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Adrian Waite (Independent Consultancy
Services) Limited



**September &
October 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.

Local Government White Paper – 'Strong and Prosperous Communities'

This, the latest in a long line of Government white papers, is ambitiously sub-titled "Strong and Prosperous Communities." The White Paper was published in October 2006 by the then incumbent as Secretary of State for Communities and Local Government, Ruth Kelly MP. The foreword by Rt. Hon. Tony Blair, the Prime Minister, declares that:-

"Local Government is a vital part of our democracy. The vast majority of interactions between citizens and the state take place through local government..."

The stated aim of the White Paper is "to give local people and local communities more influence and power to improve their lives." The document contains seven themes:-

- Responsive services and empowered communities;
- Effective, accountable and responsive local government;
- Strong cities, strategic regions;
- Local Government as a strategic leader and place-shaper;
- A new performance framework;
- Transforming local services via improved efficiency;
- Community cohesion.

People want choice, as well as more accountability, says the White Paper. This also means the community ownership and management of local facilities, the involvement of users more fully via consultation, the encouragement of neighbourhood charters setting local priorities, and the ability to demand answers via local councillors.

Councillors should be champions for their local community, with executive powers being vested in the Council Leader. Councillors would be able to scrutinise the Leader's actions, as well as demanding formal responses via the scrutiny mechanism, which itself would enjoy greater powers. The White Paper sees gains from the creation of more unitary councils. Councils as a whole would operate via an amended code of conduct, which would include the devolution of most aspects of the Standards Board's current functions. Local authorities would also gain delegated powers in relation to byelaws, no longer having to obtain approval from the Secretary of State.

In the light of the need for sustainable growth, extra powers and resources would be devolved. Multi-Area agreements would continue, especially in assisting economic development, the latter entailing the promotion of city development companies in some cities. Passenger Transport Authorities would be reformed, and more powers would be devolved to ensure coherent local bus services are delivered, especially in the biggest cities.

The Government will require Councils to align services provided by agencies working locally, introducing a new framework for strategic leadership in order to get local partners working together for the benefit of their communities. County and Unitary Councils would be required to prepare a Local Area Agreement comprising a single set of improvement targets, which in turn must be prioritised in conjunction with other local partners.

The Government's performance framework would undergo a radical simplification, resulting in about 200 outcome-based indicators reflecting national priorities, and including a new monitoring, support, assessment and intervention regime. New powers would enable Councils to meet the needs of their own communities, working with other agencies to tackle specific local priorities, as agreed via LAAs (e.g. anti-social behaviour). The new framework would build on the existing CPA (comprehensive performance assessment) regime. It would be known as the Comprehensive Area Assessment, or CAA. The intention is that the new regime should be more flexible, and risk based.

Ambitious efficiency gains will be required as part of the 2007 Spending Review. Although local authorities would be tasked with continuing to drive the transformation of local services forward, they would be expected to collaborate more closely with other Councils and public bodies, as well as making use of fair and open competition. This, plus greater use of business process improvement, is expected to help transform services and improve outcomes for local communities.

The White Papers seeks to promote community cohesion via stronger local leadership, as well as greater participation by the community as a result of an enhanced role for local people. Areas facing difficulties would be provided with support, including the sharing of best practice and support for establishing forums to negate extremism where necessary. The Commission on Integration and Cohesion would be encouraged to produce detailed plans for delivering a "step" change in promoting cohesion.

To summarise, the White Paper envisages the devolution of greater powers to local authorities, as well as placing additional duties on them and partner agencies, such as Primary Care Trusts, who will be required to report on consultation arrangements following the setting-up of Local Involvement Networks (LINKs) and the abolition of existing consultative arrangements, such as Patients' Forums. This in turn means that public sector organisations will need to change in terms of how they work, to enable citizens and communities to participate fully. In devolving greater powers, the Government requires that Councils demonstrate clear, transparent and accountable leadership. Citizens would be rewarded by having choices regarding the services they receive, in terms of who provides those services, and the service standards expected.

Simon Pomfret and Derek Wolfe

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Housing Green Paper

Following Gordon Brown's announcement that housing has become a major priority of the government, 'Communities and Local Government' published the Housing Green Paper 'Homes for the Future: More Affordable, More Sustainable' on 23rd July 2007. In her ministerial foreword, Yvette Cooper MP, the Minister for Housing said that:

"This Housing Green Paper outlines our plans for delivering these homes. More homes – backed by more ambitious building targets, increased investment, and new ways of identifying and using land for development. More social housing – ensuring that a decent home at an affordable price is for the many, not the few. Building homes more quickly – by unblocking the planning system and releasing land for development. More affordable homes – by increasing the options for low cost home ownership and more long term and affordable mortgage products. And greener homes – with high environmental standards and flagship developments leading the way."

