



# **IPSM E-BULLETIN** **NO.5 (E-TOPICS) –** **AUTUMN 2005**

Edited by Derek Wolfe, Hon. Secretary.

Typed by Lynette Wolfe, IPSM  
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## **CONTENTS**

Introduction	Page 1
Meet the Council – Our Roles in the Public / Not-for-Profit / Voluntary Sectors	Page 2
2005 Annual General Meeting and Training Seminar	Page 3
Empowering Local Communities – The Value and Cost of Voluntary Sector Involvement	Page 4
Rationalising Customer Access to Services using One Stop Shops	Page 6
Recruitment and Career Opportunities	Page 8
Discussion Forum	Page 11
Notice of AGM	Page 12
Proxy Form	Page 14
Directions to NBHA's Conference Centre	Page 16

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## **INTRODUCTION**

Welcome to the latest edition of E-Topics, the official journal for IPSM members. This is the last edition of Topics before our 2005 AGM and Annual Training Seminar. Details of this year's main event are set out below.

Further to the summer edition of this magazine, the IPSM's Council has given the go-ahead for establishing a discussion forum for members only. As a professional organisation whose membership comprises almost every imaginable element of the public services "spectrum", such a mutual support mechanism should be helpful to all our members, dedicated as we are to the highest standards of service provision, based upon skills, qualifications, experience and examples of best practice. This includes that most vital aspect of "joined-up-thinking", working in partnership with other practitioners in the public, voluntary and not-for-profit sectors. All e-mail – enabled members will already have received (I hope!) an e-mail from SmartGroups inviting you to join. So far, 46 members have taken advantage of this great opportunity.

Also, moves are afoot to relaunch a number of practical training courses on topical subjects, courtesy of our prospective partners Spirals Ltd. – see further information

below! The Council has agreed to a major revamp of the IPSM's web-site, and is looking to resume its partnership arrangement with Badenoch & Clark, a major player in the public sector (in its broadest sense) jobs and career opportunities field (see article below). The Council has also taken the opportunity to review the IPSM's aims and objectives, and has reaffirmed them, whilst acknowledging the need to broaden the range of services available to members, if at all possible.

Derek Wolfe, FIPSM,  
Hon. Secretary

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## **MEET THE COUNCIL – OUR ROLES IN THE PUBLIC / NOT-FOR-PROFIT / VOLUNTARY SECTOR**

### **IPSM HEADQUARTERS: -**

17 St Andrews Drive, Axminster, Devon, EX13 5HA (Administrator: Lynette Wolfe)  
Tel: 01297 35423 / 01446 401212  
E-Mail: [info@ipsm.org.uk](mailto:info@ipsm.org.uk)

### **PRESIDENT: -**

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

### **HONORARY SECRETARY: -**

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

### **HONORARY TREASURER: -**

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

### **COUNCIL MEMBERS: -**

- **Stephen Guile: - (Company Secretary in the Not-for-Profit Sector) (Knightstone Housing Association)**  
Tel: 01934 625655 (home) / 0771 8155359 (mobile)  
E-Mail: [stephen.guile@virgin.net](mailto:stephen.guile@virgin.net)
- **Martin Harvey: - (ICT Consultant in the Public Sector) (Burlington House Consultancy)**  
Tel: 01597 822028 (home) / 07761 542301 (mobile)  
E-Mail: [burlington@btinternet.com](mailto:burlington@btinternet.com)
- **Julie Price: - (Manager in the Public Sector) (Ipswich Borough Council)**  
Tel: 01206 298341 (home) / 07710 534738 (mobile)  
E-Mail: [jprice@bergholt99@freeserve.co.uk](mailto:jprice@bergholt99@freeserve.co.uk)

## **2005 ANNUAL GENERAL MEETING AND TRAINING SEMINAR**

This year's AGM takes place on Thursday 17<sup>th</sup> November at the North British Housing Association's Conference Centre, 305, Grays Inn Road, Kings Cross, London. ([www.nbh.co.uk](http://www.nbh.co.uk)) For the first time, our AGM is being combined with a training seminar, rather than a conference with invited speakers. There will be two training sessions, kindly provided by IPSM's new partners, Spirals Ltd. ([www.spiralsplus.com](http://www.spiralsplus.com)). These will take place at 11.30am and 2pm respectively, the second following the IPSM's AGM. Four topics have been chosen, comprising two topics run in parallel in the morning, with two different subjects (also in parallel) in the afternoon.



