Public Services News - June 2013

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Appleby Leisure Centre, managed by North Country Leisure on behalf of Eden District Council

June Spending Review – More cuts on the way? Is Value for Money the Answer?

The Department for Communities and Local Government is among seven Whitehall ministries that have signed up to extra funding cuts of 8%–10% in 2015/16, Chancellor George Osborne has announced.

The other six are the Ministry of Justice, the Department of Energy & Climate Change, the Cabinet Office, the Foreign Office, the Northern Ireland Office and the Treasury itself, Osborne said ahead of his Comprehensive Spending Review on 26th June 2013. The announcement represents around 20% of the £11.5billion in savings that Osborne has pledged to make in the review, a Treasury spokeswoman has said.

Spending on the National Health Service, schools and international development will be protected in the review, as they were in the October 2010 Spending Review, covering 2011/12 to 2014/15. Speaking to the BBC, Osborne said the agreements showed the Spending Review was 'going pretty well', but admitted agreeing the cuts was 'difficult'. He added:

"I'm not hiding that from anyone, but it's necessary to ensure that we go on and fix our public finances, heal our economy and have enough money to spend on the nation's priorities, which are things like the National Health Service and the infrastructure that is going to create the jobs of the future. We have already made substantial cuts in welfare, not just in the current welfare budget but in the future welfare budget.

"My central assumption is that this is money we are looking for from Whitehall departments. We've already made billions of savings in welfare in this year, and we have to make sure that Whitehall is not let off the hook. There are still substantial savings, and better value for money, we can get for taxpayers out of the machinery of government."

The Treasury's 'central assumption' is that all the required savings would eventually be made from departmental revenue budgets, with no additional cuts needed in welfare spending, Osborne said. This follows the decision in last year's Autumn Statement to increase benefits by only 1% from 2013/14 to 2015/16, and not uprate them based on inflation.

Earlier, the Local Government Association warned that if 10% cuts were imposed on town halls after the Spending Review, councils could 'fail' their communities, with a host of local services facing cuts.

Meanwhile, the European Commission has warned that people are not as happy with online public services as they are with services offered over the internet from private firms and banks. Less than half of European Union citizens were said to use digital public services. But the 46% that did had gone online to look for jobs, to use the public library, file tax returns, register a birth and to apply for passports, amongst other things.

The people that actually did use online services said they were more satisfied with online banking and online shopping than services offered by their government. European Commission Vice President Neelie Kroes said:

"When users are more satisfied with online banking than online public services, it shows that public administrations must do better at designing e-government services around users' needs. And we have to do more to make e-government work across borders."

In the United Kingdom the government is attempting to shift public services online where they are up to fifty times cheaper to run. But senior officials leading the initiative have warned of the need to make services focussed on user needs if aims are to be realised.

Hilary Thompson (the Chief Executive of the Office for Public Management) has recently stated that a couple of years ago she feared that the progress made with good commissioning would be lost, and replaced by short-termism and knee jerk cuts. There has been some of that, of course, but it is cheering to see a strong emphasis on commissioning in many places, from the Cabinet Office's Commissioning Academy to many local councils and the confidently emerging clinical commissioning groups.

By commissioning Hilary Thompson says that she doesn't just mean the skills of those with a 'commissioner' job title, but instead means organisations that recognise commissioning isn't just something done by commissioners, or indeed by a few of the leadership team. A commissioning organisation has to have a common mind-set that runs throughout the organisation and its associated partnerships.

A lot has been written acknowledging the potential of good commissioning to transform public services and make savings while sustaining or improving outcomes. But good commissioning can also do much more, helping to unlock the capacity of users and communities and to develop sustainable (often more local) provider markets.