The Housing Green Paper has been welcomed as the most comprehensive review of housing policy since the 1970s, and covers the full range of housing issues faced in England:

- Progress and Challenges
- More Homes to meet Growing Demand
 - Delivering homes where they are needed
 - Delivery without needless delay – continuing planning reform
 - Public sector land use
 - Recycling homes and land
- How we can create Places and Homes that People want to live in
 - Infrastructure
 - Well designed Homes and Places
 - Greener Homes
- Making Housing More Affordable
 - More Social Housing
 - Helping first time buyers
 - Improving the way the mortgage market works
- Delivery: How we will make it happen
 - Skills and construction
 - Implementation: A shared endeavour

The Green paper describes the government's vision for housing as follows:

"We want everyone to have access to a decent home at a price they can afford, in a place where they want to live and work. Good quality, affordable housing enables stable and secure family lives: we are all healthier, happier and wealthier when we have decent homes close to schools, healthcare and transport links.

"But this is not just an issue for families. Good housing can improve our social, environmental and economic well-being. It helps create better communities that can attract investment and skilled workers. And getting the design right can also improve the environment and reduce our carbon footprint."

The government proposes to deliver two million new homes by 2016 and three million new homes by 2020. This projection is based on house construction rising to 240,000 a year by 2016 and then being sustained at that level. The two million new homes that will be delivered by 2016 will include:

- 1.6million homes that are already in regional spatial strategies including 650,000 homes in growth areas
- Between 150,000 and 200,000 additional homes in the new round of regional spatial strategies
- 100,000 extra homes in the 45 towns and cities in the 29 growth points
- 50,000 new homes in additional growth points

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- 25,000 to 100,000 new homes in the five new eco-towns

The Green Paper is clearly linked to the 2006 White Paper on Local Government that proposes an important role for local government in 'place shaping' based on the conclusions of the Lyons enquiry. The Green Paper states:

"Local authorities have a critical role to play in achieving a major increase in new homes and their strategic housing role is at the heart of achieving our ambitions for housing supply. We want to see local authorities step up to play a stronger role in addressing the housing needs of all their residents, as part of their strategic housing role."

One of the aspects of the Green Paper that has attracted most comment has been the proposal to give local authorities an enhanced role in housing including the provision of 'new build'. The Green Paper refers to a wider delivery of affordable housing in mixed communities and states that:

"We also want councils to play a greater role in facilitating the supply of affordable housing through:

- *Enabling new affordable supply to be built*
- *Influencing the decisions that are made*
- *Having a direct role in the building of new homes where it provides value for money*

"The first ten arms length management organisations and other local authority companies have pre-qualified to bid for social housing grant, and more will have an opportunity to pre-qualify next year. We are setting out new ways for councils to use their land and resources to build homes, and are seeking views on changes to the treatment of rents and capital receipts from additional homes which would incentivise this."

The government sees the achievement of its housing objectives as requiring a 'shared endeavour' stating that:

"Everyone needs to take responsibility and account for the part they play in delivery... If we are to build these much needed homes we must join in a shared endeavour – with political leadership and delivery support shared between national, regional and local levels; with private, public and third sector providers all playing full roles; and involving local communities."

The Housing Green Paper refers only to England. However, in Scotland and Wales, housing is also considered an important priority and statements on housing policy are anticipated from the Scottish Government and the Welsh Assembly Government.

Copies of the Green Paper can be downloaded from the 'Communities and Local Government' website at:

http://www.communities.gov.uk/pub/967/HomesforthefuturemoreaffordablemoresustainableHousingGreenPaper_id1511967.pdf

Briefing papers on housing, including the Green Paper are available on the 'AWICS' website at: www.awics.co.uk/briefing/housing.asp.

The Housing Green Paper seeks views on the Government's proposals. Responses are invited by 15th October 2007 which should be sent, if possible by e-mail to: housinggreenpaper@communities.gsi.gov.uk or by post to: Graham Knapper, 2nd floor, Communities and Local Government, Eland House, Bressenden Place, London. SW1E 5DU.