Spirals Limited and the IPSM are intending to form a strategic learning and development partnership. Spirals is committed to the place of excellent public services in creating a "civil" and civilised society, and to the importance of effective management in achieving this. In short, the Company's aims are very similar to those of the IPSM. The Company's Managing Director is Mr Simon Pomfret, and its headquarters is at the Turnpike Business Centre, London Road, Wymondham, Norfolk.

The cost of this year's annual event has been kept to the absolute minimum, in order to enhance the appeal of this already attractive and innovative event to as many members as possible. The topics have also been chosen to appeal to the majority of the IPSM's membership. For the payment of just £40, you will get all of the following, plus the opportunity to network with as many colleagues as possible. Please let me (Derek Wolfe) know which of the training sessions you would like to attend, choosing one "A" subject and one "B" subject.

- 11:00 Coffee and informal welcome and introduction from Dave Punshon, President, IPSM.
- 11:30 Start of Session A training seminars (Subjects: A1 and A2)
  - (1) Managing work, delegation and empowerment;
  - (2) Project management.
- 12:30 Break for Finger Buffet "Working Lunch"
- 13:30 IPSM's Annual General Meeting
- 14:00 Start of Session B training seminars (Subjects: B1 and B2)
  - (3) Process mapping - Gershon Review;
  - (4) Service improvements.
- 15:00 Brief Evaluation of the 2005 AGM & Training Seminar
- 15:30 Planned close of AGM and Training Seminar.

# **EMPOWERING LOCAL COMMUNITIES -**

## **THE VALUE AND COST OF VOLUNTARY SECTOR INVOLVEMENT**

In its work on developing a Compact with the Voluntary Sector, the Government is stressing the need for effective and real Partnerships. On Teesside with four local Authorities four Primary Care Trusts (not co- terminous) and two Acute Trusts the Health and wellbeing sector is awash with working parties and partnerships. On top of this there is the wider world of Local Strategic Partnerships and volunteer networks. There is a rationale around the involvement of organisations like Age Concern but there is a cost to that involvement and it should be acknowledged.

### **THE VALUE**

#### **1. COMMUNITIES OF INTEREST**

- (a) While recognising the importance of geography in the development of Communities, it is felt that other factors must also be considered; class, religion, ethnicity, culture, individual circumstances and interests may draw people together across geographical boundaries. People may also belong to more than one community; a home community and a work, study or leisure community at the same time. Some community involvements may be longer term than others.
- (b) The voluntary sector has involvement with wider community across a wide spectrum of its interests, age groups, health profiles and social status
- (c) The above is important in understanding the role of the voluntary sector in relation to empowering the community. Many voluntary groups concerned with health and social care have developed in order to support individuals who may be isolated from traditional geographical communities as a result of disadvantage through disability, sickness or prejudice. Such individuals may have more interests in common with other members of their chosen voluntary group than with neighbours.
- (d) Voluntary groups are concerned that their members receive appropriate support, services and equality of treatment wherever they might live.

#### **2. EMPOWERMENT OF SERVICE USERS AND CARERS**

- (a) As public awareness is raised in relation to the rights to citizenship of disabled people, Service Users and Carers are increasingly involved in the policymaking and management of their chosen voluntary organisations through which their views are expressed.
- (b) Voluntary groups offer choice to Service Users and Carers, as they can choose to become involved with those, which suit their own philosophies and needs.
- (c) Voluntary groups offer the opportunity to campaign for changes in the law or in service provision, or to raise public and professional awareness of issues. Such campaigns can have far reaching effects, for example the effects on

maternity services of the work of the National Childbirth Trust and other organisations concerned with issues relating to maternity.

- (d) Many voluntary groups are not involved in service provision. They can therefore act more easily and transparently as independent advocates.

### **3. SPECIALIST INFORMATION/KNOWLEDGE**

- (a) The voluntary sector has much valuable knowledge and information to contribute to health and social care planning.
- (b) This can range from independent medical and social research programmes, to the aggregated insights of Service Users and Carers gained through personal experience.
- (c) Through national, regional and local networks, members of voluntary groups can exchange information, which can range from new ways of dealing with specific personal problems to the implications of national or local government policy.
- (d) Many voluntary groups wish to see this information available to planners.

