



## **IPSM E-BULLETIN** **NO.6 (E-TOPICS) -** **WINTER 2005-06**

Edited by Derek Wolfe, Hon. Secretary.  
Typed by Lynette Wolfe, IPSM  
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### **INTRODUCTION**

Welcome to the latest edition of E-Topics, the official journal for IPSM members. This is the first of four editions planned for 2006, the intention being to publish further magazines (and e-magazines) in March, June and September. You are welcome to write to Lynette and myself on any issue relevant to the IPSM, both in terms of how the Institute can serve you, and with regard to external events in your section of public services provision. I would welcome articles on your own experiences of service delivery, especially in the context of ever-changing Government policy as politicians strive to set guidelines with the stated aim of reducing costs, improving efficiency and service delivery – achieving more with less, as some have termed such changes.

Part of the IPSM's stated aims and objectives are to directly influence that process, by providing feedback to decision-makers on the feasibility of a variety of proposals, both in theory prior to implementation, and in practice, once the ink has dried on the latest Government legislation, statutes and recommended guidelines. Only recently, the Institute has been awarded a new level of recognition and (by inference) accreditation, by being included on the list of the Office of the Deputy Prime Minister's consultative bodies for new legislative proposals and reviews of

existing statutes. Details of the latest consultation are set out below, and can also be accessed via the Discussion Forum, at [www.smartgroups.com](http://www.smartgroups.com) .

Plans are in place to relaunch a number of practical training courses on topical subjects, courtesy of our strategic training partners Spirals Ltd. Details will be announced shortly, featuring various open-learning opportunities located on a regional basis in England and Wales. The Council has agreed to host its revamped web-site via internet service provider Oneandone, severing its long-established link with Freecom. This will not only enable the IPSM to provide internet-based interactive services, but will allow this to be implemented more cheaply, with greater flexibility for clients and provider alike.

Derek Wolfe, FIPSM,  
Hon. Secretary

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## **WELCOME TO NEW MEMBERS**

I am sure that all our members would like to join with me in welcoming the following people into our Institute. These 7 new members have joined within recent months:-

Natalie Parker, Andrew Pilley, Janet Wint-Johnson, Rachael Bust, David Manners, Alan Hatton and Hilary Smart.

In addition, I am pleased to welcome back one of our five corporate members, the Trans-Atlantic College. I have also received enquiries from other prospective corporate and individual members recently. So all-in-all, a good start to 2006.

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## **2005 AGM & TRAINING SEMINAR**

The 2005 Annual General Meeting and Training Seminar went ahead on Thursday 17<sup>th</sup> November at our new AGM venue, the North British Housing Association's conference centre on Grays Inn Road, Kings Cross, London. There was a modest attendance of a dozen or so members, who were richly rewarded by the quality of the four training sessions planned and presented by Spirals Ltd. Unlike 2004, the AGM was quorate, and all of the AGM's statutory business was transacted smoothly and without incident.

Dave Punshon was unanimously re-elected IPSM President for a third and final year, with Derek Wolfe being elected Vice-President and Stephen Guile Immediate Past President. Sadly, Council members were unable to persuade any of those "ordinary" members present to join the Council for 2005-06. The remaining appointments are listed below.

There was some discussion on the provision of services for members, training, recruitment, preparing the Accounts on a "lighter touch" basis in future, changing the IPSM's bankers, in order to obtain better interest rates and improved account access arrangements. It was agreed to recommend to the organisation's Council that subscription rates should remain unchanged, a recommendation that has since been endorsed by Council.

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## IPSM COUNCIL – 2006

The Organisation's Council for 2006 is as set out below. This year's tasks in arranging events for members, plus the provision of other services and facilities, will be shared amongst just six of the IPSM's membership, so we would very much welcome offers of assistance from other Institute members - offers from Fellows, Students, Retired and Ordinary members will be equally acceptable. The Council meets quarterly at a number of different venues in the North, the South, the Midlands and in London, and Council members travel and subsistence expenses are always reimbursed by the IPSM, as a partial recompense for the time and effort put in by those who volunteer.

Five of our six Council members have served the IPSM admirably for many years, and in one case, for decades! – so I think they deserve to be given the opportunity to spend any resulting spare time as they wish, whether pursuing their already very successful careers, or just more time relaxing with their families. The Council did, via our previous Secretariat, “bring on” a number of younger and potentially very suitable under-studies, with the intention that, failing a rush of enthusiastic volunteers at an Annual General Meeting, they could “take over the reins” in due course. However, somewhere along the way our new younger fledgling Council members have stepped aside, all for different and diverse reasons.

So, if you feel inspired by any of the above, and/or would like to help maintain (and hopefully improve / extend!) the services provided by YOUR professional organisation – please do let me know! I would be more than happy to talk this through with you over the telephone initially if that would be helpful – or you can make initial contact by e-mail if you prefer!

Derek Wolfe,  
Hon. Secretary.

### IPSM HEADQUARTERS: -

45, Cherry Tree Road, Axminster, Devon, EX13 5GG (Administrator: Lynette Wolfe)  
Tel: 01297 35423 / 01446 401212  
E-Mail: [info@ipsm.org.uk](mailto:info@ipsm.org.uk)

### PRESIDENT: -

- **Dave Punshon (Manager in the Voluntary Sector) (Age Concern)**  
Tel: 07841 150967 (mobile) / 01287 638267 (home)  
E-Mail: [dave.punshon@btinternet.com](mailto:dave.punshon@btinternet.com)

### VICE-PRESIDENT AND HONORARY SECRETARY: -

- **Derek Wolfe (Chief Executive Officer in the Public Sector) (Barry Town Council)**  
Tel: 01297 35423 (weekends) / 01446 401212 (weekdays) / 07951 514583 (mobile)  
E-Mail: [acdf47@btopenworld.com](mailto:acdf47@btopenworld.com) / [derek.wolfe1@ntlworld.com](mailto:derek.wolfe1@ntlworld.com)