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Local Authorities, Arms Length Management Organisations and New Build

The Housing Green Paper commits the government to a big increase in direct government investment in social housing through the Housing Corporation and a new Homes Agency. The government envisages many of the new homes being provided by housing associations but with a greater private sector contribution and stronger council involvement. They envisage a renewed role for local authorities in facilitating the supply of affordable housing; options for local authority new build within and outside the housing revenue account and the potential to reform the housing revenue account in the longer term so local authorities can move out of the subsidy system and the continuation of the decent homes programme.

The government recognises that local authorities are keen to focus on improving the quality of their existing housing and that there has been a substantial improvement over the last decade. Because affordability and supply of low cost homes to rent are now such crucial issues, the government also wants councils to play a greater role in facilitating the supply of affordable housing through enabling new affordable supply to be built, influencing the decisions that are made and having a direct role in the building of new homes where it provides value for money.

The government now wants to test whether some council backed new build schemes could bring in benefits, not least when linked to council owned land, which would offer good value for money in comparison with traditional Housing Association development.

In 2007 the government removed barriers to councils accessing Housing Corporation social housing grant through a special venture vehicle or an arms length management organisation. The first ten such bodies have now pre-qualified as eligible for bidding in the next round. Council backed bids will compete on equal terms with other schemes allowing the government to compare the costs and benefits.

The Housing Corporation proposes to have a further pre-qualification round for social housing grant in 2008. This will allow more councils and arms length management organisations an opportunity to put together partnership vehicles and schemes. The government also proposes to extend pre-qualification to two star arms length management organisations. However, those who secure subsidy through social housing grant must demonstrate their capacity to deliver, bringing together partners and effectively managing their business. It is estimated that a further 25 arms length management organisations will apply in the 2008 round.

At present, fourteen local authorities are setting up local housing companies with developers while ten have been accepted on the national affordable housing programme. Of the ten, eight are using arms length management organisations as the vehicle for development while two have established special purpose vehicles. New homes will be accounted for outside the housing revenue account enabling local authorities to retain all rent income and capital receipts. However, it is expected that the number of homes built will be modest, with Derby Homes, for example, understood to be considering a building programme of a few hundred dwellings.

The eight arms length management organisations on the programme are as follows:

- Ashfield Homes
- Brent Housing Partnership
- City West Homes (Westminster)
- Derby Homes
- Hillingdon Homes
- Hounslow Homes
- Kirklees Neighbourhood Housing
- Sheffield Homes

It is understood that the Housing Corporation wants to ensure that land owned by local authorities is made available for development of affordable housing. While local authorities and arms length management organisations do not have the same access to private borrowing as housing associations, they do have access to development land. It is believed that this is a strong factor in the willingness of the government and the housing corporation to accept arms length management organisations onto the national affordable housing programme,

The eight arms length management organisations passed the first stage of qualifying for the Housing Corporation's 2008/11 national affordable housing programme in July 2007. They are therefore eligible to receive social housing grant in the autumn of 2007 alongside established partners of the Housing Corporation – principally housing associations.

Three arms length management organisations were accredited by the Housing Corporation's housing management accreditation scheme in July 2007. This will allow them to manage homes built with social housing grant by private developers. The three arms length management organisations are: Carrick Housing, Derby Homes and Northwards Homes (Manchester).

Steven Douglas, Acting Chief Executive at the Housing Corporation was quoted in 'Public Finance' as saying:

"The future will increasingly be about partnerships between local authorities, arms length management organisations, the private sector and traditional housing associations."

A few councils continue to use their own resources, without additional support from government to build new homes within the housing revenue account.

The government expects councils to undertake direct development only where it offers better value for money than other options. But where they choose to invest their own money in new supply, the government thinks that councils should be able to keep the income and capital returns from those additional new homes. The government has invited views on the practicalities of making these changes as well as the potential for them to encourage more local investment in new housing.

If these changes were made, the government might have less reason for restricting access to social housing grant only to councils developing through an arms length management organisation or other vehicle. However, before the government considered extending access to social housing grant to councils in their own right, they would need to establish rigorous criteria for selecting potential local authority developers. These would have to ensure value for money and deliverability, but also have a means of controlling the public sector expenditure and borrowing impacts of an increase in council house building as any increase would have to be affordable within national as well as local public expenditure and borrowing limits. In most cases, government would expect models that offer access to private finance to provide better value for money, delivering more affordable homes for the public investment.

The government has expressed an intention to allow local authorities that build new homes within the housing revenue account to retain all rent income and capital receipts, but they are seeking views on the implications of doing this.