### **4. THE VOLUNTARY SECTOR ROLE IN EMPOWERING THE COMMUNITY**

- (a) The voluntary sector can provide representation into statutory planning systems from an informed constituency.
- (b) There is the opportunity to participate in an ongoing process of consultation, with continuity of representation and feedback to a wider group.
- (c) Voluntary groups can provide support, information and training to representatives, especially those who might otherwise be disadvantaged.
- (d) Involvement in planning and strategic development with statutory partners, especially through the provision of informed, elected representative with the ability to feedback to a wide voluntary sector constituency.

## **THE COST TO THE CHARITY AND THE COMMUNITY**

To involve itself totally in this process any Service provider must invest time and money when this is often perceived by users and donors as to being outside the core purpose of caring for the client group.

Some Commissioners of services recognise this dilemma and either give specific grant for this purpose or include an element in Service Level Agreements, Newcastle City Council and North Tyneside primary Care Trust are examples.

The Government have acknowledged the problem in their acceptance of Full cost recovery in contracting. Unfortunately at local level most regard the voluntary sector as a cheaper option rather than the driver for Change, which it could and should be.

Working as we do across four local Authority areas Age Concern Teesside spends approx £27000 on the involvement we feel necessary. As none of our Authorities Contribute to core costs this money has to come out of charitable fundraising.

This in itself is becoming more difficult as more and more groups are chasing a charity donation, which is why Age Concern Teesside launched its charity auction on eBay, and I donated some of my prized collection of Books, which prompted the commissioning of this article.

**Dave Punshon, FIPSM,  
President**

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## **RATIONALISING CUSTOMER ACCESS TO SERVICES USING ONE STOP SHOPS**

### **Introduction**

In this era when increased service quality must be balanced against reducing costs, the need for public and voluntary sector providers to combine their requirements to achieve efficient yet high quality services outcomes for customers is an ever present issue on most agendas.

Public service organisations, voluntary and charitable bodies are invariably rich in front line service access points delivering a varied mix of single and multi service provision to customers. These access points can include: One Stop Shops, advice centres, drop in centres, libraries; housing offices; cash and information offices; museums; tourist information offices; and the list goes on!

### **Consultation**

In undertaking consultation around rationalisation of access channels it is important to recognise different communities' issues and needs and fully research these to determine the objectives and preferences of varying client groups. Rationalisation can be demand led by the communities themselves, often articulated via user panels, focus groups, questionnaires etc.

Consultation may identify demand for cross boundary service delivery responses outside the scope of traditional administrative arrangements, demands that can be particularly challenging to meet. Use of call centres and self-service solutions can potentially provide solutions.

Meeting the needs of minority and specialist groups mean there are no 'one size fits all' solutions. One local authority responded to survey results showing lower levels of customer satisfaction amongst minority ethnic groups by establishing focus groups to probe issues. In rural area where social inclusion can be a particular problem, customers may favour face-to-face contact methods, needs that can be expensive to meet using traditional means and initiatives such as automatic self service video conferencing have been successfully trialled.

As an ever-increasing range of bodies is engaged in consultation it is important to streamline consultation channels to those that are most effective. At times the outcome

of rationalising service access arrangements may be largely predetermined by factors beyond the control of any consultation process such as funding restrictions. It is necessary to be realistic in such circumstances and carefully consider the appropriate consultation strategy, raising false expectations and about choice in such circumstances can be counterproductive.

## **Partners**

Many partnership models now exist; organisations regularly featuring in service access rationalisation include all tiers of local government, central Government agencies eg. Dept. of Work & Pensions, Job Centre Plus, PALS (NHS patient liaison) Primary Care Trust, Citizens Advice Bureau, Age Concern, Credit Union, registered social landlords, police, Dial, Inland Revenue, local community and voluntary organisations.

Local Authorities are frequently leaders in rationalisation of access arrangements amongst partners, financial support can often be achieved for partnership projects. Local authorities are increasingly acting as the main employer of staff who offer a range of services for several partner bodies.

