authority funding for registered providers, utilising £20bn of local authority cash balances. Our funding solutions provide flexibility on security, term, structure, drawdown and interest rate. We believe flexibility is vital in this uncertain environment.

## AssetCore Ltd

8

Mermaid House,  
2 Puddle Dock,  
London EC4V 3DB



**contact** Jacinta Balchin  
**email** enquiries@assetcore.com  
**web** www.assetcore.com

Established in 2015, AssetCore's primary focus is to provide a sector solution for all participants in the social housing finance marketplace. Designed by a group of leading practitioners, AssetCore has introduced a revolutionary new approach to the storage, analysis and sharing of asset and loan security data and documents.

## David Tolson Partnership Ltd

6

Richard House,  
9 Winckley Square,  
Preston PR1 3HP



**contact** David Tolson  
**tel** 01254 832 192  
**email** d.tolson@dtpt.uk.com  
**web** www.dtp.uk.com

David Tolson Partnership Ltd is an independent consultancy providing high quality advice and support to housing providers, charities and commercial organisations across the UK. Our mission is to help businesses improve and deliver better services to their customers. Our treasury staff on stand 6 look forward to meeting you.

## Federated Investors (UK) LLP

10

Nuffield House,  
41-46 Piccadilly,  
London W1J 0DS

**contact** Gavin Haywood  
**tel** 020 7292 8624  
**email** ghaywood@federatedinv.com  
**web** www.federatedinvestors.co.uk

Federated Investors UK LLP is a specialist manager of AAA-rated money market funds, and is the London subsidiary of Federated Investors, Inc., one of the largest cash managers in the world, managing more than USD\$255 billion in money market assets as of 30 June 2016. Its products seek to provide investors with a secure, liquid and competitive home for cash. Since their launch in 2008, the firm's funds have been amongst the UK's fastest-growing and best-performing liquidity funds.

## Finance Active

1

300 High Holborn,  
London  
WC1V 7JH

**contact** Conor O'Flynn  
**tel** 07501 045 882  
**email** coflynn@financeactive.com  
**web** www.financeactive.com

Finance Active develops high-quality solutions to optimise debt and financial risk management: foreign exchange, investment, financial forecasting and guarantees. With over 10,000 users worldwide, Finance Active paves the way for digital transformation in financial departments of companies, local public authorities and financial institutions.

## JLL

4

30 Warwick Street, London W1B 5NH  
Richard Petty  
020 7087 5971

**contact** richard.petty@eu.jll.com  
**web** jll.co.uk/residential

JLL is a professional services and investment management firm offering services to clients seeking increased value by owning, occupying and investing in real estate. JLL's areas of expertise in affordable housing includes; valuation, section 106 planning agreements, asset management, finance and transaction services.

## M&G Investments

5

Governors House,  
Laurence Pountney Hill,  
London EC4R 0HH



**contact** Mark Davie  
**tel** 020 7548 2583  
**email** mark.davie@mandg.co.uk  
**web** www.mandg.co.uk/socialhousing

With over 20 years' and in excess of £6 billion\* worth of lending experience, M&G is an acknowledged leader in social housing finance. The social housing team boasts a history of industry firsts; including the introduction of bi-lateral private placements to the sector and the first to offer inflation-linked private placements.

\*Source M&G as at 30 August 2016

## Nationwide

7

Portman House,  
Richmond Hill,  
Bournemouth BH2 6EP

**contact** Business Savings Team  
**tel** 0800 66 55 11 (option 1)  
**email** commercial.deposits@nationwide.co.uk  
**web** www.nationwidecommercial.co.uk

Nationwide have been helping customers make the most of their personal savings for more than 160 years. And they could help you make the most of your business savings too. They offer a range of business savings accounts from instant access to fixed rate, with competitive interest rates paying up to twice the rate of interest on their variable rate business saving accounts compared to some high street banks.

21 Great Winchester Street,  
London EC2N 2JA

**contact** Pete Redman  
**tel** 020 7382 0908  
**email** peteredman@traderisks.com  
**web** www.traderisks.com

TradeRisks Ltd is a corporate finance firm providing independent advice, financing, risk management solutions to 35 leading housing associations. We minimise funding and hedging execution costs. TradeRisks Ltd has been involved in half the own-name public bonds in the social housing sector since 2010; more than any other adviser or bank.