### HONORARY TREASURER: -

- **Rodger Lawrence (Interim Manager in the Public Sector) (Civil Service)**  
E-Mail: [info@ipsm.org.uk](mailto:info@ipsm.org.uk)

### PAST PRESIDENT: -

- **Stephen Guile: - (Company Secretary in the Not-for-Profit Sector) (Knightstone Housing Association)**

Tel: 01934 625655 (home) / 0771 8155359 (mobile)  
E-Mail: [stephen.guile@virgin.net](mailto:stephen.guile@virgin.net)

WEB-MASTER:-

- **Martin Harvey: - (ICT Consultant in the Public Sector) (Burlington House Consultancy)**  
Tel: 01597 822028 (home) / 07761 542301 (mobile)  
E-Mail: [burlington@btinternet.com](mailto:burlington@btinternet.com)

COUNCIL MEMBER WITHOUT PORTFOLIO:-

- **Julie Price: - (Manager in the Public Sector) (Ipswich Borough Council)**  
Tel: 01206 298341 (home) / 07710 534738 (mobile)  
E-Mail: [jprice@bergholt99@freeserve.co.uk](mailto:jprice@bergholt99@freeserve.co.uk)

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## **LOCAL STRATEGIC PARTNERSHIPS – ODPM CONSULTATION PAPER**

\*The Office of the Deputy Prime Minister has invited IPSM to submit a consultation response by March 3<sup>rd</sup> on the 'Local Strategic Partnerships - Shaping the Future' consultation paper ([www.odpm.gov.uk](http://www.odpm.gov.uk)). Views are sought from local government, the police, Primary Care Trusts, Job Centre Plus and private, voluntary and community sectors on the future role, governance, accountability and capacity of LSP's.

Since IPSM members are drawn from across these sectors the IPSM Council are interested in hearing the views of members so these can be incorporated in our response.

Julie Price  
IPSM Council

\*(Please note that this article first appeared in the IPSM's Discussion Forum some weeks ago. It was intended that this edition of E-Topics would be published at the same time, however pressures of work have delayed progress in getting the Winter Edition to you via the ether, and of course Topics itself has yet to be printed, so members without e-mail facilities will have to wait even longer to receive their copies. The good news, though, is that there are a number of articles almost ready for publication, so I anticipate the spring edition of both Topics and E-Topics will follow within the next few weeks.

If you wish to respond to the ODPM consultation, please do so as soon as you reasonably can. In my experience, it is usually possible to get consultation deadlines extended, even if only by 10 days or so. Please e-mail Julie on her e-mail address shown above, with a copy to HQ on [info@ipsm.org.uk](mailto:info@ipsm.org.uk) . Thank you.)

Derek Wolfe,  
Hon. Secretary.

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INSTITUTE OF PUBLIC SECTOR  
MANAGEMENT

**REPORT & FINANCIAL STATEMENTS**

**DIRECTORS**

*(Who are also council members)*

MR. DAVID PUNSHON *(President)*  
MR. STEPHEN RICHARD GUILLE *(Past President)*  
MR. MARTIN BLAKE *(Resigned 11/11/2004)*  
MR. DEREK WOLFE *(Honorary Secretary)*  
MS. CAROLE MADDEN *(Resigned 11/11/2004)*  
MR. PETER JOHN WILSON *(Resigned as council member and Honorary Treasurer on 11/11/2004)*  
MR. RODGER JOHN LAWRENCE *(Honorary Treasurer from 11/11/2004)*  
MS. JULIE PRICE  
MR. MARTIN JAMES BEECH HARVEY  
MR. STUART JACKSON *(Appointed 11/11/2004)*  
MS. SUE EDWARDS *(Appointed 11/11/2004, Resigned 31/03/2005)*

**SECRETARY**

CUIRN LIMITED *(Resigned 11/11/2004)*  
MR. MARTIN JAMES BEECH HARVEY *(Appointed 11/11/2004)*

**AUDITORS**

MARK HASLAM SONS & CO  
CHARTERED ACCOUNTANTS  
17 WOOD STREET  
BOLTON  
BL1 1EB

**BANKERS**

COOPERATIVE BANK  
OLYMPIC HOUSE  
6 OLYMPIC COURT  
MONTFORD STREET  
SALFORD  
M5 2QP

**REGISTERED OFFICE**

17 ST. ANDREWS DRIVE  
AXMINSTER  
DEVON  
EX13 5HA

**COMPANY REG. No.**

1606315

INSTITUTE OF PUBLIC SECTOR  
MANAGEMENT

**REPORT & FINANCIAL STATEMENTS**

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INDEPENDENT AUDITORS' REPORT TO THE  
SHAREHOLDERS OF THE INSTITUTE OF PUBLIC  
SECTOR MANAGEMENT

**We have audited the financial statements of the Institute of Public Sector Management for the year ended 31/03/2005 which comprise the Profit and Loss Account, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the historical cost convention.**

**This report is made solely to the company's members, as a body, in accordance with S235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.**

**RESPECTIVE RESPONSIBILITIES OF DIRECTORS & AUDITORS**

As described in the Statement of Directors' Responsibilities the company's directors are responsible for the preparation of financial statements in accordance with applicable law and United Kingdom Accounting Standards.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Directors' Report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatement within it.

## **BASIS OF AUDIT OPINION**

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

## **QUALIFIED OPINION ARISING FROM LIMITATION IN AUDIT SCOPE**

Except for any adjustments that might have been found to be necessary had we been able to obtain sufficient evidence concerning income and expenditure unsupported by prime documentation. In our opinion the financial statements give a true and fair view of the state of the company's affairs as at 31/03/2005 and its surplus for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

In respect alone of the limitation on our work relating to income and expenditure:

- We have not obtained all the information and explanations that we considered necessary for the purpose of our audit; and
- We were unable to determine whether proper accounting records have been maintained.