The voluntary sector in particular may welcome the benefits of shared service deliver arrangements as they may gain access to purposes built customer service environments and are freed from responsibilities for premises, staff and facilities management. For other partners the benefits may include the ability to extend the availability of services across longer opening hours.

## **Funding**

Many costing and charging models exist dependant on the service delivery model; both capital and revenue funding arrangements may be necessary. If new facilities are required complex joint funding agreements may need establishing, alternatively one partner may lead on funding with others contributing to running costs. In some cases lead partners may elect not to set up bureaucratic charging arrangements for co delivery partners as mutual benefits have been identified. Best practice advice is to ensure that capital and revenue charging arrangements are agreed with partners as an integral part of early discussions on service delivery arrangements. If service level agreements are to be deployed it is important to identify the facilities to be provided and to consider all aspects of direct and indirect costs at the outset as it is easy to overlook things and difficult to recover additional unexpected costs once agreements are operational. Care needs to be taken to prevent charging of partners becoming a resource hungry industry. CRM (customer relationship management) and queue management systems can often produce data to simplify charging.

## **Staff & People Issues**

A new approach to service delivery will require a rethink on the types of people skills required to deliver it, with an emphasis on strong customer care skills and an ability to deal with continuous change. Merging of service delivery arrangements frequently impacts directly on existing staff undertaking these roles. Legislation and protection arrangements exist to govern staff transfers under formalised outsourcing arrangements. Transferring staff between tiers in local government is becoming more common with staff tending to be employed by lead the partner.

Changing approaches to service delivery will require considerable shifts in culture which can be difficult for existing staff groups. To prevent unnecessary concern and uncertainty staffing plans should be clearly identified at outset of any service rationalisation plans. Consideration should be given to whether posts are to be filled by recruitment and selection or ring fence, transfer and redeployment. When considering transferring staffs ensure they will bring the required skills, experience and attitude required in new roles. `Recruit for skills/train for knowledge`.

To create the flexibility required to maximise the service delivery improvement and efficiency gains available via access rationalisation, staff are likely to need to expand the scope of their existing experience, skills and knowledge. Selection processes can test whether staff have an aptitude for generic service delivery and posses the relevant skills for responding to customers face to face, by phone or in written forms. Career grades and competency based progression linked to training and skill development can be helpful in encouraging continuous acquisition of new skills. Formalised training assessment around NVQ's and certificated course are available.

Some service delivery approaches will need to address issues of lone working and appropriate support to specialist customer groups.

### **Data Sharing**

The development of closer multi agency service delivery throws up many challenges around data sharing and confidentiality, many of which are covered by legislation, some of which is new and somewhat lacking in detail around what may or may not be shared. Even internally within the same organisation data sharing is not always straightforward either because of the parameters around use of existing customer data and barriers resulting from IT infrastructure. Since much rests on the approvals given by customers for data sharing there are considerable benefits from improving customers understanding of the benefits of agreeing to key agencies sharing key data about them.

**Julie Price,  
Council Member,  
Former IPSM President**

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## **RECRUITMENT AND CAREER OPPORTUNITIES**

Having recruited to the public sector and not for profit organisations for over 20 years, Badenoch & Clark's experience means we understand how each organisation works. With specialist teams recruiting for your area of expertise, we understand the experience and skills required for each role. Our experience also means we are well aware of the trends and many changes the market has seen over the years.

The most noticeable change is the shift towards more and more Public Sector organisations using external recruitment agencies to help recruit permanent staff. This has been predominately due to either a lack of recruitment resources in house or situations when the client is looking to fill a senior skill specific appointment. Reputable recruitment consultancies such as Badenoch & Clark are able to comply with anti discrimination legislation, monitor diversity and promote Equal Opportunities. And all of

this whilst managing the whole process; writing the advert, sifting through responses, interviewing and short listing.

The use of temporary finance staff has seen a huge increase over the past 7 years even if the intention is to cut back. Organisations have seen the value in recruiting temporary staff to fulfil periods of sickness or maternity leave or whilst recruiting permanently so a department doesn't have to grind to a halt or struggle.

More noticeably, the continuous changes in legislation often require extra resources or more experienced consultants who possess a specific skill set not available within the organisation. For example the coming months sees changes to Education funding that will no doubt require experienced Education consultants with good knowledge of funding and schools finance. The ongoing changes due to the Gershon review has, and will, continue to require interim consultants with in depth sector knowledge and experience of efficiency reviews, strategy and planning and change management. And this being the first year that local authorities will have to assess their value for money may lead to the necessity for extra resources.