'AWICS' is running a series of seminars during October to December 2007 at various venues in England on 'Arms Length Management Organisations – Freedoms, Flexibilities and the Future'. These will refer to 'new build' among other subjects. For further details visit: www.awics.co.uk/services/almocourse.asp.

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Comprehensive Spending Review 2007

The Comprehensive Spending Review for 2007 will set a new financial framework for Local Government and Housing and determine the scale of public sector reform. It is clear that the government will demand better services within a tighter financial framework. Important issues clearly include:

- Future Resources
- Affordable Housing
- Value for Money and Efficiency
- Partnership and Collaboration

As part of its preparations for the 2007 Comprehensive Spending Review the Government is taking forward a fundamental assessment of its expenditure, with the aim of maximising value for money across all public spending. By building on the progress of the 2004 Spending Review efficiency programme and pursuing even more ambitious reforms over the Comprehensive Spending Review 2007 period, this programme will enable the Government to sustain the momentum of public service improvement and release the resources needed to meet new priorities and challenges in the decade ahead.

The Comprehensive Spending Review of 2007 will therefore be set in the context of the economy; government policies for public expenditure and taxation; government policies on local government and housing; and existing commitments. The implications of this for the resources that will be made available for local government and housing will be considerable.

Education has been a major priority of government since 1997 with recent commitments to raise the funding for local authority schools to a comparable level to that enjoyed by independent schools. Commitments have already been given for capital expenditure in Education. Similarly, the National Health Service is a long-standing government priority. It is likely that, as in 2004, Education and Health will be among the 'winners' in the 2007 Comprehensive Spending Review.

In his pre-budget report of December 2006 Gordon Brown, then Chancellor of the Exchequer stated that housing was one of the key drivers in creating an internationally competitive economy. He offered the prospect of continued funding for new supply, neighbourhood regeneration and shared ownership but not for improvements to existing housing stock. He said:

"The new priority is world leading investments that will move Britain sustainably ahead of our competitors (including in) affordable housing... Investment in housing, just £2billion in 1997, will be nearly £8billion next year, with sustained investment in the next spending round."

The pre-budget report also envisaged at least 3% savings per year across central and local government and a reduction of 5% a year in administration budgets. These assumptions are likely to be factored into future local government and housing funding settlements. It is anticipated that real growth in public expenditure during 2008/09 to 2010/11 will be 1.9% a year compared to 3.4% a year during 2005/06 to 2007/08.

The National Housing Federation, Shelter, Local Government Association, Chartered Institute of Housing and National Federation of Arms Length Management Organisations put a joint submission to government on the comprehensive spending review. This requested the following funding for social housing over the three year period:

- National Affordable Housing Programme - £11.6billion
- Supporting People - £5.7billion
- Decent Homes (Arms Length Management Organisations) - £3.2billion
- Housing Market Renewal Pathfinders - £1.2billion
- Disabled Facilities Grants - £513million
- Homelessness - £290million
- Gypsies and Travellers - £150million

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- Local Authority Strategic Housing - £120million
- Family Intervention - £120million
- Neighbourhood Wardens - £19million
- Regional Strategic Housing - £13million

The Comprehensive Spending Review of 2007 is expected to be set against a reducing level of growth in government budgets. However, as it is expected that education and housing will be major priorities for government it is expected that resources may not be reduced by as much as was previously feared. However, the government will be looking for increased efficiencies, not least in the national affordable housing programme.

However, a combination of reduced growth and changing priorities could see increased constraints on other areas of local government expenditure including social services, highways, environmental and cultural services.

The Comprehensive Spending Review 2007 will establish resource levels for the Scottish Executive and Welsh Assembly through the Barnett Formula and it will then be for them to establish priorities for the different devolved services. Pressures on services and political priorities are different in Scotland and Wales and it will be interesting to see whether different patterns emerge in the different countries following the 2007 Comprehensive Spending Review.

The 2008 budget will not be presented until the spring, but there will be a pre-budget report in the autumns of 2007 and the new Chancellor of the Exchequer, Alastair Darling, has already asked public sector workers to accept pay increases in 2008/09 of 2%, below the level of inflation. In the 'Guardian' of 10th July 2007, Alistair Darling was quoted as saying:

"It is inevitable that the spending round is going to be tough. There are harsh decisions to be taken. We have vastly increased money spent on the NHS but we don't need to replace hospitals and surgeries every year. A lot of the new buildings will stand us in good stead for years to come.