**DATED:** (17<sup>th</sup> November 2005)

**REGISTERED AUDITORS**

**MARK HASLAM SONS  
& CO**

## **COUNCIL MEMBERS**

**The members of the Council are the directors of the company for the purposes of the Companies Act 1948 to 1985 and amendments thereafter.**

The directors submit their report and financial statements for the year ended 31/03/2005.

## **OPERATING RESULTS**

The operating result for the year after taxation, was £1497 surplus (2004 (£2210) deficit).

## **REVIEW OF THE BUSINESS**

**The company's principal activity during the year was that of a non profit making institution established to provide a qualification known as "Member of the Institute of Public Sector Management", for staff employed on managerial and administrative duties in the public service. No significant changes are anticipated in the year ahead.**

## **FIXED ASSETS**

Information relating to changes in tangible fixed assets is given in Note 6 to the financial statements. No additions or disposals have taken place during the year.

## **POLITICAL OR CHARITABLE DONATIONS**

No political or significant charitable contributions have been made during the year.

## **DIRECTORS & THEIR INTERESTS**

The following directors held office throughout the year and their interests are restricted to a guarantee in the sum of £1 per director in the event of a winding up of the company.

Mr. David Punshon (*President*)

Mr. Stephen Richard Guile (*Past President*)

Mr. Martin Blake (*Resigned 11/11/2004*)

Mr. Derek Wolfe (*Honorary Secretary*)

Ms. Carole Madden (*Resigned 11/11/2004*)

Mr. Peter John Wilson (*Resigned as council member and Honorary Treasurer 11/11/2004*)

Mr. Rodger John Lawrence (*Honorary Treasurer from 11/11/2004*)

Ms. Julie Price

Mr. Martin James Beech Harvey (*Company Secretary from 11/11/2004*)

Mr. Stuart Jackson (*Appointed 11/11/2004*)

Ms. Sue Edwards (*Appointed 11/11/2004, Resigned 31/03/2005*)

<p><b><u>INSTITUTE OF PUBLIC SECTOR MANAGEMENT</u></b> <b>INCOME &amp; EXPENDITURE ACCOUNT FOR THE YEAR TO 31<sup>st</sup></b> <b>MARCH 2005</b></p>
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	<i>Notes</i>	<b><u>2005</u></b> £	<b><u>2004</u></b> £
<b><u>TURNOVER &amp; INCOME</u></b>	2	22072	41700
Administrative Expenses		(20587)	(43912)
		-----	-----
<b><u>OPERATING SURPLUS/(DEFICIT)</u></b>	3	1485	(2212)
Income from Investments/Bank Interest received	4	12	2
		-----	-----
<b><u>SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAXATION</u></b>		1497	(2210)
Tax on Investment Income	5	-	-
		-----	-----
<b><u>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR AFTER TAXATION</u></b>		1497	(2210)
Retained (Deficit) Brought Forward		(3966)	(1756)

**RETAINED (DEFICIT)  
CARRIED FORWARD**

(2469)

(3966)

**Note:** The company has no recognised gains or losses other than the results for the years as stated above.

There have been no acquisitions or discontinued operations during the current or preceding year.

**INSTITUTE OF PUBLIC SECTOR  
MANAGEMENT**

**RECONCILIATION OF MOVEMENTS IN  
MEMBERS' FUNDS**

	<b><u>2005</u></b> £	<b><u>2004</u></b> £
Surplus/(Deficit) for the Financial Year	1497	(2210)
Opening Members' Funds	(3966)	(1756)
Closing Members' Funds	(2469)	(3966)

**INSTITUTE OF PUBLIC SECTOR  
MANAGEMENT - BALANCE SHEET**

	<i>Notes</i>	<b><u>2005</u></b> £	<b><u>2004</u></b> £
<b><u>FIXED ASSETS</u></b>			
Tangible Assets	6	-	-
<b><u>CURRENT ASSETS</u></b>			
Debtors	7	-	4776
Cash at Bank		6665	7188
		6665	11964
<b><u>CREDITORS</u></b>			
Amounts falling due within one year	8	(1258)	(5826)
<b><u>NET CURRENT ASSETS</u></b>		6138	<u>5407</u>

<b><u>TOTAL ASSETS LESS</u></b>			
<b><u>CURRENT LIABILITIES</u></b>		5407	6138
<b><u>DEFERRED INCOME</u></b>	9	(7876)	(10104)
		<hr/>	<hr/>
<b><u>NET ASSET (DEFICIENCY)</u></b>		(2469)	(3966)
		<hr/>	<hr/>
<b><u>CAPITAL &amp; RESERVES</u></b>			
Called up Share Capital	10	-	-
Income & Expenditure Account		(2469)	(3966)
		<hr/>	<hr/>
<b><u>MEMBERS' FUNDS</u></b>		(2469)	(3966)
		<hr/>	<hr/>

<p><b><u>INSTITUTE OF PUBLIC SECTOR MANAGEMENT</u></b></p> <p><b>CASH FLOW STATEMENT FOR THE YEAR TO 31<sup>st</sup></b></p> <p><b>MARCH 2005</b></p>
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		<b><u>2005</u></b>	<b><u>2004</u></b>
		<b>£</b>	<b>£</b>
<b><u>NET CASH (OUTFLOW) FROM OPERATING ACTIVITIES</u></b>	(i)	(535)	(7189)
<b><u>RETURNS ON INVESTMENTS &amp; SERVICING OF FINANCE</u></b>			
Interest Received		12	2
		<hr/>	<hr/>
<b><u>NET CASH (OUTFLOW) BEFORE FINANCING</u></b>		(523)	(7187)
<b><u>FINANCING</u></b>		-	-
		<hr/>	<hr/>
<b><u>(DECREASE) IN CASH</u></b>		(523)	(7187)
		<hr/>	<hr/>