The NHS also has its fair share of changes with the upcoming merging of PCT's and consolidation of SHA's there will be a requirement for Health sector experienced project managers to deal with the restructuring process.

This trend to recruit temporary consultants or 'interims' has become more and more common over the past 3 years in all sectors including the Public Sector. In fact *Personnel Today* recently revealed that the public sector uses twice as many interims as anyone else, costing the taxpayer up to £1m a day.

Badenoch & Clark are pleased to have been involved with the IPSM for the past 15 months. In 2005 we were voted the Best Public Sector Recruitment Agency in the Recruiter Awards, a prestigious industry award recognising the work that we do within the sector and voted for by clients and candidates. We are proud to offer you a comprehensive consultancy service should you be seeking a member of staff or the next challenge in your career.

For further information on how Badenoch & Clark can help you, please contact Emma Al-Jumaili on 020 7583 0073 or [emma.aljumaili@badenochandclark.com](mailto:emma.aljumaili@badenochandclark.com) Emma is dedicated to managing the relationship between Badenoch & Clark and the IPSM and will introduce you to your own career consultant, who will be locally based, and able to help you with all your recruitment needs.

Our areas of expertise include temporary, interim and permanent work at all levels within the following areas: Accountancy & Finance, Commissioning, Fundraising, Housing, HR, IT, Marketing and Communications, Policy, Procurement, Regeneration, Research, Revenues Benefits and fraud, Social Care and Strategy.

We currently have 18 offices in the UK - all of which have a dedicated Public Sector division - and one in Luxembourg, with ambitious plans to continue our expansion in Europe and elsewhere within the UK. We recognise that we have a responsibility to contribute to the communities in which we work. We offer our time and expertise to various community projects, providing our services to those who would not normally

have access to them. We are an equal opportunities organisation and actively monitor diversity.

Over 80% of the director and management team began their careers at Badenoch & Clark as recruitment consultants. This reflects the emphasis that we place on career development and providing opportunities for our employees. Our commitment to training and development is reflected through our high standards of service.

We are proud of our capable, committed and focused staff. Our retention rates are exceptional for the recruitment industry and demonstrate the fact that our people are stimulated, motivated, recognised and rewarded.

Our values influence everything we do as a company. They define our priorities, differentiate us in our markets and enrich our lives at work:

### **Teamwork**

We believe that success comes from teams who care about each other and our company. We support each other by listening, talking openly and sharing our knowledge freely. We recognise our colleagues' professional and personal differences, irrespective of hierarchy or role, and work hard to make the most of all our talents.

### **Excellence**

We emphasise attention to detail and believe that the strongest foundation for our successful business is delivering our services with quality and the utmost integrity. We are determined to offer the highest levels of service, delighting our customers and surpassing expectations.

### **Achievement**

We commit ourselves to attaining the highest possible goals and recognise that success follows hard work and dedication. We face challenge with a positive attitude and constantly reward and celebrate individual and collective successes whilst encouraging everyone to do their best.

### **Innovation**

We encourage and stimulate new ideas and ensure they are acted upon appropriately. We are not complacent and continuously look to identify and implement solutions that can shape and improve our business processes and our services.

### **Fun**

We know that a happy and motivated workforce delivers better results. We want everyone to enjoy being part of their teams and place importance on the fact that we can enjoy each other's company and look forward to coming to work.

Vinia Nigrelli  
Consultant - Local Government Interim  
Badenoch & Clark

[www.badenochandclark.com](http://www.badenochandclark.com)

## **DISCUSSION FORUM**

Further to the introduction on page 1 of this edition of Topics, I can confirm that an IPSM Discussion Forum has been established free-of-charge to members, courtesy of SmartGroups ([www.smartgroups.com](http://www.smartgroups.com)) . 46 members have joined to date, and I am aware of a number of issues being discussed by members of the group, such as local area agreements, for example. All members with e-mail facilities should by now have received an e-mail from SmartGroups, as follows:-

“You have been re-invited to join the "IPSM Discussion Forum" Group by IPSM.