Hilary Thompson tells us that the question then is how can organisations achieve this, and quickly. From the Office for Public Management's work on whole-system commissioning we know that there are some key principles organisations need to bear in mind. Here are five to start with:

- Commissioning is about making good decisions. The processes for analysing needs and looking at options for change and innovation are important, but only if they lead to better decisions. This involves getting the governance of commissioning right (right people, right time and the courage to make and stick to difficult decisions), and preparedness to question the position of in-house providers.
- All staff should understand their roles as part of a commissioning organisation. At a minimum, everyone in an organisation can contribute to two key commissioning behaviours: being outward looking to communities and service user groups; and contributing to the generation and effective use of evidence.
- You have to work to get the providers you want. Many commissioning organisations recognise the value of more diverse provider markets (including private, voluntary, SME, and mutuals) and growing numbers are beginning to use the Public Services (Social Value) Act to get the mix of outcomes they seek locally. To shape markets, organisations need to be braver and more honest about communicating their vision for services and budget positions, and be prepared to listen to and talk with providers to develop new capacities and alliances.

- Commissioning is about joins between services. Commissioning an isolated service should be a simple exercise. But this is rarely the point: we need to commission together with partners and commission from a local system, and do so in ways that enable earlier interventions, integration of services and smoother pathways. That requires shared commissioning policies and a whole-system view of commissioning programmes.
- We have to use more levers. There are many commercial skills that are relevant to good commissioning and can be deployed within a values-based public services system. And while the private sector often has more options for raising finance, public services can do more to access resources, use new funding models to support early intervention, and to measure and showcase the social and economic value generated by public services.

Many organisations are adopting the principles of ‘lean’ management. The core idea of lean management is to maximise customer value while minimising waste. Simply, lean means creating more value for customers with fewer resources.

A lean organisation understands customer value and focuses its key processes to increase it continuously. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has no waste.

To accomplish this, lean thinking changes the focus of management from optimising separate technologies, assets, and vertical departments to optimising the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers.

Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at far less costs and with much fewer defects, compared with traditional business systems. Companies are able to respond to changing customer desires with high variety, high quality, low cost, and with very fast throughput times. Information management becomes much simpler and more accurate.

Lean applies in every business and every process. It is not a tactic or a cost reduction programme, but a way of thinking and acting for an entire organisation. Organisations in all sectors are using lean principles as the way they think and do. The word transformation or lean transformation is often used to characterise a company moving from an old way of thinking to lean thinking. It requires a complete transformation on how an organisation conducts business. This takes a long-term perspective and perseverance.

‘AWICS’ is holding a seminar on ‘Value for Money and Performance Management in Local Government and Housing’ in the light of the June 2013 spending review on 17th September 2013 at the Waterloo Novotel Hotel in London.

This seminar will look in detail at how Housing Associations and Local Authorities can achieve improved Value for Money and effective Performance Management in the context of the June 2013 UK Government Spending Review. The presenter will be Adrian Waite, Managing Director of ‘AWICS’ Limited, Chair of Impact Housing Association and former Strategic Director at Copeland Borough Council. The presentation will be illustrated with practical examples drawn from Impact Housing Association and other housing associations and local authorities.

For more information on the seminar and for booking details please visit: http://www.awics.co.uk/performance_management_seminar.asp

Adam Waite, Associate Consultant

Chartered Institute of Public Finance & Accountancy publishes Annual Report & Accounts for 2012

The Chartered Institute of Public Finance & Accountancy (CIPFA) is the principal professional accountancy body for the public service in the United Kingdom. It has published its Annual Report & Accounts for 2012 and they make interesting reading.

The Charitable Objects of the Institute are to:

- Advance the science of public finance and of accountancy and cognate subjects as applied to all or any of the duties imposed upon and functions undertaken by public service bodies.
- Promote public education therein.
- Promote and to publish the results of studies and research work therein and related subjects.
- Advance and promote co-operation between accountancy bodies in any way.
- Advance and promote any scheme or schemes (however constituted), having as one or more of their objects the review or regulation in the public interest of the establishment of standards by, and the training, regulatory and disciplinary activities and procedures of, any one or more accountancy bodies.

The President, Sir Tony Redmond, opens the report with a blunt analysis of the present situation:

"It is hard to imagine a more difficult climate than that which confronts public service organisations in the United Kingdom and many other parts of the world at the present time. Nevertheless, far from imagining, we may find ourselves experiencing something significantly more difficult over the next few years. All of the indications are that the aftershocks of the global crisis and the pain of austerity are likely to be here for a good deal longer."