# Forthcoming Events



Finance for Boards and Non-Finance Executives  
18 October 2016, London

Risk Management Conference  
19 January 2017, London

Board Members' Conference  
3-4 February 2017, London

Communications and Marketing Conference and Exhibition  
7 March 2017, London

Housing Finance Conference and Exhibition  
22-23 March 2017, Liverpool

Affordable Home Ownership Conference  
8 June 2017, London

National Housing Awards  
7 September 2017, London

## The National Housing Federation is the voice of affordable housing in England.

We believe that everyone should have the home they need at a price they can afford. That's why we represent the work of housing associations and campaign for better housing. Our members provide two and a half million homes for more than five million people. And each year they invest in a diverse range of neighbourhood projects that help create strong, vibrant communities.

# Participation and Interactivity

The National Housing Federation strives to produce events that maximise our delegates' objectives – whether that's networking, gaining practical or tangible learnings or inspiration for taking a particular strategy forward. To ensure that you extract the maximum value from the day, we would encourage you to get involved as much as possible to shape your learning experience.

## Be vocal

We have built in a number of opportunities for you to put questions to our speakers so don't hesitate to put your hand up during the Q&A, or tweet your questions to **@natfedevents** using **#NHFTreasury**

## Get chatting

Some of the most lucrative and valuable relationships have been made through event networking on-site. Speaking to your peers provides an unrivalled opportunity to make contacts, share best practice or simply bounce ideas off one another. We have built in a number of networking breaks throughout the day and we encourage you to make the most of them. If there is anyone in particular you wish to meet, please make this known to one of the conference staff and we will endeavor to facilitate this.

## ONLINE DELEGATE SURVEY

Please take time to complete our online feedback survey. You will be sent an email with information on how to access the survey directly after the event. Alternatively go to: **surveymonkey.com/r/TM1016**

## Keep in touch

To keep in touch with forthcoming Federation conferences and events visit **housing.org.uk/events**. Alternatively contact a member of the Federation's Customer Services Team on **020 7067 1066**.

## Disclaimer

This programme is correct at the time of going to press. In the event of one or more of the advertised speakers being unable to attend, for reasons beyond the control of the conference organisers, we reserve the right to make alterations or substitutions to the programme as deemed fit. All timings are provisional and may be subject to change. Views expressed by speakers are their own. The National Housing Federation disclaims any liability for advice given or views expressed by any speaker at the event or in notes or documentation provided to delegates.

## Presentations

**Help us to protect the environment – download speaker presentations from our secure site.**

The National Housing Federation is fully committed to reducing our impact on the environment and engendering the same approach from our members and the wider social housing sector. We therefore do not produce presentation materials for our delegates.

Presentations will be uploaded within a week. We will email all delegates when these are available with a link to the site.

## Delegate information

### Refreshments and lunch

All refreshments and lunch will be served in the Lounge. If you have advised us of any special dietary requirements, please contact a member of venue staff.

### Name badges

You will have been given a name badge upon registration. For security reasons, and as a courtesy to other delegates, please ensure that you wear it at all times.

### Mobile phones

Delegates are reminded that mobile phones must be switched to silent during all conference sessions.

### Emergency procedure

In the event of an emergency, delegates should make their way quickly and calmly to the nearest exit without collecting their belongings. In the event of an emergency procedure or evacuation delegates should follow the guidance and instructions of the venue staff, and subsequently, the emergency services (if applicable).

### Security and personal belongings

We advise that you keep your valuables in the cloakroom facility or with you at all times. We ask you to mark your conference documentation with your name so we are able to return them to you if lost. We regret that neither the Federation nor the venue can be held responsible for loss or damage to property.

## Download the new NHF App Today

Search 'NHF' in the App and Play store and scroll down to find our new Conference App 'NHF'. Tap 'Events', select the Treasury Management Conference and hit 'more' to access the Delegate List, check your schedule, update your details and more.



Find us on Facebook  
**National Housing Federation**



Follow us on Twitter **@natfedevents**  
Join in the conversation **#NHFTreasury**



## Delegate list

The National Housing Federation is fully committed to reducing our impact on the environment and do not produce printed lists of attendees. The delegate list for today's event can be viewed electronically at the registration desk.

# Notes

Lined area for notes.