Here is a message from IPSM:

=====

Dear IPSM Member

I am writing to let you know about the IPSM new Discussion Forum EXCLUSIVE to IPSM Members.

The IPSM Council has created this Forum which, as a member of IPSM, I am sure you will be interested in and which eventually will be of benefit to you in your profession.

I have asked SmartGroups, who host the Forum, to send you an invitation to join. This will contain further instructions and should be in your inbox just after this email.

Please email me back if you need any help, or want to know more about it.

Regards

**Martin Harvey**

**Webmaster,** [www.ipsm.org.uk](http://www.ipsm.org.uk)

p.s When you sign up could you please ensure that you include your NAME in the details. Thank you.

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To join the Group, visit

<http://www.smartgroups.com/joingroup?p=m1r6rgk3&u=113010289&gid=3264034>

(If the web address above is not a clickable link just copy and paste it into your web browser)

Alternatively, just reply to this message.

Regards

IPSM

[martin.harvey@ipsm.org.uk](mailto:martin.harvey@ipsm.org.uk)

By joining, you are agreeing to the SmartGroups terms and conditions:

<http://www.smartgroups.com/text/en/legal.cfm> “

I do hope this innovative facility will be made use of by everyone wishing to network with their fellow professionals. I think it is a great way to pool knowledge on topical issues,

allowing all participants to learn from each other. This facility is being made available on an experimental basis, but if well used, I am confident it will be retained as a permanent feature and benefit of IPSM membership.

With best regards,

Derek Wolfe,  
Hon. Secretary.

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## **NOTICE OF AGM**

Notice is hereby given that the twenty-first Annual General Meeting of the Institute of Public Sector Management will be held at the North British Housing Association's Conference, 305 Grays Inn Road, Kings Cross, London on 17<sup>th</sup> November 2005 at 1.30 p.m. for the transaction of the following business:

### **Ordinary Business**

- a) To receive the Report of the Council and the Audited Accounts for the 12 months ended 31 March 2005.
- b) To authorise Council to appoint the Auditor and to determine the remuneration.
- c) To confirm Dave Punshon as the President of the Institute in accordance with Article 47 of the Articles of Association.
- d) To confirm Derek Wolfe as the Vice-President of the Institute in accordance with Article 48(A) of the Articles of Association.
- e) To confirm Rodger Lawrence as Treasurer of the Institute in accordance with Article 48(B) of the Articles of Association.
- f) To confirm Derek Wolfe as Honorary Secretary of the Institute in accordance with Article 48(C) of the Articles of Association.
- g) To re-elect Martin Harvey and Julie Price as members of the Council.
- h) To confirm Stephen Guile as the Immediate Past President of the Institute in accordance with the Articles of Association.

Derek Wolfe  
Honorary Secretary  
17 St Andrews Drive  
Axminster  
Devon  
EX13 5HA

**Notes:**

- 1 Both Full and Student members and Fellows of the Institute may attend and vote at General Meetings of the Institute.
- 2 A member entitled to attend and vote at a meeting is entitled to appoint another member or the duly appointed Chairman of the meeting as a proxy to attend and vote instead of him/her, according to the relevant Articles of Association (Nos 42-46), the necessary instrument to arrive at the above mentioned office not later than 12 noon on Monday 31<sup>st</sup> October 2005. A form of proxy is attached.

(NB: Under the Institute's Articles of Association, a proxy has the right to speak and vote on a poll, but cannot vote on a show of hands. A proxy can, however, request or join in the request for a poll).

- 3 Members, Students and Fellows have a right to attend the Annual General Meeting and, as such, do not need to give prior notification of their intention to attend the AGM. However, it would greatly assist the organisers if those attending the day's events could respond in advance, preferably by Monday 7<sup>th</sup> November if at all possible, (the £40 is, in effect, the fee for attending the training seminars and buffet being run in conjunction with the AGM.)

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**2005 AGM & TRAINING SEMINAR**

I will be attending the 2005 AGM & Training Seminar on 17<sup>th</sup> November 2005 at the NBHA's Conference Centre, 305 Grays Inn Road, Kings Cross, London and I enclose a cheque/postal order in the sum of £40 made payable to the "Institute of Public Sector Management".

Signed: ..... Print Name: .....

Membership No (if known): .....

Address: .....  
.....  
.....

