

PUBLIC SERVICES NEWS!

AWICS

Independence.....Integrity.....Value
Adrian Waite (Independent Consultancy
Services) Limited



June 2007

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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.

What is Ethical Management?

I have often described 'AWICS' as an ethical management consultancy. But what is ethical management?

We are probably familiar with the concept of professional ethics. As a professional housing manager or accountant we are expected to maintain high professional standards and conduct ourselves in a way that does not bring our profession into disrepute. Professional ethics may even create tension with an employer where the insistence of a professional on observing professional standards may conflict with his employer's perception of the organisation's short-term interests.

The Institute of Business Ethics describes ethical management as:

"The application of ethical values to business behaviour. It applies to any and all aspects of business conduct, from boardroom strategies and how companies treat their suppliers to sales techniques and accounting practices. Ethics goes beyond the legal requirements for a company and is, therefore, discretionary. Business ethics applies to the conduct of individuals and to the conduct of the organisation as a whole. It is about how a company does its business, how it behaves intrinsically."

Ethical management is sometimes seen as an exercise in reconciling the four Ps of:

- Purpose
- People
- Planet
- Probity

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**Appleby Business Centre, Bridge Street, Appleby in Westmorland, Cumbria. CA16 6QH.
Telephone: 017683-52347 or 52165. Mobile: 07971-321863. Fax: 017683-54005.
E-Mail: Adrian.waite@awics.co.uk. Websites: www.awics.co.uk and www.awics.eu**

**Managing Director: Adrian Waite MA CPFA ACIH FIPSM.
Company Number: 3713554. VAT Registration Number: 721 9669 13**

Purpose in the case of a commercial organisation is often the achievement of profit and ethical management does not object to this. However an ethical commercial organisation will have other purposes including helping its clients to achieve their purposes. In the case of a public sector or voluntary organisation there is usually a complex mix of purposes based around a wish to deliver quality services at a cost that represents value for money. In view of this, the ethical management approach may be considered particularly relevant in the context of public and voluntary bodies and the commercial organisations whose business it is to support them.

Ethical Management recognises the importance of people. This includes not only the staff of the ethically managed organisation who would expect good quality terms and conditions of employment; but also the organisation's other stakeholders be they customers, shareholders, local communities or suppliers. Issues of 'equality' and 'diversity' are important to ethically managed organisations, as is participation in the communities where ethical organisations work. Ethical Management seeks to build long-term relationships with people based on all parties receiving 'added value'.

Any organisation's activities have an impact on the planet and ethical management seeks to minimise the negative impacts and maximise the positive impacts. This includes sustainability, environment, biodiversity, natural resources, heritage and 'fair trade'. The ethical organisation is 'green'. Probity includes basing all activities and relationships on integrity, compassion, honesty, trust, respect and truth. Probity enables the other potentially conflicting aims to be harmonised so that the mix is sustainable.

Ethical management therefore goes further than professional ethics.

This approach may seem at first glance to be idealistic. It may also be said that if a commercial organisation adopted this approach it would fail to compete with organisations with a traditional focus on organising resources towards maximising profits. However, the advocates of ethical business would argue that for a business to be sustainable it must respect people and the planet, pursue an appropriate mix of purposes and build a solid reputation for probity. In the long-term an ethically managed organisation will become more effective at achieving its purposes – including achieving profits where this is appropriate – than a traditionally managed organisation.

Furthermore, this is becoming increasingly important in a changing world where:

- People seek more meaning from their lives and more satisfaction from their work.
- Customers want high quality products produced in a sustainable way by responsible organisations.
- There is increasing recognition of the inter-dependence of different communities around the world.
- Organisations want to build long-term business relationships with other organisations that can help them to achieve their purposes through partnership.

Of course, there are sometimes difficulties in balancing the four Ps. For example, enhanced conditions for staff or environmentally friendly purchasing can increase costs making it less easy to deliver a quality product at a competitive price. However, the ethical organisation lives in the real world where choices have to be made and reconciling these issues is the skill that an ethical manager needs to develop.

Ethical management is not new. However, the 21st century is likely to see the growth of ethical management, not only in the public and voluntary sectors but also in the commercial sector.

Adrian Waite

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The Lyons Report on Local Authority Finance

In July 2004 Sir Michael Lyons was commissioned to look into local government funding including council tax. In September 2005 his brief was extended to the future functions and role of local government. He published his interim report in December 2005 followed by another report in May 2006 entitled 'National Prosperity, Local Choice & Civic Engagement'. In March 2007 Sir Michael Lyons' Final Report was published.