**NOTES TO THE CASH FLOW STATEMENT**

(i) **Reconciliation of Operating Surplus/(Deficit) to Net**

Cash Inflow/(Outflow) from Operating Activities

Operating Surplus/(Deficit)	1485	(2212)
Decrease/(Increase) in Debtors	4776	(2323)
(Decrease)/Increase in Creditors	(4568)	547
(Decrease) in Deferred Income	(2228)	(3201)
	<hr/>	<hr/>
<b><u>NET CASH (OUTFLOW) FROM OPERATING ACTIVITIES</u></b>	(535)	(7189)
	<hr/>	<hr/>

(ii) **Analysis of Change in Cash at Bank**

Cash at Bank at 1 <sup>st</sup> April 2004	7188	14375
Net Cash (Outflow)	(523)	(7187)
	<hr/>	<hr/>
Cash at Bank at 31 <sup>st</sup> March 2005	6665	7188
	<hr/> <hr/>	<hr/> <hr/>

<p style="text-align: center;"><b><u>INSTITUTE OF PUBLIC SECTOR MANAGEMENT</u></b> <b>NOTES TO THE FINANCIAL STATEMENTS AS AT 31<sup>st</sup></b> <b>MARCH 2005</b></p>
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1) **ACCOUNTING POLICIES**

**ACCOUNTING CONVENTION**

The financial statements are prepared under the historical cost convention.

**DEPRECIATION**

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value of each asset over its expected useful life as follows:

**Straight Line (Years)**

Fixtures & Equipment	5 years
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Profits or losses on the disposal of plant & equipment etc. are included in the calculation of operating profit or loss.

**STOCKS**

Stocks are stated at the lower of cost and net realisable value.

2) **TURNOVER**

Turnover represents the amount of member subscriptions received, conference fees, training fees and other project income received which relate to the year of account. Turnover is stated exclusive of VAT where applicable

<b><u>2005</u></b> £	<b><u>2004</u></b> £
-------------------------	-------------------------

22072	41700
<hr/>	<hr/>

**SEGMENTAL ANALYSIS**

Members Subscriptions & Entrance Fees	13288	15083
Training, Events, Sponsorship & Miscellaneous	8784	26617
	<hr/>	<hr/>
	22072	41700
	<hr/> <hr/>	<hr/> <hr/>



**8) CREDITORS**

Amounts falling due within one year:

Trade Creditors	318	4886
Accruals	940	940
	<hr/>	<hr/>
	1258	5826
	<hr/> <hr/>	<hr/> <hr/>
	<b><u>2005</u></b>	<b><u>2004</u></b>
	<b>£</b>	<b>£</b>

**9) DEFERRED INCOME**

a. Represents the time apportioned element of members' subscriptions received which fall into the next accounting period	7876	7234
b. Conference income in advance	-	2870
	<hr/>	<hr/>
	7876	10104
	<hr/> <hr/>	<hr/> <hr/>

**10) SHARE CAPITAL**

The company does not have a share capital. The Memorandum of Association provides, inter alia, that every member of the Institute, guarantees the sum of £1 in the event of a winding up of the company.

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**11) CAPITAL COMMITMENTS**

No capital commitments were contracted or authorised at 31/03/2005

Nil	Nil
<hr/>	<hr/>

**12) CONTINGENT LIABILITIES**

There were no known contingent liabilities at 31/03/2005

Nil	Nil
<hr/>	<hr/>

**13) RELATED PARTY TRANSACTIONS**

No member of the Council has received any payment in respect of services to the company, other than by way of reimbursement or payment of expenses in providing such services.

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# **AWICS PUBLIC SERVICES NEWS**

(Reprinted by the kind permission of Mr Adrian Waite, Managing Director, AWICS)

## **All You Want To Know About Local Authority Housing Finance**

When I first started to work in local authorities in the 1980s there was a general view that housing finance was complicated, boring and best left to the accountants. Since then housing finance has certainly become even more complicated and possibly even more boring! However, there is a growing realisation that it should not just be left to the accountants.

How can a person be effective as a housing manager, councillor, member of an arms length management organisation board, or tenant representative if they do not have a good basic understanding of local authority housing finance?

For some years I have been providing courses on local authority housing finance that have been well received. For example, Alistair Courtney of the Housing Best Practice Unit recently said:

*"I always remember the housing finance course I attended which you delivered - it was ace - really clear and helpful."*

This year we have organised a series of seminars in different venues around the country during February and March 2006 that will let you find out all that you want to know about local authority housing finance. Details follow on the next page and a brochure and booking form can be downloaded from: [www.awics.co.uk/services/housingfinancecourse.asp](http://www.awics.co.uk/services/housingfinancecourse.asp)

### **Venues and Dates**

London: The NCVO Conference Suite - 14<sup>th</sup> February or 14<sup>th</sup> March 2006

Warrington: The Rhinewood Country House Hotel - 21<sup>st</sup> February 2006

York: The Parsonage Country House Hotel - 28<sup>th</sup> February 2006

Tamworth: Drayton Manor Park - 7<sup>th</sup> March 2006

### **What the Course will cover:**

Housing Revenue Accounting, Rent Restructuring, Service Charges, Housing Subsidy, Capital Programmes, Housing Investment Programmes, the Decent Homes Standard, Housing Subsidy and Housing Investment Programme settlement for 2006/2007, Housing Revenue Account Business Plans, Comprehensive Spending Review, Efficiency & Effectiveness, Strategic Housing responsibilities, Best Value, Private Sector Housing and Homelessness, Supporting People, Housing Benefit, Regeneration, Registered Social Landlords, Options Appraisals, Stock retention and sustainability, Arms Length Management, the Private Finance Initiative, Stock Transfer and many other aspects of local authority housing finance.