The report goes on to outline the achievements of the Institute in:

- Advancing Public Finance and Promoting Best Practice
- Regulation and Supporting Members
- Educating and Training Student Members
- Advancing and Promoting Co-operation Between Accountancy Bodies

The report states:

Advancing Public Finance & Promoting Best Practice

"CIPFA continues to work with a range of international partners to improve global public financial management, ensuring that Governments have access to higher quality and more complete financial data on which to base their decisions, and promoting greater transparency, value for money and ethical conduct to deliver better public services and successful economies around the world.

"Much of the momentum for these initiatives has developed following our 'fixing the foundations' campaign which, in response to the financial and sovereign debt crisis has called for a step change in public financial management. Encouragingly, key international organisations have reached similar conclusions. In November the IMF published its new report, Fiscal Transparency, Accountability and Risk, and in February 2013 G20 Finance Ministers issued a communique which, for the first time, emphasised the goal of strengthening government balance sheets and highlighted the need to review the transparency and comparability of public sector financial reporting.

Regulation and Supporting Members

"Sir Bob Kerslake, Permanent Secretary at the Department for Communities and Local Government and Head of the Civil Service, gave an inspiring presentation to CIPFA's annual conference in Liverpool. An Institute member himself, he emphasised that CIPFA members in particular play a vital role in ensuring the effective and efficient delivery of services, adding that this role is even more important in these 'extraordinary times'.

Education and Training Student Members

"CIPFA's new qualification was successfully launched in January 2012. It is expressly designed to meet the current challenges facing public financial managers and to provide them with the strategic, financial and policy skill set vital to public services today.

Advancing and Promoting Co-operation between Accountancy bodies

"CIPFA continues to develop its aim of working in partnership with accountancy and other organisations in the United Kingdom and around the world."

Regarding Institute developments, future plans and financial performance, the report states that:

"The Institute has responded robustly to the new market conditions, making a number of changes including a 30% reduction in staff numbers over the past three years. As a result, despite the continuing difficult financial climate, the Chartered institute of Public Finance & Accountancy is able to report a return to operating surplus in 2012."

Income during the year fell by 10% to £25.5million while costs fell by 18% to £25.5million. The operating surplus is £25,000 or 0.1% of income. However, there was a £8.6million actuarial loss on the pension scheme partially offset by gains on property valuations and pension charges under financial reporting standard seventeen that resulted in a negative net movement in funds of £5.6million. This means that the Institute's total funds are now a negative £5.7million (after accounting for a negative pension's reserve of £17.4million).

CIPFA has one active wholly-owned subsidiary company: CIPFA Business Limited with a separately constituted Board of Directors. It is a management support services company. During 2012, 68% of group income and 56% of group expenditure was accounted for through this company.

With regard to reserves, the President states:

"The Group Board, on behalf of the Council, reviews its reserves annually. Despite the improvement in CIPFA performance its view of CIPFA's overall position remains one of concern. It recognises that CIPFA remains vulnerable to economic downturns given its heavy dependence on commercial income and the public sector market.

"The Group Board in 2012 defined two key financial targets:
- *The Group should have available cash or cash equivalent resources of in excess of £2million, being broadly one month's cash requirement.*
- *The Group should hold a level of other charitable funds equivalent to two months' of CIPFA Group expenditure. Other charitable funds exclude CIPFA's property assets which are treated as designated funds.*

"During 2012 the CIPFA group operated for 33 working days with less that its target cash availability. In relation to its reserves target, the level of other charitable funds at the year-end of £753,000 represents 17.7% of the target of £4.2million."

The reduction in expenditure was felt most keenly in educating and training student members, advancing public finance and promoting best practice. Budgets for regulation and governance appear to have been relatively protected.