"We need to be tougher on how much we are getting for each pound we spend...All pay has to be pegged to performance at work. We can't have inflationary pay deals."

The 2007 Comprehensive Spending Review has been delayed more than once. Recent indications have been that it will be announced in early October, although there are now indications that it could be delayed into late October or even early November.

There are a number of unanswered questions about the 2007 Comprehensive Spending Review: For example, will Revenue Support Grant be top-sliced? How will this impact on Council Tax and services?

How is more Affordable Housing to be delivered following the government's announcement that this is to become a major priority? The roles of Central Government, the New Homes Agency, Regional Housing Boards, Local Authorities, Housing Associations, Arms Length Management Organisations and Private Developers are critical.

How will Local Authorities and Housing Associations be expected to deliver increased Value for Money and Efficiency Gains in all services in both ongoing activities and capital investment?

'AWICS' is running a series of seminars during October to December 2007 at various venues in England on 'The Comprehensive Spending Review 2007 – Implications for Local Government and Housing'. For further details visit: www.awics.co.uk/services/csrfcourse.asp.

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Local Area Agreements and Local Strategic Partnerships

'Local Area Agreements' are made between 'Communities & Local Government' and the Local Strategic Partnerships in each unitary and county area. Responsibility within 'Communities & Local Government' for negotiating Local Area Agreements rests with the 'Places' Directorate.

In October 2006 the Local Government White Paper moved Local Area Agreements from the margins of government to the mainstream. It is no longer about specific funding but about specific targets. There will be a national suite of 200 performance targets that will be finalised as part of the 2007 Comprehensive Spending Review. Many of these indicators will contribute to the objectives of more than one department. It will then be for Local Strategic Partnerships to select the 35 targets that are most appropriate locally. However, they include seventeen performance targets related to education and young people that are already in place as mandatory targets. It will also be necessary to justify the exclusion of indicators as well as to justify the choice of indicators that are selected.

The process is somewhat 'in limbo' pending the 2007 Comprehensive Spending Review, but is expected that all arrangements will be in place by June 2008. In two-tier areas this means that the County Councils will have to 'organise' the District Councils.

The government has concluded that in the past there have been too many different funding streams with different conditions attached. This was especially true in areas of multiple deprivations where there were many initiatives each with their own funding and performance management arrangements. Even the Audit Commission identified weaknesses in delivery as a result. It was therefore concluded that a single framework could deliver better outcomes and improved service delivery. This is why the Local Area Agreements were launched in 2005/06 with a process of phased introductions that finished in March 2007.

It is considered that Local Area Agreements are delivering benefits, but that many of these are quite 'soft' and so difficult to 'sell' to ministers. In the current Local Area Agreements, departments such as the Home Office and Department for Education and Schools were very precise about what they wanted to achieve and therefore local flexibility became somewhat limited in practice. Often the resultant focus on targets and outcomes was not really what a local area needed to meet aspirations. In addition Local Area Agreements are often funded through modest funds created by pooling and re-aligning existing budgets.

The new proposals are for more 'bottom up' accountability but with tougher intervention should things go wrong. It is intended that there will be a stronger role for the Local Strategic Partnership although it is recognised that sometimes this will be a 'big ask'. Some have never been asked to deliver anything directly or to be accountable. However, it must be remembered that the Local Area Agreement is with the Local Strategic Partnership and not with the Local Authority or another individual body.

In the past there have been four 'blocks': Children; Older People; Community Safety; and Economic Development. This approach has been abandoned in favour of Local Strategic Partnerships identifying their own themes thus increasing flexibility.

There is now a duty to co-operate placed on local authorities and other named partners (including the National Health Service and Sports Agencies) in agreeing the Local Area Agreement targets and to have regard to achieving them.

The government is committed to 'double devolution' and considers that, to date, Local Area Agreements have had a 'democratic deficit'. They would like elected Members to be more involved as part of the new Local Area Agreements being more tied into the democratic process. Local political leaders are seen as having a key role in agreeing who should be the Chair of the Local Strategic Partnership. It is considered that elected Members need to be empowered to carry out this 'community championship' role. To achieve this, Regional Government Offices are funding training programmes.

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There will also be a bigger role for Regional Government Offices. In the past Central Government Departments have told Regional Government Offices what is required and they have done little more than pass the message on to the Local Strategic Partnership. However, it is now the responsibility of the Regional Director to sign off the Local Area Agreements and to submit them to Ministers. Because Local Area Agreements cover a wide range of policy areas there is a need to secure the agreement of ten ministers to each Local Area Agreement.