The interim report proposed greater devolution to local authorities, and identified the following advantages:

- More efficient allocation of resources between and within services
- Greater value obtained from local public services
- Enhanced delivery of a smaller set of national priorities
- Potential benefits from enhanced innovation
- Greater public trust in the system of local and national government as a whole

Lyons also concluded that Local Government needs to be appropriately funded for three reasons:

- To make sure that requirements placed by central government are adequately funded. To do this government should:
 - Explore ways of evaluating the financial effect of government expectations and correcting them in subsequent financial settlements
 - Introduce a more independent assessment
- To establish sufficient financial flexibility through reforming the:
 - Funding investment and infrastructure
 - Allocation of business rates
- To introduce appropriate Incentives so that authorities would share the financial benefits of housing & economic growth

The final report concluded that local autonomy and diversity are more important than the imposition of national standards. The report states:

“Accepting these arguments means accepting some degree of variation and difference between different parts of the country in their decisions and their use of resources. Some would not agree with that view, but it is a point of fundamental importance. The argument that this will lead to an unfair ‘postcode lottery’ over-simplifies some complex issues. If the people of one area collectively choose to use the public resources at their disposal in a different way to the people of another area, it is hard to argue that is unfair.”

The report advocates an enhanced role for local government involving:

- Clearer accountability
- Greater flexibility over finances and services
- Better incentives to grow tax bases
- A more productive relationship between local and central government
- The tackling of perceived unfairness to improve satisfaction and trust in local government
- Improvements to efficiency to relieve pressure on council tax
- Public expenditure being allocated to meet the needs and preferences of the community rather than as cheaply as possible
- Greater scope for local choice

In this context, the role of central government would be to:

- Ensure the suite of targets and national indicators for local government is internally consistent and outcome-focused
- Negotiate Local Area Agreements that should make it a priority to allow the local alignment of targets across all local public services

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- Acknowledge the role of local authorities in having lead accountability for local outcomes across all local agencies
- Support the convening role of local authorities in their approach to Local Area Agreements and other activities – particularly in relation to services not provided by local government
- Ensure that there is sufficient stability to enable local government and its partnership agencies to develop strategies and actions to meet local needs and preferences

Sir Michael Lyons proposes funding reform, saying:

“My central proposition is that a mosaic of changes, implemented over time, through a ‘developmental approach’ to reform, is the best way to move forward. I have aimed to shape a package of reforms which both deal with the immediate challenges facing the finance system and pave the way for wider choices in the future.”

On Household Taxation and Local Charges, Sir Michael Lyons found that Council Tax was broadly sound but had some shortcomings. He therefore proposes:

- Reforms to make Council Tax more progressive
- Revaluation of dwellings
- New bands at the top and bottom of the scale and in London
- Discounts and exemptions to be reformed

Local Income Tax is not recommended but the report finds that it would be feasible. Increased income from charges is proposed including Domestic Waste and Road Pricing.

On Business Taxation the report concludes:

- Developing more constructive relationships between local government and business rather than increasing or localising business rates
- Powers should be introduced to levy a local supplementary business rate
- The Planning Gain Supplement should be a local resource
- That Government should consult on tourism taxes

On grant and the use of national taxation to support local services the report concludes:

- Elements of equity and stability should be retained
- An element to incentivise economic prosperity and residential growth should be added
- Better information on the balance of national and local funding should be provided
- National funding should be available where services are driven by national promises
- Assignment of revenues should be considered

In his preface, Sir Michael Lyons states that:

“I follow firmly in the footsteps of Sir Frank Layfield, who reached similar conclusions in the 1976 report of the Committee of Inquiry into Local Government Finance.”

This may be considered a rather worrying conclusion. Layfield reported over thirty years ago and his report has been gathering dust on the shelf since then. Will the same thing happen to the Lyons report?

The Lyons report contains a number of specific proposals for the reform of local government finance within a developmental rather than a radical framework. The extent to which these recommendations will be taken up by government remains to be seen. The Lyons report is one of the matters that will be considered in our seminars on ‘All You Want to Know about Local Authority Finance’. Details are on the following page.

Adrian Waite

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All You Want to Know about Local Authority Finance

We are running a series of seminars of local authority finance during June and July 2007.

