

# **PUBLIC SERVICES NEWS!**

# **AWICS**

**Independence.....Integrity.....Value**

Adrian Waite (Independent Consultancy Services) Limited



**January 2006**

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**'AWICS' provides a full range of ethical management consultancy and training services, principally to those who provide public services such as local authorities, schools, colleges, housing associations, health authorities, voluntary bodies and many more.**

## **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)

**Appleby Business Centre, Bridge Street, Appleby in Westmorland, Cumbria CA16 6QH**  
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**Managing Director: Adrian Waite MA CPFA ACIH FIPSM.**  
Company Number: 3713554. VAT Registration Number: 721 9669 13

## 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’

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## **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.

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- 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.

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## **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.

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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.

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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,**  
**December 2005**

### **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.

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## **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.

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## **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)

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## **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.

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## **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.

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## **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**

### **Services on offer!**

'AWICS' also offers a wide range of management consultancy and training courses in management and financial topics. These include: Business and Best Value Reviews, Financial Advice on Procurement, Housing Finance, Public Authority accounting, Performance Management, Lecturing and Training. For further information, please contact Adrian Waite on: [Adrian.Waite@awics.co.uk](mailto:Adrian.Waite@awics.co.uk) or 017683-52347 or 54005.

Note: Any views that are expressed in this newsletter are those of the author of the article and do not necessarily reflect the views of 'AWICS' or of Adrian Waite.

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