The course is accompanied by a very useful 100 page booklet entitled:

### **"All You Want To Know About Local Authority Housing Finance"**

Do you think that a working knowledge of local authority housing finance would put you and your colleagues in a position of advantage?

Whether you are in a Local Authority or a Government Office; whether you are a Housing Manager, Tenant Representative, Elected Member, or even a member of the Housing Finance Team, you could benefit from one of our courses at which you will learn 'All You Want to Know about Local Authority Housing Finance'

Many people – officers, elected members and tenants have already benefited from this course.

## How to reserve your place

- By Phone: Please telephone us on 017683-52347 or 54005

Or download your booking form from: [www.awics.co.uk/services/housingfinancecourse.asp](http://www.awics.co.uk/services/housingfinancecourse.asp)

And send it to us:

- By Fax: Fax us on 017683 54005
- By post: Complete our booking form and send it to:  
AWICS Ltd, Appleby Business Centre, Appleby in Westmorland, Cumbria. CA16 6QH.
- On line: You can download our booking form from fill it in electronically and forward to:  
[Adrian.waite@awics.co.uk](mailto:Adrian.waite@awics.co.uk)

Do not send any payment: We will confirm your booking and send an invoice.

Delegate fees:

The cost of this seminar is £200 plus VAT making a total of £235. The fee includes lunch\* and booklet – 'All you Want to Know about Local Authority Housing Finance'

## **AWICS Re-appointed as Independent Tenants' Advisors in Fenland**

In June 2004, Council house tenants in Fenland appointed 'AWICS' as their Independent Tenants' Adviser (ITA) for the Fenland District Council's housing stock options appraisal. As part of the appraisal a 'Fenland Standard' for housing was identified through consultation with tenants. At the end of that appraisal the tenant-led working group told tenants that the only way in which the 'Fenland Standard' could be achieved would be if the housing was transferred to a housing association. A consultation with tenants as a whole found that 52% of them supported the idea.

Fenland District Council is now developing the housing stock transfer proposal.

In November 2005, Council house tenants re-appointed 'AWICS' as their Independent Tenants' Adviser (ITA) to champion their cause as options for the transfer of ownership of housing in the area were developed.

Our role between now and September 2007 is to work with tenants and their representatives to make sure they have access to all the information necessary so that decisions for the future of housing in Fenland are made with their needs and interests as the overriding priority.

At our original appointment Adrian Waite pledged to ensure that all tenants had the access to the information they need to make decisions about the future of their homes and neighbourhoods. Adrian said:

*"The job that I have to do is very clear. I must use my expertise to make sure that tenants can analyse, question and challenge every fact and figure that is produced about the options for the future of council homes in Fenland.*

*"The option appraisal for housing in Fenland must be open, honest, and transparent - and it must deliver results that improve homes whilst protecting tenants."*

Our objective during 'Transfer Options Development' remains the same. It is to make sure that tenants are empowered to take decisions about their homes and to ensure that improvements are made to homes, neighbourhoods and services.

As the ITA for Fenland we have a number of aims. These include the following :

- To help to build on the strong foundations of the existing tenant participation structure, to ensure broad and representative tenant involvement is achieved throughout the transfer process
- Checking the local authority's consultation, information, activities and events to make sure that they are balanced, effective and inclusive and feeding back to tenant representative groups and the local authority as well as advising the wider tenant body of their findings;
- Providing direct support, capacity building and training to those tenants closely involved in the decision-making structure (e.g. members of a project group, tenants forums etc.);
- Assist in promoting engagement with areas underrepresented in the Options Appraisal process
- Acting as a source of independent advice to all tenants on the proposals, for example through a freephone telephone advice line (number at top of the page), local surgeries, ad-hoc meetings and visits;
- Briefing staff and elected members on the role of the ITA and how the communication and involvement strategy impacts on other stakeholders.
- To input into the communication and involvement strategy being developed by communication advisors to ensure it has the outputs that meets the requirements of the transfer process and delivers a mechanism that ensures broad tenant participation throughout the project (in accordance with the ODPM housing transfer manual 2005)
- To work in conjunction with the transfer main advisors and communications advisors to the council.

As Independent Tenants' Advisors we have launched a website. It contains information about 'Options Fenland' and 'Transfer Options Development' that is designed specifically for Fenland Tenants. It will enable Fenland Tenants to give their views on 'Options Fenland' over the Internet.

The website contains a home page and sections on the housing stock options appraisal, transfer options development, access to the hotline and feedback and information about the process.

The address of the website is: [www.awics.co.uk/fenlandita](http://www.awics.co.uk/fenlandita)

Fenland District Council led by tenants have undertaken a rigorous Stock Options Appraisal (called Options Fenland) which was submitted and signed off by the Community Housing Task Force (part of the government) before the 31st July 2005 deadline.

The recommendation following the appraisal was to commence a proposal to transfer as it was the only ownership and management option that could meet the aspirational standard set by the tenants (called the Fenland Standard).

Prior to making this recommendation an extensive pool of opinion was undertaken by 'AWICS' in May 2005 on the viewpoint of the tenant led working group that transfer best meets tenants' needs for the future. Analysis of the results showed that of the 27% who responded 52% were in favour of transfer.

During the Options Appraisal process the 'Options Fenland Working Group' published reports that can be downloaded from our website. As the Independent Tenants' Advisor for Fenland we also produced a final report detailing our findings from our involvement and a copy of this report can be downloaded from our website.