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

Whether you are in a London Borough, Metropolitan, Unitary, County or District Council or a Government Office or otherwise involved in local government; whether you are an Elected Member, Non-Financial Manager, or even a member of the Finance Team, you could benefit from one of our courses at which you will learn:

“All You Want To Know About Local Authority Finance”

What the Course will cover:

General Fund Expenditure and how it is financed, Council Tax capping, Finance settlements 2007/08, new grant system, Relative Needs Formula, Relative Resource Amount, Budgets and Council Tax, Local Government Association autumn statement, Capital Expenditure and how it is financed, Public Sector Borrowing Requirement, Prudential Borrowing, Capital Receipts, European Funding, Treasury Management, Asset Management, Private Finance Initiative, Education; Social Services; Housing Revenue Account; Innovations in Housing Finance; Gershon and the Efficiency Agenda; Financial Management, Audit & Control; Best Value Accounting Code of Practice. Future Developments: The SORP; Local Government White Paper; Lyons Review; Council Tax; Business Rates; Budget 2007 and Comprehensive Spending Review 2007.

The course is accompanied by a very useful book entitled:

“All You Want To Know About Local Authority Finance”

Many people have already benefited from this course.

Venues and Dates

Wakefield: Cedar Court Hotel – 12th June 2007

London: Hotel Ibis Euston – 21st June 2007

Lichfield: Little Barrow Hotel – 4th July 2007

The Programme

10.00	Introduction and General Fund Accounting.
11.15	BREAK
11.30	Capital Programmes.
12.30	LUNCH
13.30	Specific Services.
14.45	BREAK
15.00	Technical Issues, the Efficiency Agenda and the Lyons Review
16.00	CLOSE

This course is also available as an in-house course. Further information and a booking form can be downloaded from:

www.awics.co.uk/services/lgfinancecourse.asp

Adrian Waite elected to Council of Institute of Public Sector Management

The Institute of Public Sector Management is the only membership body exclusively dedicated to managers working in the Public, Voluntary and Not-for-profit Sectors. Adrian Waite has been elected to the Council of the Institute of Public Sector Management.

The Institute of Public Sector Management is the only professional institute for practitioners working within the public services who have a significant management element in their job role. Amongst other objectives, it seeks to raise the standards of management practice of those working within the public services. The Institute is a mutual organisation taking the form of a company limited by guarantee.

Institute members work in all areas of the public sector, ranging from Town Councils, Housing Associations, Trade Associations, Charities and Health Authorities to Principal Local Authorities and Central Government Departments.

The Institute is a campaigning body seeking to raise public awareness and respect for the role of public services, to raise public awareness and respect for the role that effective management can play in delivering excellence in those services, and to raise public respect for the importance of the role of the manager in such services.

The Institute's Core activities include:

- The publication of the quarterly journal "TOPICS"
- The promotion of the views of the Institute and its members on issues of the day, presenting those views to Government Departments and other bodies responsible for initiating consultation on specific issues.
- The provision of a website
- The launching of continuous professional development and a set of awards and qualifications to assist the career development of members.
- The promotion of an active Discussion Forum, available only to paid-up IPSM members.

Amongst the Institute's objectives are to:

- Obtain greater public recognition of the importance of effective, efficient public services to society and greater acceptance of the benefits of diversity and plurality amongst public service providers
- Obtain greater public recognition of the importance of effective management to the provision of excellent public services and the role played by managers of public services in creating the quality of life enjoyed by citizens
- Give practitioners a voice on the key issues of the day and a feeling of belonging to something worthwhile, which enhances their feelings of self-worth
- Obtain greater recognition by government and others of the special skills, knowledge, value systems and attitudes needed to manage public services
- Obtain a fair hearing for the case for a public service ethos / public service management values in the public realm

Those who join the Institute of Public Sector Management can tap into a network encompassing all the Institute's members, sharing knowledge and experience to help them to deliver better public services, as well as enhancing their career prospects.

If you'd like to know more about the Institute, simply log onto their website at www.ipsm.org.uk or call 01297-35423. Please let the Institute know that you heard about them in 'Public Services News'.

Adrian Waite

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Arms Length Management Organisations and Reform of the Housing Revenue Account Subsidy system

Arms Length Management Organisations have been successful, not only in raising standards of housing to the decent homes standard, but also in improving housing management and tenant satisfaction generally. However, they increasingly see themselves constrained by a housing revenue account subsidy system that was introduced in 1989 and has been used by the government since then to exercise tight control over local authority spending on council housing.