There is therefore a need for Regional Government Offices to get Whitehall to understand what they are doing.

The exact nature of the funding regimes has yet to be determined. This is causing uncertainty for staff whose salaries are funded through Local Area Agreements. Ministers wish to move away from 'ring-fenced' funding although it is clear that 'Sure Start' funding will still be ring-fenced. The concept is to create more local discretion by breaking the link between specific targets and specific funding streams. However, the level and method of distribution of finance has yet to be settled and an announcement is expected as part of the 2007 comprehensive spending review.

One area of concern is the potential effect of merging of 'Supporting People' funding into Local Area Agreements. There are fears that this will result in further reductions in funding for support services in sheltered housing in particular for groups such as the homeless, ex-offenders and the mentally ill. While the Housing Corporation is prepared to fund capital investment in supported housing, the Housing Association is often dependent on 'Supporting People' to provide the revenue funding.

Feasibility studies have been completed in sixteen areas including the City of Coventry and the County of Shropshire. In Coventry the Local Strategic Partnership worked to negotiate around 35 targets. In Shropshire the approach was more 'low key' and was based on revising the existing Local Area Agreement through considering feedback on what had worked well, what needed to be changed and what should be discontinued.

Regional Government Offices are advising Local Strategic Partnerships to prepare for the next round of Local Area Agreements in advance of the 2007 Comprehensive Spending Review. In particular Local Strategic Partnerships should start to think as soon as possible about what their focus should be and what their targets should be. Not all the targets have to be improvement targets as some can be aspirational targets. Many Local Strategic Partnerships are concluding that tackling climate change should be an important focus.

Regional Government Offices and Local Strategic Partnerships have until March 2008 to conclude the Local Area Agreements before they are signed off by Ministers in June 2008. In the past there has been a lot of discussion required between Local Area Agreements being finalised locally and agreed by Ministers so a three-month period for this is considered appropriate.

In some areas it is appropriate to enter into Multi-Area Agreements. Multi-Area Agreements are entered into between two or more upper-tier authorities and address a matter that does not 'fit' with local authority boundaries. Targets included in a Multi-Area Agreement will count towards the 35 targets required in a Local Area Agreement. Examples of Multi-Area Agreements are the Tees Valley Partnership and the North Staffordshire Regeneration Partnership between Staffordshire County Council and Stoke on Trent City Council.

Guidance was issued by Communities & Local Government on 18th September 2007 and further guidance is anticipated following the 2007 Comprehensive Spending Review.

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Services on offer!

'AWICS' offers a wide range of management consultancy and training courses in management and financial topics. These include:

- Regional Seminars
- In-House Training
- Management Consultancy (including Business and Best Value Reviews, Advice on Procurement, Housing Finance, Housing Stock Options Appraisals, Housing Association finance, Public Authority accounting, Advice to voluntary bodies and Performance Management)
- Independent Tenants' Advice

For further information, please contact Adrian Waite on: Adrian.Waite@awics.co.uk or 017683-52347 or 52165.

'AWICS' 2007/08 Programme of Regional Seminars

Our 2007/08 programme of regional seminars has now been arranged as follows:

- Arms Length Management Organisations – Freedoms, Flexibilities and the Future (October to December 2007)
- Comprehensive Spending Review 2007 (November to December 2007)
- All You Want to Know about Local Authority Finance (separate English, Scottish and Welsh versions – January to July 2008)
- All You Want to Know about Local Authority Housing Finance (separate English, Scottish and Welsh versions – February to July 2008)
- All You Want to Know about Housing Association Finance (separate English, Scottish and Welsh versions – March to July 2008)

Details will be placed on our website: www.awics.co.uk/services/trainingandlectures.asp

Opportunities with 'AWICS'

'AWICS' are looking for people who would like to become Associate Consultants. The role requires not only appropriate qualifications and significant relevant experience, but also a strong commitment to public services to working with independence, integrity and value.

We are especially interested in appointing Associate consultants with expertise in the following fields:

- Local Government Finance
- Housing Management
- Arms Length Management Organisations
- National Health Service Finance
- Finance of Voluntary Bodies

Applicants should send a copy of their curriculum vitae to Adrian Waite at AWICS Limited, Appleby Business Centre, Bridge Street, Appleby in Westmorland, Cumbria. CA16 6QH. Or e-mail Adrian.waite@awics.co.uk. Further details will be made available on our website: at www.awics.co.uk/opportunities.asp.

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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