A Transfer Option Development Group has been established. The group consists of senior councillors as well as tenants and members of staff. The output from the group is twin focused, to ensure the process continues to be tenant led and delivering a final offer to tenants that is attractive to the broad tenant base whilst maximising the capital receipt for the council to assist in the development of the Council's four key priorities along with the twenty year vision of the

Fenland Strategic Partnership. Tenant representatives are particularly interested in ensuring that the need for additional affordable housing is appropriately prioritised within those considerations.

The Council has had a 'STATUS' report carried out that identifies the level of tenant satisfaction in Fenland. This will help the Transfer Options Development Group to see what improvements tenants want to see. A copy can be downloaded from our website. The first thing that has been done by the Transfer Options Development Group is to carry out a survey of a 10% sample of tenants to find out more about their needs and aspirations. The results of this survey can be downloaded from our website.

**Adrian Waite**

### **AWICS Annual Report for 2004/2005 published**

Our annual report and accounts for 2004/2005 were published in December 2005.

In my 2003/2004 report, I explained why 'AWICS' has always described itself as an 'ethical' management consultancy, and what makes it different from most management consultancies?

We are passionate about public services. That is why I decided to enter local government service in 1981. That is why I founded 'AWICS' as an ethical management consultancy to provide support to those who provide public services – in all parts of Britain and also abroad! We want to make a real contribution to improving public services because they are so important to the fabric of our society.

As a senior officer in local government I was frequently concerned at the partiality, low value and high cost of consultancy support that was sometimes received by public services. That is why I decided that there was a need for a new 'ethical' management consultancy. Our mission statement is 'Independence, Integrity, Value'. We approach our work from an independent standpoint – not burdened with our own preconceptions and objectives – but with a genuine wish to help the client to achieve their objective. Our consultants are of the highest calibre. We observe the highest standards of integrity that should be expected of any consultant working with public services. We offer 'value for money' with fee rates that are the most competitive that are available today.

This is not to say that 'AWICS' is a non-profit making organisation. 'AWICS' is a commercial company. The fact that the company is profitable is neither concealed nor apologised for. So – how can we offer such outstanding value for money?

We are able to offer outstanding value for money because we operate with low overheads and make maximum use of modern technology to deliver services to our clients. Our highly competitive fees do not have to contribute to a large corporate overhead – because a large corporate overhead does not exist!

We are big enough to make a difference – but small enough to care!

This report covers the year 2004/2005, the sixth year of trading and another very successful one.

Turnover was £80,164 during the year compared with £68,043 during the previous year. This represents an increase of £12,121 or 18%. Gross profit was £42,664 during the year compared with £28,705 during the previous year. This represents an increase of £13,959 or 49%. The increased profit arose from an increase in turnover combined with a reduction in costs.

It is now clear that 'AWICS' has been able to sustain this strong growth into 2005/2006.

During the year we had one full-time and five part-time employees. We also had six associate consultants.

We now have about a hundred clients, mainly public organisations that take advantage of our services in providing:

- Support in Housing Finance, including:
  - Training
  - Business Planning
  - Housing Stock Options Appraisals
- Support in Business and Best Value Reviews and the Comprehensive Performance Assessment
- Financial Advice on Procurement
- Public Authority Accounting
- Performance Management
- Lecturing and Training

And we made a real contribution to improving public services in many areas. The following illustrate just a few of the projects to which we have contributed during the year:

We were successful in tendering for the position of Independent Tenants' Adviser at Fenland District Council during their Housing Stock Options Appraisal. Our role was to ensure that the tenants of Fenland were empowered to take a decision on the future of their homes and neighbourhoods and were able to do so from a position of knowledge. We worked with the Tenants' Forum, Tenants' Associations and the tenant body at large to ensure that everyone understood all the issues and could participate in all the decisions. We did this through holding meetings, visiting housing estates and sheltered housing schemes, issuing newsletters, working through the press and other media and providing a freephone service for tenants with questions and issues to discuss. We advised the tenant-led Options Appraisal Working Group that managed the whole process and provided training to members of the Working Group and other active tenants. We identified the needs and aspirations of tenants for their homes and neighbourhoods through a survey, carrying out workshops and analysing the issues that were raised on the freephone service. We provided tenants with a critical analysis of information that was provided by the Council and the Lead Consultant, and supported the Tenants' Forum in lobbying successfully for changes in the Council's financial strategies. At the conclusion of the process, the Options Appraisal Working Group identified stock transfer as the option that was most likely to deliver the improvements that tenants were seeking and we managed a consultation with all tenants in the district on this conclusion. The consultation was managed through a real-time internet-based data analysis system that we developed that provided not only the totals in support and against each option but a sophisticated analysis at geographical and tenant-type level. On a high turnout, 52% of tenants who responded supported the conclusion that stock transfer should be pursued. The Council is now developing its stock transfer option and we have been re-engaged as Independent Tenants' Advisor.

Regional Government Offices had to evaluate the housing stock options appraisals that were submitted to them by local authorities and this included evaluating the financial analysis that had been undertaken by Councils and their consultants to ensure that their data was robust, their assumptions reasonable, and their submissions compliant with the guidance issued by the Office of the Deputy Prime Minister. We were engaged by the Government Offices for London and Eastern England to carry out the financial evaluations of the housing stock options appraisals of a number of local authorities.

High Peak Borough Council established an Arms Length Management Organisation that included the Council's former Building Direct Labour Organisation. We were engaged to advise on the procurement and management of repairs and maintenance in this new situation.

East Dunbartonshire Council engaged us to review the budgets of their Education Department.

We continued to provide training courses to a wide range of authorities including: Cambridge City Council, the Greater London Authority, Kensington & Chelsea Tenant Management Organisation, Rossendale Borough Council, St. Albans District Council, Slough Borough Council and Waveney District Council.