In June 2006, the Department for Communities & Local Government announced a study into the implications of a possible reform of the housing subsidy system in which high performing authorities would come out of the housing subsidy system altogether. The intention is to work up model business plans with six high performing authorities (three with arms length management organisations and three retention authorities) to assess the financial implications of this option. The Housing Revenue Account would remain, but no housing subsidy would be paid.

The models will be financially neutral from the point of view of the government. The net present value of estimated future flows of housing subsidy will be calculated in each case. In the case of negative subsidy authorities they would make a non-recurring payment to the government as the price of leaving the housing subsidy system that they would fund through loans. They would then make payments of interest rather than payments of negative subsidy. In the case of positive subsidy authorities the government would make them a payment at the point when they left the housing subsidy system that they would use either to repay debt thus making savings and/or invest to generate a future stream of investment income. This would provide them with savings or income to replace the housing subsidy income.

One of the issues that it is intended to model is whether withdrawal from the housing subsidy system would enable authorities to use their assets to invest further within prudential limits. In particular, the Department for Communities & Local Government wishes to see if there would be any scope for local authorities to use additional flexibilities to lever in additional resources from the private sector. If this were the case it is possible that government may make additional funds available. They would also like to assess whether withdrawal from the housing revenue account would assist local authorities in long-term business planning.

In 2007, a decision will be taken as part of the Comprehensive Spending Review to implement part or all of the options that have been modelled. The earliest implementation would therefore be in the spring of 2008.

The main issues would appear to be as follows:

The Department for Communities and Local Government has made it clear that the study is to be done on the assumption that there is no change in central government's housing budgets. This is to be achieved through a non-recurring transfer of funds at the point when an authority leaves the housing revenue account subsidy system. The net effect may not be as beneficial as it appeared originally.

While Councils that left the Housing Revenue Account subsidy system would enjoy more local accountability they would also be affected by variations in interest rates. At present, this risk is borne by central government because interest rates are taken account of in calculating housing subsidy. With this option, Councils would gain if interest rates fell but lose if interest rates increased. The rate of interest that was assumed in calculating the original non-recurring payment would be critical.

The Department for Communities and Local Government has made reference to the possibility of local authorities being provided with additional resources or flexibility under this option, especially to facilitate the levering in of external (mainly private) funding. If the Treasury could be persuaded that the additional funding would lever in significant additional resources from the private sector this may be possible, especially if this funding could deliver new affordable housing as well as improvements to the existing stock.

One implication of the change would be that authorities would have a long-term gain at short-term cost. This is because the subsidy position of most authorities is projected to deteriorate while the cost of a loan would be likely to remain constant. This could enable authorities to carry out prudential borrowing in the short-term and fund it through long-term savings. It is likely that the Treasury will want to be assured that any withdrawal of authorities from the Housing Subsidy system would not lead to a substantial increase in borrowing that would be funded through increased rents and thereby substantially through the government's housing benefit budget. At present the Housing Subsidy system is used to enforce the government's rent restructuring policies.

The government sees the arms length management organisation as their preferred structure for local authority owned housing, and has been prepared to provide additional public funding to arms length management organisations. Many authorities are attracted to the option because they retain ownership of the stock, but the government continues to believe that the option should be confined to those authorities that achieve a high level of performance. However, the fact that the sixth round is over subscribed means that many authorities that have opted for arms length management following their housing stock options appraisals may find their applications refused.

Assets managed by the arm's-length company currently remain those of the authority. The authority's accounts show the effects of the capital expenditure incurred by the company on the authority's behalf. Authorities determine the overall rent requirement for a year – within the constraints of the rent restructuring regime, including any which is managed by an arm's-length company.

The main purpose of arms length management organisations is to achieve the decent homes standard by 2010, although it now appears that some will fail to reach this target. Their role beyond 2010 is still unclear although it is likely that arms length management organisations will continue, probably with greater autonomy associated with withdrawal from the housing revenue account subsidy system and probably with a greater focus on the provision of new affordable housing.

It is expected that any scheme for the withdrawal of local authorities from the housing subsidy system will not be a general scheme but one linked to the extension of freedoms and flexibilities to high performing authorities – probably those with arms length management organisations. It is possible that this would be linked to Arms Length Management Organisations playing a role in development of new affordable housing (a pilot scheme for this is already in place). If this was combined with arms length management organisations becoming responsible for the management of the housing revenue account (that is already the case in some instances) this would lead to Arms Length Management Organisations enjoying similar financial freedoms to Housing Associations.