**Please return this form with your payment to: -**  
Mr Derek Wolfe, Honorary Secretary, IPSM H.Q.  
17 St Andrews Drive, Axminster, Devon EX13 5HA.

**INSTITUTE OF PUBLIC SECTOR MANAGEMENT**

**PROXY AUTHORITY**

Annual General Meeting 17<sup>th</sup> November 2005

I (name).....

Of (address) .....

Being a member (Fellow, Full or Student) of the Institute of Public Sector Management hereby

appoint .....

(a member of the Institute) or failing him / her the duly appointed Chair of the meeting as my proxy to vote for me on my behalf at the AGM of the Institute to be held on 17<sup>th</sup> November 2005 and at any adjournment thereof.

I instruct my proxy to vote in accordance with my wishes, which I have indicated below. On procedural resolutions or where I have given no such indication, the proxy may vote at his / her own discretion.

Dated .....

Signed .....

Name in Full .....

**Ordinary Resolutions**

		For	Against
a	Report and Audited Accounts	<input type="checkbox"/>	<input type="checkbox"/>
b	Appointment of Auditors	<input type="checkbox"/>	<input type="checkbox"/>
c	Confirm appointment of <u>Dave Punshon</u> as President	<input type="checkbox"/>	<input type="checkbox"/>
d	Confirm appointment of <u>Derek Wolfe</u> as Vice-President	<input type="checkbox"/>	<input type="checkbox"/>
e	Confirm appointment of <u>Rodger Lawrence</u> as Hon. Treasurer	<input type="checkbox"/>	<input type="checkbox"/>
f	Confirm appointment of <u>Derek Wolfe</u> as Hon. Secretary	<input type="checkbox"/>	<input type="checkbox"/>
g	Re-elect <u>Martin Harvey and Julie Price</u> to the Council	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>			
h	Confirm appointment of Stephen Guile as Immediate Past President	<input type="checkbox"/>	<input type="checkbox"/>

The form must be sent to:

Derek Wolfe  
Honorary Secretary  
IPSM H.Q.  
17 St Andrews Drive  
Axminster  
Devon  
EX13 5HA

This form of Proxy must arrive at IPSM HQ by no later than 12 noon on Monday 31<sup>st</sup> October 2005

## **Directions to the NBHA's Conference Centre at 305, Grays Inn Road, Kings Cross, London, WC1X 8QR (Tel: 0207-520-7429)**

### **FROM M1:**

Leave M1 at Junction 2 and follow the A1 all the way to Angel, Islington.  
Turn right onto Pentonville Road (A501).  
Take 3rd on left into Penton Rise and stay in middle lane.  
Follow road round at traffic lights and take sharp right into Swinton Street.  
Turn right at lights and the office can be found on the left.

### **FROM M40:**

Follow M40 and then the A40.  
Follow the A40 and go over the Marylebone fly-over along the Marylebone Road (A501).  
Go straight on and follow the road under the underpass onto Euston Road (A501).  
Go past traffic lights at Kings Cross Station into Pentonville Road and take the right fork into Kings Cross Road. After the next set of traffic lights take the right into Swinton Street. Turn right at the lights and the office can be found on the left.

### **FROM M4:**

Leave M4 at Junction 15 and join the M25.  
From the M25 leave at Junction 16.  
Pick up the M40 and then follow directions above.

### **FROM M3:**

Leave M3 at Junction 2 and follow M25 until Junction 16.  
Pick up the M40 and then follow directions above.

### **CAR PARKING:**

There is no parking in Grays Inn Road itself. There is metered parking available in the surrounding side streets.

### **BUS:**

No information

### **RAIL:**

From the Northwest arriving at London Euston: Exit the station via the main entrance into Euston Square. Turn left on Euston Road (towards Kings Cross / St Pancras). Walk approximately half mile down Euston Road, past St Pancras Station. Cross to right hand side of Euston Road opposite Kings Cross Station. Turn right into Grays Inn Road. (Approximately 15/20 minutes).

From the Northeast arriving at London Kings Cross: Exit station via main entrance onto Euston Road. Grays Inn Road is opposite the station concourse. (Approximately 5 minutes).

### **TUBE:**

Nearest tube station is Kings Cross/St Pancras. Use Kings Cross Exit.