- Educating and training student members – 25%
- Advancing public finance and promoting best practice – 22%
- Trading subsidiary expenses – 21%
- Regulation and supporting members – 7%
- Governance – 7%

Staff turnover in 2012 was 24% including involuntary departures. CIPFA conducts a staff survey each year. The proportion that agreed or strongly agreed that they were satisfied with CIPFA as an employer reached 52% in 2010 but declined to 33% in 2011 and 45% in 2012.

Unfortunately the Institute is seeing a decline in membership. Membership peaked at 14,003 in 2009 and declined by 2% to 13,759 in 2012. Student numbers peaked at 3,463 in 2008 and declined by 17% to 2,883 in 2012.

The CIPFA Council is proposing an increase in membership fees in 2014.

Copies of the full report are available online at http://www.cipfa.org/about-cipfa/annual-report or from alan.edwards@cipfa.org

Adrian Waite, Managing Director
(former member of CIPFA National Council 2010/11)

Leisure Management – When and how should it be outsourced?

Many local authorities have outsourced their leisure management services in the interests of improved services and lower costs. However, there is no single management model that has been shown to deliver demonstrably better services than other alternatives and some authorities continue to manage good quality services in-house, often through an arms' length arrangement or direct services organisation. However, it is often believed that outsourcing to private sector or existing trusts is more efficient and likely to deliver financial savings.

The choice of whether to externalise and which model of externalisation to pursue is largely dictated by a number of interrelated key factors as discussed below.

Savings Required - The level of savings required is probably the most important factor influencing the choice of external management model. A requirement to maximise savings through outsourcing will allow a competitive market testing and, in theory, should deliver more certainty and financial savings. Research by 'Improvement East' for example, indicates that outsourcing to either a private sector operator or an existing trust should deliver the most financial savings, largely due to the combined benefits of tax savings, economies of scale, lower support costs and the use of competitive tendering.

Market conditions - If most of the surrounding authorities have externalised their services to the private sector or trusts then there is scope to use this capacity. Creating another new trust may lead to overcapacity in the market and reduce the potential for economies of scale. In areas where there is a limited market of external providers there is more opportunity to establish a new trust and for that entity to grow over time by bidding for other leisure management contracts in that area.

Influence and control - An Authority seeking to maximise its control and influence over an externalised leisure operator may favour the creation of a new trust. However the scale of influence and control is likely to have a significant bearing on the effectiveness of the trust. It may be more efficient if an Authority sought to influence and control services through outcome based contracting.

Support costs - The willingness and ability to realise savings in support costs will have a significant bearing on the scale of savings possible through externalisation. Support services represent a significant cost to leisure and if this cost can be saved though externalisation then this would favour outsourcing, as private and existing trusts often have much lower support costs. It is often considered that in-house leisure management teams appear to have high costs because of the high support costs that they have to meet. In such cases externalisation may reduce the costs of leisure management but would leave the authority having to make economies in its support costs to realise an overall saving.

Capacity of in house team - The evidence of transferring services to a new trust suggests that where an in house service has been performing well and has strong management team it is more likely to be successful as a new independent entity. If there are concerns about the capacity of the in house team then it is better to outsource the service to bring in external management support and reduce the risks of the quality of services declining.

Economies of scale - Where an authority only has a relatively small number of facilities, to deliver economies of scale through externalisation it is often considered that it should outsource the service to a larger existing leisure operator. This is on the grounds that this would be more efficient than setting up a new trust that lacks scale and capacity and would be reliant on growth externally. However, it should be borne in mind that the culture of an organisation has more influence on the extent to which it achieves value for money than its scale. Where there are smaller facilities that have little commercial potential but that enjoy strong local support, it may be worth considering transferring the management and operation of such facilities to community driven social enterprises.

As with most decisions regarding public services the best approach is usually to take pragmatic decisions based on evidence and local circumstances.

Adrian Waite, Managing Director

Investing in Infrastructure

The United Kingdom economy would be boosted by as much as £100billion a year if the country's transport and energy infrastructure matched standards in Europe, according to the Centre for Economics and Business Research.