I was pleased to accept speaking engagements during the year for the Chartered Institute of Public Finance and Accountancy and the National Council of Voluntary Organisations. During the year 'AWICS' also became an accredited consultancy for voluntary organisations with the National Council of Voluntary Organisations.

Our contribution to making improvements in public services has therefore been significant. Our potential to do even more in the future is even greater.

I also believe in the importance of making a voluntary contribution where appropriate. I am a member of the Housing and European Panels of the Chartered Institute of Public Finance and Accountancy.

This annual report is designed to give you a flavour of what 'AWICS' is about. We also have a website and welcome enquiries at our office. Both addresses are shown below.

**Adrian Waite,  
Managing Director**

### **Decisions on Arms Length Management Organisations Delayed**

The Office of the Deputy Prime Minister has said that it will not announce details of the final round of arms length management organisation funding until later in 2006.

It is understood that the sixth round of arms length management organisations is over-subscribed with many authorities that completed their housing stock options appraisals close to the July 2005 deadline having decided to opt to bid to set up an arms length management organisation. As a result, the Office of the Deputy Prime Minister has to give detailed consideration to the large number of bids that have been received.

Some authorities that are relying on arms length management organisation funding to achieve the decent homes standard by 2010 are worried that their plans could be jeopardised by the delay. If their applications are refused this will cause even greater problems. It is likely that this will be the case for some of the applicants.

**Adrian Waite**

### **Government sets levels of housing subsidy for next two years**

The Housing Revenue Account Subsidy determination for 2006/07 was issued by the Office of the Deputy Prime Minister in December 2005. Local authorities in England will receive £4.8billion to improve the quality and management of their council homes in 2006/07, with as far as possible the same calculations applying for 2007/08.

The Government expects payments to deficit authorities will continue to exceed resources redistributed from surplus councils throughout this period. This means a continuing net subsidy to council housing. The settlement, made through the Housing Revenue Account, represents a 2.46% rise and will give councils greater certainty for setting their budgets in determining the calculations for subsidy and capital support two years ahead.

As announced on 7th November 2005, the Government has confirmed it will continue its drive to ensure fairer and more transparent rents for social tenants by implementing the

recommendations of the three Year Review of Rent Restructuring, including bigger differentials for larger properties, and an adjusted formula to bring council and housing association rents fully into line.

The impact on tenants will be cushioned by limiting rent increases to an average of 5% in each of the next two years and, following a consultation in the New Year, it is proposed to adjust the Housing Revenue Account subsidy to ensure no council loses out as a result of these limits.

It is expected the actual average national council rent will now be £57.75 a week (up from £55.15 in 2005/06, a rise of £2.60), and in London £72.60 (up from £69.37 in 2005/06, a rise of £3.23). These rents will remain at about a half of private sector rents.

Housing Minister Yvette Cooper said the Government remains committed to providing homes in the social sector at a rent well below equivalent homes in the private sector:

*"The subsidy arrangements, announced today, will over time produce fairer rents for different properties, coupled with a continued investment in management and maintenance and major repairs. This is in addition to the money we are investing in 2006/07 on the decent homes programme to support improvements to social housing, and the proposals we have recently announced to support councils in building more new social homes."*

The final determination incorporates technical changes to the calculation of transitional protection on management and maintenance allowances, and extends full cash protection to April 2008.

The policy intention is that rises in rents will be capped at 5% for each of the next two years. The calculation of Housing Revenue Account subsidy will be adjusted to ensure that no authority loses out as a result of these limits. The intention is that the adjustment should be made in year and not in arrears. The Office of the Deputy Prime Minister will consult early in the New Year on the best mechanism to achieve this.

In the 2005/06 subsidy determination, around £750million was allocated in England to support those authorities in deficit on their landlord functions. The government does not expect the figure for 2006/07 to be greatly different.

**Adrian Waite**

### **European Union Ministers strike a deal for sustainable communities**

An historic agreement to unite Europe behind a common goal of creating sustainable communities was announced in December 2005 at the European Union Informal Meeting of Ministers, hosted by Deputy Prime Minister, John Prescott. The Bristol Accord will provide a new framework for European Union Governments to deliver jobs, economic prosperity, social justice, and improved quality of life for Europe's 450 million citizens.

It sets out eight key characteristics that will inform future European regional policy to deliver places where people want to live and work, now and in the future. Sustainable communities should be safe, fair, thriving, environmentally sensitive, well run, served, connected and designed.

John Prescott MP, the Deputy Prime Minister said:

*"We are united in our common goal – a European approach to creating sustainable communities. We are committed to delivering the quality of growth our people need and the quality of life they deserve. Sustainable communities are a big idea for a bigger Europe. It offers a chance to create thriving and successful places in which the people of Europe will have a more*

*secure and prosperous future. In Bristol this week, we have taken a major step forward in realising this shared ambition, with the signing of this Accord.”*

Ministers agreed to the establishment of a group of European Union experts to consider how European Investment Bank loans can contribute to the development of sustainable communities. The group will include Members States, the European Investment Bank and the European Commission, reporting back to Ministers during the German Presidency in 2007.

Ministers signed up to a Sustainable Communities Skills Symposium, to help drive forward the implementation of the Bristol Accord.

The Symposium, to be hosted by the UK’s Academy for Sustainable Communities in November 2006, will be look at the common challenges in building the skills capacity needed to create sustainable communities across Europe.

Leading experts, policy makers and practitioners from across Europe will gather together to improve and integrate essential generic and cross occupational skills.

The Deputy Prime Minister added:

*“Delivering sustainable communities will require the right skills and knowledge, new ways of working and new partnerships. We need to foster the generic skills which allow professionals to work effectively together. By collaborating closely and sharing experiences across Europe through the Skills Symposium, we can help to make this happen.”*

The agreement to hold the Symposium comes as research commissioned into the skills challenges across Europe found there is a lack of common understanding of the specific skills, competencies and occupations required to deliver sustainable communities.