'AWICS' will hold a series of seminars in the autumn of 2007 on freedoms and flexibilities for arms length management organisations. By then the outcome of the study of potential withdrawal from the housing subsidy system should have been completed. Details of these seminars will be posted on our website at www.awics.co.uk/services/trainingandlectures.asp and announced in 'Public Services News'.

Adrian Waite

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Community Interest Companies

Cynics have been confounded as numerous 'Community Interest Companies' have been registered since part two of the Companies (Audit, Investigations and Community Enterprise) Act 2004 was passed and the Community Interest Company Regulations 2005 came into force on 1st July 2005. The hundredth Community Interest Company – 'Social Enterprise London' was registered on 27th January 2006 and by March 2007 a total of 845 Community Interest Companies had been registered in Great Britain. Of these, 694 were new registrations and 151 were conversions of existing companies. In April 2007 it also became possible to register a Community Interest Company in Northern Ireland.

Community Interest Companies are commercial companies that operate for the good of society in general or a specific section of the community. Any surpluses are used for the benefit of that community rather than the directors or shareholders. They can be a company limited by guarantee or shares or a public limited company. In practice most are companies limited by guarantee – 603 of the total of 845 in March 2007.

There is an 'Office of the Regulator of Community Interest Companies' and requirements for Community Interest Companies in addition to the general company law. These include a need to file an annual community interest company report along with the usual accounts. This will be on public record and will describe how the Community Interest Company has met its objectives. The Regulator has three main functions:

- To decide whether an organisation is eligible to become, or continue to be, a community interest company;
- The investigation of complaints; and
- Enforcement action, if necessary.

Registering a Community Interest Company is similar to registering any other company with the Registrar of Companies. One difference is the need to apply to the regulator for confirmation that the company is eligible for Community Interest Company status. A Community Interest Company's Memorandum and Articles of Association also needs to contain specific provisions provided for by prescribed regulations.

The application to Companies House needs to be accompanied by a "Community Interest Statement" in a form prescribed by the regulator and signed by the first directors. Community Interest Companies need to use the initials "CIC", or the words "Community Interest Company" in their title, although in the case of Public Limited Companies it reads "Community Interest Public Limited Company" or "Community Interest PLC".

An organisation which is a Community Interest Company cannot also be a charity. Community Interest Companies are less regulated than charities. Even if a Community Interest Company has charitable objects it will still not be a charity.

Community Interest Companies operate within an 'asset lock' whereby assets of the company must be retained and used for community purposes consistent with the company's objectives or transferred to another asset locked organisation such as a Community Interest Company or charity. The transfer of any assets from a Community Interest Company must otherwise be at market value.

In his annual report for 2006/07, John Hanlon, the Regulator of Community Interest Companies, said:

"The statutory asset lock, I believe, should be an important consideration when both central and local government are awarding contracts, or providing start-up finance and other assistance in the communities they serve.

“The CIC asset lock ensures that the assets, and any surpluses the CIC generate, is applied to benefit the community, not to generate funds for personal profit. As far as other bodies are concerned, the asset lock should provide reassurance to them also.

“The concept of a CIC, which is incorporated as a private company limited by shares, is one which has challenged a number of funders. I am pleased to say that once the central features of such a CIC are explained i.e. capital appreciation on shares, and a dividend which has a cap to ensure the lion’s share of any profits goes to benefit the community, grant funders have become increasingly supportive of CICs, and are providing start-up funds.

“As more and more people become aware of the CIC form, and the flexibility it can offer, as they work to benefit the communities they are passionate about, I am convinced that CICs will continue to be a growing force for good in communities across the United Kingdom.

“I have said I do not see any no-go areas for CICs. Successful CICs will be a liberating force for people in this country and abroad. We will see CICs lead the way in the provision of services to communities, by communities, for communities. As more people see what the CIC form can offer their communities, this good will grow.

“There is still a real buzz of excitement when we see applications which have the vision to change people’s lives for the better and real enthusiasm among the staff for what CICs can do for people and communities.”

Rt. Hon. Alun Michael MP, Minister of State for Industry and the Regions, said:

“The Community Interest Company is an attractive legal vehicle for those operating social enterprises across the country. I am particularly delighted about the high proportion of new start-up businesses choosing this model. This demonstrates that the Community Interest Company structure is meeting the needs of new entrepreneurs looking to use their business for social good.”