Substandard infrastructure cost the economy £78billion every year between 2000 and 2010, the analysts said. They estimated that improvements could be worth an additional 5% of gross domestic product or £100billion a year by 2026. The report was undertaken on behalf of the Civil Engineering Contractors Association that used the results to urge the government to back a new ten-point plan to boost construction.

Ahead of the Spending Review on 26th June, the association said ministers should create an independent body to identify 'strategic' infrastructure developments needed to meet future challenges.

It also called on Chancellor George Osborne to set minimum thresholds for new infrastructure construction activity. It should never fall below 0.8% of Gross Domestic Product and should be set at or above 1% of Gross Domestic Product over the next five years, to close the infrastructure gap between the United Kingdom and countries like Switzerland and the Netherlands.

The Civil Engineering Contractors' Association also urged ministers to launch a national programme of 'intensive improvements' to local roads, which could be paid for by councils' prudential borrowing powers. A proposal for the Public Works Loan Board to offer a reduced interest rate should also be extended. Centre for Economics & Business Research economist and report author Daniel Solomon said the United Kingdom had 'paid a high price for having infrastructure which has fallen short of our competitors'. He said:

"We estimate Gross Domestic Product might have been about 5% higher over the past decade if the United Kingdom's infrastructure quality had been in line with countries like Switzerland and the Netherlands.

"This research has shown that improving United Kingdom infrastructure quality could help us to catch up with some of the world's most competitive countries, giving United Kingdom businesses the connectivity they need to add real value to the economy."

Civil Engineering Contractors' Association director of external affairs Alasdair Reisner said it was 'not acceptable to pass our infrastructure deficit on to the next generation'. He said:

"We must act now to address this problem, ensuring that construction activity aimed at improving our transport and utility networks never again falls below the 0.8% of Gross Domestic Product threshold at which serious detrimental impacts are felt by the economy."

Meanwhile, the government is to increase its infrastructure investment in enterprise zones by £100million. The government believes the new investment will help enterprise zones attract business and create thousands of local jobs, Communities Secretary Eric Pickles announced on 10th June 2013.

Thirteen enterprise zones have been green lighted to receive the new money for eighteen projects to build service roads, car parking and other infrastructure, transforming 'shovel ready sites into job ready sites'.

The fund, originally £60million, is designed to help zones reach their real growth potential faster as economic engine rooms of local economies. Following a competitive bidding process the successful proposals will now undergo further testing to ensure value for money for the taxpayer.

Enterprise zones have already created 3,000 new jobs, attracted 126 businesses, generated 105,000 square metres of new commercial floorspace and secured almost £229million of extra private sector investment.

In addition to this five enterprise zones are also receiving £24million to tackle traffic bottlenecks and road congestion near their site through Department for Transport funding. Eric Pickles MP, Secretary of State for Communities & Local Government said:

"Enterprise zones are stimulating job creation and economic growth in different parts of the country with their special package of incentives to attractive new business ventures. The government is putting its money where its mouth is and making sure enterprise zones have the buildings and infrastructure they need to make sites ready for business to set up in."

Enterprise zones are proving extremely popular with business - they have already created over 3,000 jobs for local people - a 75% increase in just five months - and many more will be coming down the pipeline because of this new support.

Andy Rose, Chief Executive at the Homes and Communities Agency that is administering the fund, said:

"The response from the enterprise zones to this investment opportunity demonstrates just how crucial upfront infrastructure is to development. It is great news that this additional investment means more priority sites can be funded than first thought, creating more jobs in the areas that need them. We will now work with partners to refine the bids and ensure the investment is helping to maximise economic growth in local communities."

The government considers that this announcement is just one of range of steps that they have taken to rebalance the economy and support local businesses to grow and create jobs. The government has reformed the way councils are funded so they have new incentives to go for growth and support local businesses. It has established 39 local enterprise partnerships that along with enterprise zones are able to access millions in government investment to support their local economy, including the £770million Growing Places Fund and £2.4billion Regional Growth Fund.

Adam Waite, Associate Consultant

Municipal Bonds Agency

Plans to establish a municipal bonds agency for local government could provide cheaper borrowing for councils than the Public Works Loan Board.