The Bristol Accord is available at [www.odpm.gov.uk/eupresidency2005](http://www.odpm.gov.uk/eupresidency2005)

**Adrian Waite**

### **Project Management – Some Simplified Ideas**

‘AWICS’ associate, David Jackson, has recently been working with colleagues to develop some simplified models for applying the concepts and principles of project management systems such as PRINCE2 and PCM to smaller organisations and smaller non-technical projects. In this article he presents some simplified ideas.

The perennial complaint about systems such as PRINCE2 is that it’s too bureaucratic, too cumbersome and too time demanding for smaller organisations and projects. Although practitioners like myself and my colleagues always point out that in fact PRINCE always encourages you to “take what you need and leave the rest”, many people seem disinclined to do this.

So we’ve been working over the last few months (and continue to work) on “application” models – which take the central features of PRINCE2 (and other systems – PCM’s LogFrame being a prime example) and show how they might be applied in specific environments.

Three applications that we’ve been working on have been:

- A model application for “Commissioning” bodies i.e. bodies that essentially identify and develop project ideas and then commission others (agents) to implement them (this model easily extends to bodies which receive and support grant applications etc.). This model has incorporated ideas from quality management and links in to monitoring and auditing systems.

- A model application for small community / voluntary bodies. This model paid special attention to establishing project filing and reporting systems.
- A model application for small Shire Districts – this one is in progress

Using (what we feel are) the key PRINCE2 ideas of the:

- Controlled Start
- Controlled Execution
- Controlled Completion
- Project Stages

We feel that we have come up with some simple “Good Practice” rules – that combine the functions of simple guidance for project managers and project sponsors with an introduction to PRINCE2 style working (from which managers can progress into becoming full PRINCE2 users – if their situation warrants)

We have developed some 1 and 2-day courses to support and explain these ideas – and have run the first tranche of such courses for managers from a range of bodies (NDCs, Las, PCTs, Town Councils, and Sure Starts etc.).

Further details can be obtained through AWICS at the address below.

**David Jackson**

### **Redcar & Cleveland Council in plea to government for air ambulance funding**

Redcar and Cleveland Council has issued an urgent plea to the Government to allocate funds to help maintain the Air Ambulance service instead of it having to rely on charitable donations.

The Council's Cabinet Member for Health and Social Services Councillor Valerie Halton received all-party support in a unanimous vote in support of her motion at a Council meeting after revealing first-hand experience of both the ordinary ambulance service and the air ambulance:

*"I live on the edge of the moor and saw two fire engines coming to rescue a horse which was trapped. A couple of weeks after that, I heard the air ambulance fly over - and discovered it was helping the mountain rescue team. In fact, the air ambulance brought a young lad down from the top, and probably saved his life because the hospital was able to deal with his injuries so much quicker.*

*"The speed in which the air ambulance reacted is what's referred to as the 'golden four minutes' that can make a difference between life and death. The Government provides the fire service with funds to rescue a horse - but charity is needed to provide the means to rescue a young lad."*

Councillor Dave Fitzpatrick, who seconded the motion, added:

*"It's a matter of principle. Rescue services should be funded from central Government, whether they operate on land, air or sea. It's about what's right and proper - not politics."*

The motion says:

*"We are concerned that this vital, lifesaving service currently has to rely on charitable donations and we would urge the Government to fund the service from central funds.*

*"We also call on the National Local Government Association and all county, metropolitan, unitary, district, borough and parish councils throughout the United Kingdom, together with all MPs across all parties, to support this proposal."*

**Adrian Waite**

### **One in ten households in London waiting for a Council House**

One in ten households in London is waiting for council housing, according to new figures released in December 2005. The figures reveal that 309,072, or 9.6% of households in the capital, are on Local Authority housing waiting lists – an increase of nearly 10% (29,343) between 2004 and 2005. The Boroughs with the highest number of people waiting on housing lists are:-

- Newham – more than 1 in 4 households on the waiting list (25,317 households)
- Tower Hamlets - almost 1 in 4 households waiting for council housing (21,183)
- Haringey – nearly 1 in 5 households (19,930)
- Camden – 17% of households (16,532)
- Lewisham - 16% or 18,279 households
- Brent – 15% or 17,351 households.

**Adrian Waite**

### **Heritage and Development Management at Garrison Side, Hull**

Hull Castle and the South Blockhouse, along with the third (north) Blockhouse were constructed on the east bank of the River Hull between 1541 and 1543. They were originally built to serve as small artillery forts and were designed to 'block' with cannon the movement of road and river traffic, and to defend the previously exposed haven and east flank of Kingston on Hull.

The three blockhouses were linked together by a curtain wall and an outer moat, and featured pointed curvilinear bastions. The bastions are unique in England and represent a stage between the more typical rounded bastions of the period and the introduction of angular bastions built at a slightly later date.

During the late seventeenth century, the Castle and South Blockhouse were incorporated within the design of Hull Citadel (a rare pure bastioned artillery fort roughly tri-angular in plan). The North Blockhouse was too distant to be incorporated into the Citadel and was levelled in 1802.

By the 1850s, the Citadel had lost its strategic value and it was sold to the Hull Dock Company. In 1864 the Company demolished the Citadel, along with the last two remaining Blockhouses, save for a stone sentry box and entrance arch. A series of archaeological excavations from 1969, however, have shown that demolition was far from complete and that substantial and well preserved structures remain below ground level.

The whole of the Garrison side is now within a designated area of archaeological interest and partly within an area of potential change. It is notable for containing historic buildings and archaeological remains of national importance and significance. Appropriate heritage and development management is therefore essential to ensure simultaneously the conservation of the historic resource and regeneration of the local economy.

**Adrian Waite**

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