Community Interest Companies operate in many market sectors, the main ones at March 2007 being: Social and Personal Services (291); Real Estate, Renting and Business (174); Education (170); and Health & Social Work (126).

A survey of Community Interest Companies carried out by the regulator in 2006 showed that 48% of them had been established to demonstrate community benefit and 15% had been established because the structure was suitable. 52% of Community Interest Companies felt that their status presented them with an opportunity to access increased funding.

Community Interest Companies are seen as a way of unlocking entrepreneurial potential and directing it towards social and community goals. A Community Interest Company enjoys the freedoms and flexibilities of a private company but has to demonstrate a real commitment to social goals. The test will not be how many Community Interest Companies register, but how many are still trading in the future. To date almost all the Community Interest Companies that have been established are still trading.

Anyone wishing to form a Community Interest Company or to convert an existing company into a Community Interest company can download application forms from www.companieshouse.gov.uk or www.cicregulator.gov.uk.

Adrian Waite

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Fenland's Foyer Project carries off prestigious design award

Fenland District Council's Foyer Project, part of the Nene Waterfront Regeneration, has won the prestigious regional award for the Best Public/Community Project in the Local Authority Building Control, East Anglia Built in Quality Awards 2007. As a regional winner, the Foyer Project will go forward for the national award at the Grosvenor House Hotel in London in October 2007.

The Foyer Project was submitted for the award by the building's designers, Peterborough-based PDG Architects. The building was commissioned by Axiom Housing Association, but was conceived as a flagship for the multi-million pound Nene Waterfront Regeneration scheme which is set to transform the economic fortunes of Wisbech, and Fenland as a whole.

This is the second accolade that the Nene Waterfront Regeneration Project has received. In March 2007, the Nene Waterfront Regeneration project scooped the Strategy and Master Planning Category in the Waterways Renaissance Awards run by the Waterways Trust and the British Urban Regeneration Association. The Foyer Project, which opened its doors to seventeen young people in December 2006, plays a vital role in providing accommodation, training and mentoring under one roof to help break the cycle of no home – no job – no home that faces many young people.

Fenland District Council provided the land to build the Foyer and provided a grant of £330,000 towards the cost of the build. The concept was an integral part of the overall regeneration plan for the Nene Waterfront, funded jointly by Fenland District Council, the East of England Development Agency and the European Regeneration Development Fund administered by the Government Office for the East and English Partnerships.

Paul Hutchings from PDG Architects, said:

"We designed a high quality building that would live up to its reputation as a flagship for the Nene Waterfront Regeneration Project... As architects, we are particularly proud of the way the building blends into the riverscape. I'm sure it will add considerably to the stunning Nene Waterfront Regeneration project that is about to take shape across the river"

Richard Hall Chief Executive of Axiom Housing Association, said:

"The Foyer is a stunning building, It provides young people with a high-quality environment from which they can find their feet, educationally and in society. This kind of high quality environment will give generations of young people the start in life that they deserve. Our young residents love and appreciate this building. We believe it will help give them confidence to achieve their full potential in life."

Gary Garford, Fenland District Council's Director of Business and Infrastructure, said:

"Another award for the Nene Waterfront Project! Wonderful! The Foyer building is modern and very attractive and will be a major asset to the new environment that will be springing up alongside the river in the coming months and years. I am delighted Fenland District Council has been able to play a key role in creating a forward-looking environment for young people. PDG Architects, Burmor Construction, Axiom Housing Association and everyone who has been involved in creation of the Foyer Project are to be congratulated."

From 2004 to 2006 'AWICS' was closely involved in Fenland as Independent Tenants' Advisor.

Adrian Waite

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'AWICS' publishes wide range of guides to public sector finances

'AWICS' publishes a wide range of guides to public sector finances. Titles currently in print include:

- All You Want to Know about Local Authority Finance
- All You Want to Know about Local Authority Housing Finance
- All You Want to Know about Local Authority Housing Finance in Scotland
- All You Want to Know about Local Authority Housing Finance in Wales
- All You Want to Know about Housing Association Finance
- Sustainable Housing Business Plans and the Efficiency Agenda

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Adrian Waite (Independent Consultancy Services) Limited, Appleby Business Centre, Bridge Street, Appleby in Westmorland, Cumbria. CA16 6QH. Tel: 017683-52347 or 52165. Mobile: 07971-321863. Fax: 017683-54005. E-mail: Adrian.Waite@awics.co.uk