Lars Andersson founded Sweden's Kommuninvest agency, and is now helping the French government to create a similar body to issue bonds and lend to local councils and he has urged the United Kingdom Local Government Association to press ahead with establishing the scheme in England and Wales, and to seek government backing later.

Andersson predicted that demand for highly rated public sector bonds meant agencies would be able to borrow as cheaply as 60 basis points over government gilts – 20 basis points cheaper than the Public Works Loans Board.

He said that the Local Government Association's proposal, that has been in development since the government increased the Public Works Loans Board rate in the 2010 Spending Review, 'must be cheaper' to be viable. 'Local authorities must choose the best solution, and that is the cheapest solution,' he added.

Other local government lending agencies, such as Kommuninvest, get a 'very good' rate in the market, Andersson said, so it should be possible to better existing borrowing costs for town halls. 'When we've looked at this in France, we've done some very cautious calculations, and come to 60 [points over gilts] – but I think that could be bettered.'

The Local Government Association has said the bonds agency could be established by next year. Andersson said the association could press ahead with its development without official Whitehall backing. Sweden's central government provides some support to the agency, but this was not in place when it was initially launched in 1986, Andersson noted.

'We launched it, then started the discussion with the Ministry of Finance. To us, it was obvious local authorities should be able to co-operate in such matters, but my experience in France and Britain is that it is almost impossible to wait for approval. You have to do something to create political pressure.'

The Local Government Association has asked the Treasury to join a shared examination of the business case for a bond agency. However, in a letter to Local Government Association chair Sir Merrick Cockell, Chief Secretary to the Treasury Danny Alexander said it was down to councils 'to determine whether a local authority bond agency could be delivered on a sustainable footing'.

In the letter, Alexander added: 'It is consistent with the localism agenda that the autonomous local government sector considers whether it is able to deliver and sustain alternative financing models.'

Chris Hearn, head of education and government at Barclays Corporate Bank, which has worked with authorities over bond issues, told 'Public Finance' that 'capital markets are definitely open to local authorities'. He added:

"There's appetite to invest in local authorities if they came into the market with either individual bond issuance or collective bond issuance. The principle of what's being proposed by local authorities makes absolute sense."

Hearn highlighted Barclays' involvement in recent bond issues by Transport for London that were cheaper than the Public Works Loans Board. This shows it was possible for bonds to be less expensive. He added:

"Councils are different [from Transport for London], but it does at least show the LGA and all the treasurers at local authorities what the bond market can do."

Adam Waite, Associate Consultant

Elderly care funding 'can't wait until 2016'

The elderly care system needs more money now and the coalition must not let people down by failing to deliver adequate long-term funding, according to Lord Warner, who drew up the initial plans for care home fees to be capped.

However, the government has pointed out that money is tight and it was important to "understand the realities", suggesting that funding may fall short of expectations. £2.68billion in social care savings comes at a cost to the elderly, says Association of Directors of Adult Social Services president Sandie Keene in the June edition of 'Public Servant'.

The cap put on what a person will spend on their care from 2016 has been set at £72,000. The Dilnot Commission had recommended a limit of £35,000 but the government said this was unaffordable. Voicing the concerns of many who felt that help was needed before 2016, Warner (formerly a member of the Dilnot commission) said:

"Promising a brave new future under this Bill without adequate funding for implementing the new system would be a cruel deception to inflict on many vulnerable people."

Calling for an independent review, the Labour peer claimed that inadequate funding for care services was responsible for the current crisis in accident and emergency departments across the country.

Adam Waite, Associate Consultant

Interim Management Services

'AWICS' has launched an Interim Management service.

What is Interim Management?

Interim Management can be an excellent way for organisations to maintain the smooth running of a service when permanent recruitment may not be immediately feasible. However, interim managers do not just 'fill the gap' where there is not a permanent manager in post. They go much further than this. They can assist organisations, including local authorities and housing associations, to find further efficiencies, redesign services and up-skill staff. An 'AWICS' interim manager does not just fill a vacancy but should exceed the expectations of the organisation, carry out a diversity of responsibilities and projects and drive lasting improvements.

Interim managers are experienced practitioners in their field of professional and managerial expertise. They can therefore 'hit the ground running' entering into a situation and taking firm control of their responsibilities immediately. They manage and mentor staff and other resources. They provide a fresh perspective, implementing solutions with 'hands-on' delivery, managing transition and accelerating change.

Our interim management service differs from our management consultancy services in that interim managers work as part of the team at the organisation, taking responsibility for a particular role rather than for delivery of a specific project.

Interim managers can be full-time, part-time or on flexible hours to suit the organisation. The term of the commission would usually be between three and six months but could be longer, shorter or flexible.

What can 'AWICS' offer?

We have unrivalled 'hands on' experience and knowledge of public organisations including local authorities and housing associations. This applies not only to the individual who is the interim manager but to the support that they can be offered by others in 'AWICS'.

This support is useful in helping interim managers to succeed and provide exceptional value for money. We recognise that paying for an interim manager is a big investment and we aim to deliver the best possible value for money for our client.

We are an 'ethical' management consultancy. We are passionate about helping to improve public services for the benefit of society and about providing the best quality support to our clients at the best possible value for money.

What can Interim Managers Offer?

Experience - Interim managers have recent experience in the service area in which they work either in employment, interim management, management consultancy or training.

Additional Skills – Interim managers often have complementary skills. These could include project management or training.

Flexibility – we are happy to consider taking on additional roles and to having the brief adjusted accordingly.

We would be happy to have an in depth discussion with you over the telephone or in a face to face meeting to discuss your requirements to ensure that we fully understand your brief.

Unit 3, Shire Hall, The Sands, Appleby in Westmorland, Cumbria. CA16 6XN.
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E-Mail: Adrian.waite@awics.co.uk. Website: www.awics.co.uk**. Twitter @AdrianWaite**

We would then match your requirements to our available interim managers and provide you with our detailed proposal of support and curriculum vitae for suitable candidates. We aim to do this within 48 hours of receiving an enquiry. We would recommend that you interview potential interim managers prior to taking a decision to make an appointment. However, an Interim Manager can be in place within a week.

The Interim Manager would start and carry out the role in accordance with the client's requirements. The Interim Manager would report to an officer nominated by the client on a regular basis. Adrian Waite, as Managing Director of 'AWICS' would also keep in touch with the Interim Manager and the officer nominated by the client to ensure that everything goes smoothly and the Interim Manager receives appropriate support.

At the end of the project there would be an exit strategy in place to ensure a smooth transition to permanent arrangements.

Our fees are dependent on the nature, duration and location of the work and the identity of the interim manager who is appointed. We usually offer a rate that is inclusive of expenses. Fees are agreed as part of the process of appointing the Interim Manager.

For a full list of AWICS interim managers and for more information on AWICS Interim Management Services please visit; http://www.awics.co.uk/interimmanagement.asp

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About 'AWICS'

'AWICS' is a management consultancy and training company. We specialise in providing support in finance and management to clients in local government and housing in England, Scotland and Wales. We are well known for our ability to analyse and explain complex financial and management issues clearly.

Our mission statement is 'Independence, Integrity, Value'. We therefore provide support to clients from an independent standpoint that is designed to help the client to achieve their objectives. We are passionate about working with the utmost integrity. We believe that we offer the best value for money that is available today!

For more information about us and our services please visit our website at www.awics.co.uk or contact Adrian Waite at Adrian.waite@awics.co.uk .

Services that are available from 'AWICS' include:

- Regional Seminars - http://www.awics.co.uk/regionalSeminars.asp
- In-House Training – http://www.awics.co.uk/inHouseCourses.asp
- Management Consultancy – http://www.awics.co.uk/ManagementConsultancy.asp
- Interim Management – http://www.awics.co.uk/interimmanagement.asp
- Independent Residents' Advice – http://www.awics.co.uk/IndependentTenantAdvice.asp
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Adrian Waite has a blog at http://www.awics.co.uk/Blog.asp and a Twitter feed at @AdrianWaite